

**POLICY AND RESOURCES CABINET COMMITTEE**

**Friday, 2nd February, 2018**

**10.00 am**

**Darent Room, Sessions House, County Hall, Maidstone**







## **AGENDA**

### **POLICY AND RESOURCES CABINET COMMITTEE**

**Friday, 2 February 2018, 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 (15)**

- Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), 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 J P McInroy, Miss C Rankin, Mr H Rayner and Mr I Thomas
- Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE
- Labour (1) Ms K Constantine

#### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes  
To receive apologies for absence and notification of any substitutes present

- 3      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.
- 4      Minutes of the meeting held on 5 December 2017 (Pages 7 - 14)  
To consider and approve the minutes as a correct record.
- 5      Minutes of the meeting of the Property Sub-Committee held on 18 January 2018 (Pages 15 - 18)  
To note the minutes of the meeting
- 6      Strategic and Corporate Services Performance Dashboard (Pages 19 - 34)  
To note the report
- 7      Financial Monitoring 2017-18 (Pages 35 - 40)  
To note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the October monitoring to Cabinet
- 8      Budget 2018-19 and Medium Term Financial Plan 2018-20 (Pages 41 - 50)  
To note the draft budget and MTFP, including responses to consultation and government provisional settlement and suggest any changes which should be made before the draft is presented to Cabinet on 5 February and County Council on 20 February
- 9      Information Governance Update (Pages 51 - 62)  
To note the report
- 10     Customer Services (Pages 63 - 66)  
To note and comment on the report
- 11     Work Programme 2018/19 (Pages 67 - 72)  
To consider and agree a work programme for 2018/19

### **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 73 - 196)  
To consider and endorse, or make recommendations to Cabinet on a proposed decision to progress the establishment of an arms-length model for the trading

centre for the Business Service Centre

- 13      Total Facilities Management - Bi-annual Review (Pages 197 - 208)  
To note the current performance of the Total Facilities Management Contractors  
and assurance from the Property Sub Committee
- 14      Contract Management (Pages 209 - 212)  
To note the report

Benjamin Watts  
General Counsel  
03000 416814

**Thursday, 25 January 2018**

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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 Tuesday, 5 December 2017

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Mrs M E Crabtree, Mrs T Dean, MBE, Mr P W A Lake, Mr J P McInroy, Miss C Rankin, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson 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

#### **30. Apologies and Substitutes** (Item 2)

Apologies for absence were received from Mrs Constantine. There were no notifications of substitutes.

#### **31. Declarations of Interest by Members in items on the Agenda** (Item 3)

Mr Thomas made a declaration of interest in item 10 (Policy on the Use of Sprinkler Systems) and in item 13 (Contract Management Review – KPSN) as he was a member of Canterbury City Council's Planning Committee and Canterbury City Council was one of the partners in the KPSN. As his interest was not pecuniary or significant he stayed in the meeting during the discussion of the items.

#### **32. Minutes of the meeting held on 15 September 2017** (Item 4)

Resolved that the minutes of the meeting held on the 15 September 2017 are correctly recorded and that they be signed by the Chairman.

#### **33. Strategic and Corporate Services Performance Dashboard** (Item 5)

*Richard Fitzgerald (Business Intelligence Manager - Performance), Ben Watts (General Counsel), Amanda Beer (Corporate Director, Engagement, Organisation Design and Development) and Rebecca Spore (Director of Infrastructure were in attendance for this item*

- (1) Mr Fitzgerald introduced the report which set out progress made against targets set for Key Performance Indicators to the end of September 2017.

- (2) He drew particular attention to GL02 (Freedom of Information Requests completed within 20 working days) (Fol) and GL03 (Data Protection Act subject access requests completed within 40 working days) and supplemented the information in the report. He said that Invicta Law had transferred additional responsibilities to the Information, Resilience and Transparency team which had affected performance in responding to Freedom of Information requests. Delays could also be caused by a lack of resources in operational units which prevented them from providing information in time, but queries over consent, legal involvement, and requests not recognised by the recipient were also reasons for delays. He said the Information Resilience and Transparency Team provided advice on the most efficient ways to prepare records to save time and resource, made guidance available on KNet and issued guidance with every referral.
- (3) Mr Watts said the number and complexity of queries received under the Data Protection Act had increased and the response to queries had to be balanced against the delivery of front-line services especially in Social Care. He suggested that a report giving more detailed information be submitted to a future meeting of the Cabinet Committee.
- (4) Members commented about the detail required to answer some FOI requests; the consequences of failing to meeting the statutory requirement for a response within 40 working days; the provision within the legislation to recover the costs associated with complex queries; and noted that most queries were responded to within the statutory timescales.
- (5) In response to a question about P101 (Percentage of rent due to KCC outstanding at 30 days), Ms Spore said that most of the debt related to the Sussex Partnership NHS Trust, however, she was confident that this debt would be recovered. She also said she would provide additional detailed information relating to this indicator and P101b to Members of the Cabinet Committee in advance of the next meeting.
- (6) In response to a question about CS07 (Complaints responded to in timescale), Mrs Beer said the indicator related to the response to complaints and not just the acknowledgement of receipt of a complaint. She also said that a new Complaints Management Policy was being rolled out to ensure complaints were dealt with consistently across the Council.
- (7) Resolved that the report be noted.

#### **34. Financial Monitoring 2017/18**

*(Item 6)*

*Jackie Hansen (Finance Business Partner- Strategic and Corporate Services) and Andy Wood (Corporate Director, Finance) were in attendance for this item*

- (1) Ms Hansen introduced the report which showed extracts from the detailed monitoring report that was presented to Cabinet monthly. She referred in particular to Table 1 of the report which showed the forecast for the Strategic and Corporate Services Directorate.



- (2) Mr Wood referred to Table 2 which set out a forecast of an £8.3m overspend at the end of the financial year. He said the Leader had written again to the relevant government minister seeking recompense for the costs of dealing with asylum and he was reasonably confident that funding would be received. He also said a report had been submitted to Cabinet recommending that a blanket moratorium on spending was not imposed across the authority. He said that a residual pressure of £3m was being forecast for the year-end however the end-of-year figures were usually close to balancing.
- (3) Mr Simmonds (Cabinet Member for Finance) reminded the Cabinet Committee that savings of £600 million had been made over the last 6-8 years and he commended the work done by the Finance team.
- (4) Resolved that the revenue and capital forecast variances from the budget for 2017-18, that are in the remit of this Cabinet Committee, based on the September monitoring to Cabinet be noted.

### **35. 17/00103 - Renewal of Microsoft Enterprise Agreement(s)**

*(Item 7)*

*Rebecca Spore (Director of Infrastructure) and Michael Lloyd (Head of Technology Commissioning and Strategy were in attendance for this item*

- (1) Mr Lloyd introduced the report which outlined the requirement to renew the Council's Microsoft Enterprise Agreements in order that the Council be appropriately licensed to deliver its current services. The report also asked the Cabinet Committee to consider and endorse a proposed decision of the Cabinet Member to delegate authority to the Director of Infrastructure for the award of the contracts in consultation with him.
- (2) In response to a question, Mr Lloyd said that all of the authority's IT systems were with Microsoft. The ICT teams were looking at the interface between the computer and mobile devices to ensure the user experience was as seamless as possible.
- (3) Resolved that the proposed decision to delegate, to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts to Microsoft for the Enterprise Agreement and Server Cloud Enrolment, including the necessary contractual negotiations and enter into any subsequent necessary legal agreements be endorsed.

### **36. Website (kent.gov.uk) Usage**

*(Item 8)*

*Amanda Beer (Corporate Director, Engagement, Organisation Design and Development and Andrew Bose (Marketing and Digital Manager) were in attendance for this item*

- (1) Mr Bose gave a short presentation which is available online as an appendix to these minutes.

- (2) In response to questions, officers said that: performance indicators were being reviewed and a more stretching target would be considered for website satisfaction; work was on-going with the Education Admissions team to ensure website users did not experience delays on “offer” days, most highway faults were reported online and work was underway to improve communication regarding the progress in resolving a fault and to develop apps to make reporting easier. Officers also said it was possible for customers to open new windows on their computers while engaged in a webchat, and that there had been no incidents of the Council’s being hacked and false information uploaded.
- (3) Mr Bose undertook to provide additional information to Members of the Cabinet Committee about the number of customers using LiveChat to communicate with the Council.
- (4) Resolved that the report be noted.

### **37. Annual Equality and Diversity Report 2016-17**

*(Item 9)*

*David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Akua Agyepong (Corporate Lead - Equality and Diversity) were in attendance for this item*

- (1) Mr Whittle introduced the report which set out the Annual Equality and Diversity Report for 2016-17 as required by the Equality Act 2010. He said this was the last report on performance against the equalities objectives set in 2012. New objectives had been agreed earlier this year and work was underway to finalise the nature of the report that would be received next year.
- (2) Members said it was pleasing to see that consideration of equalities was now more embedded in the decision-making process than in earlier years and welcomed the layout and style of this year’s annual report. Members also commented on: the number of children being home-schooled; the employment, including the self-employment, of children under 16 and the increase in the number of pupils in receipt of the Pupil Premium who were attending selective schools.
- (3) Resolved that the Annual Equality and Diversity report 2016-17 be approved for publication on [www.kent.gov.uk](http://www.kent.gov.uk).

### **38. 17/00122 Policy on the Use of Sprinkler Systems - Update**

*(Item 10)*

*Rebecca Spore (Director of Infrastructure), Tony Carty (Health and Safety Business Operations Manager) and Karen Ripley (Facilities Management and Capital Lead) were in attendance for this item*

- (1) Mr Hotson (Cabinet Member for Corporate and Democratic Services) introduced the report which provided general information on sprinkler systems and made recommendations as to the Council’s future approach for the use of

sprinklers in its existing estate and any new buildings. It also asked the Cabinet Committee to consider and endorse, or make recommendations on his proposed decision to amend the Use of Sprinkler Systems Policy.

- (2) Ms Spore said that the objective of the policy was to ensure the Council's buildings were safe and that a risk assessment approach was taken to determine the need for a sprinkler system in any new building. The revised policy was a refresh of the 2013 policy. It was very likely that the policy would be further updated following the publication of an interim report of the Independent Review of Building Regulations and Fire Safety being led by Dame Judith Hackitt. Ms Spore referred, in particular, to paragraph 3.2 of the report which confirmed that the revised policy would ensure that the Council continued to meet its statutory duties and legislative requirements.
- (3) In response to questions, officers said that: the Kent Fire and Rescue Service (KFRS) was consulted early in the design stage of any new building being constructed by or for the Council; some academy schools complied with the safety requirements and advice of the Educational Funding Agency, but academies that had leasehold agreements with KCC were required to seek consent for any alterations or extensions and to comply with KCC policies including the policy on the Use of Sprinkler Systems.
- (4) Members said that the KFRS and other fire services had been lobbying government ministers since the 1970s to make the installation of sprinkler or fire suppressant systems in all new buildings. Concerns were also raised about the resources of district and boroughs to enforce technical building regulations and standards. Comments were also made about the inclusion of refuge points in the design of special and residential schools, the impact of a fire in a school on the pupils and on the stress caused by the loss of course work
- (5) Mr Bird, seconded by Mrs Dean, proposed that all new schools and extensions to existing school buildings should include sprinklers or other fire suppressant systems or set out a good reason why they were not included.
- (6) A number of Members expressed sympathy for Mr Bird's proposal but said that it was preferable to wait for the interim report from the Hackitt review. Upon being put to the vote the motion was lost.
- (7) Resolved that:
  - (a) the proposed decision of the Cabinet Member to update the Sprinkler Policy be endorsed; and
  - (b) a further report, taking account of the recommendations of the Hackitt review, be received by the Cabinet Committee no later than 16 March 2018.

### **39. Work Programme**

*(Item 11)*

Resolved that the work programme for 2018 be noted subject to reports on Customer Services, Gen2 (including the Total Facilities Management Update), the Business

Services Centre and performance in relation to requests received under Data Protection Act being included on the agenda for February 2018 and an update on the interim report from the Hackitt review being included on the agenda for March 2018.

#### **40. Dates of meetings 2018/2019**

*(Item 12)*

Resolved that the dates of meetings of the Cabinet Committee in 2018/19 be noted as follows: Friday 11 May 2018, Friday 29 June 2018, Thursday 6 September 2018, Tuesday 20 November 2018, Friday 18 January 2019 and Friday 8 March 2019.

#### **41. 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 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.

#### **42. Contract Management Review (KSPN) Kent Public Services Network**

*(Item 13)*

*Vincent Godfrey (Strategic Commissioner), Emma Mitchell (Director, Strategic Business Development and Intelligence) and Dave Lindsay (Strategic Development and Relationship Manager) were in attendance for this item*

- (1) Mr Hotson (Cabinet Member for Corporate and Democratic Services) said the Cabinet Committee had received a report at its last meeting outlining the process for reviewing contracts and a programme of contract reviews. In accordance with the request of the Cabinet Committee, this report presented the findings of a contract management review of the Kent Public Services Network (KPSN). He also referred to a recent training event for Members on contract management.
- (2) Mr Godfrey introduced the report and said Emma Mitchell would talk through the process for the review of the KPSN contract along with some high-level findings.
- (3) Ms Mitchell said that a Contract Management Review Group, chaired by Mr Simmonds, had been established as a sub-group of the Budget and Programme Delivery Board to undertake a series of contract management reviews. She also said the sub-group met every fortnight and that its purpose was to ensure best practice in contract management which in turn improved value for money. She referred, in particular, to the findings and recommendations of the sub-group which were set out in Appendix B of the exempt report.
- (4) Mr Lindsay gave a short presentation outlining the extent of the partnership, the strengths and weaknesses of the way KPSN managed its contracts, the issues identified by the review, the maturity assessment of the contract and his experience of the review.

- (5) In response to questions, officers said that KPSN had been in existence since 2011 and it was anticipated that it would continue as it had key role in driving down network costs and underpinned new ways of working. It was also confirmed that KPSN was a contract held by KCC and delivered through a series of contracts with partner organisations, information sent through the network was secure and there had been no issues relating to security or confidentiality.
- (6) Resolved that:
  - (a) The report be noted; and
  - (b) A further report of a specific contract review be submitted to the Cabinet Committee in March 2018.

**43. Review of KCC Company Ownership and Governance**  
*(Item 14)*

*Ben Watts (General Counsel) and Andy Wood (Corporate Director of Finance) were in attendance for this item*

- (1) Mr Long (Cabinet Lead for Traded Services) introduced the report which had been produced following a request at the last meeting of the Cabinet Committee for further detail about the governance relationship between the Council, the companies it had or might set up and a holding company.
- (2) Mr Watts gave a short presentation setting out the relationship of the holding company to existing Council-controlled companies; Member involvement and scrutiny of the companies; the statutory and governance obligations of the directors and shareholders; and the proposed company structure.
- (3) In response to questions, officers said: the holding company would have to deliver more than it cost; it would be for the proposed Member Panel to consider how articles of association or memoranda of understanding could be amended and the appropriateness of consolidated end-of-year accounts; and that it was intended that the Council would retain oversight of any reserved matters.
- (4) The Cabinet Committee was broadly supportive of the proposed way forward.
- (5) Resolved that:
  - (a) The proposed arrangements for Member scrutiny of traded activities be endorsed:
  - (b) The governance arrangements that will apply to any subsequent holding company be noted: and
  - (c) The Section 151 update in relation to the Holding Company Review be noted.

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## KENT COUNTY COUNCIL

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### PROPERTY SUB-COMMITTEE

MINUTES of a meeting of the Property Sub-Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 18 January 2018.

PRESENT: Mr B J Sweetland (Chairman), Mr R H Bird, Mr D L Brazier (Substitute for Mr N J D Chard), Mrs M E Crabtree, Mr D Farrell, Mr J P McInroy and Mr M D Payne

ALSO PRESENT: Mr E E C Hotson

IN ATTENDANCE: Mrs R Spore (Director of Infrastructure), Ms K Ripley (Facilities Management and Capital Lead), Ms V Seal (Interim Head of Property Commissioning and Strategy) and Miss T A Grayell (Democratic Services Officer)

### UNRESTRICTED ITEMS

#### **114. Membership**

*(Item 1)*

It was noted that Mr D Farrell had joined the sub-committee in place of Ms K Constantine and that the death of Mr K Gregory had resulted in a vacancy on the sub-committee.

#### **115. Apologies and Substitutes**

*(Item 2)*

Apologies for absence had been received from Mr N J D Chard.

Mr D L Brazier was present as a substitute for Mr Chard.

#### **116. Declarations of Interest by Members in Items on the Agenda**

*(Item 3)*

There were no declarations of interest.

#### **117. Minutes of the meeting held on 8 September 2017**

*(Item 4)*

It was RESOLVED that the minutes of the meeting held on 8 September 2017 are correctly recorded and they be signed by the Chairman. There were no matters arising.

#### **118. Meeting Dates 2018/19**

*(Item 5)*

It was noted that the following dates had been reserved for meetings of the sub-committee in 2018/19:

Thursday 1 March 2018 - 2.00 pm

Friday 15 June 2018 - 2.00 pm  
Friday 12 October 2018 – 2.00 pm  
Friday 8 February 2019 – 2.00 pm

*All meetings would take place at Sessions House, County Hall.*

#### **119. Considering information in unrestricted and exempt reports - agenda items 6, 7 and 8**

As the first three items of business included both unrestricted and exempt information, the Chairman suggested that a brief introduction to each of the three reports be made in open session to give Members the opportunity to ask any questions they wished to on the unrestricted information. This approach was agreed and the Cabinet Member and officers then gave very brief introductions to the reports for agenda items 6, 7 and 8.

Members confirmed that the questions they wished to ask and comments they wished to make in respect of these items related to the information contained in the exempt appendices to each. Accordingly, it was agreed that the meeting then move to a closed session.

#### **120. Motion to exclude the Press and Public for exempt business**

The Sub-Committee 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)

#### **121. 17/00093 - Disposal of Dorothy Lucy Care Home, Maidstone, Kent, ME15 7TA**

*(Item 6)*

1. Ms Seal and Mrs Spore responded to questions of detail from Members on the information set out in the exempt papers, including the bids received, the process of due diligence in assessing the credibility of bidders and the planning process for the re-development of the site.
2. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to sell the property and authorise the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise the terms of the sale with one of the bidders and complete the transaction, be endorsed.

#### **122. 17/00092 - Disposal of former Dover Road Community Primary School Playing Field, Dover Road , Northfleet, Gravesend**

*(Item 7)*



1. Ms Seal and Mrs Spore responded to questions of detail from Members on the information set out in the exempt papers, including the security of the site and the possible reasons for the site remaining unused for such a long period of time.
2. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to sell the property in line with the heads of terms agreed with a preferred bidder, and authorise the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise the terms of the sale and complete the transaction, be endorsed.

### **123. Total Facilities Management - Bi-annual Review**

*(Item 8)*

1. Ms Ripley and Mrs Spore responded to questions of detail from Members on the information set out in the exempt papers, including how the County Council's contract management process operated and was reviewed.
2. It was RESOLVED that the current performance of the Total Facilities Management contractors be noted.

### **124. Update on the delivery of the Southborough Hub project**

*(Item 9)*

1. Ms Ripley and Mrs Spore responded to questions of detail from Members on the information set out in the exempt report, including the complexity of the project and the financial arrangements relating to the transfer of the various parts of the site.
2. Members commented on the length of time taken for the project to reach its present stage and hoped that it would soon reach fruition.
3. It was RESOLVED that the current position in respect of the delivery of the Southborough Hub Project be noted.

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

To: Policy and Resources Cabinet Committee – 2 February 2018

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 third Dashboard report for the current financial year and includes performance results up to the end of December 2017 where available.
- 2.3. Some results are subject to a time delay and December results were not available for all indicators at the time of reporting. Indicators where the results relate to time periods before December are indicated within the report.
- 2.4. The Dashboard includes twenty-seven (27) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2017/18.
- 2.5. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

- 2.6. 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.
- 2.7. Latest performance is reported as Green for 23 indicators, Amber for 2 indicators, with 2 indicators Red.
- 2.8. Direction of Travel shows 11 KPIs improving, 11 stable (including 5 at 100%) and 5 indicators showing worse results when compared to the previous reporting period.

### **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 and Intelligence  
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Richard.Fitzgerald@kent.gov.uk

Relevant Director: Vincent Godfrey  
Director of Strategic Commissioning  
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# **Strategic and Corporate Services Performance Dashboard**

## **Financial Year 2017/18**

### **Results up to December 2017**

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**Produced by Strategic Business Development and Intelligence**

**Publication Date: January 2018**



## 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

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved

### DoT (Direction of Travel) Alerts

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

\*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

### Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating 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 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 Indicator Summary

Engagement, Organisation Design and Development (EODD)	Month RAG	YTD RAG
CS01 : Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04 : Calls to Contact Point answered	GREEN	AMBER
CS05 : Calls to Contact Point answered in 40 seconds	GREEN	AMBER
CS07 : Complaints responded to in timescale	GREEN	GREEN
HR22 : Delivery of Health & Safety Action Plan against stated outcomes	GREEN	GREEN
HR24 : HR Commissions that deliver stated outcomes	GREEN	GREEN
HR11 : Percentage of staff who feel informed	N/a	GREEN
HR09 : Training that delivers commissioned learning outcomes	GREEN	GREEN
HR23 : Staff who have completed all 3 mandatory learning events	AMBER	AMBER

Finance	Month RAG	YTD RAG
FN01 : Pension correspondence processed within 15 working days	GREEN	GREEN
FN02 : Retirement benefits paid within 20 working days of all paperwork received	GREEN	GREEN
FN07 : Invoices received by Accounts Payable within 30 days of KCC received date	GREEN	AMBER
FN08 : Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN
FN09 : Outstanding total debt over 6 months old	GREEN	N/a

Finance (continued)	Month RAG	YTD RAG
FN10 : Outstanding debt over 6 months old which is secured	GREEN	N/a
FN11 : Financial assessments fully completed within 15 days of referral	GREEN	GREEN

Governance and Law	Month RAG	YTD RAG
GL01 : Council and Committee papers published at least five days before meetings	GREEN	AMBER
GL02 : Freedom of Information Act requests completed within 20 working days	AMBER	AMBER
GL03 : Data Protection Act Subject Access requests completed within 40 calendar days	GREEN	RED

Infrastructure	Month RAG	YTD RAG
ICT01 : Calls to ICT Help Desk resolved at the First point of contact	GREEN	GREEN
ICT02 : Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03 : Working hours where Kent Public Sector Network is available to staff	GREEN	AMBER
ICT04 : Working hours where ICT Service available to staff	GREEN	GREEN
ICT05 : Working hours where Email is available to staff	GREEN	GREEN
PI01 : Rent due to KCC outstanding over 60 days	RED	N/a
PI03 : Annual net capital receipts target achieved	RED	N/a
PI04 : Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

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

### Key Performance Indicators (December data)

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%	98%
CS04	Percentage of calls to Contact Point answered	97%	GREEN	↑	94%	AMBER	95%	80%	97%
CS05	Percentage of calls to Contact Point answered in 40 seconds	81%	GREEN	↑	71%	AMBER	80%	70%	83%

### Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	445	Above	440	398	504
CS12	Number of visits to the KCC website, kent.gov (000s)	3,900	Yes	3,900	3,300	3,700

CS05 – Results on this KPI have improved due to extra resilience being implemented within the Out Of Hours team and a robust multiskilling plan for staff now in place. Additional staff recruited in December were able to provide support across some Directorates with immediate effect and this is reflected in an improved position in December's results, achieving target once again. Full multiskilling training was finalised at the start of January providing increased resilience across the board to answer calls in a timely fashion, so the position can be maintained. We will continue to work with the supplier to address any outstanding issues as necessary.

CS08 – There have been higher than forecast call volumes, particularly in relation to specific service lines such as Blue Badges, Speed Awareness and school admissions. We are working with the supplier to move the call volumes to the expected range over the coming months.



Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

### Key Performance Indicators – Quarterly (September data)

Ref	Indicator description	Latest Qtr	RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	87%	GREEN	↓	89%	GREEN	85%	80%	86%
HR22	Delivery of Health & Safety Action Plan against stated outcomes	96%	GREEN	↓	96%	GREEN	80%	75%	New
HR24	Percentage of HR Commissions that deliver stated outcomes	100%	GREEN	↔	100%	GREEN	80%	75%	New

### Activity Indicators (November data)

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	51	Below	75	60	88
HR16	Number of registered users of Kent Rewards	19,681	Above	19,500	18,000	18,386
HR21	Number of current people management cases being supported	82	Yes	85	70	82

HR12 – Change activity is driven by demand from the wider business and will fluctuate from month to month. Activities will also span more than one month. Change projects vary significantly in size and complexity requiring different levels of resource and work to be carried out.

HR16 - Activities to rebrand Kent Rewards have been undertaken, including various communications to employees informing them of the available benefits which can be accessed through the site.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

### Key Performance Indicator – Annual (December data)

Ref	Indicator description	Latest Year	RAG	DoT	Target	Floor Standard	Previous Year
HR11	Percentage of staff who feel informed	82%	GREEN	↑	74%	70%	74%

### Activity Indicators

Ref	Indicator description	Latest Year	In expected range?	Expected Activity		Prev. Yr
				Upper	Lower	
HR20	Number of staff who responded to the annual staff survey	1,563	Above	1,200	1,100	1,767

HR20 – The number of responses to the staff survey was good this year and above the expected range, although down on last year. Each year the sample is taken from different directorates and the lower response this year has been from staff in Children's Social Care. This service has participated in a range of surveys, focus groups and change projects over the last year, whilst going through Ofsted, and the lower response to the staff survey is likely to be a result of survey fatigue.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	Business Service Centre

### Key Performance Indicators (November data)

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Percentage of training that delivers commissioned learning outcomes	100%	GREEN	↔	100%	GREEN	95%	90%	100%
HR23	Percentage of staff who have completed all 3 mandatory learning events	85%	AMBER	↔	85%	AMBER	90%	85%	N/a

### Activity Indicators

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Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
HR13	Total number of E-learning training programmes completed	31,777	Above	23,334	16,666	37,491

HR23 – When looking at the mandatory E-learning programmes individually they are all above target, however the same people have not done all three. With the introduction of the new E-learning system Delta we anticipate a positive impact on results in the next quarter as the system includes automated alerts to inform those that are due to complete their mandatory E-learning programmes.

HR13 – This is influenced by factors such as the launch of new programmes, staff recruitment and the introduction and renewal cycle of mandatory courses. There was a large increase in course completions last year because of the introduction of Prevent training.

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

### Key Performance Indicators (December data)

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN01	Pension correspondence processed within 15 working days	100%	GREEN	↔	99%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	99%	GREEN	↔	98%	GREEN	90%	85%	95%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	93%	GREEN	↑	84%	AMBER	85%	80%	84%

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	3,866	3,919
FN02b	Retirement benefits paid	1,583	1,668
FN07b	Number of invoices paid by KCC	87,696	102,739

FN07 – Although the year to date position remains Amber, there has been improvement following reminders to budget managers of the importance of timely submission of invoices to finance for payment.

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

### Key Performance Indicators (December data)

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN08	Invoices received on time by Accounts Payable processed within 30 days	99%	GREEN	↑	99%	GREEN	96%	93%	99%
FN09	Percentage of outstanding total debt over 6 months old	54%	GREEN	↓	Snapshot data		55%	60%	N/a
FN10	Percentage of outstanding debt over 6 months old which is secured	53%	GREEN	↑	Snapshot data		45%	38%	N/a
FN11	Percentage of financial assessments fully completed within 15 days of referral	98%	GREEN	↑	90%	GREEN	90%	85%	N/a

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	23,755	24,932
FN11b	Number of financial assessments received	5,693	N/a

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

### Key Performance Indicators (December data)

Ref	Indicator description	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	↔	98%	AMBER	100%	96%	100%
GL02	Freedom of Information Act requests completed within 20 working days	91%	AMBER	↑	90%	AMBER	95%	90%	95%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	95%	GREEN	↑	82%	RED	90%	85%	82%

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
GL01b	Committee meetings	105	123
GL02b	Freedom of Information requests	1,662	1,592
GL03b	Data Protection Act Subject Access requests	222	217

GL01 – Performance has improved since the May election when some information was not available in time for publication for the Annual County Council meeting in May and Selection and Member Services Committee in June.

GL02 & GL03 – Delays can be 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.

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

### Key Performance Indicators (November data)

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	75%	GREEN	↑	70%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	98%	GREEN	↔	98%	GREEN	95%	90%	99%
ICT03	Working hours where Kent Public Sector Network (KPSN) is available to staff	99.9%	GREEN	↔	99.7%	AMBER	99.8%	99%	99.9%
ICT04	Working hours where ICT Service available to staff	99.9%	GREEN	↔	99.7%	GREEN	99%	98%	99.2%
ICT05	Working hours where Email is available to staff	100%	GREEN	↔	100%	GREEN	99%	98%	100%

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### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	39,735	45,948
ICT02b	Feedback responses provided for ICT Help Desk	5,182	6,413

ICT03 – This indicator was impacted earlier in the year (June) by a major outage at the Ramsgate exchange, which was resolved by our suppliers. In addition, there was a further out of hours incident in Maidstone which again was resolved by the suppliers. Although, this indicator has been within target since July the Year to Date figure is still not meeting target, but is improving slowly. Since the incidents occurred we have been working with Kent Public Service Network (KPSN) colleagues and with suppliers to mitigate as far as possible any future incidents.

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

### Key Performance Indicators (November data)

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	20%	RED	↓	Snapshot data		5%	15%	9%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£28.285m)	68%	RED	↓	N/a		100%	90%	34%

### Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	1,115	889

PI01 – The largest outstanding debt is in respect of an invoice in relation to Kier Facilities Services. This has been escalated within Kier and is being resolved as part of a wider reconciliation of invoicing. The remaining debt relates to 7 other entities and relate to range of issues. These have either been referred to KCC's debt recovery teams or are under negotiation with a view to clarifying where there are any discrepancies between the various parties. Since the last reporting period the outstanding debt with the Sussex Partnership has been resolved with the leases now in place with the new provider. A recent Audit took place to review the processes for the collection of income undertaken by GEN2, with a number of recommendations having been made and a management action plan is currently being developed in response.

PI03 – The reduction in the yearly forecast is mainly down to two sites which were forecast for completion this year. We are still seeing conditional planning offers for more significant properties representing better value for money compared to accepting unconditional offers in year. The property teams are working closely with the finance teams to assess what offers represent the optimal position for the council and this is factored into the Council's overall financial position. So far, six properties have completed by the end of December providing total receipts of approximately £3 million, a further £4.7 million is anticipated shortly when conditional contract exchanges have taken place. Over the course of the last few months new management arrangements have been put in place and a full review has been undertaken of the disposal pipeline to identify and bring forward further disposal opportunities. Links with Invicta Law have been strengthened to ensure that transactions are moving forwarding within the required timescales.



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

### Key Performance Indicators (November data)

Ref	Indicator description	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	97%	GREEN	↑	95%	GREEN	90%	80%	89%

### Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI04b	Number of reactive tasks responded to	13,521	11,847

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**From:** John Simmonds, Cabinet Member for Finance

Susan Carey, Cabinet Member for Customers, Communications and Performance

Eric Hotson, Cabinet Member for Corporate & Democratic Services

Peter Oakford, Deputy Leader & Cabinet Member for Strategic Commissioning & Public Health

David Cockburn, Corporate Director for Strategic & Corporate Services

**To:** Policy & Resources Cabinet Committee – 2 February 2018

**Subject:** Financial Monitoring 2017-18

**Classification:** Unrestricted

**Summary:**

The Policy & Resources Cabinet Committee is asked to note the October 2017-18 budget monitoring position which was presented to Cabinet on 15<sup>th</sup> January 2018.

**Recommendation(s):**

**The Policy & Resources Cabinet Committee** is asked to note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the October monitoring to Cabinet.

**1. Introduction:**

- 1.1 This is a regular report to this Committee on the forecast outturn.

**2. Background:**

- 2.1 This report presented to the Policy and Resources Cabinet Committee shows extracts from the detailed monitoring report that is presented to Cabinet monthly. A draft final outturn report is also presented to Cabinet after the financial year end. The full reports outline the financial position for each directorate together with key activity indicators.

**3. Strategic and Corporate Services Variance:**

- 3..1 Table 1 shows the position specifically for the Strategic & Corporate Services Directorate for October 2017.

Table 1

Budget Book Heading	Net Budget	Net Forecast Variance	Corporate Director adjustment	Revised Net Variance
	£'000s	£'000s	£'000s	£'000s
<b>Strategic &amp; Corporate Services Directorate</b>				
Contact Centre, Digital Web Services & Gateways	4,544.2	230.4	0.0	230.4
Local Democracy	4,083.6	0.9	0.0	0.9
Finance	8,107.2	-131.9	0.0	-131.9
Engagement, Organisation Design & Development (HR, Comms & Engagement)	8,239.3	-288.3	0.0	-288.3
Other Support to Front Line Services	4,024.6	74.3	0.0	74.3
Strategic Commissioning	9,258.2	-300.8	0.0	-300.8
S&CS Management & Directorate Support Services	-2,385.2	20.5	0.0	20.5
Infrastructure (ICT & Property Services) & Business Services Centre	35,302.6	860.7	0.0	860.7
<b>Total S&amp;CS</b>	<b>71,174.5</b>	<b>465.9</b>	<b>0.0</b>	<b>465.9</b>

- 3.2 The Strategic & Corporate Services figures in Table 1 contain both the forecast for the Directorate itself and the Corporate aspirational savings target for the Asset Utilisation programme, held against the Corporate Landlord budgets within the Infrastructure Division. The Directorate forecast (excluding the Asset Utilisation target) is an underspend of -£0.106m, the position on Asset Utilisation is +£0.572m, giving an overall overspend of +£0.466 as shown above.
- 3.3 The corporate aspirational savings target for Asset Utilisation is held within the Corporate Landlord budgets, its delivery depends on operational service requirements and Member decisions regarding the exiting of buildings. It should be noted that this in-year overspend is due to the delayed implementation of some plans, resulting in the £0.572m delivery slipping to 2018-19. Work is now on going on the 2018-19 savings target of an additional -£0.650. A number of initiatives have been identified; RAG rated and are now being worked up and costed.
- 3.4 The directorate underspend of -£0.106m includes variances of +£0.329m for the Contact Centre & Digital Web Services budget set in 2015 using a transformation plan suggested by Agilisys, predicting that the number of calls and average call duration would fall significantly. Although the call volumes and times have reduced, this is not in line with the original budgeted plan, hence resulting in a budget pressure. The commissioners of this service, together with Agilisys, are working with directorate services to

get these figures reduced further. This pressure is offset by an underspend of -£0.099m within Gateways and net underspend of -£0.288m across the units within Engagement, Organisation Design & Development relating primarily to staffing vacancies; -£0.132m for Finance arising from lower salary costs following a major restructure; -£0.301m for Strategic Commissioning due to staffing vacancies being held vacant pending restructure; +£0.289m Infrastructure controllable budgets, arising mostly from backdated Kier costs within the Corporate Landlord budgets and minor variances across all areas of Property and ICT commissioning budgets. In addition there are a number of minor variances totaling +£0.096 across the other divisions within the directorate.

- 3.5 The Strategic & Corporate Services capital budget is £22.040m. The reported variance is -£4.816m made up of £1.861m real variance and -£6.677m rephasing variance.

There are no movements reported over £0.100m on real variances or £1.0m on rephasing.

#### **4. Whole Council Variance:**

- 4.1 As the Policy & Resources Cabinet Committee has overview of the whole Authority, Members of the Committee are asked to note the overall revenue position for the Authority shown in Table 2.
- 4.2 Overall the net projected revenue variance for the Council after Corporate Directors adjustments is £8.312m.
- 4.3 In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2017-18, as any residual pressures rolled forward into 2018-19 will only compound an already extremely challenging 2018-19 budget position. The Corporate and Directorate Management teams are confident that the forecast revenue pressure can still be significantly reduced without the need for blanket moratoria on spending.

Table 2

Directorate	Budget	Net Forecast Variance	Corporate Director adjustment	Revised Net Variance
	£m	£m	£m	£m
Children, Young People & Education - Education & Young People	58.792	2.180	-0.653	1.527
Children, Young People & Education - Specialist Children's Services	112.732	2.813	-0.200	2.613
Children, Young People & Education - Asylum	0.550	4.149	-0.137	4.012
<i>Sub Total Children, Young People &amp; Education</i>	<i>172.074</i>	<i>9.142</i>	<i>-0.990</i>	<i>8.152</i>
Adult Social Care & Health - Disabled Children Services	20.754	0.246		0.246
Adult Social Care & Health - Adults	396.298	0.148		0.148
<i>Sub Total Adult Social Care &amp; Health</i>	<i>417.052</i>	<i>0.395</i>	<i>0.000</i>	<i>0.395</i>
Growth, Environment & Transport	166.756	1.281	-0.520	0.761
Strategic & Corporate Services - Excluding Public Health	71.175	0.466		0.466
Strategic & Corporate Services - Public Health	-0.011	0.000		0.000
<i>Sub Total Strategic &amp; Corporate Services</i>	<i>71.164</i>	<i>0.466</i>	<i>0.000</i>	<i>0.466</i>
Financing Items	111.009	-0.461	-1.000	-1.461
<b>TOTAL (excl Schools)</b>	<b>938.054</b>	<b>10.822</b>	<b>-2.510</b>	<b>8.312</b>
<i>Schools (CYP&amp;E Directorate)</i>	<i>0.000</i>	<i>27.905</i>		<i>27.905</i>
<b>TOTAL</b>	<b>938.054</b>	<b>38.727</b>	<b>-2.510</b>	<b>36.218</b>
<b>Variance from above (excl schools)</b>				<b>8.312</b>
Roll forwards - committed				0.000
- re-phased				0.000
- bids				0.000
Total roll forward requirements				0.000
<b>-ve Uncommitted balance / +ve Deficit</b>				<b>8.312</b>

## 5. Recommendation(s):

**The Policy & Resources Cabinet Committee** is asked to note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the October monitoring to Cabinet.

## **6. Contact details**

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From: John Simmonds, Cabinet Member for Finance  
Eric Hotson, Cabinet Member for Corporate & Democratic Services  
Susan Carey, Cabinet Member for Customers, Communications & Performance  
David Cockburn, Head of Paid Service/Corporate Director for Strategic & Corporate Services  
Andy Wood, Corporate Director for Finance  
Amanda Beer, Corporate Director for Engagement, Organisation Design & Development

To: **Policy & Resources Cabinet Committee** – 2<sup>nd</sup> February 2018

Subject: Budget 2018-19 and Medium Term Financial Plan 2018-20

Classification: Unrestricted

**Summary:** County Council received a report on the Autumn Budget Statement on 19<sup>th</sup> October 2017. That report set out an update to the Medium Term Financial Plan (MTFP) for 2018-19 and 2019-20 including progress on proposals to resolve the unidentified gap in the original plan. The report marked the start of a communication and consultation campaign to support decisions on the final budget in February. It also granted authority to Corporate Directors to start to make the necessary arrangements to be able to deliver savings once the final budget has been approved and to develop further proposals to resolve the gap and deal with uncertainties.

The final draft budget proposals were published on 15<sup>th</sup> January 2018 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and culminating in the annual County Council budget setting meeting on 20<sup>th</sup> February. This report provides Policy and Resources Cabinet Committee with an opportunity to comment on the draft budget proposals and make recommendations to Cabinet Members as part of this process

Members are asked to bring to this meeting the draft (black combed) 2018-19 Budget Information and 2018-20 Medium Term Financial Plan document published on 15<sup>th</sup> January 2018.

**Recommendations:**

Members of the Policy and Resources Committee are asked to:

- a) NOTE the draft budget and MTFP, including responses to consultation and government provisional settlement
- b) SUGGEST any changes which should be made before the draft is presented to Cabinet on 5<sup>th</sup> February and full County Council on 20<sup>th</sup> February

## **1. Introduction**

- 1.1 The Local Government Finance Act 1992 requires the Council to consult on and ultimately set a legal budget and council tax precept for the forthcoming financial year, 2018-19. The accompanying draft Budget Information and MTFP document (hereafter referred to as the Budget Book) sets out the detailed draft proposals. This document is designed a reference document and includes a number of sections/appendices. This report is produced as guide to help navigate the document.
- 1.2 The democratic process through Cabinet Committees, Cabinet, and ultimately full Council is the culmination of the budget setting process which takes almost a year to evolve beginning almost immediately after the budget is approved in February. This starts with the forecasts for the forthcoming year(s) in the MTFP presented at the same time as the budget. These are based on estimates and subject to continual revision and refinement. The MTFP usually has an unidentified savings gap for the future years which needs to be resolved.
- 1.3 In the last two years we have reported an interim update of the MTFP to County Council through the Autumn Budget Report. This includes updates to the forecasts and progress on identifying solutions to the unresolved gap. This also marks the launch of formal consultation as required under the Council's constitution and necessary to set a legal budget and council tax. The draft budget published in January for the final democratic process reflects the response to this consultation, further updates to forecasts, and final proposed resolution of any outstanding gap. Even then, this final draft can be subject to further changes leading up to the full Council meeting in February (including any amendments agreed at the meeting).
- 1.4 The final approved budget and MTFP is published in March.

## **2. Fiscal Context**

- 2.1 The national fiscal context is an important consideration for the Council in setting the budget. This context does not just determine the amount we receive through central government grants but also sets out how local government spending fits in within the totality of public spending. This latter aspect essentially sets the government's expectations of how much local authorities will raise through local taxation. This element of locally financed expenditure is part of the annually managed expenditure (AME) portion of public spending and the government grant funded expenditure is part of the departmental resource spending (RDEL).
- 2.2 The public spending plans are set out in the quarterly Economic and Fiscal outlook from the Office for Budget Responsibility (OBR). The OBR is an advisory body established in 2010 to provide independent analysis of the public finances as background to policy decisions taken through the annual UK Budget. Section 2 of the Budget Book provides a summary of

the key aspects of the November economic and fiscal outlook report from the OBR including relevant extracts and charts.

- 2.3 The November 2017 OBR economic and fiscal outlook included a section dedicated to forecast of local authority spending. This part of the OBR report has been reproduced in full under paragraph 2.28 in the Budget Book (pages 19 to 27). In summary the OBR concluded that in the years up to 2015-16 local authorities had been able to underspend and add to reserves (despite the austerity programme and real terms reductions in budgets), but since then and for the foreseeable future it expects that authorities would need to draw down from reserves in response to rising spending pressures and reductions in real terms spending power. The OBR also predicted that spending on social care will absorb an increasing portion of councils' budgets, and capital spending would need to be funded by additional prudential borrowing. These key trends predicted by the OBR closely match KCC's experience and future forecasts.
- 2.4 The timing of the UK annual budget has been switched from March to the autumn. This should help our budget planning and means UK government tax and spending plans will be set for the forthcoming year before councils set their budgets. The autumn 2017 Budget announcement on 22<sup>nd</sup> November included very little to affect local authority spending plans.
- 2.5 The provisional local government finance settlement was announced on 19<sup>th</sup> December. This announcement is one of the key elements of the budget process as it includes several significant grants and council tax referendum principles. KCC submitted its response to the provisional settlement on 15<sup>th</sup> January.
- 2.6 In previous years the settlement has included significant changes to the distribution of government grants. The 2018/19 settlement had only minor changes to the indicative allocations in the 2017/18 settlement. This included further substantial reductions to the Revenue Support Grant (reduced from £66.5m to £37.6m), the removal of £15.2m worth of transitional grants, and the second year of reform of New Homes Bonus grant (with loss of £2m for KCC). This £46.2m loss of government grants in the settlement is part of the £113m budget gap.
- 2.7 There are also some grant increases in the settlement including; planned increases in the Improved Better Care Fund (iBCF), indexation of the 50% business rate retention, and additional compensation for the changes to Business Rates announced in the autumn 2017 Budget. The 2018/19 settlement also included the announcement of 10 new area areas to pilot 100% business rate retention (including Kent and Medway), and increases in the amount of council tax than can be raised without a referendum (from 2% to 3% for all local authorities and up to £12 for Police & Crime Commissioners).
- 2.8 The local government finance settlement shows a presentation of a core spending power for all authorities. This sets out the main sources of funding for all local authorities (council tax, retained business rates and government grants) each year between 2015/16 and 2019/20 i.e. the

current Spending Review and four-year settlement for those authorities taking up the offer. The 2018/19 core spending power does not include the additional business rates retention for pilot authorities.

- 2.9 The core spending power does not quite cover all the funding which makes up KCC's net budget requirement but does include the principal sources, however, it is useful for inter authority comparisons on a consistent like for like basis. The core spending power for all authorities can be found under paragraph 2.29 of the Budget Book (page 28), and KCC's individual calculation is shown in paragraph 3.10 (pages 51 and 52)

### **3. Revenue Budget and Medium Term Financial Plan Proposals**

- 3.1 In order to meet the legal requirement to set a balanced budget the Corporate Director of Finance must be satisfied that it is based on robust estimates and includes adequate provision for reserves to cover risks and uncertainties. The 2018/19 draft budget includes £55.5m of additional spending demands (realignment of existing budgets plus forecasts for future demand and cost increases) and £11.4m to replace the use of one-offs on the 2017/18 base budget. This £66.9m of spending demands together with the £46.2m of government grant reductions (referred to in paragraph 2.6) make up the total £113.1m budget gap for 2018/19.
- 3.2 These spending demands have increased from the £58.8m forecast in the Autumn Budget report to County Council on 20<sup>th</sup> October. This increase is largely due to the need to include a higher provision for realignment of 2017/18 budget based on the most up to date forecasts. This includes a substantial provision of £12m held unallocated for a range of emerging issues where the full impact is still subject to further evaluation and/or it is still uncertain whether all the issues will need to be reflected in 2018/19 budgets. This provision covers issues such as further potential demand for social care placements, energy price volatility, impact of recent judgements on sleep-in payments, etc. In total we estimate these could amount to between £6m to £18m and thus £12m represents mid cost.
- 3.3 The spending changes also include minor changes to price increases and demographic demand based on updated forecasts, and more significantly a revision to the amount set aside a minimum revenue provision (MRP) to cover the capital finance requirements over the lifetime of capital assets. This MRP does not represent a change to the Council's policy (see appendix C of the Budget Book) but merely a recalculation of the amount needed for current and future years based on asset values/lifetime and the draft capital programme.
- 3.4 The 2018/19 draft budget includes savings and income proposals of £53.3m. This is slightly less than the £54.5m identified in the Autumn Budget Report to County Council and means the unidentified gap of £8m in that report is now no longer an issue. The reduced savings are possible following the additional flexibility in the provisional settlement (100% business rate pilot and higher council tax referendum threshold) combined with a higher than forecast council tax base and in year collection fund

balance, and compensation grant for the CPI indexation of retained business rates in 2018/19.

- 3.5 The main savings plans which have been revised downwards are from transformation programmes and policy savings. Efficiency savings, income generation and financing items have all increased a little. The increase in financing savings comes from the recalculation of MRP described in paragraph 3.3. The financing savings include £5.1m drawdown from the Council's central reserves and £6.3m from directorate reserves. As in previous plans, draw down from reserves creates an additional pressure in future years as this is only a one-off solution.
- 3.6 As identified in paragraph 2.7, the funding includes some grant increases (amounting to £15.2m). This leaves a total of £44.6m extra which needs to be raised through council tax and the locally retained share of business rates to balance the net budget requirement. The draft budget proposed this is raised as follows:
- £13.4m increase in the council tax base due to increase in the estimated number of households liable to pay council tax and reducing application of council tax districts as notified by district councils
  - £19m from the proposed increase in council tax up to but not exceeding the new 3% referendum threshold
  - £12.7m for the proposed additional 2% social care levy (the draft budget does not include the additional flexibility to raise up to 3% in any one year but no more than 6% over 3 years – this flexibility is assumed in the core spending power calculations for 2018/19 and 2019/20)
  - £6.5m reduction in the estimated collection fund balances – this is a KCC estimate pending notification of the estimated balances from all district councils
  - £6m increase in the locally retained share of business rates including the 3% CPI indexation and KCC's estimated share of the 100% retention pilot – this estimate will need to be revised when we have received the business rate tax base notifications from district councils
- 3.7 For multi-year consistency we have presented KCC's RSG and business rate top-up in 2018/19 as if the 100% pilot did not exist. As described in paragraph 3.6 we have shown the estimated additional proceeds for KCC from the pilot in the retained local share of business rates. This is consistent with the presentation in the core spending power and the presumption in the Kent and Medway pilot bid that all authorities will receive the same as they would have received under the 50% arrangement and current pool, with any remaining additional proceeds distributed according to the K&M agreement.
- 3.8 The 2018/19 settlement shows a notional distribution of all of the additional business rate retention to the upper tier authorities (KCC and Medway). This switches these authorities from receiving top-up to their business rate share to paying a tariff back to central government from the additional retention. The published settlement also includes RSG to be funded from the additional locally retained business rates for all pilot

authorities (revising their tariff/top-up equation) and Rural Services Delivery Grant for one Kent authority. This complexity is not reflected in the draft budget as it has no overall effect on the net budget requirement and makes multi-year comparisons difficult.

- 3.9 The draft budget proposals are summarised paragraphs 1.8 to 1.12 in section 1 (Executive Summary) of the Budget Book (pages 4 to 6). The council tax proposals are summarised in paragraphs 1.16 and 1.17 (page 7) and section 8 (pages 103 to 105). Fuller detail is included in section 3 (Revenue Strategy). All the calculations set out in sections 10 and 11 (pages 129 to 144) and appendix A.
- 3.10 The provisional 2019/20 plan is presented at a high level for the whole council in appendix A(i). As identified in paragraph 3.5 this includes £15m additional pressure to replace one-offs in the 2018/19 draft budget, including the drawdown from central and directorate reserves and the flexibility to use capital receipts to fund revenue costs of service transformation. The 2019/20 plan includes forecasts for further spending demands and the full year effect of existing savings plans.
- 3.11 The 2019/20 funding is based on the indicative 2019/20 figures in the 2018/19 provisional settlement. It assumes the 100% business rate pilot is a one-off in 2018/19, and assumes 1% forecast growth in the tax base and provisional 2% increase in council tax plus the final 2% social care levy. This leaves some headroom within the referendum levels.
- 3.12 The 2019/20 plan has a total of £10.2m of unidentified savings, this is not uncommon and represents a lower target than we have had unidentified in the recent past.

#### **4. Budget Consultation**

- 4.1 As described in paragraph 1.3 consultation on the Council's revenue budget and council tax proposals was launched on 12<sup>th</sup> October to coincide with the publication of the Autumn Budget Report to County Council. This consultation sought views on council tax and KCC's budget strategy. The consultation was web based supported by a social media campaign. This represented an innovation on previous years aimed at increasing engagement at lower cost. This was achieved with a much higher volume of web page views (particularly from external users) and increased number of responses.
- 4.2 A summary of budget consultation is included in paragraphs 3.31 to 3.35 of the Budget Book (pages 56 to 57) and comprehensive report on consultation activity and responses is published on the Council's website (see link in background documents).

## **5. Capital Budget**

- 5.1 The Budget Book also includes the Council's proposed capital investment programme for 2018/21. The programme is derived from the Council's capital strategy set out in section 4 of the Budget Book. This strategy seeks to balance the need to invest in improving assets with affordability, with particular regard to the long-term impact on the revenue budget from taking up additional prudential borrowing to fund projects. Each £10m of borrowing costs around £0.8m per annum in debt servicing costs for the next 25 years.
- 5.2 The planned capital spending over the next 3 years (2018-21) is £794.7bn. This includes the following major areas of investments:
- School maintenance, improvements and expansions £341.7m
  - Roads and infrastructure £261m
  - Grants and advances £44.2m
  - IT systems £14.4m
  - Equipment and vehicles £0.1m
  - Land and buildings £130.8m
  - Capital investment in transformation costs £2.5m
- 5.3 For the forthcoming programme we set an overall limit that additional borrowing should not be more than £100m over the next 3 years. This was based on assessment of overall affordability against forecast capital demands. This has enabled a number of new projects to be included in the programme including providing additional school places to supplement central government basic need funding, essential investment in the Council's buildings and road infrastructure to ensure these continue to be safe to use, investment in additional extra care capacity for social care clients, and forward funding a number of projects to promote economic development.
- 5.4 The capital programme is funded from a number of sources in addition to prudential borrowing. This includes central government grants for schools, roads and economic development, developer contributions, and receipts from the sale of surplus assets. The provision of school places remains the biggest risk to the capital programme assumes we will be able to agree additional central government grant to support the establishment of new schools and expansion of existing schools.

## **6. Finalising the Budget**

- 6.1 It is almost inevitable that there will be some further changes before the budget and council tax is presented to County Council for approval on 20<sup>th</sup> February. At the very minimum this draft is based on provisional council tax base estimates from districts, and KCC's estimate for the local share of business rates and collection fund balances. It is almost certain that these estimates will change for the final approval. We also need to leave scope to deal with any late issues which may arise, including recommendations from Cabinet Committees.

- 6.2 At this stage we plan to deal with any changes to the published draft through the report to County Council rather than re-issuing the draft budget. However, depending on the number and complexity of the late changes this may be reviewed.

## 7. Recommendations

### **Recommendations:**

Members of the Policy and Resources Committee are asked to:

- a) NOTE the draft budget and MTFP, including responses to consultation and government provisional settlement
- b) SUGGEST any changes which should be made before the draft is presented to Cabinet on 5<sup>th</sup> February and full County Council on 20<sup>th</sup> February

## 8. Background Documents

- 8.1 KCC's Budget webpage  
<http://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget>
- 8.2 KCC's approved 2017-18 Budget and 2017-20 Medium Term Financial Plan  
[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0006/66534/budget-book-2017-18.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0006/66534/budget-book-2017-18.pdf)  
<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/medium-term-financial-plan>
- 8.3 Autumn Budget Report to County Council 19<sup>th</sup> October 2017  
<https://democracy.kent.gov.uk/documents/s79227/Item%20%20-%20Autumn%20Budget%20Statement.pdf>
- 8.4 KCC Budget Consultation launched 12<sup>th</sup> October 2017  
<https://consultations.kent.gov.uk/consult.ti/BudgetConsultation2018/consultationHome>
- 8.5 Chancellor's Autumn Budget 2017 22<sup>nd</sup> November 2017  
<https://www.gov.uk/government/topical-events/autumn-budget-2017>
- 8.6 Office for Budget Responsibility fiscal and economic outlook 22<sup>nd</sup> November 2017  
<http://obr.uk/efo/economic-fiscal-outlook-november-2017/>
- 8.7 Provisional Local Government Finance Settlement 19<sup>th</sup> December 2017  
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2018-to-2019>
- 8.8 KCC Draft Budget Book 15<sup>th</sup> January 2018



[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0005/78170/Draft-BB-and-MTFP-Black-Combed-Version-10012018-FINAL.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0005/78170/Draft-BB-and-MTFP-Black-Combed-Version-10012018-FINAL.pdf)

[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0006/78171/Budget-Exec-Summary.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0006/78171/Budget-Exec-Summary.pdf)

## **9. Contact details**

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By: Susan Carey, Cabinet Member for Customers, Communications and Performance  
 Eric Hotson, Cabinet Member for Corporate and Democratic Services  
 Ben Watts, General Counsel (Senior Information Risk Owner)

To: Policy and Resources Cabinet Committee – 2<sup>nd</sup> February 2018

Subject: **INFORMATION GOVERNANCE UPDATE**

Classification: Unrestricted

**Summary:** This report provides further detail as requested in relation to the performance monitoring data on request made under the Freedom of Information Act and Data Protection Act.

## Introduction and Context

1. For a number of years, the council has struggled to meet the targets set in relation to Data Protection Act subject access requests. Additionally, the growing number and complexity of Freedom of Information Act requests places a burden on a service that has been historically under-resourced.
2. Information governance requests are triaged and recorded by the Information Resilience and Transparency team on behalf of the Council. The Information Resilience & Transparency Team continues to provide advice on the most efficient ways to prepare records to save time and resource for operational units. Guidance is also available on KNet and is issued with every referral.
3. As this committee has been previously advised, in addition to the Freedom of Information and Data Protection requests, the past year has seen the implementation and delivery of plans to improve readiness for the General Data Protection Regulation (GDPR) which comes into force in May 2018. This significant piece of work which sits on the council's corporate risk register (along with the majority of most public authorities and major corporate entities) has required resourcing without any additional budget.
4. The figures for Data Protection subject access requests show an improvement for Quarter 3. The year to date performance now stands at 82% versus figures of 79% and 78% at the end of the second and first quarters respectively. The Freedom of Information statistic has remained at 90% throughout.
5. It is important to understand the significant increase in the use of these statutory requests for information and the fact that the Information Resilience and Transparency Team has managed this without significant increases in resource.

6. Attached at Appendix A is the full range of performance data for these requests. This information is updated regularly and is available on the council's website for all of our residents. In the past ten years, the number of FOI/EIR requests has more than doubled. Similarly, the number of total requests under the Data Protection Act has significantly increased in the past ten years with the total number of disclosure requests rising by over 500 (44.6% increase on previous year. Despite this significant increase in work, it will be noted that in the same period, the performance of the council also significantly improved in all of the key respects. In particular, notwithstanding the performance reporting at the last Policy and Resources Cabinet Committee, the number of days to respond to Subject Access Requests is now at the lowest point since recording began in 2005.
7. Finally, the Information Resilience and Transparency Team has also assumed responsibility in the past year for the disclosure of relevant records to the Police and external agencies involved in court proceedings.

### **Reasons for Delays**

8. It is important to state that the organisation seeks in all circumstances to comply with the statutory timetable for responding to requests. However, to get close to ensuring compliance in all circumstances would require a multi-million pound investment in additional staffing and technology.
9. It is also important to understand that the type and quantity of data that the council holds is significant. Because of the complex services that we provide across communities in Kent, it does follow that the data that we hold and create about service users is similarly complex.
10. It is noticeable that delays are far more likely to occur in complex service areas such as social care. Under the Data Protection Act, an individual can request the data that an organisation holds on them. This is the subject access request which is referred to in the performance dashboard. However, to comply with this is not necessarily straightforward.
11. In complying with requests it will often require a search across a number of physical, geographic and technology locations. The responsibility for carrying out these searches rests with directorate staff who have to do this alongside their day job, balancing with a range of other frontline challenges (which can include further alternative statutory obligations).
12. Once the data has been identified, it needs to be collated, printed and readied for disclosure. This process means that the data needs to be checked to ensure that only the correct information is provided. At this stage, files are weeded to remove incorrectly filed information and are checked to ensure that they relate to the data subject. This includes a careful check to ensure that the council is not prejudicing the data protection rights of third parties. In most cases, this means that the records need to be physically redacted, with thousands of pages of information checked and struck through with a black marker where it contains sensitive data that should not be disclosed.

13. Again, for an organisation of our size, history and complexity, this is not a straightforward process. If the subject access request relates to an individual who has made an application for a school place for their son in the past year, this is a relatively straightforward (although still time-consuming) process to gather the documents and emails for disclosure. However, the majority of our enquiries are from residents who have used service(s) over a number of years and whose records are considerable. These can include records of children formerly in the care of the County Council from several decades ago to those who have been supported by KCC for their entire lifetime.
14. In these cases, there are several thousands of pages worth of information stored in different geographic locations that require identification, sorting and recovery before review and redaction can even take place.
15. Unfortunately, even in recent cases transacted entirely on electronic case systems it is not easy or straightforward to simply “print all” to transfer the data out of the system to the individual requesting the data.
16. Delays can occur for a variety of reasons which can range from the operational units not providing information in time to a lack of resources. We often experience delays around queries over consent, legal involvement, and requests not recognised by recipient.
17. In recent years, the impact of budget cuts on the council has impacted on the amount of administrative support. There has been a necessary balancing exercise for the council to adopt to meet the budget requirements and balance frontline service delivery.
18. Similarly, as these are complex requests, they also need the input of committed and busy frontline staff who need to balance the welfare and needs of their service users with the time-consuming review of files. As Members have previously considered, the complexity is such that even multi-million pound investment whilst improving the picture would not ensure compliance in all cases.
19. The Information Resilience and Transparency Team support frontline colleagues in the response to these requests, particularly in relation to advice and redaction but their resources are also limited. The current service levels have been maintained through the hard work, commitment and extra hours from the team.
20. The responses to statutory requests for information continue to utilise significant resource for the council both corporately and within service directorates.

### **Forthcoming Developments**

21. The General Counsel and the Team Leader of the Information Resilience and Transparency Team will be reviewing the council’s processes and procedures

in relation to both Freedom of Information and Data Protection requests later in the year to establish whether any changes can or should be made. With the imminent implementation of GDPR, resources and expertise are currently being applied to that. The General Counsel will provide findings to Corporate Management Team in May 2018 and these will subsequently be discussed and recommendations reported to this Cabinet Committee before the summer recess.

22. Additional reporting has been provided over the course of the last year in relation to Freedom of Information. Additional data will be provided to members of the Corporate Management Team to help them understand those cases where the statutory deadline has not been met. A quarterly report will be taken by the General Counsel to Corporate Management Team to ensure that we remain aware of the reasons for any delay and look at the cases further to explore learning and improvement opportunities.
23. The council continues to work hard with limited resources to provide information to residents and requestors in accordance with our statutory duties at the earliest opportunity.

### **Recommendations**

24. It is recommended that Members note the report.

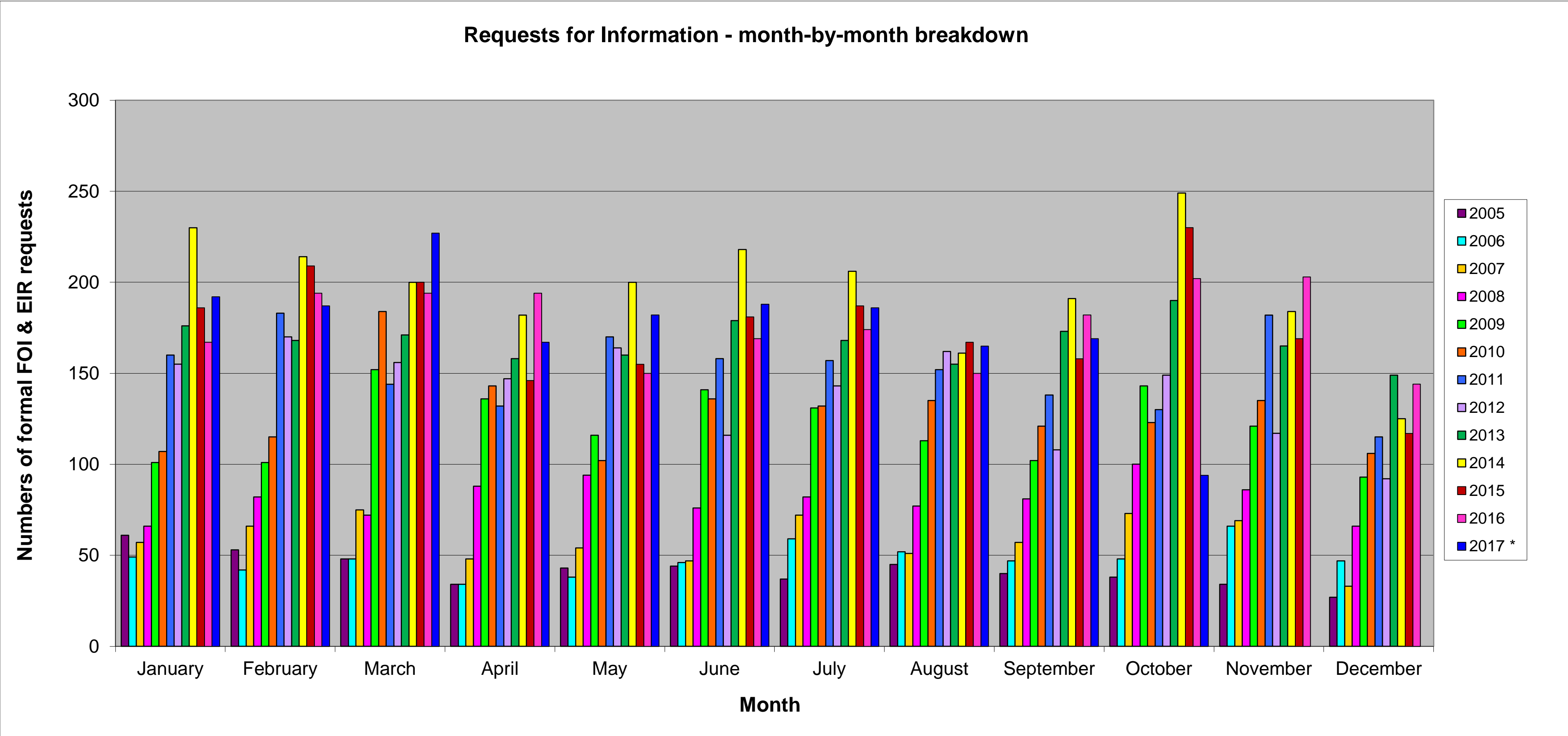
# KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004 OR DATA PROTECTION ACT 1998

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 *
<b><u>FREEDOM OF INFORMATION ACT 2000</u></b>													
<b><u>ENVIRONMENTAL INFORMATION REGULATIONS 2004</u></b>													
Total number of FOI/EIR requests	504	576	702	970	1450	1539	1821	1679	2012	2360	2105	2123	1750
Number completed within statutory timescales	431	464	513	652	1028	1110	1405	1422	1919	2169	1940	2015	1491
% completed within statutory timescales	86%	81%	73%	67%	71%	72%	77%	85%	95%	92%	92%	95%	92%
Average number of days to complete a request	14	15	17	19	18	17	17	15	11	14	13	12	15
Total number of complaints/requests for review	17	15	29	35	85	41	45	60	36	76	61	66	33
<i>Complaint outcome: upheld</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	6	8	17	20	9	9
<i>Complaint outcome: partially upheld</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	7	6	10	7	10	4
<i>Complaint outcome: not upheld</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	<i>Not held</i>	47	22	49	34	47	17
Number completed within statutory timescales	10	10	21	19	64	26	29	42	32	57	42	52	22
% completed within statutory timescales	59%	67%	72%	54%	75%	63%	68%	70%	89%	75%	70%	79%	73%
Average number of days to complete review	24	16	17	19	16	23	17	17	14	17	17	16	18
Escalations to Information Commissioner	5	5	7	8	8	4	6	6	4	14	7	4	3
<i>Complaint outcome: upheld by ICO - corrective action required</i>		1					2	1		4		1	
<i>Complaint outcome: upheld by ICO - informally resolved</i>	1		1	3	2	1	1					1	1
<i>Complaint outcome: not upheld - ICO found no fault</i>	4	4	6	5	6	3	3	5	4	10	7	1	
<b><u>DATA PROTECTION ACT 1998</u></b>													
Total number of Subject Access requests	130	126	130	160	196	187	204	242	248	332	283	267	237
Number completed within statutory timescales	84	81	81	107	142	134	141	153	183	264	235	215	171
% completed within statutory timescales	65%	64%	62%	67%	72%	72%	69%	63%	75%	80%	83%	81%	82%
The average number of days to complete a request	39	38	38	39	38	36	36	41	34	31	31	35	30
Total number of preSAR enquiries	25	72	139	182	206	207	184	192	264	289	344	448	446
Total number of disclosure requests \$	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	718	409	396	1214	1215	1758
Total number of complaints	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	<i>not held</i>	2	4	10	24	25	21	55	23
The number of information security incidents reported and investigated ~	<i>not held</i>	6	6	9	26	26	66	79	83	132	152	215	145
The number of security breaches which which resulted in loss, release, damage or corruption of personal data and where the ICO has been notified/involved.	<i>not held</i>	0	0	0	1	6	9	12	7	3	5	4	3
Escalations to Information Commissioner ( <i>includes the above self reported breach figures</i> )	0	1	2	2	8	12	9	13	13	7	16	12	7
<i>Complaint outcome: upheld by ICO - corrective action required</i>					1	1				1		2	
<i>Complaint outcome: upheld by ICO - informally resolved</i>		1	1		5	6	5	10	10	4	8	6	4
<i>Complaint outcome: not upheld - ICO found no fault</i>			1	2	2	5	4	3	3	2	8	3	2
~ these figures include <b>ALLEGED</b> Data Protection breaches													

\$ Requests for personal information about 3rd parties either with their consent, or under s29/s35 DPA (or another legal gateway) without consent

\* as at 16/10/17

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 * * as at 17/10/17	
January	61	49	57	66	101	107	160	155	176	230	186	167	192	
February	53	42	66	82	101	115	183	170	168	214	209	194	187	
March	48	48	75	72	152	184	144	156	171	200	200	194	227	
April	34	34	48	88	136	143	132	147	158	182	146	194	167	
May	43	38	54	94	116	102	170	164	160	200	155	150	182	
June	44	46	47	76	141	136	158	116	179	218	181	169	188	
July	37	59	72	82	131	132	157	143	168	206	187	174	186	
August	45	52	51	77	113	135	152	162	155	161	167	150	165	
September	40	47	57	81	102	121	138	108	173	191	158	182	169	
October	38	48	73	100	143	123	130	149	190	249	230	202	94	
November	34	66	69	86	121	135	182	117	165	184	169	203		
December	27	47	33	66	93	106	115	92	149	125	117	144		
Total	504	576	702	970	1450	1539	1821	1679	2012	2360	2105	2123	1757	Total to date 19598



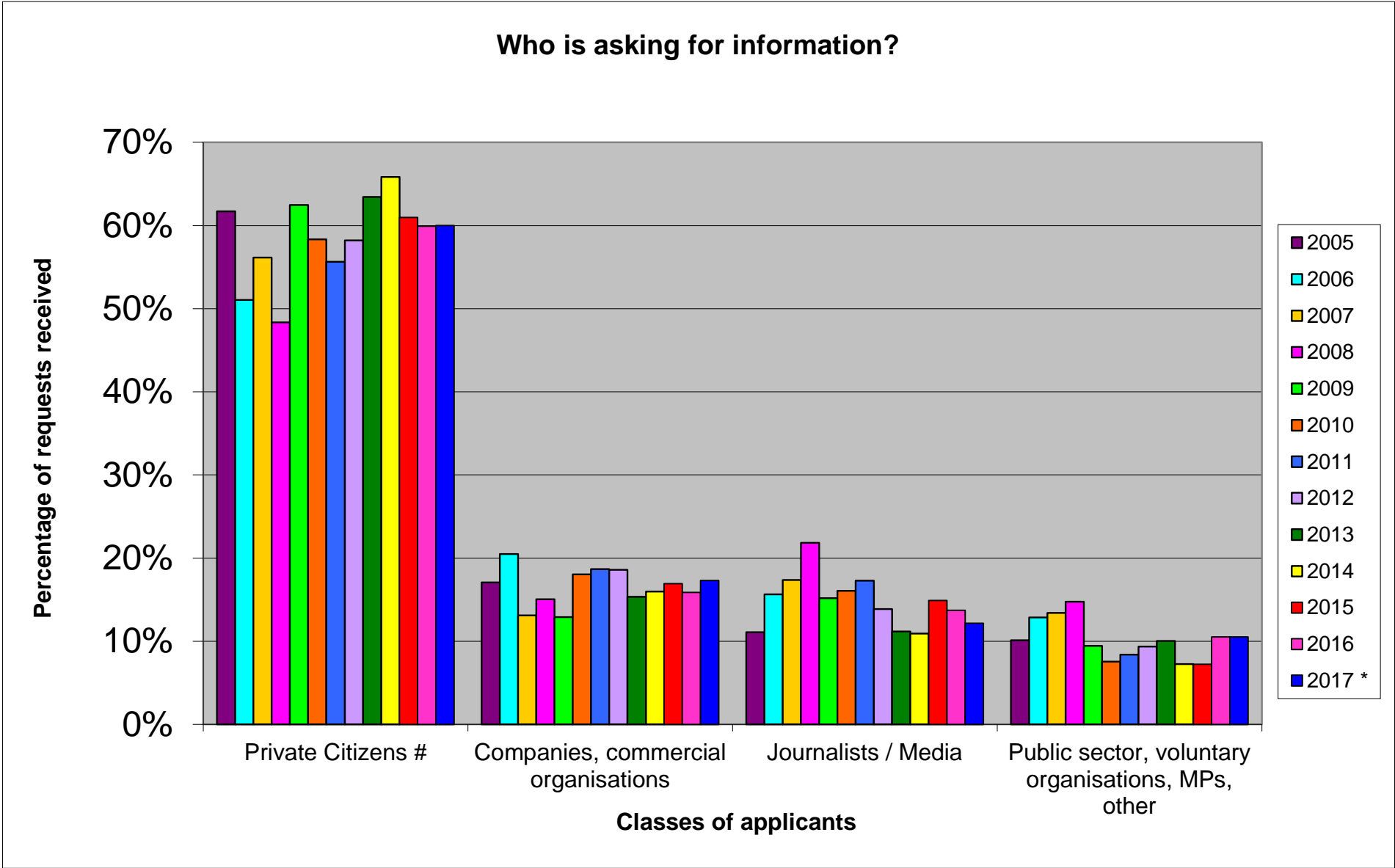


KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 *
Private Citizens #	62%	51%	56%	48%	62%	58%	56%	58%	63%	66%	61%	60%	60%
Companies, commercial organisations	17%	20%	13%	15%	13%	18%	19%	19%	15%	16%	17%	16%	17%
Journalists / Media	11%	16%	17%	22%	15%	16%	17%	14%	11%	11%	15%	14%	12%
Public sector, voluntary organisations, MPs, other	10%	13%	13%	15%	9%	8%	8%	9%	10%	7%	7%	11%	11%

# please note that if the status of applicant is not obvious from the contact details they provided, then applicant is assumed to be private citizen.

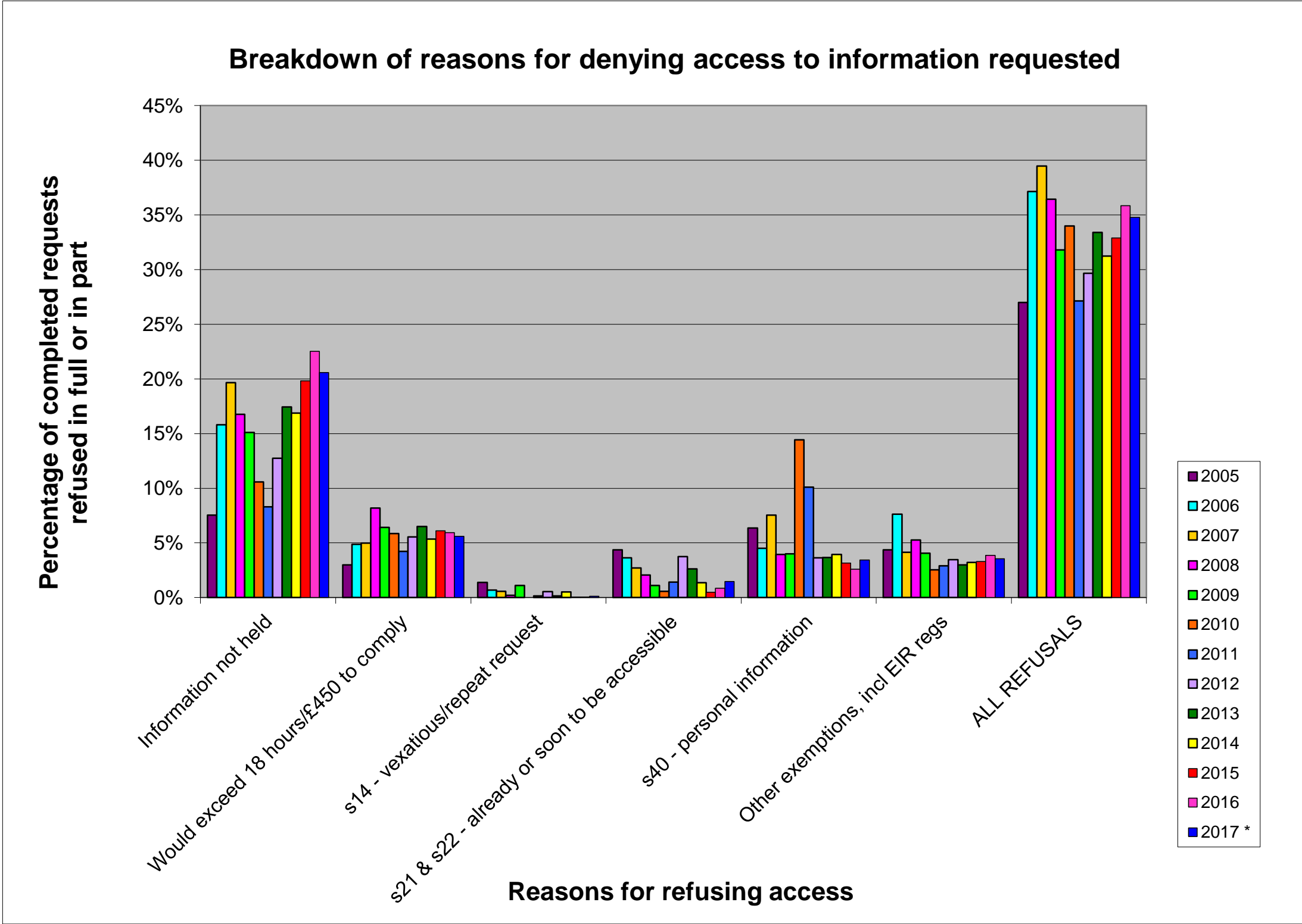
\* as at 16/10/17



KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004

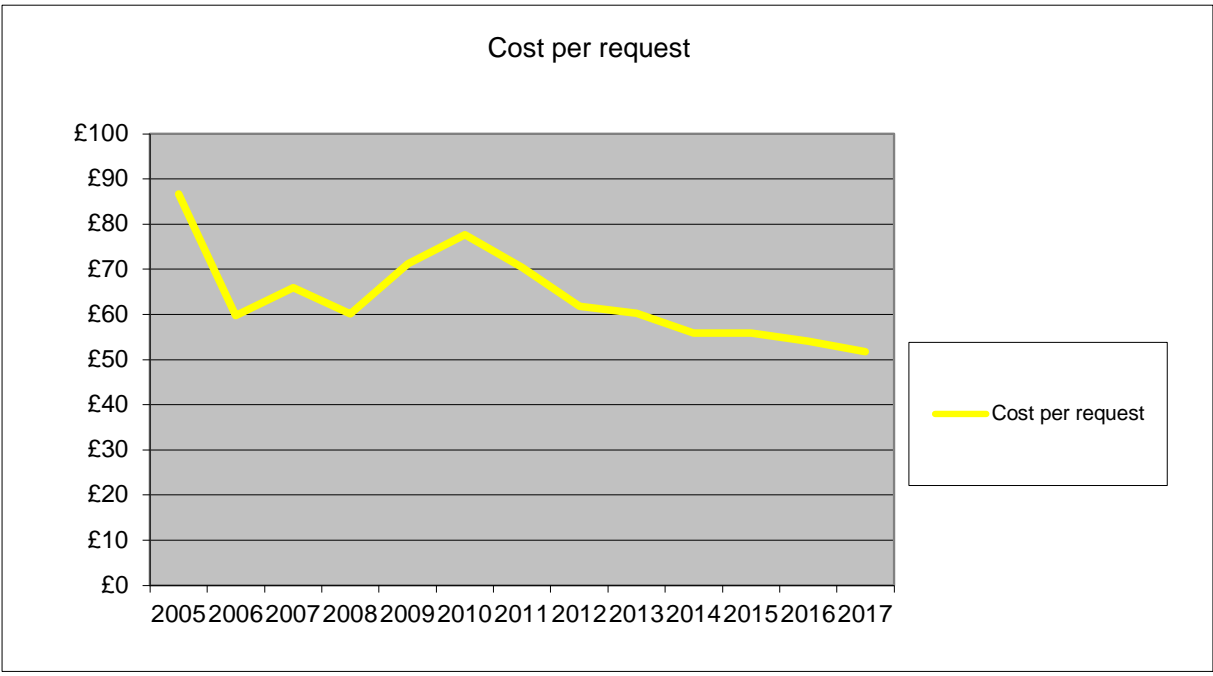
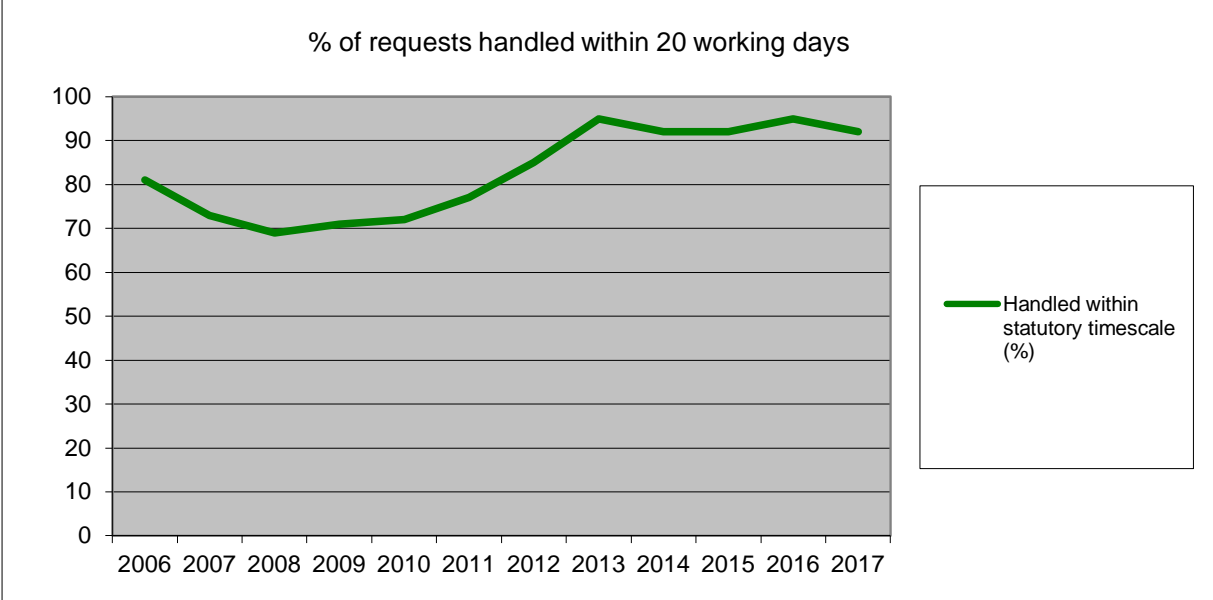
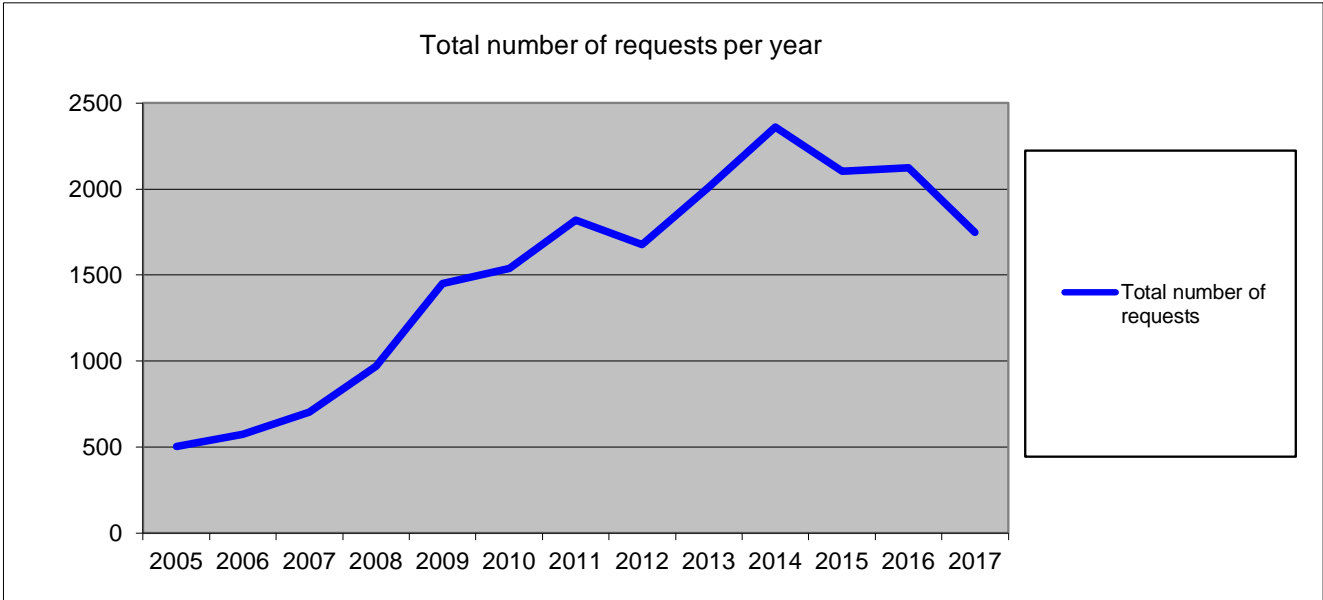
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 *
Information not held	7.5%	15.8%	19.7%	16.8%	15.1%	10.6%	8.3%	12.7%	17.4%	16.9%	19.8%	22.5%	20.6%
Would exceed 18 hours/£450 to comply	3.0%	4.9%	5.0%	8.2%	6.4%	5.8%	4.2%	5.5%	6.5%	5.3%	6.1%	5.9%	5.6%
s14 - vexatious/repeat request	1.4%	0.7%	0.6%	0.2%	1.1%	0.0%	0.2%	0.5%	0.1%	0.5%	0.0%	0.0%	0.1%
s21 & s22 - already or soon to be accessil	4.4%	3.6%	2.7%	2.1%	1.1%	0.6%	1.4%	3.8%	2.6%	1.4%	0.5%	0.8%	1.5%
s40 - personal information	6.3%	4.5%	7.5%	3.9%	4.0%	14.4%	10.1%	3.6%	3.7%	3.9%	3.1%	2.6%	3.4%
Other exemptions, incl EIR regs	4.4%	7.6%	4.1%	5.3%	4.1%	2.5%	2.9%	3.5%	3.0%	3.2%	3.3%	3.9%	3.6%
ALL REFUSALS	27.0%	37.2%	39.5%	36.4%	31.8%	34.0%	27.1%	29.7%	33.4%	31.2%	32.9%	35.8%	34.8%

\* as at 16/10/17



KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TO DATE
Total number of requests	504	576	702	970	1450	1539	1821	1679	2012	2360	2105	2123	1750	19591
Handled within statutory timescale (%)	86	81	73	69	71	72	77	85	95	92	92	95	92	83
Estimated time to deal (officer hours)	1747	1376	1853	2334	4131	4779	5134	4148	4848	5270	4704	4593	3622	48539
Cost (no. of hours @ £25)	£43,675	£34,400	£46,325	£58,350	£103,275	£119,475	£128,348	£103,676	£121,195	£131,769	£117,600	£114,812	£90,538	£1,213,438
Cost per request	£87	£60	£66	£60	£71	£78	£70	£62	£60	£56	£56	£54	£52	£66
Est. total cost (hours + team salaries + "on costs")	£244,675	£443,400	£308,885	£334,590	£410,115	£444,675	unable to calculate due to change of team members and responsibilities following reorganisation							



KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004

Comparisons with other Councils

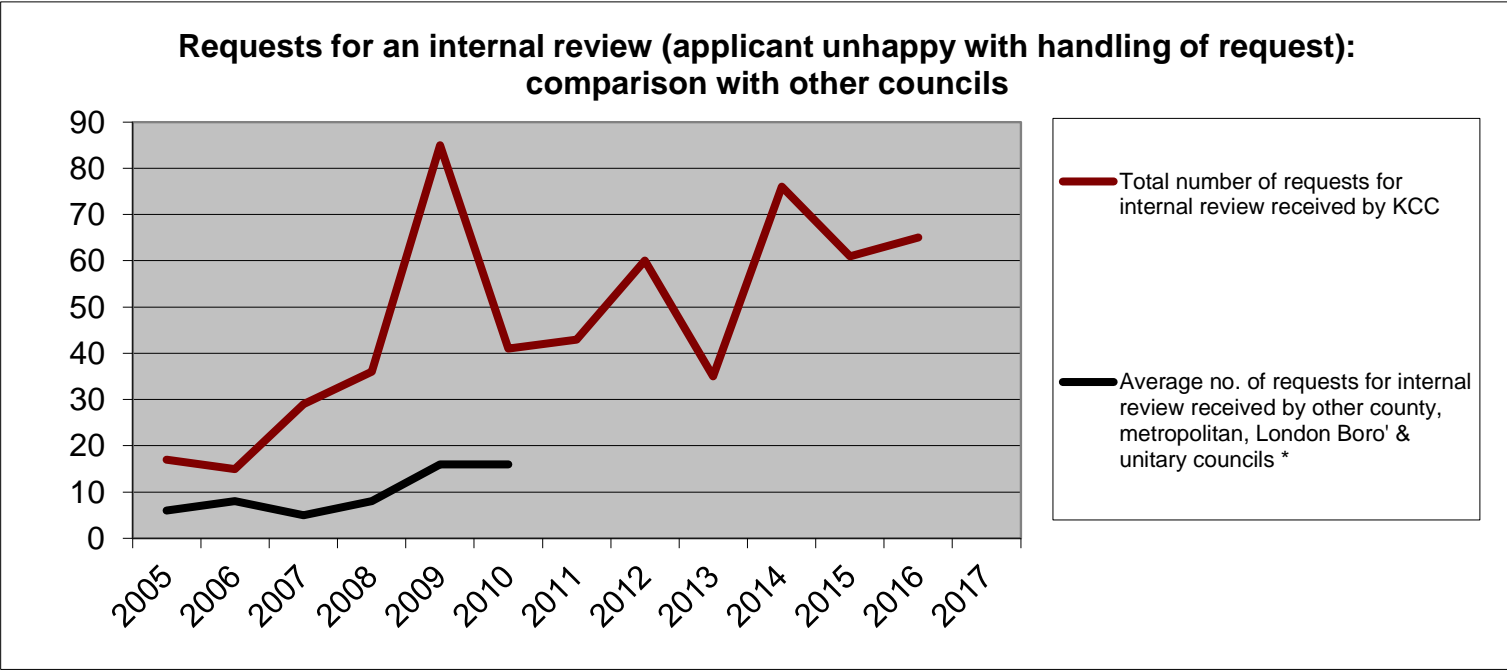
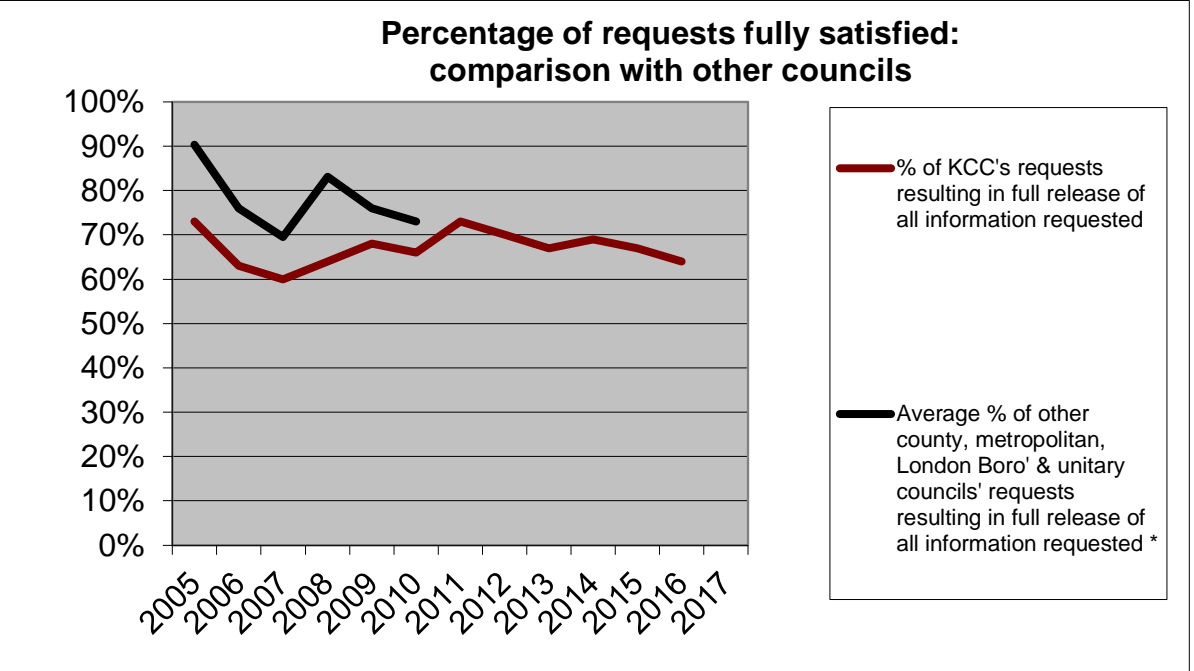
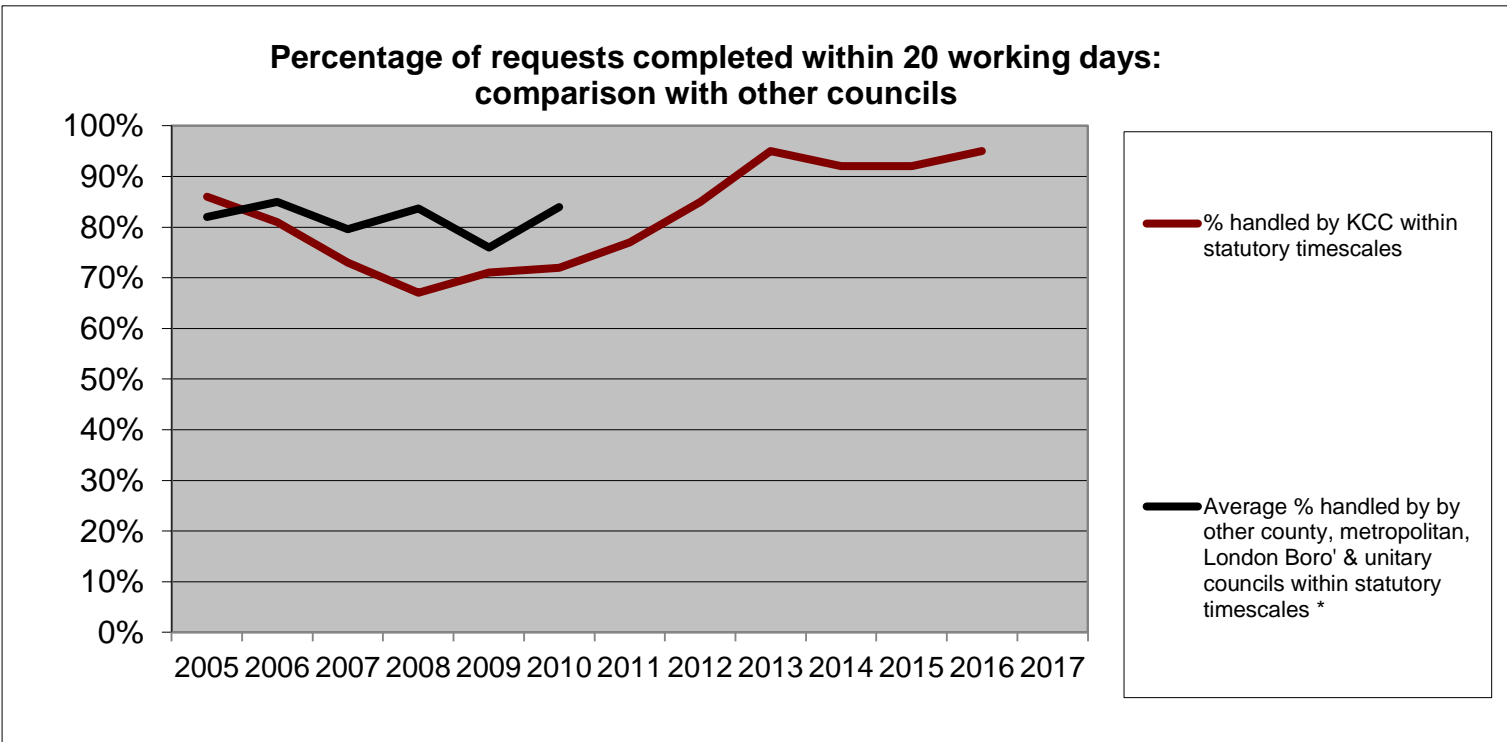
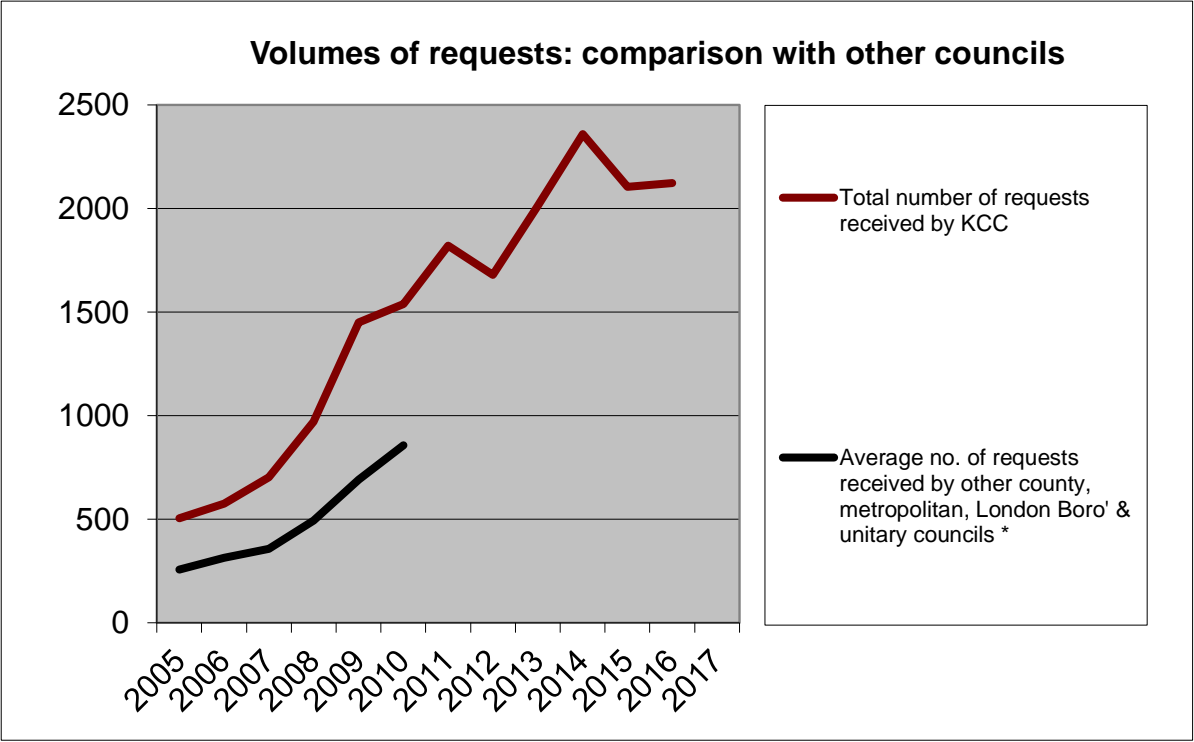
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Total number of requests received by KCC</b>	<b>504</b>	<b>576</b>	<b>702</b>	<b>970</b>	<b>1450</b>	<b>1539</b>	<b>1821</b>	<b>1679</b>	<b>2012</b>	<b>2360</b>	<b>2105</b>	<b>2123</b>	
Average no. of requests received by other county, metropolitan, London Boro' & unitary councils *	<b>258</b>	<b>313</b>	<b>358</b>	<b>494</b>	<b>690</b>	<b>858</b>							
<b>% of KCC's requests resulting in full release of all information requested</b>	<b>73%</b>	<b>63%</b>	<b>60%</b>	<b>64%</b>	<b>68%</b>	<b>66%</b>	<b>73%</b>	<b>70%</b>	<b>67%</b>	<b>69%</b>	<b>67%</b>	<b>64%</b>	
Average % of other county, metropolitan, London Boro' & unitary councils' requests resulting in full release of all information requested *	<b>90%</b>	<b>76%</b>	<b>70%</b>	<b>83%</b>	<b>76%</b>	<b>73%</b>							
<b>% handled by KCC within statutory timescales</b>	<b>86%</b>	<b>81%</b>	<b>73%</b>	<b>67%</b>	<b>71%</b>	<b>72%</b>	<b>77%</b>	<b>85%</b>	<b>95%</b>	<b>92%</b>	<b>92%</b>	<b>95%</b>	
Average % handled by by other county, metropolitan, London Boro' & unitary councils within statutory timescales *	<b>82%</b>	<b>85%</b>	<b>80%</b>	<b>84%</b>	<b>76%</b>	<b>84%</b>							
<b>Total number of requests for internal review received by KCC</b>	<b>17</b>	<b>15</b>	<b>29</b>	<b>36</b>	<b>85</b>	<b>41</b>	<b>43</b>	<b>60</b>	<b>35</b>	<b>76</b>	<b>61</b>	<b>65</b>	
Average no. of requests for internal review received by other county, metropolitan, London Boro' & unitary councils *	<b>6</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>16</b>	<b>16</b>							

\* Figures collated from the Constitution Unit's annual surveys

<https://www.ucl.ac.uk/constitution-unit/research/index/edit/foi/foi-and-local-government>

KENT COUNTY COUNCIL: REQUESTS FOR INFORMATION FALLING UNDER THE SCOPE OF THE FREEDOM OF INFORMATION ACT 2000 OR ENVIRONMENTAL INFORMATION REGULATIONS 2004

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**From:** Susan Carey, Cabinet Member Customers, Communications & Performance  
Amanda Beer, Corporate Director Engagement Organisation Design & Development

**To:** Policy and Resources Cabinet Committee

**Date:** 2 February 2018

**Subject:** Customer Services

**Classification:** Unrestricted

**Summary:**

An overview of customer services at Kent County Council detailing customer contact channels, the voice of the customer and planned development in customer contact.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to note and comment on the report.

**1. Introduction**

At the Policy and Resources Cabinet Committee meeting held on 5 December 2017, Members expressed an interest in more information on customer services at Kent County Council.

**2. Customer Services**

- 2.1. Customer Services is defined by the Oxford English Dictionary as '*The assistance and advice provided by a company to those people who buy or use its products and services.*'
- 2.2. At Kent County Council, not everyone who uses our services will contact us but assistance and advice is available to residents who buy or use our products and services in a multitude of ways. The following table lists some of our contact channels, illustrating the number of contact channels available and the volume of contacts by channel:

Contact Channel	Volume of Contacts 2015/16	Volume of Contacts 2016/17
Calls to Contact Point	767,079	691,026
Page views to kent.gov +	10,085,028	10,140,425
Tweets*	No historical data	1,700
Facebook posts*	No historical data	760
LinkedIn posts*	No historical data	25
YouTube posts*	No historical data	65
Marketing campaigns*	45	47
Events*	22	30
Compliments	2,079	2,714
Complaints	3,070	3,624
Customer comments	1,490	1,569
Public consultations	32	20

+ Every time someone accesses a page on kent.gov it is counted as a single “pageview”.

\*These figures cover activity that is managed, originated or approved by Kent Communications. Additional initiatives may be undertaken by Directorates and those would not be included here.

2.3. A presentation on KCC’s customer service will be given to Members by the Head of Communications and the Head of Engagement & Consultation at the Cabinet Committee. It will cover:

- **Contact Channels** - an overview of contact channels available to residents, what they offer, how they are used and optimised.
- **The Voice of the Customer** – an overview of consultations, customer feedback and the customer complaints process.
- **Next Steps** – a brief overview of planned development in customer contact and how we aim to better service our residents.

### 3. Reference

3.1. Members may find the following reference materials helpful ahead of the presentation at the next Committee meeting.

- [The Customer Service Policy](#)
- [Customer Feedback Policy](#)
- [Handling unreasonably persistent and vexatious complaints](#)
- [Governance and Audit Customer Feedback Report](#)
- **Training Opportunities** – there are three e-learning modules on customer care available on DELTA ([www.delta-learning.com](http://www.delta-learning.com)):
  - 3.1.□.1. Introduction to Customer Service
  - 3.1.□.2. Customer Feedback– Complaints, Comments & Compliments



3.1.□.3. Customer Service: Communication Skills

**4. Recommendations**

- 4.1. The Policy and Resources Cabinet Committee is asked to note and comment on the report.

**Christina Starte**  
**Head of Communications**  
**Ext 413271**

**Diane Trollope**  
**Head of Engagement & Consultation**  
**Ext 416781**

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

Ben Watts (General Counsel)

To: Policy and Resources Cabinet Committee –2 February 2018

Subject: **Work Programme 2018/19**

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 2018/19.

## **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 2018/19**

- 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 2018/19.

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

None.

#### **7. Contact details**

Report Author:  
Ann Hunter  
Principal Democratic Services Officer  
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[ann.hunter@kent.gov.uk](mailto:ann.hunter@kent.gov.uk)

Relevant Director  
Benjamin Watts  
General Counsel  
03000 416814  
[Benjamin.watts@kent.gov.uk](mailto:Benjamin.watts@kent.gov.uk)

**WORK PROGRAMME – 2018/19**  
**Policy and Resources Cabinet Committee**

### Agenda Items

#### Friday 16 March 2018

##### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*
  
- Update of Policy Framework (D Whittle – minute 27 15 September 2017)
- 2017-2022 Asset Management Strategy
- Update on New Ways of Working (R Spore – added at agenda setting meeting on 19 December 2017)
- Corporate Assurance (minute 27 15 September 2017)
- Update on the implementation of the General Data Protection Regulation - minute 27 September 2017
- Data Protection Act – Access Requests – Update on Performance
- Update on interim report of Hackitt Review (minute 39 – 5 December 2017)
- Commercial Services update (added at agenda setting meeting on 19 December 2017)
- Gen2 update (R Spore) (added at agenda setting meeting on 19 December 2017)
- Directorate Business Plans (D Whittle) (added at agenda setting meeting on 19 December 2017)
- Asbestos Policy (added following email from PA to R Spore on 22 Dec).
- Legionella Policy (added following email from PA to R Spore on 22 Dec).

#### Friday 11 May 2018

##### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*
  
- Business Service Centre – bi- annual performance report
- ICT Security Annual Report
- Armed Forces Covenant annual report

#### Friday 29 June 2018

##### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*

- *Work Programme*
- *Contract Management update*
- Invicta Law Update (B Watts) (added at agenda setting meeting on 19 December 2017)

## Thursday 6 September 2018

### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*
- Total Facilities Management – Bi-annual report
- Corporate Assurance – bi-annual report

## Tuesday 20 November 2018

### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*
- Annual Equalities and Diversity report
- Total Facilities Management – Bi-annual report
- Business Service Centre – Bi- annual performance report

## Friday 18 January 2019

### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*
- 2018/19 Budget and Medium Term Financial Plan

## Friday 8 March 2019

### Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*

- *Contract Management update*
- Total Facilities Management – Bi-annual report
- Directorate Business Plans (D Whittle)

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

Cabinet

**DECISION NO:**

17/00055

**For publication**

**Subject: Business Services Centre Trading decision**

**Decision:**

- a) Approval of a business case for the proposed creation of a trading structure for the Business Services Centre.
- b) The creation of a trading structure for the Business Services Centre, in line with the approved business case, and agreement to enter into such contractual arrangements as are appropriate to facilitate that creation.
- c) Delegation of authority to the Monitoring Officer to agree the final details of the company structure and contractual arrangements in consultation with the Head of Paid Service, Cabinet Member for Corporate and Democratic Services, the Cabinet Member for Traded Services & Health Reform, the Director of Infrastructure and the Corporate Director of Finance and Procurement.
- d) Agreement that a shadow governance structure is implemented.

**Reason(s) for decision:**

The decision to establish a BSC trading structure that will enable the continued provision of support services to the Council and drive the growth of external traded activity to increase the income returned to the Council in line with Medium Term Financial Plan targets.

**Cabinet Committee recommendations and other consultation:**

To be entered after the meeting and considered by the Cabinet when taking the decision.

**Any alternatives considered:**

As stated in the Business Case

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

.....  
signed

.....  
date

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**From:** Eric Hotson, Cabinet Member for Corporate and Democratic Services

Rebecca Spore, Director of Infrastructure

**To:** Policy and Resources Cabinet Committee

– 2 February 2018

**Subject:** Total Facilities Management – Bi-annual Review

**Classification:** Unrestricted

**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 on 18<sup>th</sup> January 2018. The committee considered a detailed report, including the exempt appendix and discussed the performance of each provider.

This approach is in line with the commissioning cycle principles as set out in the County Council Paper on the 15<sup>th</sup> 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 note the current performance of the Total Facilities Management Contractors and assurance from the 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 Cabinet 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 5<sup>th</sup> 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 showing the TFM contractors' KPI performance, key trends in the performance data and current status against triggers 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 review of FM has been undertaken to understand key issues within FM delivery following reported issues with health & safety compliance. The FM review has led to the following:
  - a greater contract management regime in order to address all operational issues;
  - full implementation of KPI's to ensure audit tests on performance are undertaken and addressed
  - analysis and transparency of FM spend
  - CAFM (Computer Aided Facilities Management) system review and compliance tracker implemented.
- Clearance of outstanding resultant works that were identified from health and safety compliance assessments to 90% was achieved in December, with 100% expected to be completed by the end of January 2018
- A compliance audit process is in place to ensure all resultant works are processed immediately as identified from assessments.
- Service user bi-monthly meetings to discuss issues and improve communications.
- Introduction of Gen2 Health & Safety Group to ensure management and information flow relating to all Health & Safety matters are discussed and shared with KCC
- Commencement of a new TFM audit to provide support to the FM team in regards to improvements and processes being implemented.
- Escalation process review to address long outstanding contractual issues, such as lack of functioning of the supplier CAFM systems and non- application of all KPI.
- Greater management of the asset enhancement programme, which includes works to enhance and replace assets within properties, improving health and safety and modernising facilities for users, to ensure full programme delivery for 17/18 and early commencement of the 18/19 programme to ensure works commence from April 2018.
- Client and service user engagement regarding the future of FM and potential procurement options.
- Change in Head of FM within Gen2.

## **6. Conclusions**

- 6.1 During this six month period, a full independent review of FM has been undertaken to further understand health & safety issues and management processes. A joint approach has been established between Gen2 and KCC to support the escalation of issues. A Head of Facilities Management has been promoted from existing staff within the team with senior management support to ensure the in depth experience is shared across all areas of TFM management. This has included a proactive approach to service user engagement to improve communications and understand service user risk and concerns.

- 6.2 The contracts will run for a further 2 years until the end of the initial contract period, subject to approval of any re procurement process. Planning work is commencing now to ensure data is updated and systems populated to allow for any proposed process, whether extension or re-procurement is made on the right basis.
- 6.3 A further audit of TFM provision has commenced to provide assurances to the enhanced management processes in place.
- 6.4 The Policy and Resources Cabinet Committee is asked to note the current position and performance of the three contracts. The Policy and Resources Cabinet Committee is asked to note those areas where improvements have been made 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 note the current performance of the Total Facilities Management 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

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Agenda Item 14

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