

**POLICY AND RESOURCES CABINET COMMITTEE**

**Thursday, 16th May, 2019**

**10.00 am**

**Darent Room - Sessions House**







## AGENDA

### POLICY AND RESOURCES CABINET COMMITTEE

**Thursday, 16 May 2019, at 10.00 am**  
**Darent Room - Sessions House**

Ask for: **Emma West**  
Telephone: **03000 412421**

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

#### **Membership (16)**

Conservative (13): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mr P W A Lake, Mr S C Manion, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

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

Labour (1) Mr D Farrell

#### **Webcasting Notice**

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#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcement
- 2 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 8 March 2019 (Pages 5 - 14)  
To consider and approve the minutes as a correct record.
- 5      Business Rates Retention (Pages 15 - 24)  
To receive a report which informs Members about the business rate tax base in Kent and how this compares with other authorities in the south east, how the current 50% business rates retention funding system operates, and potential changes to business rates retention in the future.
- 6      Strategic and Corporate Services Performance KPIs 2019/20 (Pages 25 - 32)  
To receive a report which provides for consideration and comment by the Cabinet Committee the proposed indicators which will be reported within the Strategic and Corporate Services Dashboard for 2019/20.
- 7      Strategic and Corporate Services Performance Dashboard (Pages 33 - 46)  
To receive a report which shows progress made against targets set for Key Performance Indicators.
- 8      Work Programme 2019/20 (Pages 47 - 50)  
To consider and agree a work programme for 2019/20.

**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.

- 9      Oakwood House Asset Review (Pages 51 - 92)  
To receive a report which sets out progress on the initial business case for the proposal and feasibility work for the preferred option.
- 10     Review of KCC Company Ownership and Governance (Pages 93 - 96)  
To receive a report which sets out a final update for Members in relation to the governance, management and development of the proposed holding company for KCC's wholly-owned trading vehicles.

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 8 May 2019**

**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 on Friday, 8 March 2019.

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mr D Farrell, Mr P W A Lake, Mr M D Payne, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson, Mr R L H Long, TD, Mr P J Oakford and Miss C Rankin

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr V Bhatia (FM & PFI Lead – Property Commissioning), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr D Firth (Policy Adviser), Mr V Godfrey (Strategic Commissioner), Mr N Roberts (Head of Property Commissioning and Strategy), Mr M Sage (Revenue and Tax Strategy Manager), Ms E Sanderson (Strategic Business Adviser), Mr M Scrivener (Corporate Risk Manager), Mrs R Spore (Director of Infrastructure), Ms K Stevens (ICT Compliance and Risk Manager), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr P Wood (Head of Estates) and Miss E West (Democratic Services Officer)

**UNRESTRICTED ITEMS****139. Membership**

*(Item 2)*

The Chairman announced that Mr Cooke had replaced Mrs Cole as a Member of the Committee.

**140. Apologies and Substitutes**

*(Item 3)*

Apologies for absence had been received from Mr Bird, Mr Bond, Mrs Dean and Mr Murphy.

Mr Brazier attended as a substitute for Mr Bond, and Mr Daley attended as a substitute for Mr Bird.

**141. Declarations of Interest by Members in items on the Agenda**

*(Item 4)*

No declarations of interest were received.

**142. Minutes of the meeting held on 18 January 2019**

*(Item 5)*

RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee held on 18 January 2019 are correctly recorded and that they be signed by the Chairman.

**143. Development of the Strategic Delivery Plan**  
(Item 6)

*Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Ms Sanderson (Strategic Business Adviser (Corporate)) were in attendance for this item.*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) and Ms Sanderson introduced the report which set out the Strategic Delivery Plan which would be the strategic business plan for Kent County Council and would support the delivery of the outcomes in the Strategic Statement.

Mr Whittle and Ms Sanderson then responded to comments and questions from Members, including the following: -

- a) Mr Whittle provided useful background information in relation to the Strategic Delivery Plan and confirmed that the plan was part of a three-year cycle to drive a step change in business planning and progress activity through the appropriate informal and formal governance arrangements.
- b) Mr Whittle talked about the key objectives in relation to the Strategic Delivery Plan and confirmed that key projects and programmes would be reported through new monitoring arrangements that were in the process of being carried out.
- c) Mr Whittle briefly explained the decision-making process in relation to Business Plans and the decisions which the Executive were responsible for.
- d) Mr Whittle confirmed that he would liaise with Corporate Board to find out whether or not they wished to include recommendations from recent Select Committee meetings relating to social isolation within the Strategic Delivery Plan, as the Select Committee had not been concluded during the timeframe in which the plan had been developed.
- e) Ms Sanderson referred to the review of the Strategic Delivery Plan process which would be reported to a future meeting of the Committee and confirmed that the work to be undertaken in relation to the review would commence over upcoming weeks. Mr Whittle added that as part of the review, updates could be provided to Cabinet Committees.
- f) Mr Whittle confirmed that there were no General Data Protection Regulation issues concerning the retention of internal data within Kent County Council.
- g) Mr Whittle talked about the potential challenges in relation to reviewing the business planning process.

2. RESOLVED that the report be noted.

#### **144. Strategic and Corporate Services Performance Dashboard**

*(Item 7)*

*Mrs Beer (Corporate Director Engagement, Organisation Design & Development), Mr Godfrey (Strategic Commissioner – Public Health), Mrs Spore (Director of Infrastructure) and Mr Watts (General Counsel) were in attendance for this item.*

1. Miss Carey (Cabinet Member for Customers, Communications and Performance) and Mr Godfrey introduced the report which set out the progress made against targets set for Key Performance Indicators within Strategic and Corporate Services.

Mrs Beer, Miss Carey, Mr Godfrey and Mr Watts then responded to comments and questions from Members, including the following: -

- a) Miss Carey confirmed that the number of visits to the Freedom of Information section within Kent County Council's website had increased and said that there was more information on the Council's website in relation to Freedom of Information than ever before.
- b) Miss Carey explained that many Freedom of Information enquirers did not wish to be referred to the Freedom of Information section of Kent County Council's website and expected Kent County Council to provide information in a format which suited them, despite the requested information being available on the website.
- c) Miss Carey said that some Freedom of Information requests contained more than one question within a request.
- d) Mr Watts confirmed that Kent County Council had seen an increase in the number of Freedom of Information requests by more than 10% since 2017 and referred to the complexity and the multi-departmental nature of the requests. He referred to Kent County Council's Freedom of Information page on the Council website and said that information relating to the types of Freedom of Information requests that Kent County Council received was available.
- e) Mr Watts said that whilst guidance in relation to Freedom of Information was under review, it was a statutory entitlement for individuals to make Freedom of Information requests.
- f) Mr Watts confirmed that a further report would be submitted to a future meeting of the Committee in relation to addressing the ever-increasing number of Freedom of Information requests that the Council received.
- g) Miss Carey said that the increase in Freedom of Information requests was an issue which affected many other Council's in the country.

- h) Mr Godfrey and Mrs Spore said that the number of calls to Kent County Council's ICT Help Desk had increased due to new ICT change programmes and software being installed.
- i) Mrs Beer talked about health and wellbeing within the workplace and said that it was a priority within HR. She referred to the HR cases that were supported by the HR team and confirmed that these cases covered staff that were unfit to work, disciplinaries and other capabilities.
- j) Mrs Spore referred to the Finance and Infrastructure ratings within the report and confirmed that she had been liaising with colleagues within Kent County Council's Finance department to ensure that data provided to Members was as clear as possible.
- k) Mrs Spore talked about the costs that were incurred by Property and Infrastructure within Kent County Council.
- l) Mr Godfrey reassured Members of the accuracy of the data within Performance Scorecards and said that he could provide further information to Members of the Committee in relation to how data within the Performance Scorecards is obtained.

2. RESOLVED that the report be noted.

**145. Brexit: Strategic and Corporate Services Business Continuity Arrangements**  
*(Item 8)*

*Mr Firth (Policy Adviser) and Mrs Spore (Director of Infrastructure) were in attendance for this item.*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) and Mrs Spore introduced the report which set out an overview of the Council's Strategic and Corporate Services business continuity arrangements in the event of a no-deal Brexit.

Mrs Beer, Mr Firth and Mrs Spore then responded to comments and questions from Members, including the following: -

- a) Mr Firth confirmed that the Strategic and Corporate Brexit preparations work started in approximately October 2017.
- b) Mr Firth referred to the general funding that Local Governments across England would receive from the Ministry of Housing, Communities and Local Government to prepare for Brexit and to respond to costs that could potentially surface after the United Kingdom had left the European Union.
- c) Mrs Beer confirmed that managers should liaise with the Kent County Council's corporate Human Resources team if they felt that a member of staff was taking advantage of Brexit.

- d) Mr Watts referred to the range of provisions that were available within Kent County Council's constitution in relation to the decision-making process and confirmed that contingency plans were being put into place in preparation for Brexit.
- e) Mrs Spore talked about the preparations that were being undertaken within Kent County Council's ICT department in relation to Brexit and highlighted potential risks.
- f) Mrs Spore confirmed that the upgraded remote access capacity would allow 8,000 concurrent users to be able to access Kent County Council's network via A2K and talked about the costs that were associated with ICT's no-deal Brexit contingency plans.
- g) Mrs Beer talked about the anticipated increase in demand and activity within Kent County Council's Communications Team and said that additional staff could be recruited on temporary contracts to mitigate pressures within the team.
- h) Mrs Spore talked about the positive mapping work that had been undertaken which identified areas of poor broadband connectivity against where staff lived and their nearest Kent County Council buildings. The mapping work would allow Kent County Council to adopt a more targeted approach in supporting the members of staff involved in critical services and who may not be able to utilise remote working methods.

2. RESOLVED that the report be noted.

#### **146. Strategic & Corporate Services Risk Management**

*(Item 9)*

*Mr Scrivener (Corporate Risk Manager and Interim Corporate Assurance Manager) and Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.*

- 1. Miss Carey (Cabinet Member for Customers, Communications and Performance) introduced the report which set out the strategic risks relating to the Strategic and Corporate Services directorate, in addition to the risks featuring on the Corporate Risk Register for which the Corporate Directors were the designated 'Risk Owners'.
- 2. Mr Whittle and Mr Scrivener informed the Committee of the work that had been undertaken over recent months to manage current risks within Strategic and Corporate Services and continued to provide comprehensive risk management reports to Members.

3. RESOLVED that the report be noted.

#### **147. Six Month Update and Forward Plan for Contract Management Review Group**

*(Item 10)*

*Miss Rankin (Cabinet Member for Strategic Commissioning) and Mr Godfrey (Strategic Commissioner – Public Health) were in attendance for this item.*

1. Miss Rankin and Mr Godfrey introduced the report which set out information relating to The Contract Management Review Group and explained that the contracts were reviewed using a methodology based on the National Audit Office guidance on how contracts should be managed.
  - a) Miss Rankin talked about the positive involvement of Cabinet Committee Members in relation to contract monitoring and said that further reports could be submitted to Cabinet Committees to highlight the successes and impacts of contract monitoring.
  - b) Miss Rankin noted the need to review Kent's Youth Service contract.
2. RESOLVED that the report be noted.

**148. 19/00022 - Ground Lease at Meopham Academy, Wrotham Road, Meopham for the new Meopham Library**  
*(Item 11)*

*Mrs Spore (Director of Infrastructure) and Mr Wood (Head of Estates) were in attendance for this item.*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) introduced the report which set out the recommendation to enter into a new 999-year lease with Swale Academy Trust, for relocation of the new Meopham Library.

Mrs Spore then responded to comments and questions from Members, including the following: -

- a) Mrs Spore confirmed that she would provide further information to Members of the Committee outside of the meeting in relation to the costs that Kent County Council would incur.
  - b) Mrs Spore referred to the decision-making process within Kent County Council's constitution and explained the reasons behind the key-decision. Mr Watts confirmed that the record of decision that would be signed by the Cabinet Member for Corporate and Democratic Services could state the length of the lease.
  - c) Mrs Spore confirmed that she would provide further information to Members of the Committee outside of the meeting in relation to the tier in which Meopham Library was allocated.
2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services to enter into a new lease of land at Meopham Academy and for the Director of Infrastructure to finalise terms and complete the transaction, be endorsed.

**149. KCC Commissioned Services from Cantium Business Solutions**  
*(Item 12)*

*Mr Godfrey (Strategic Commissioner – Public Health), Mr Sage (Corporate Accountant) and Mrs Spore (Director of Infrastructure) were in attendance for this item.*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) and Mr Godfrey introduced the report which set out the delivery of Kent County Council's services since the establishment of Cantium Business Solutions in July 2018.
  - a) In response to a question, Mr Sage referred to the development and delivery of the direct debit payments system for school travel mentioned within the report and confirmed that this related to Kent County Council's young person's travel pass.
2. RESOLVED that the report be noted.

### **150. Property Services Commissioning** *(Item 13)*

*Mr Roberts (Head of Property Commissioning and Strategy) and Mrs Spore (Director of Infrastructure) were in attendance for this item.*

1. Mrs Spore introduced the report which set out the future commissioning plan for the delivery of property services.
2. RESOLVED that the report be noted.

### **151. Total Facilities Management** *(Item 14)*

1. Members of the Committee indicated that they would be referring to information contained within the exempt report and therefore consideration of this item was deferred to the exempt part of the meeting (Minute 154 below refers).

### **152. Work Programme 2019/20** *(Item 15)*

1. RESOLVED that the work programme be noted, subject to the inclusion of the following item:
  - ICT for Members

### **153. Exclusion of the Press and Public**

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business as 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)

## **154. Total Facilities Management**

*(Item 14)*

*Mr Bhatia (FM & PFI Lead – Property Commissioning), Mr Roberts (Head of Property Commissioning and Strategy) and Mrs Spore (Director of Infrastructure) were in attendance for this item.*

1. Mrs Spore introduced the report which set out the performance of the Total Facilities Management Contracts; Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier.

Mrs Spore, Mr Hotson and Mr Roberts then responded to comments and questions from Members, including the following: -

- a) Mrs Spore confirmed that appropriate arrangements were in place, should financial difficulty arise.
  - b) Mr Hotson (Cabinet Member for Corporate and Democratic Services) talked about the length of each contract and options to extend.
  - c) Mrs Spore talked about potential future developments and said that Kent's businesses and apprenticeships would continue to be supported in every way possible.
  - d) Mr Roberts responded to a question in relation to the maintenance of the independent compliance tracker which had been referred to within the report.
2. RESOLVED that the report be noted.

## **155. 19/00008 - Renewal of Oracle Support and Maintenance (into a single contract)**

*(Item 16)*

*Mrs Spore (Director of Infrastructure) and Ms Stevens (ICT Compliance and Risk Manager) were in attendance for this item.*

1. Mrs Spore introduced the report which set out information relating to the renewal of Oracle Support and Maintenance.

Mrs Spore and Ms Stevens then responded to comments and questions from Members, including the following: -

- a) Mrs Spore talked about current investments and the proposed arrangements set out within the report.
- b) Mrs Spore confirmed that she could provide further information to Members of the Committee outside of the meeting in relation to the timescales of the proposed arrangements.
- c) Ms Stevens answered questions in relation to the market and competitors.

2. Members of the Committee thanked Mrs Spore for her hard work in supporting the Committee.
3. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate & Democratic Services to delegate to the Director of Infrastructure, in Consultation with the Cabinet Member for Corporate and Democratic Services, the award of the Support and Maintenance contract(s) with Oracle, including the necessary contractual negotiations and enter into any subsequent necessary legal agreements, be endorsed.

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From: Peter Oakford, Deputy Leader and Cabinet Member for Finance & Traded Services

To: Policy & Resources Cabinet Committee – 16<sup>th</sup> May 2019

Subject: Business Rates Retention

Classification: Unrestricted

**Summary:** This report accompanies the presentation to be made to the committee at the meeting. The report and presentation aims to inform members about the business rate tax base in Kent and how this compares with other authorities in the south east, how the current 50% business rates retention funding system operates, and potential changes to business rates retention in the future.

**Recommendations:**

Members are asked to NOTE this report and the accompanying presentation.

## 1. Introduction

- 1.1 The current system of business rates, or National Non-Domestic Rates (NNDR) as they are sometimes called, was introduced in 1990 under the Local Government Finance Act 1988. This replaced the previous system which had been in place under the General Rate Act 1967. The use of property taxes to fund local services is a long-established principle and was first formalised under Elizabethan poor laws (although there are examples of property taxes which predate these poor laws e.g. taxes levied to fund drainage of Romney Marsh).
- 1.2 Business rates are based on assessing all non-domestic properties to include on the rating list. There are two lists, the local list which comprises the vast majority of hereditaments, and a central list which comprises of network properties of major transport, utility and communications companies and cross-country pipelines. Local billing authorities (district councils) are responsible for collecting business rates from the local list, payments for properties on the central list are made directly to Ministry for Housing and Local Government (MHCLG).
- 1.3 The rateable value (RV) of all properties is assessed by the Valuation Office Agency (VOA) based on the market rental value of the premises. This is not the same as the actual rental cost and the VOA use a variety of techniques to assess market value and often usage often has a significant bearing on the RV e.g. retail areas are valued much higher per m<sup>2</sup> than storage areas.
- 1.4 Business rates are calculated according the RV multiplied by a national multiplier set by government. There is a larger multiplier for properties with an RV in excess of £51k<sup>1</sup>. The multiplier is uplifted each year in line

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<sup>1</sup> Since 2015-16 this has been set 1.3p higher than the small business multiplier. The small business multiplier for 2019-20 is 49.1p

with inflation, since 2018-19 this has been based on Consumer Price Index (CPI), although authorities are compensated for the difference had Retail Price Index (RPI) still been used. Some hereditaments qualify for discounts/reliefs or exemptions, these are mainly mandatory with ratepayers qualifying by right although there is also some local discretion available to billing authorities. In recent years the government have introduced additional discounts/reliefs (including the lower indexation of the multiplier outlined above) to help reduce the burden of business rates on businesses. Authorities have been compensated for the impact of these additional reliefs on their retained business rates through a specific section 31 grant.

- 1.5 RVs are recalculated every 5 years (quinquennial review). The review scheduled for 2015 was delayed until 2017 due to the impact on property values of the recession. The revaluation was based on values in April 2015. The multiplier is reset following each revaluation to ensure the overall yield is not affected by the review. Transitional relief is applied to reduce the impact of upward revaluations and to limit reductions from downward revaluations. Smaller properties benefit from higher relief on upward revaluations and lesser mitigation on downward revaluations. The overall impact of transitional relief is neutral nationally and does not impact on local authority retention.
- 1.6 The current 50% retention arrangements were introduced in 2013-14. These allow authorities to keep 50% of any business rate growth achieved since the arrangements were introduced, but also carries the risk that authorities bear 50% of any reductions. Reductions can arise from appeals against the original valuation, change of use of premises, or loss of local businesses. The system is adjusted to ensure that authorities do not benefit additional retention from upward revaluations in 2017 (or bear the consequences of downward revaluations).

## **2. Business Rate Taxbase in Kent**

- 2.1 There are around 48,500 individual hereditaments in Kent included on the local list. The vast majority are small businesses with over 30,000 valued under £12k (and thus eligible for extended 100% relief). Larger hereditaments (those with RV over £51k) account for only 12% of the total properties but contribute over 80% of business rates yield. The outcome of the 2017 revaluation by district and size of property is shown in table 1.

Table 1

	Total Number of Properties	Total RV £m	Average RV	Number with RV <=£12k	Number with RV <=£15k	up to £51k	Total RV <=£12k £m	Total RV <=£15k £m	Total RV<=£51k £m
ASHFORD	4,312	121.317	£28,135	2,635	2,894	3,749	13.872	17.409	40.661
CANTERBURY	5,603	143.107	£25,541	3,788	4,097	5,034	16.700	20.896	46.582
<b>DARTFORD</b>	<b>3,035</b>	<b>197.526</b>	<b>£65,083</b>	1,610	1,749	2,376	9.360	11.243	28.748
DOVER	3,919	109.902	£28,043	2,787	3,000	3,573	13.510	16.407	31.547
GRAVESHAM	2,273	63.810	£28,073	1,419	1,592	2,052	8.239	10.570	22.806
MAIDSTONE	4,846	144.418	£29,802	2,628	2,969	4,090	15.080	19.710	49.883
SEVENOAKS	3,820	94.066	£24,625	2,204	2,474	3,339	12.476	16.133	38.968
FOLKSTONE & HYTHE	3,731	77.901	£20,879	2,699	2,890	3,439	12.573	15.164	29.863
SWALE	4,397	119.293	£27,131	2,905	3,167	3,975	15.686	19.251	41.122
THANET	4,909	93.804	£19,109	3,676	3,912	4,528	17.675	20.876	37.240
TONBRIDGE & MALLING	3,600	143.512	£39,865	1,831	2,045	2,995	9.977	12.880	38.827
TUNBRIDGE WELLS	4,002	134.026	£33,490	2,125	2,393	3,437	11.835	15.486	15.486
<b>TOTAL</b>	<b>48,447</b>	<b>1,442.683</b>	<b>£29,779</b>	<b>30,307</b>	<b>33,182</b>	<b>42,587</b>	<b>156.984</b>	<b>196.024</b>	<b>421.733</b>

- 2.2 Dartford district has the largest tax base of all districts within the county. Nearly half of Dartford's tax base relates to Bluewater, even though this only comprises 421 out of over 3,000 hereditaments in the district. The average RV for hereditaments in Bluewater is £226.4k. This is significantly higher than the average for the rest of Dartford (£39.1k) and results in a significantly higher average RV in Dartford than other districts shown in table 1, or the average for the whole county (£29.8k).
- 2.3 Movements in the RV for the largest hereditaments have a much greater impact on retained growth than changes for the much larger number of properties with smaller RV. Analysis of the volatility in the tax base should focus on these large hereditaments.
- 2.4 The tax base is divided into four sectors; retail, industrial, office and other. Within each sector there a number of sub sectors categorising different types of property. These sub categories help to explain differences in RVs between similar size properties. Kent's average RV is similar to the rest of South East for retail (although without Bluewater the Kent average retail would be nearly £7k less). The average RV for office accommodation is significantly lower in Kent than South East or nationally. The average RVs in all sectors are considerably higher in London. Table 2 shows the comparisons for each sector.

Table 2

	Kent	South East	National	London
<b>Retail</b>				
Total Properties	12,170	67,820	485,440	91,050
Total RV (£m)	448	2,471	16,185	4,697
Average RV	£36,791	£36,438	£33,341	£51,589
<b>Industrial</b>				
Total Properties	12,580	70,220	474,050	49,060
Total RV (£m)	351	2,139	13,272	1,768
Average RV	£27,936	£30,460	£27,998	£36,035
<b>Office</b>				
Total Properties	8,990	55,680	365,840	90,200
Total RV (£m)	157	1,732	15,137	9,100
Average RV	£17,432	£31,106	£41,377	£100,892
<b>Other</b>				
Total Properties	14,770	77,430	531,120	71,260
Total RV (£m)	498	3,087	18,617	4,745
Average RV	£33,713	£39,866	£35,053	£66,594

- 2.5 District councils are responsible for estimating the tax base for budget planning purposes. These estimates start from the VOA list (including any changes since the list was originally compiled following the revaluation). It also includes the impact of reliefs, estimated in-year growth/decline and losses on collection (including bad debts and repayments). These combine to derive the net collectable tax base available for retention. The estimated tax base is collated through a government return (NNDR1).
- 2.6 The individual shares for local authorities include an adjustment for the cost of collection for billing authorities and other adjustments such as impact of enterprise zones, renewable energy schemes, etc. The remainder is distributed for retention (50% to central government, 40% to collection authority, 9% to upper tier authority and 1% to Fire authority).
- 2.7 The government have introduced a number of additional reliefs in recent years to help reduce the impact of business rates on individual businesses. These include extending the relief to small business with properties with an RV of less than £12k to 100%; uplifting the NNDR multiplier by CPI rather than RPI; additional reliefs for shops and pubs; discretionary relief schemes to help reduce the impact of the 2017 revaluation (in addition to transitional reliefs). Authorities are compensated for the loss of their retained share by a specific section 31 grant from central government to supplement retained growth.

### 3. The Retention Arrangements

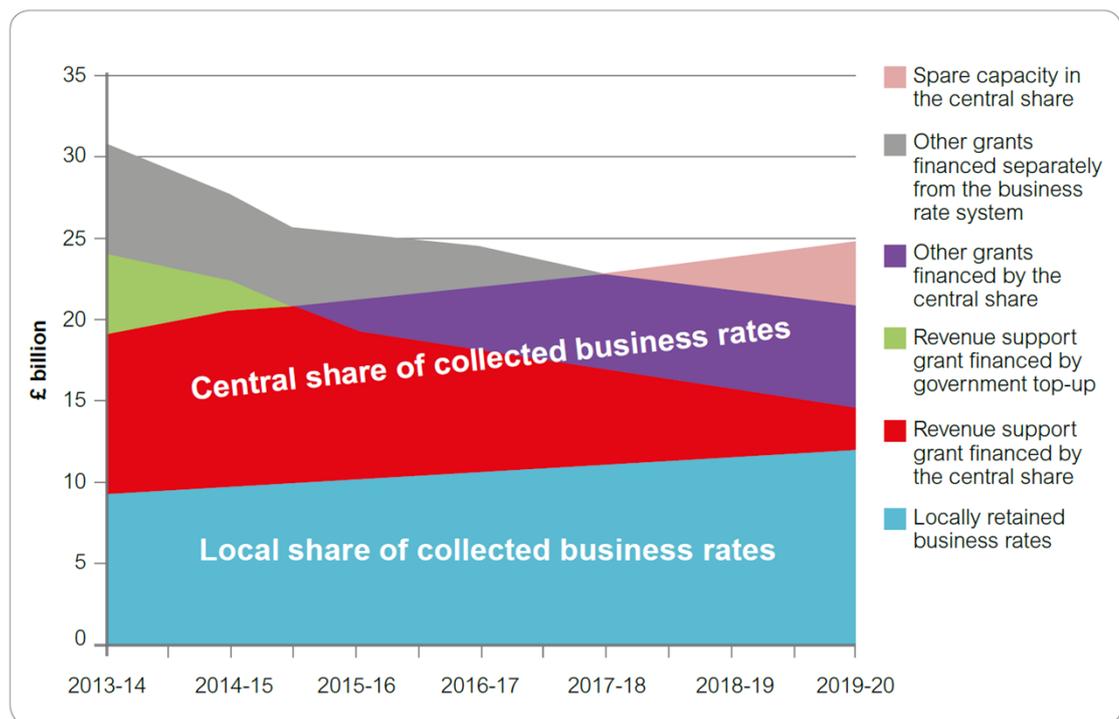
- 3.1 The business rate retention scheme is based around the same redistribution principles as the previous Formula Grant regime it replaced.

Under the Formula Grant regime all the proceeds from business rates were pooled nationally and redistributed by the Formula Grant. This included a supplement to the business rate distributed as Revenue Support Grant (RSG).

- 3.2 The Formula Grant was recalculated and updated each year and included a central block (which allocated an amount per head of population to all authorities albeit a different amount for lower tier, upper tier and single tier authorities reflecting differing responsibilities), an additional relative needs block and a reduction through relative resource block to reflect council tax base. The latter elements were effectively a means to redistribute funding from areas with low needs/high wealth to areas with high needs/low wealth.
- 3.3 The objectives under business rate retention were to initially provide each authority with a similar amount to the Formula Grant (with other additional grants rolled in such as Early Intervention Grant) and over time allow authorities to retain a share of business rate growth. The equivalent to Formula Grant would not be recalculated each year and only recalculated for changes in relative needs and resources when the system was reset on a periodic basis (the first reset originally intended for 2020).
- 3.4 To achieve this a baseline for each authority was set according to the historic grants which were to be funded from retained business rates. This was then compared to the historic share of business rates available for retention to determine whether an authority would pay a tariff i.e. their share of business rates exceeded previous grants, or an authority would receive a top-up i.e. their share of retained business rates was less than previous grants. The government's retained 50% share of business rates (together with the previous supplement) was paid to authorities as new RSG pro rata to the remaining share of historic grants. This represented a significant change in emphasis in RSG from the previous system (where it was a supplement to redistributed business rates) to be a mechanism to distribute the government's share of business rates.
- 3.5 In subsequent years the historic baseline share of retained business rates and tariffs/top-ups are uplifted by the same % as the NNDR multiplier. Where the estimated share of retained business rates from NNDR1 returns (i.e. the updated tax base as referred to in paragraph 2.5) is more than the uplifted baseline (after deducting the uplifted tariff) authorities would retain a share of the growth. Where the estimated share of retained business rates from NNDR1 is less than the baseline share (after deducting the uplifted tariff) authorities would receive less than their baseline and effectively suffer a loss in funding from the decline in business rates.
- 3.6 The retained growth for tariff authorities is subject to a levy (up to 50% of retained growth). There is no levy for top-up authorities. The reductions for authorities suffering a decline are subject to a 92.5% safety net. It was envisaged that the levies would fund the safety net protection.

3.7 The RSG element has reduced since the system was introduced as part of the local authority settlement following the outcome of the Spending Reviews. This has meant that since 2015-16, the RSG has been less than the government's 50% share of business rates, and since 2018-19 the combination of RSG and other grants to local authorities from central government are less than the government's 50% share of business rates. This has severed the historic link between business rates and the funding of local services which has been such an established principle outlined in the introduction to this report. The effect is demonstrated in figure 1 below.

**Figure 1: Centrally retained business rates surpass revenue support grant**



Source: LGA Future Funding Outlook Analysis 2014

3.8 Effectively the system ensures that the growth in the tax base due to inflation is redistributed via the tariffs and top-ups i.e. according to historic grants. Retention effectively means that only a share of growth from new business is retained in the areas where it is earned (subject to levy), or a share of decline due to business closing or appeals is borne locally (subject to safety net). The tariffs and top-ups have been recalculated to reflect the revised RVs following the 2017 revaluation. This ensures that areas which saw an increase in market values through the revaluation did not benefit from additional retention, and areas which saw little or no increase in market values did not suffer a decline in retained funding.

3.9 In two tier areas the retained share is split 80% to the lower tier, 18% to the upper tier and 2% to Fire. This was to encourage planning authorities (lower tier) to promote growth and meant that every lower tier authority pays a large tariff (and is subject to full 50% levy), and upper tier authorities receive a large top-up. This results in the upper-tier receiving the inflationary uplift through additional top-up each year (affording a

degree of stability and predictability) but does not receive very much from growth (or suffer from decline). The lower tier receives a much larger share of growth but carries the risk of decline and does not have the same certainty and stability from inflationary growth in business rates.

3.10 Pooling arrangements allow lower tier and upper tier authorities scope to propose local arrangements which mean more growth can be retained locally (and distributed between tiers according to local priorities). Pooling can also be used to mitigate the risks of losses.

3.11 The original 2013-14 baseline, tariff/top-up, safety net thresholds and levy rates for Kent authorities are shown in table 3. The uplifted baseline for 2019-20 and the uplifted tariffs/top-ups (including the revaluation adjustments are shown in table 4. Table 4 also shows the latest NNDR1 estimated tax base and thus additional retained growth/decline, the section 31 compensation for impact on retention from additional reliefs, and the net retained growth.

Table 3

	Historical Share of 50%		Baseline Spending Needs £m	Top-up / (Tariff) £m	Safety Net Threshold £m	Levy Rate	
	Total £m	Two-Tier Split £m					
Ashford	0.20%	21.78	<b>17.43</b>	2.51	(14.91)	2.33	£0.50
Canterbury	0.23%	24.94	<b>19.95</b>	4.09	(15.85)	3.79	£0.50
Dartford	0.36%	39.36	<b>31.49</b>	2.37	(29.12)	2.19	£0.50
Dover	0.15%	16.70	<b>13.36</b>	3.24	(10.12)	2.99	£0.50
Gravesham	0.10%	10.94	<b>8.75</b>	2.59	(6.16)	2.40	£0.50
Maidstone	0.25%	27.01	<b>21.61</b>	2.85	(18.76)	2.63	£0.50
Sevenoaks	0.16%	16.96	<b>13.57</b>	2.01	(11.56)	1.86	£0.50
Folkestone & Hythe	0.11%	11.72	<b>9.37</b>	3.26	(6.11)	3.02	£0.50
Swale	0.17%	18.54	<b>14.83</b>	3.75	(11.09)	3.47	£0.50
Thanet	0.15%	15.81	<b>12.65</b>	4.41	(8.23)	4.08	£0.50
Tonbridge & Malling	0.25%	26.76	<b>21.41</b>	2.01	(19.39)	1.86	£0.50
Tunbridge Wells	0.22%	24.01	<b>19.21</b>	2.07	(17.13)	1.92	£0.50
KCC			<b>45.82</b>	164.14	<b>118.33</b>	151.83	£0.00
Medway	0.39%	42.56	<b>41.71</b>	42.12	<b>0.41</b>	38.96	£0.00
K&MFRA			<b>5.94</b>	13.02	<b>7.08</b>	12.04	£0.00

Table 4

	2019-20 Uplifted Baseline £m	2019-20 Uplifted and Adjusted TT £m	Baseline Change since 2013-14	Top up / Tariff change since 2013-14	NNDR1 £m	Net Local Share after Tariff/ Top-up £m	Gross Growth/ Decline £m	Section 31 Grants £m	Net Growth after Grants £m	Net Growth
Ashford	2.83	(15.86)	12.64%	6.34%	20.19	4.33	1.50	2.23	3.73	131.8%
Canterbury	4.61	(16.29)	12.64%	2.74%	20.16	3.88	-0.74	2.58	1.84	39.9%
Dartford	2.67	(29.26)	12.64%	0.48%	34.22	4.96	2.29	1.17	3.45	129.2%
Dover	3.65	(12.07)	12.64%	19.27%	17.77	5.70	2.05	1.75	3.80	104.2%
Gravesham	2.92	(6.22)	12.64%	1.04%	9.76	3.53	0.62	1.21	1.83	62.7%
Maidstone	3.21	(19.03)	12.64%	1.43%	22.72	3.69	0.48	2.37	2.85	88.9%
Sevenoaks	2.27	(12.40)	12.64%	7.27%	14.05	1.65	-0.62	1.73	1.11	48.8%
Folkestone & Hythe	3.67	(6.11)	12.64%	-0.13%	11.17	5.07	1.40	1.83	3.22	87.8%
Swale	4.22	(11.56)	12.64%	4.26%	19.74	8.18	3.96	2.36	6.31	149.5%
Thanet	4.97	(8.43)	12.64%	2.40%	13.29	4.86	-0.11	2.29	2.18	43.8%
Tonbridge & Malling	2.26	(20.97)	12.64%	8.12%	22.48	1.51	-0.76	1.28	0.53	23.2%
Tunbridge Wells	2.34	(18.37)	12.64%	7.18%	20.71	2.34	0.00	2.20	2.21	94.4%
KCC	184.89	136.21	12.64%	15.11%	50.95	187.15	187.28	10.92	13.19	7.1%

3.12 Table 4 shows the significant impact on the tariff for Dover, where the revaluation resulted in a significant increase in the RV for a large hereditament (the valuation for the Channel Tunnel originally increased RV from £15.4m to £35m). It also shows the impact on retained growth in Tonbridge and Malling which had a major business closure on the Aylesford Newsprint site.

#### 4. Potential Future Changes to Distribution of Business Rate Retention

4.1 In 2015 the government announced its intention to increase business rate retention to 100%. This would require primary legislation. However, this was deemed not feasible within the constrained parliamentary timetable following the 2017 general election. Instead the government announced its intention to move to 75% retention and reform of the risks and rewards from retention (both through exiting legislative framework).

4.2 The government also announced in 2015 that it would undertake “Fair Funding” review of the relative needs and resources formula which set the baseline for historical grants. The aim was to set a new up to date baseline for all authorities which was simpler (without compromising equity), more transparent, sustainable, robust, and sufficiently stable to support multi-year settlements. The revised baseline would reset tariffs and top-ups alongside the reset of business rate growth distribution.

4.3 The government made it clear that the intention of additional retention was not to increase resources for local government as it would be fiscally neutral (the additional retained business rates base would either fund new responsibilities or existing grants). The aim was to better encourage and promote business growth. The additional retention and reforms do not necessarily have to be introduced together.

4.4 The government carried out consultation on additional retention in July 2016 and February 2017 before the draft Local Government Finance Bill fell. These consultations did not reach any firm conclusions which additional responsibilities would accompany additional retention, although

the suggestion that local authorities take responsibility for attendance allowance payments was not well supported. There was a very high level of support that the remaining RSG should be funded out of the additional retention, and a good level to use business rate retention to fund other grants e.g. Rural Services Delivery Grant (RSDG) and Public Health Grant. There were mixed views whether Improved Better Care Fund should be funded from retained business rates.

4.5 To support the additional retention the government announced five devolution deal areas for 2017-18 to pilot 100% retention. The pilots were based on devolving additional responsibilities to combined authorities in each area in return for retaining 100% business rates. A Greater London pilot was subsequently agreed later in the year. For 2018-19 a further 10 (largely county areas) were selected to pilot 75% retention (including Kent and Medway). The 2018-19 pilots funded RSG and RSDG from the additional retention but did not take on any additional responsibilities and the excess retention was returned via a tariff. Effectively these 2018-19 were partial pilots only retaining growth and testing alternative tier splits. In 2019-20 15 pilots were approved (including two of the 2018-19 pilot areas) with an emphasis on strengthening financial resilience from retention.

4.6 A further consultation was launched alongside the 2019-20 local government settlement in December 2018. This consultation looked at a number of other aspects of the business rate retention arrangements which had been raised in previous consultations. It did not look at additional responsibilities from increased retention. The consultation looked at how the risks and rewards from retention could be better managed and options to mitigate volatility in business rates. The consultation considered the following aspects of the arrangements:

- Resetting the baseline for growth – full; partial; or phased reset
- Changes to safety net protection
- Changes to levies on growth
- Tier splits in two tier areas
- Pooling incentives
- Treatment of central and local lists
- Treatment of appeals
- Reforms to administration

The government has not yet published the outcomes from this consultation which closed on 21<sup>st</sup> February.

## 5. Recommendations

### **Recommendations:**

Members are asked to NOTE this report and the accompanying presentation.

## **6. Background Documents**

None

## **7. Contact details**

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

To: Policy and Resources Cabinet Committee – 16<sup>th</sup> May 2019

Subject: Strategic and Corporate Services Performance KPIs 2019/20

Classification: Unrestricted

**Summary:**

This paper provides for consideration and comment by the Cabinet Committee the proposed indicators which will be reported within the Strategic and Corporate Services Dashboard for 2019/20.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE and COMMENT ON the proposed indicators and associated Targets.

**1. Introduction**

- 1.1 Directorate Dashboards are reported to Cabinet Committees on a regular basis to provide updates on progress against target for Key Performance Indicators (KPIs) and activity indicators for each directorate.
- 1.2 As part of the annual business planning cycle, Cabinet Members and Corporate Directors consider which KPIs and associated targets should be for included within Directorate Dashboards for the forthcoming financial year.
- 1.3 The Strategic Commissioning division's Performance and Analytics team provide advice on the appropriateness of both KPI and targets and support the organisation with independent presentation of results within Directorate Dashboards to Cabinet Committees.
- 1.4 This paper provides within Appendix 1 for consideration and comment by the Cabinet Committee the proposed KPIs and activity indicators to be reported within the Strategic and Corporate Services Dashboard for 2019/20.

**2. Directorate Dashboards**

- 2.1. Directorate Dashboards include both Key Performance Indicators (KPIs) and activity indicators.
- 2.2. Key Performance Indicators (KPIs) have associated Targets and Floors which are used to generate performance RAG (Red/Amber/Green) ratings. Activity indicators

are provided to give context to performance and are usually compared to expected levels expressed as a range with Upper and Lower thresholds.

- 2.3. All Performance Indicators reported within Directorate Dashboards are supported by technical specification documents known as Performance Indicator Definitions (PIDs). Copies of PIDs are available to members of the Committee on request.
- 2.4. The council's performance reporting arrangements, including Directorate Dashboards and the underlying quality of data included within the Dashboards, are subject to regular Internal Audit investigation, with the last report providing Substantial Assurance.
- 2.5. The criteria for selection of indicators for inclusion within Directorate Dashboards includes:
  - indicators must reflect agreed corporate or service priorities, and any known risks to delivery,
  - the selection of indicators should be based on a solid understanding of the business and ensure balance between process and quality of outcomes.
- 2.6. It is proposed that the majority of indicators reported for 2018/19 are retained for 2019/20 with Targets and Floors also remaining constant. Where it is proposed to change indicators or Targets this is highlighted in the attached Appendix.
- 2.7. Once agreed the selection of indicators for the financial year and the associated targets will not be changed without consultation with the Cabinet Committee.

### **3. Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE and COMMENT ON the proposed KPIs for Strategic and Corporate Services

### **4. Contact details**

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## Proposed KPIs and Activity indicators for 2019/20

### People and Communications

#### Key Performance Indicators

Ref	Indicator Description	2018-19 Actual	2019-20 Floor	2019-20 Target	Comment
CS01	Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	98%	90%	97%	Target increased from 95%
CS04 (a)	Percentage of day time calls to Contact Point which were answered	96%	80%	95%	Revised definition
CS04 (b)	Percentage of out of hours calls to Contact Point which were answered	96%	80%	95%	Revised definition
CS06 (a)	Percentage of day time calls to Contact Point achieving 85% of quality scorecard		65%	70%	New
CS06 (b)	Percentage of out of hours calls to Contact Point achieving 85% of quality scorecard		65%	70%	New
CS07	Percentage of complaints responded to in timescales	83%	80%	85%	
HR25	Percentage of completed Health and Safety audits sent to recipients within 7 working days	98%	85%	90%	
HR09	Percentage of training evaluated by responding participants as having delivered stated learning outcomes	100%	85%	95%	Target increased from 90%

#### Activity Indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2019-20 Total
CS08	Number of calls answered by Contact Point	Upper	151,776	155,440	127,188	140,596	575,000
		Lower	104,000	106,510	87,152	96,338	394,000
CS12	Number of visits to KCC website (000s)	Upper	1,350	1,350	1,350	1,350	5,400
		Lower	1,150	1,150	1,150	1,150	4,600
HR12	Number of current change activities being supported	Upper	80	80	80	80	80
		Lower	70	70	70	70	70
HR13	Total number of E-learning training programmes completed	Upper	12,500	12,500	12,500	12,500	50,000
		Lower	10,000	10,000	10,000	10,000	40,000
HR16	Number of registered	Upper	22,000	22,000	22,000	22,000	22,000

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2019-20 Total
	users of Kent Rewards	Lower	20,000	20,000	20,000	20,000	20,000
HR23	Percentage of staff who have completed all 3 mandatory learning events	Upper	90%	90%	90%	90%	90%
		Lower	80%	80%	80%	80%	80%
HR21	Number of current people management cases being supported	Upper	90	90	90	90	90
		Lower	80	80	80	80	80

## Finance

### Key Performance Indicators

Ref	Indicator Description	2018-19 Actual	2019-20 Floor	2019-20 Target	Comment
FN01	Percentage of pension correspondence completed within 15 working days	100%	95%	98%	Target increased from 95%
FN02	Percentage of retirement benefit paid completed within 20 working days from receipt of required paperwork	96%	85%	90%	
FN05	Percentage of sundry debt due to KCC under 60 days old	88%	57%	75%	
FN06	Percentage of sundry debt due to KCC over 6 months old	7%	20%	15%	
FN07	Percentage of invoices received by accounts payable within 30 days of received date	84%	80%	85%	
FN08	Percentage of invoices received by accounts payable on time which were input by due date	97%	94%	97%	
FN11	Percentage of financial assessments fully completed within 15 days of receipt of the referral	95%	85%	90%	

### Activity indicators - reported against previous year actuals

Ref	Indicator Description
FN01b	Pension correspondence processed
FN02b	Retirement benefits paid
FN05b	Value of debt due to KCC (£000s)
FN07b	Number of invoices paid by KCC
FN11b	Number of financial assessments received

## Governance and Law

### Key Performance Indicators

Ref	Indicator Description	2018-19 Actual	2019-20 Floor	2019-20 Target	Comment
GL01	Council and Committee papers published at least five clear days before meetings	100%	96%	100%	
GL02	Requests for information under FOI & EIR completed within 20 working days	81%	90%	92%	
GL03	GDPR Art. 15 Subject Access requests, completed within one month	85%	85%	90%	Target increased from 87%

### Activity indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2019-20 Total
GL02b	FOI/EIR requests completed	Upper	622	582	538	560	2,302
		Lower	481	529	540	559	2,109
GL03b	GDPR Art. 15 Subject Access requests	Upper	88	140	102	110	440
		Lower	69	78	66	77	290

**Infrastructure - ICT**Key Performance Indicators

<b>Ref</b>	<b>Indicator Description</b>	<b>2018-19 Actual</b>	<b>2019-20 Floor</b>	<b>2019-20 Target</b>	<b>Comment</b>
ICT01	Calls to ICT Help Desk resolved at the first point of contact	74%	65%	70%	
ICT02	Positive feedback rating with ICT help desk	96%	90%	95%	
ICT03	Working hours where Kent Public Sector Network available to staff	100%	99.0%	99.8%	
ICT04	Working hours where ICT Service available to staff	99.9%	98%	99%	
ICT05	Working hours where email is available to staff	100%	98%	99%	

Activity indicators - reported against previous year actuals

<b>Ref</b>	<b>Indicator Description</b>
ICT01b	Calls to ICT Help Desk
ICT02b	Feedback responses provided for ICT Help Desk

**Infrastructure - Property**Key Performance Indicators

<b>Ref</b>	<b>Indicator Description</b>	<b>2018-19 Actual</b>	<b>2019-20 Floor</b>	<b>2019-20 Target</b>	<b>Comment</b>
PI01	Invoiced Rent Outstanding at 60 Days	12%	15%	5%	
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	92%	80%	90%	

Activity indicators - reported against previous year actuals

<b>Ref</b>	<b>Indicator Description</b>
PI03	Capital receipts
PI04b	Number of reactive tasks responded to

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

To: Policy and Resources Cabinet Committee – 16<sup>th</sup> May 2019

Subject: Strategic and Corporate Services Performance Dashboard

Classification: Unrestricted

**Summary:**

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

**Recommendation(s):**

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

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year.

**2. Performance Dashboard**

- 2.1. The Strategic and Corporate Services Performance Dashboard is attached in Appendix 1.
- 2.2. This is the fifth and final Dashboard report for the 2018/19 financial year and includes performance results up to the end of March 2019.
- 2.3. The Dashboard includes twenty-five (25) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2018/19. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.4. 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.
- 2.5. Year-end performance is reported as Green for 18 indicators, Amber for five indicators, with two indicators Red.

### **3. Recommendation(s):**

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

### **4. Background Documents**

The Strategic and Corporate Services Directorate Business Plan

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

### **5. Contact details**

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# **Strategic and Corporate Services Performance Dashboard**

## **Financial Year 2018/19**

### **Results up to March 2019**

Page 35

**Produced by Strategic Commissioning - Analytics**

**Publication Date: April 2019**



## Guidance Notes

### Key Performance Indicators

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

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

### RAG Ratings

<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

\*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

People and Communications	RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN
CS04: Calls to Contact Point answered	GREEN
CS05: Calls to Contact Point answered in 40 seconds	AMBER
CS07: Complaints responded to in timescale	AMBER
HR25: Percentage of completed corporate themed Health and Safety audits	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN
HR23: Staff who have completed all 3 mandatory learning events	GREEN

Finance	RAG
FN01: Pension correspondence processed within 15 working days	GREEN
FN02: Retirement benefits paid within 20 working days of all paperwork received	GREEN
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	AMBER
FN11: Financial assessments fully completed within 15 days of referral	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	GREEN
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN

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

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

Service Area	Director	Cabinet Member	Delivery by:
People and Communications	Amanda Beer	Susan Carey	Agilisys

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	96%	GREEN	95%	80%	94%
CS05	Percentage of calls to Contact Point answered in 40 seconds	77%	AMBER	80%	70%	70%

### Activity Indicators

Ref	Indicator description	Year End	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	574.5	Above	565.5	480.7	601.9
CS12	Number of visits to the KCC website, kent.gov (000s)	5,389	Yes	5,400	4,600	5,503

CS05 – Call volumes were higher than forecast for much of the year, and this resulted in the service level reducing despite actions by Agilisys, including recruitment of additional advisors.

CS08 – The overall number of calls was higher than target at the close of the financial year. The increase came from calls at the beginning of the year relating to Concessionary Fares, potholes, Blue Badges, Adult Social Services and the Young Persons Travelcard. Over the last quarter calls answered have been lower than 12 months ago.

Service Area	Director	Cabinet Member	Delivery by:
People and Communications	Amanda Beer	Eric Hotson	People and Communications

### Key Performance Indicators – Quarterly

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	83%	AMBER	85%	80%	88%
HR25	Percentage of completed corporate themed Health and Safety audits (NEW)	98%	GREEN	90%	85%	N/a

### Key Performance Indicators – Monthly

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	GREEN	95%	90%	99%
HR23	Percentage of staff who have completed all 3 mandatory learning events	90%	GREEN	90%	80%	78%

CS07 – Whilst the number of complaints responded to in timescale is under target this has increased since the last quarter. Measures have been put in place to ensure that cases are closed on the date when the response was sent, as opposed to when a copy was received by the relevant complaints team. We will continue to monitor the reasons why complaints are not responded to within timescale and flag up issues as they arise.

Service Area	Director	Cabinet Member	Delivery by:
People and Communications	Amanda Beer	Eric Hotson	People and Communications

### Activity Indicators - December data

Ref	Indicator description	Year End	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
HR12	Number of current change activities being supported	61	Yes	75	60	79
HR13	Total number of e-learning training programmes completed	67,724	<b>Above</b>	45,000	35,000	45,819
HR16	Number of registered users of Kent Rewards	21,583	<b>Below</b>	24,000	23,400	17,660
HR21	Number of current people management cases being supported	96	<b>Above</b>	85	70	82

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HR13 - There has been an increase in the number of e-learning training programmes completed as mandatory learning retake periods are due for large volumes of staff, and an expanded and more accessible e-learning offering has been put in place.

HR16 - Whilst the number of registered users is lower than expected, the figure has risen since the last quarter due to increases in communication, highlighting how Kent Rewards can be used to access both Childcare Vouchers and Cycle2Work schemes. This has been an effective way of encouraging new Kent Rewards registrations and reminding staff to utilise the site to access their employee benefits.

HR21 - Case activity is driven by demand from the wider business and will fluctuate from month to month, some cases will also span more than one month. Cases also vary significantly in complexity, requiring different levels of resource and work to be carried out.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Finance

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
FN01	Pension correspondence processed within 15 working days	100%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	96%	GREEN	90%	85%	98%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	84%	AMBER	85%	80%	83%
FN11	Percentage of financial assessments completed within 15 days of referral	95%	GREEN	90%	85%	92%

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FN07 - During 2018/19 the KPI has highlighted that there are some Budget Managers who haven't submitted invoices on time for payment. To help remind those responsible, a reminder was posted on K-Net and K-mail. In addition, a Budget Manager Payment Performance Dashboard has been developed in the last quarter to provide overall directorate performance to help inform discussions with Corporate Management Team and Directorate Management Teams, and give Budget Managers specific detail to help pinpoint those invoices which are late and for corrective action to be taken.

### Activity Indicators

Ref	Indicator description	Year End	Previous Year
FN01b	Pension correspondence processed	5,789	5,339
FN02b	Retirement benefits paid	2,591	2,008
FN07b	Number of invoices paid by KCC	118,601	119,375
FN11b	Number of financial assessments received	7,526	7,559

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Cantium Business Solutions

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	88%	GREEN	75%	57%	86%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	7%	GREEN	15%	20%	10%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	97%	GREEN	97%	94%	98%

### Activity Indicators

Ref	Indicator description	Year End	Previous Year
FN09b	Value of debt due to KCC (£000s)	31,342	26,637

FN09b - This figure is a snapshot at the end of the month and can fluctuate depending on what value of invoices are raised by the council in any given month. In March, Health debt increased by £12.5m.

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

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	100%	96%	99%
GL02	Freedom of Information Act requests completed within 20 working days	81%	RED	92%	90%	89%
GL03	Data Protection Act Subject Access requests completed within statutory timescales	85%	AMBER	87%	85%	79%

### Activity Indicators

Ref	Indicator description	Year End	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	169		N/a		161
GL02b	Freedom of Information (FOI) requests	2,358	Above	2,220	2,070	2,109
GL03b	Data Protection Act Subject Access requests (SAR)	475	Above	350	251	290

GL02 – Performance has been affected by an 8% increase in the number of requests and also the complexity, with many requests including multiple questions which need to be answered separately. Other pressures in the year have added to the burden including new GDPR requirements and the political climate (for example Brexit, Operation Brock etc) has also been a factor for the increase.

GL03 – Performance has improved compared to last year with recent month's results being above target, despite a 64% increase in requests. GDPR has been high-profile and has raised awareness of people's rights regarding their personal data, leading to an increase in requests and the removal of a small charge to make a request may also have contributed to the increase. Both FOIs and SARs are also being used as a means to make and/or escalate complaints.

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

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	74%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	96%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	99.8%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.9%	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where Email is available to staff	100%	GREEN	99%	98%	100%

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### Activity Indicators

Ref	Indicator description	Year end	Previous Year
ICT01b	Calls to ICT Help Desk	63,842	56,961
ICT02b	Feedback responses provided for ICT Help Desk	4,388	7,452

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

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	12%	AMBER	5%	15%	8%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£30m)	26%	RED	95%	90%	50%

### Activity Indicator

Ref	Indicator description	Year End	Previous Year
PI01b	Total rent outstanding (£'000s)	748	1,122

PI01 - The current-in month debt relates principally to eight debts that can be attributed to non-payment of rent or service charge due to a dispute or payment error. In all cases reasons for debts have been investigated and appropriate action implemented to obtain a satisfactory outcome by way of either implementing payment plans, escalation to the Property Commissioner to assist in obtaining a suitable resolution, legal action, or as a last resort debt write-off.

PI03 - The disposal team in collaboration with Property Commissioning have been trying to balance the pressures of bringing assets to the market in the shortest possible time and achieving the best price. At times however, this has meant the rephasing of some sales from 18/19 to 19/20 due to various reasons including the sales taking longer than expected, the property being withdrawn to be marketed differently or potentially re-used by the authority, and issues with planning permission. Therefore, as of the 31st March £7.9m (plus £700k retention) of capital receipts had been received, which although not meeting the yearly target, provides the best results for the authority in optimising the receipts from disposing of a finite supply of property assets. Finally, it is anticipated that, along with circa £700k of retention monies due to be allocated to last year, over £5m of capital receipts will be forthcoming within the next quarter which reflects a balance of disposal completions holding over slightly from the previous year.

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

### Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	92%	GREEN	90%	80%	95%

### Activity Indicator

Ref	Indicator description	Year End	Previous Year
PI04b	Number of reactive tasks responded to	16,716	18,383

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services  
Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 16 May 2019

Subject: Work Programme 2019/20

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 2019/20.

## 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 consider 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 a work programme for 2019/20.

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

None.

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

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## POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2019/20

	When was item added?	Has item been deferred?
<b>Thursday 13 June 2019</b>		
<ul style="list-style-type: none"> <li>Gateway Strategy</li> </ul>	Amanda Beer	Deferred from P&R CC agenda for mtg in May 2019
<ul style="list-style-type: none"> <li>Development of the Strategic Delivery Plan</li> </ul>	Requested to be brought back to Committee at P&R CC mtg on 8 Mar 19 (by Mr N.Chard)	
<ul style="list-style-type: none"> <li>Energy and Low Emissions Strategy</li> </ul>	23 April 19 - following email from Carolyn McKenzie and Katie Hughes	
<ul style="list-style-type: none"> <li>Contract Management update (Exempt)</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Strategic and Corporate Service Directorate Performance Dashboard</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Standard item	
<b>Friday 20 September 2019</b>		
<ul style="list-style-type: none"> <li>Oracle Strategy</li> </ul>	Rebecca Spore	
<ul style="list-style-type: none"> <li>Fair Funding Review</li> </ul>	Added at P&R agenda setting on 28 Nov 18	
<ul style="list-style-type: none"> <li>Update on Legislative Changes around Business Rate Retention</li> </ul>	Added at P&R agenda setting on 28 Nov 18	
<ul style="list-style-type: none"> <li>Contract Management update (Exempt)</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Strategic and Corporate Service Directorate Performance Dashboard</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Standard item	
<b>Friday 8 November 2019</b>		
<ul style="list-style-type: none"> <li>Contract Management update (Exempt)</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Strategic and Corporate Service Directorate Performance Dashboard</li> </ul>	Standard item	
<ul style="list-style-type: none"> <li>Work Programme 2019/20</li> </ul>	Standard item	
<b>Tuesday 21 January 2020</b>		
<ul style="list-style-type: none"> <li>Contract Management update (Exempt)</li> </ul>	Standard item	

• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
<b>Friday 20 March 2020</b>		
• Corporate Assurance	Annual report	
• Strategic and Corporate Services Risk Management	Annual report	
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
<b>Tuesday 12 May 2020</b>		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	

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

To: Policy and Resources Cabinet Committee – 16<sup>th</sup> May 2019

Subject: Oakwood House Asset Review

Classification: **Unrestricted (Exempt Appendix – Appendix 1)**

Exempt appendix under schedule 12a of the Local Government Act 1972. Matters contained in the report are commercially sensitive.

Past Pathway of Paper: Previously at Policy and Resources Cabinet Committee on 18<sup>th</sup> January 2019 and Infrastructure Commissioning Board on 26<sup>th</sup> March 2019

Future Pathway of Paper: Policy and Resources Cabinet Committee

**Summary:**

Further to the Policy and Resources Cabinet Committee on 18 January 2019, this paper seeks to update the Policy and Resources Cabinet Committee Members on progress on the initial business case for the proposal and feasibility work for the preferred option.

**Recommendation(s):**

The Policy and Resources Cabinet Committee are asked to NOTE the report and next steps including agreement to proceed through the design and on to the development of the full business case.

**Introduction**

- 1.1 The Infrastructure Commissioning Board, in November 2018, gave approval to plan for the full business case development for the future use of Oakwood House. Subsequent updates have been provided at the Infrastructure Commissioning Board and The Policy and Resources Cabinet Committee regarding the progress of this project.
- 1.2 At the last Policy and Resources Cabinet Committee Members received the current options appraisal for the future use of Oakwood House. The report recommended that Oakwood House be repurposed from its current use to accommodate a range of other services thereby releasing other assets from the Council's portfolio and meeting ongoing service requirements. Members requested more detail as to the accommodation solutions that had been considered for the future delivery requirements for the Coroners Service,

Registration Service, Community Learning and Skills, and Adoption Service which led to the recommendation that Oakwood House is repurposed.

## 2 Outline Business case options

- 2.1 The outline business case attached in the exempt appendix provides further information as to the options that were considered for all the services. The outline business case considers the key service requirements, the financial viability and assessment and deliverability of the proposed options.
- 2.2 The outline business case considers the following options for the future use of Oakwood House:

<b>Option A</b>	<b>Do Minimum 1-</b> Oakwood continues as a Wedding/Conference Centre and Coroners move to developer-built leased accommodation in Maidstone East development. Do nothing option for other services
<b>Option B</b>	<b>Do Minimum 2 -</b> Dispose of Oakwood and Coroners move to developer-built leased accommodation in Maidstone East development. Adoption service relocates. Do nothing for other services
<b>Option C</b>	<b>Move services to alternative venues 1 -</b> Relocation of Adult Education, Registration Service and creation of business incubator space at Oakwood, Coroners move to developer-built leased accommodation in Maidstone East development.
<b>Option D</b>	<b>Move services to alternative venues 2 -</b> Relocation of Adult Education, Registration Service and Coroners to Oakwood

## 3 Update on progress

- 3.1 The Gen2 project manager and design team led by Ingleton Wood Architects were transferred across from the Cantium House project, as they have spent a considerable amount of time understanding the requirements of the Coroners service. Further feasibility and design work has been undertaken to explore how all three services could be accommodated within the existing building footprint.
- 3.2 To test the space requirement, further scoping work has been undertaken with the individual services and a space planning consultant to understand their space needs and workflows, and to confirm the accommodation schedule. This exercise also assessed the opportunities for shared spaces (by different timetabling of use) and co-location of services (staff areas, breakout spaces, meeting/training areas).
- 3.3 The change of use planning application has been submitted and it is anticipated that it will be considered by KCC Planners in June/July 2019.

3.4 Given the nature of the proposed building works should the Council proceed with the project and enter into works contracts, the venue will not be able to remain operational during this period. In order to assist with the management of this, any external bookings after 1<sup>st</sup> September 2019 have been contacted to discuss what options exist and to give the customer as much notice as possible of the proposed building works.

3.5 The initial programme was constrained. Further work has enabled the delivery programme to be re-considered with some of the initial time pressures mitigated and removed from the critical path. This now means that the programme has been extended to allow more time for the design stage and procurement.

#### **4 Financial summary**

4.1 The detailed financial summary is contained within the exempt Appendix 1. The financial assessment of the options was considered against Option A which created the baseline option for financial assessment purposes. As each option has a variety of income flows and costs, a Net Present Value assessment was also undertaken. The financial appraisal concludes that Option D presents the best overall financial option for the Council and, once in steady state, enables the Council to derive a revenue benefit. Whilst this option requires investment, it also enables the Council to release several other assets.

#### **5 Next steps and timeline**

5.1 The design will now be developed through RIBA stages 3 and 4 with the cost plan further developed to enable the tender of the main building contract in October 2019.

5.2 Following the proposed ceasing of operations at Oakwood, the intrusive surveys and some conditions work will be carried out.

5.3 The proposed next steps in terms of milestone dates are set out below:

Milestone Activity	
<b>Completion of outline designs</b>	<b>April 2019</b>
<b>Change of Use Planning application determined</b>	<b>June/July 2019</b>
<b>End of hotel operations at Oakwood</b>	<b>End Aug. 2019</b>
<b>Completion of intrusive surveys and essential repair works</b>	<b>Sept/Oct. 2019</b>
<b>Completion of detailed designs</b>	<b>Oct. 2019</b>

Milestone Activity	
<b>Final Business Case approval by P&amp;R</b>	<b>March 2020</b>
<b>Award of main building contract</b>	<b>March 2020</b>
<b>Completion of building works</b>	<b>Feb. 2021</b>

## 6. Recommendation

The Policy and Resources Cabinet Committee are asked to NOTE the report and next steps including agreement to proceed through the design and on to the development of the full business case.

## 7. Contact Details

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

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