

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 21st January, 2020

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 21 January 2020, at 10.00 am Ask for: **Emma West**
Council Chamber, Sessions House, County Telephone: **03000 412421**
Hall, Maidstone

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, Mr G Cooke,
Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy, Mr H Rayner,
Mr I Thomas and Vacancy

Liberal Democrat (2): Mr R 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 Membership

To note that Mr Payne has formally resigned as a Member of the Committee.

- 3 Apologies and Substitutes
- 4 Declarations of Interest by Members in items on the Agenda
- 5 Minutes of the meeting held on 8 November 2019 (Pages 1 - 8)
- 6 Minutes of the Property-Sub Committee meeting held on 17 December 2019 (Pages 9 - 12)
- 7 Policy & Resources Cabinet Committee Meeting Dates for 2020/21 - For Information Only (Pages 13 - 14)
- 8 Draft Capital Programme 2020-23 and Revenue Budget 2020-21 (Pages 15 - 24)
- 9 Updating the Strategy and Policy Control Framework (Pages 25 - 38)
- 10 Strategic and Corporate Services Directorate Performance Dashboard (Pages 39 - 52)
- 11 Work Programme 2020/21 (Pages 53 - 58)

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 as it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

- 12 Total Facilities Management (Pages 59 - 72)

Benjamin Watts
General Counsel
03000 416814

Monday, 13 January 2020

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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 Friday, 8 November 2019

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

ALSO PRESENT: Mr M J Angell, Mr M A C Balfour, Mr R W Gough, Mr P M Hill, OBE and Mr P J Oakford

IN ATTENDANCE: Mr M Bridger (Commissioning Standards Programme Manager), Mr P Bruinvels (KCC Civilian-Military Liaison Adviser and Military Expert), Mr A Chauvin (Capital Commissioning Consultant), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr A Cole (Head of MidKent ICT Services), Ms D Exall (Strategic Relationship Adviser), Mr D Firth (Policy Adviser), Mr V Godfrey (Strategic Commissioner), Sanderson (Capital Programme Strategy Manager), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Miss E West (Democratic Services Officer)

UNRESTRICTED ITEMS

192. Apologies and Substitutes

(Item 2)

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

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

(Item 3)

Mr Thomas declared an interest as he was the Chairman of the Planning Committee at Canterbury City Council.

194. Minutes of the meeting held on 20 September 2019

(Item 4)

RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee meeting held on 20 September 2019 are correctly recorded and that they be signed by the Chairman.

195. Review of Voluntary and Community Sector policy

(Item 5)

Ms Jackson (Policy & Relationships Adviser (VCS)), Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr Scott-Clark (Director of Public Health) and Mr Hill (Cabinet Member for Community and Regulatory Services) were in attendance for this item.

- (1) Mr Hill and Mr Whittle introduced the report which set out the proposal to refresh the Voluntary and Community Sector (VCS) policy into a new Civil Society strategy for Kent and the intention to go out to formal consultation in the new year.

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

- a) Ms Jackson said that the proposal to refresh the VCS policy would broaden Kent County Council's relationship with smaller organisations and ensure that grants were accessible and transparent to a wide range of VCS organisations. Mr Whittle reiterated Ms Jackson's comments and emphasised the importance of engaging with the wider sector and facilitating information sharing.
- b) Mr Scott-Clark said that Kent's districts and boroughs and the health sector were responsible for developing the VCS, in partnership with Kent County Council.
- c) Mr Whittle said that Member's feedback in relation to the name of the new strategy was noted.

- (2) RESOLVED that the report be noted.

196. Enterprise Business Capabilities (EBC)

(Item 6)

Mr Godfrey (Strategic Commissioner) was in attendance for this item.

- (1) Mr Oakford Deputy Leader, Cabinet Member for Finance, Corporate and Traded Services) and Mr Godfrey introduced the report which set out information relating to Kent County Council's aim to modernise its Enterprise Business Capabilities (EBC) covering finance, human resources, payroll, and procurement, including the replacement of its Oracle software (£1.2m per annum).

Mr Godfrey then responded to comments and questions from Members, including the following: -

- a) Mr Godfrey referred to the risks that were involved in relation to technology projects and emphasised the importance of mitigating risks and ensuring that programmes were robust.
- b) Mr Godfrey stated that he was the accountable Senior Officers for commissioning the project. He added that a Technology Board monitored the project to ensure that decisions were considered as part of Kent County Council's overall approach to technology.
- c) Mr Cockburn emphasised the importance of clarity and transparency in relation to the project's engagement process, carefully assessing need and taking advantage of new technology.

- d) Mr Godfrey stated that market research exercises were being undertaken in relation to the alternative products that were available.
 - e) Mr Godfrey confirmed that Kent County Council had invested heavily in Microsoft products and had had a successful deployment of Oracle Cloud which was progressing well. He added that further work would be undertaken to assess ways in which the Council could further leverage and develop the current arrangements that were in place in relation to Microsoft and Azure.
 - f) Mr Godfrey said that positive conversations would take place with Kent's neighbouring local authorities in relation to potential collaboration.
- (2) Mr Godfrey confirmed that a further report relating to the Council's Enterprise Business Capabilities would be brought back to the Committee in March 2020.
- (3) RESOLVED that the report be noted.

197. Annual Report on the Implementation of the Armed Forces Covenant in Kent

(Item 7)

Mr Bruinvels (Kent County Council Civilian-Military Liaison Adviser and Military Expert), Ms Exall (Strategic Relationship Adviser) and Mr Angell (Kent County Council Member for Ashford Rural South and Armed Forces Champion) were in attendance for this item.

- (1) Mr Angell and Ms Exall introduced the report which provided information on Kent County Council's work to support Kent's Armed Forces community, summarising key achievements since the report to County Council in 2018, and sought Members' support for the proposed future actions.
- (2) Mr Bruinvels provided Members with a document titled '*How to embed the Armed Forces and Covenant within your Local Authority*' for their information.

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

- a) Ms Exall stated that whilst the exact number of ex-military staff that were working within Kent County Council was unknown, Kent County Council actively worked with the military to promote Kent County Council as an employer of choice for individuals that were leaving the service. Mr Bruinvels added that 67 members of staff within Kent County Council were committed to supporting the military.
- b) Ms Exall referred to the work that had been undertaken between Kent County Council and Kent's district and borough councils in relation to Armed Forces housing and stated that a subgroup of the Kent Housing Group focused specifically on supporting veterans. Mr Bruinvels said that the Royal British Legion Industries village in Aylesford provided housing, welfare support and care to many members of the Armed Forces community.

- c) Mr Bruinvels said that approximately 4% of individual's in custody and on community orders nationally were ex-armed service personnel, although this figure also included those that worked as prison officers. He added that Kent County Council worked closely with Soldiers, Sailors, Airmen and Families Association (SSAFA), a charity that provided lifelong support to serving men and women and veterans from the British Armed Forces and their families or dependents. Kent SSAFA operated and supported a court diversion scheme that would prevent ex-armed service personnel from going to prison in the first instance.
- d) Mr Bruinvels referred to the wide variety of benefits that were available for armed forces personnel, their dependents and survivors in the USA. He said that a Defence Privilege Card was available in the UK through the Defence Discount Service for Veterans and the Armed Forces Community.
- e) Mr Bruinvels confirmed that of the 77,000 veterans residing in Kent, approximately 7,500 to 8,000 were in receipt of a War Pension or War Disablement Allowance.
- f) Mr Bruinvels referred to the recent Forces Connect training sessions in Dover and Canterbury and emphasised the importance in supporting homeless veterans by working closely with housing officers in Kent.
- g) Mr Bruinvels confirmed that training was in place, led by himself and Kate Parkin, Armed Forces Director for Sussex and Kent & Medway Armed Forces Networks, to identify veterans and support veterans with mental health issues.
- h) Mr Angell stated that Kent County Council were working closely with armed forces representatives to target young people and encourage them to join the armed forces.
- i) Ms Exall referred to section 2.12 of the report and confirmed that a programme of community integration would be put in place in 2020 to support families coming into the UK from Brunei.
- j) Mr Bruinvels confirmed that Kent County Council were undertaking employment policy work to ensure that partners of ex-service personnel were not penalised.

(3) RESOLVED that the report be noted.

198. Strategic Delivery Plan Monitoring: Quarter 2 2019/20

(Item 8)

Mr Gough (Leader of the Council), Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Mr Firth (Policy Adviser) were in attendance for this item

- (1) Mr Gough introduced the report which provided an overview of the Council's Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 submissions.

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

- a) Mr Whittle confirmed that the Strategic Delivery Plan Monitoring item would be submitted to Cabinet Committee meetings every six months.
- (2) It was suggested and generally agreed that future items on Strategic Delivery Plan activities be brought back to future meetings of the Committee.
- (3) RESOLVED that the report be noted.

199. Contract Management (Item 9)

Mr Godfrey (Strategic Commissioner) and Mr Bridger (Commissioning Standards Programme Manager) were in attendance for this item

- (1) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Mr Godfrey introduced the report which provided an update on the work of the Contract Management Review Group (CMRG) over the past six months, as well as work more broadly to improve contract management practice across the Council.
- (2) Mr Watts confirmed that issues relating to buildings owned by Kent County Council would be addressed through regular Total Facilities Management reports that were submitted to Policy and Resources Cabinet Committee meetings.
- (3) RESOLVED that the report be noted.

200. Work Programme 2019/20 (Item 10)

RESOLVED that the work programme be noted, subject to the inclusion of the following items:

- Strategic Delivery Plan Monitoring (bi-annual)
- Enterprise Business Capabilities (March 2020)
- Delivery of the Disposals Programme
- Delivering a business case for Property Development Arrangements

201. 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)

202. 19/00077 - Barton Court Free School - Building Contract

(Item 11)

Mrs Spore (Director of Infrastructure), Mr Sanderson (Capital Programme Strategy Manager) and Mr Chauvin (Capital Commissioning Consultant) were in attendance for this item

- (1) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Mrs Spore introduced the report which set out information relating to letting of the building contract for the Barton Court Academy Trust Free School Project in Canterbury.
 - a) Mrs Spore and Mr Watts then responded to comments and questions from Members which related to Kier's performance as a contractor, projected delivery costs, the risks associated with the projects delivery and how the risks could be mitigated.
- (2) In the information set out within the report about sources of funding, Mrs Spore corrected one entry.
- (3) RESOLVED that the proposed decision to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to approve the award of building contracts to Kier Construction Limited for the Barton Court Free School be noted, and authority be delegated to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services to finalise the contractual terms and enter into any necessary documentation including land sale and development agreements.

203. 19/00080 - Disposal of the Former Sittingbourne AEC and land to the rear, College Road, Sittingbourne, ME10 1LF

(Item 12)

Mrs Spore (Director of Infrastructure) was in attendance for this item

- (1) Mrs Spore introduced the report which set out information relating to the proposed disposal of the former Sittingbourne Adult Education Centre (AEC) and land to the rear, in Sittingbourne.
- (2) RESOLVED that the proposed decision to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to:
 - a) sell the former Sittingbourne AEC and land to the rear on the terms set out in the accompanying exempt report; and
 - b) delegate authority to the Director of Infrastructure to progress with and enter into the necessary documentation and legal agreements required to implement the decision,

be endorsed.

204. Cyber Security

(Item 13)

Mrs Spore (Director of Infrastructure) and Mr Cole (Head of Technology Commissioning & Strategy) were in attendance for this item

- (1) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Mr Cole introduced the report which set out information relating to Kent County Council's current approach to cyber security.
 - a) Officers then responded to comments and questions from Members which related to the improvements that could be made to Cyber Security within Kent County Council, levels of achievement, the costs attached to Cyber Security, the impact on Cyber-attacks and how best to mitigate risks.
 - b) Mrs Spore confirmed that a briefing note could be distributed to Committee Members, or a Member's briefing held, to provide further information in relation to Cyber Security within Kent County Council.

- (2) RESOLVED that the report be noted.

205. Invicta Law - Update

(Item 14)

- (1) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Mr Watts introduced the report which provided an update in relation to the commissioning arrangements for Invicta Law.
 - a) Mr Watts then responded to comments and questions from Members which set out information relating to customer satisfaction, contract arrangements, key statistical issues, resources and the advantages of the contract.
 - b) Mr Watts confirmed that a further Invicta Law report would be submitted to the Policy and Resources Cabinet Committee meeting in January 2020.

- (2) RESOLVED that the report be noted.

206. 19/00072 - Oakwood House Redevelopment

(Item 15)

Mrs Spore (Director of Infrastructure) and Mr Sanderson (Capital Programme Strategy Manager) were in attendance for this item

- (1) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Mrs Spore introduced the report which set out information relating to the proposed decision to progress with Oakwood House re-development as set out in the exempt report.
- (2) Mrs Spore confirmed that an update on the Oakwood House re-development would be brought back to the Policy and Resources Cabinet Committee in March 2020.

- (3) RESOLVED that the proposed decision to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to progress with Oakwood House re-development as set out in the exempt report, be endorsed.

(Mr R Bird asked that his vote against the recommendation be recorded in the minutes)

KENT COUNTY COUNCIL

PROPERTY SUB-COMMITTEE

MINUTES of a meeting of the Property Sub-Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 17 December 2019.

PRESENT: Mr B J Sweetland (Chairman), Mr N J D Chard (Vice-Chairman), Mr M A C Balfour, Mrs M E Crabtree, Mr D S Daley (Substitute for Mr R H Bird), Mr B H Lewis (Substitute for Mr D Farrell) and Mr H Rayner

ALSO PRESENT: Mr P J Oakford and Mr D Farrell

IN ATTENDANCE: Ms Z Cooke (Corporate Director of Finance), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mrs C Head (Head of Finance Operations), Mr T Porter-Williams (Head of Disposal and Investment Strategy) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

136. Membership

(Item 1)

The Democratic Services Officer reported that: -

- Mr D Murphy had joined the sub-committee in place of Mr J McInroy; and
- Mr M A C Balfour had joined the sub-committee to fill the Conservative vacancy.

137. Apologies and Substitutes

Apologies for absence had been received from Mr R H Bird, Mr D Farrell and Mr D Murphy.

Mr D S Daley was present as a substitute for Mr Bird and Mr B H Lewis as a substitute for Mr Farrell.

138. Declarations of Interest in items on the agenda

There were no declarations of interest.

139. Minutes of the meeting held on 17 July 2018

(Item 4)

It was RESOLVED that the minutes of the meeting held on 17 July 2018 are correctly recorded and they be signed by the Chairman.

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

That, under Section 100A of the Local Government Act 1972, the 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)

141. 19/00059 - Strategic Acquisition, Tonbridge and Malling
(Item 5)

1. The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Mr P J Oakford, gave a brief introduction to the proposed decision, set out the current proposal and explained how it had come about. He advised the committee that the proposal had been assessed fully against the County Council's Investment Strategy and had been reviewed by the Director of Finance.

2. Mr Porter-Williams added details of the properties concerned, including the square footage, current tenancy arrangements and current and likely future rental incomes of each. He advised the committee that the County Council had sought advice from a reputable valuation firm and had made conservative assumptions about the potential future risks around the long-term investment project. He assured the committee that the Property team would monitor closely the rental income and the progress of the current tenancy arrangements.

3. Mr Oakford and the officer team then responded to questions of detail from Members, including the purpose of the proposal as an investment to generate income growth in the longer term, potentially up to 40 years, that possible alternative future uses of the premises had not been included in the evaluation and financial assessment, what arrangement the County Council could and would make if current tenancies ended and further tenants could not be found, the projected net percentage return and calculated income which the Council would gain from the investment, and the value of the investment as a way of building a good quality asset base for the future.

4. Ms Cooke emphasised the high level of assessment of each individual proposal to ensure that they met fully the requirements of the Capital Strategy and Investment Strategy. Mr B Watts, General Counsel, referred to the explanation given earlier by Ms Cooke that the financial assessment had looked solely at the proposed investment and advised Members that, if the County Council wished to use the premises differently in the future, any revised use would need to be the subject of a fresh key decision and associated due diligence.

5. While discussing the proposal, Members of the committee expressed general support for it and made the following comments:-

- a) the need to be clear about what was being proposed and the purpose and likely outcome of it were emphasised, but Members were reassured by the explanations given to them by the officer team;
- b) the quality of the premises and the buoyancy of the commercial rental market in the area concerned were highlighted;

- c) concern was expressed about the effect of the recent general election and the imminent departure from the EU on the future buoyancy of the commercial rental market; and
 - d) the importance of maintaining the properties well, and thus protecting the Council's investment as attractive premises for future tenants, was emphasised.
6. It was RESOLVED that the decision proposed to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to authorise the acquisition of two office assets as an investment and delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, the Corporate Director for Finance (S151) and the Head of Paid Service, to finalise terms and enter into the necessary documentation to complete the property transactions be endorsed.

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From: Ben Watts (General Counsel)
To: Policy & Resources Cabinet Committee – 21 January 2020
Subject: Policy & Resources Cabinet Committee Meeting Dates - 2020/21 –
For Information Only

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Summary: This report provides details of the 2020/21 meeting dates for the Policy and Resources Cabinet Committee.

Recommendation: The Policy and Resources Cabinet Committee is asked to note the Policy and Resources Cabinet Committee meeting dates for 2020/21.

Policy and Resources Cabinet Committee meeting dates for 2020:

- 21 January 2020
- 20 March 2020
- 12 May 2020
- 09 July 2020
- 11 September 2020
- 06 November 2020

Policy and Resources Cabinet Committee meeting dates for 2021:

- 14 January 2021
- 24 March 2021
- 10 June 2021

Recommendation: The Policy and Resources Cabinet Committee is asked to note the Policy and Resources Cabinet Committee meeting dates for 2020/21.

Contact details:

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

Shellina Prendergast, Cabinet Member for Communications, Engagement and People

David Cockburn, Head of Paid Service and Corporate Director, Strategic and Corporate Services

To: Policy & Resources Cabinet Committee – 21 January 2020

Subject: Draft Capital Programme 2020-23 and Revenue Budget 2020-21

Classification: Unrestricted

Summary:

The Draft Budget proposals for 2020-21 were published on 6th January 2020 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and culminating in the annual County Council budget setting meeting on 13th February 2020. The Draft Budget takes account of the response to the consultation and engagement campaign. 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) 2020-21 Budget Book document published on 6th January 2020 as information from this document is not repeated in this report.

1. Introduction

- 1.1 The Local Government Finance Act 1992 and KCC Constitution requires the Council to consult on and ultimately set a legal budget and Council Tax precept for the forthcoming financial year, 2020-21. The accompanying Draft Budget book sets out the detailed proposals. This document is designed as a reference document and includes a number of sections/appendices. This report is produced as a guide to help navigate the document.
- 1.2 The democratic process through Cabinet Committees, Cabinet, and ultimately full County 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 subsequent year(s) in the MTFP at the same time as the approved budget for the forthcoming year, including the indicative central government settlement. These are based on estimates and subject to regular revision and refinement.

- 1.3 In previous years an interim update of the MTFP has been provided to County Council through the Autumn Budget Statement report. This year an Autumn Budget Statement report was not produced primarily due to the degree of uncertainty following the one-year Spending Review and lack of detail around the local government finance settlement. A multi-year plan for 2021-22 and beyond has not been produced given the settlement is for one year only.
- 1.4 On 16th October 2019 the formal budget consultation was launched as required under the Council's Constitution to set a legal budget and Council Tax. The Draft Budget published in January for the final democratic process is based on funding assumptions derived from the Spending Round and technical consultation on the provisional local government finance settlement. It is also based on provisional Council Tax and business rate tax bases from districts. There is no indication when the local government finance settlement will be announced, and districts have until 31st January to finalise their tax base estimates. The Draft Budget also includes the proposed response to the consultation, estimates of spending demand and cost pressures and local spending priorities.
- 1.5 The Budget will be presented to County Council on 13th February 2020 for approval and the final Budget Book will be published in March.

2. Fiscal and Economic Context

- 2.1 The national fiscal and economic context is an important consideration for the Council in setting the Budget. This context does not just determine the amount received 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 would raise through local taxation.
- 2.2 The Chancellor announced on 4th September 2019 the government's spending plans for 2020-21 which are hereon in referred to as the Spending Round (SR2019). SR2019 included additional spending compared to the previous plans. The stated aim of SR2019 is to provide stability and certainty in funding in 2020-21 to enable government departments and devolved administrations to focus on delivering Brexit. The Chancellor has confirmed that a multi-year Spending Review will follow in 2020 although the exact timing of this has not be confirmed.
- 2.3 SR2019 was originally set within the current fiscal targets: keeping the structural deficit below 2 per cent of GDP in 2020-21 together with total debt falling as a percentage of GDP, and structural deficit to be eliminated and converted to a surplus by the middle of the decade. The Chancellor would normally be expected to make his annual Budget statement during the autumn in response to forecasts from the Office for Budget Responsibility (OBR) of performance against the targets. The Budget would have included any tax changes necessary to finance spending plans within the targets. In October the Chancellor postponed the Budget statement scheduled for 6th November. In November he announced the introduction of revised fiscal targets:

- Balance current spending (i.e. excluding capital spending) in three years' time
- Investment limited to 3% of GDP
- Borrowing plans to be reviewed if total debt interest exceeds 6% of tax revenues.

2.4 SR2019 was based on a “rollover” concept with the continuation of a number of grants received in 2019-20. The grants continuing are listed in table 1 below with estimates for both the national and KCC amounts in 2020-21:

Table 1 – List of 2019-20 grants which are continuing in 2020-21

Description of grant or fund	2019-20		2020-21 Estimate	
	National Amount £'m	KCC Amount £'m	National Amount £'m	KCC Amount £'m
Revenue Support Grant ¹	2,284	9.5	2,323	9.6
Business Rate Top-up ¹	-	136.2	-	138.5
Business Rate Baseline ¹	12,276	48.7	12,484	49.5
New Homes Bonus Grant	918	6.4	918	6.4
Social Care Support	410	10.5	410	10.5
Business Rate Compensation for under indexation of the multiplier ²	424	6.1	424	6.1
Business Rate Compensation for other reliefs ²	1,373	4.9	1,373	3.9
Improved Better Care Fund ³	1,837	42.4	2,077	48.5
Winter Pressure Grant	240	6.2		
New Social Care grants			1,000	23.8

2.5 SR2019 included an additional £1bn nationally to support Adult and Children’s Social Care pressures. The technical consultation proposed that this would be allocated according to the adult social care relative needs formula (RNF) with up to 15% adjusted to reflect ability to raise council tax. For KCC, this equates to £23.8m share of the £1bn total.

2.6 SR2019 also confirmed that the Government intends to set the Council Tax referendum threshold for 2020-21 at 2% (this level is subject to final decision by Parliament). In addition, councils with responsibility for adult social care can choose to levy up to a further 2% increase on council tax under the social care precept.

¹ Uplifted by 1.7% uplift to business rate multiplier based on September CPI and adjusted to include notional RSG for business rate retention pilot authorities

² Notified after final settlement

³ Includes winter monies in 2020-21

- 2.7 Finally, the SR confirmed that the £2 billion funding provided to government departments for Brexit will be continued in 2020-21, although at this stage it is not known how much KCC will receive.
- 2.8 There are no indicative spending plans/local government settlement or Council Tax referendum limits for 2021-22 and beyond, meaning the future funding envelope remains incredibly uncertain. These will not be known until after the outcome of the full Spending Review, which was originally anticipated sometime during 2020 but might be delayed. A further rollover for 2021-22 settlement is one of many possibilities.
- 2.9 Further details are still awaited on whether the new government will proceed with the proposed 75% business rate retention arrangements, and the reforms following the Fair Funding review. These are likely to have a significant impact on future year's settlements and the Council's MTFP, this uncertainty makes forward financial planning very imprecise.
- 2.10 In light of the uncertainty, a one-year only plan has been published. Appendix A in the Draft Budget Book provides detail of individual growth pressures and savings. Different scenarios of funding for future years will continue to be modelled so that the potential impact from each scenario is understood.

3. Revenue Budget Strategy and Proposals

- 3.1 The Council's revenue expenditure is what is spent on the provision of day to day services e.g. care for the elderly and vulnerable adults, supporting children in care, maintaining and managing the road network, library services, etc. It includes the cost of salaries for staff employed by the Council, contracts for services commissioned by the Council, the costs of servicing debt incurred to support the capital programmes, and other goods and services consumed by the Council. Revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, which is the financial expression of the vision set out in the Strategic Statement.
- 3.2 The Draft Budget book includes the following sections in relation to the revenue budget proposals:
- Section 3 – Revenue Budget - Summary
 - Section 4 – Revenue Budget - Key Service
 - Appendix A – Detailed Revenue Plan by Directorate
 - Appendix B – Budget Risk Register

The revenue budget sections set out the planned spending on services, the revenue plans in the appendices show the main reasons for year on year changes.

- 3.3 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 Draft Budget is increasing by £68m, from £986.4m in

2019-20 to £1,054.3m in 2020-21, although this requires the remaining gap of £1.9m to be resolved.

- 3.4 The Draft Budget includes provision for £83.1m of additional spending demands (changes to existing budgets plus forecasts for future demand and cost increases) and £21.1m to replace the use of one-off funding/savings in the 2019-20 approved budget.
- 3.5 These spending demands include the decision to change budgets based on current activity/costs, future known unavoidable cost increases (including contractual price increases, legislative changes and financing capital programme), forecasts for future eventualities (including estimated demand, non-specific price increases and contract retender), and local policy choices (including investment in services, and Kent pay scheme). The Draft Budget also includes £6.0m of growth for spending priorities that support the new Strategic Statement.
- 3.6 The 2020-21 Draft Budget includes savings and income proposals of £34.3m. The vast majority of these arise from the full year effect of existing savings plans or the roll out of existing charging policies.
- 3.7 The revenue budget can be summarised in the following equation. This equation assumes the Council agrees the proposed Council Tax precept increases up to but not exceeding the assumed 2% referendum limit and the 2% social care levy. Section 6 of this report sets out the main revenue spending demands and savings/income proposals for the Strategic and Corporate Services directorate.

Spending and Savings			
			£000s
Realignment			10,453.4
Reduction in Grant Income			1,400.0
Pay			7,693.0
Prices/Inflation			20,284.4
Demand/Demography & Legislative			21,238.5
Service Improvements			22,001.4
Sub Total – Pressures			83,070.7
Replace use of one-off solutions used in 2019-20			21,115.2
Savings and Income			-34,283.6
			69,902.3
Funding			
	Spending Round £000s	Other £000s	Total £000s
Council Tax	37,185.0	-4,975.0	32,210.0
Business Rates	827.5	154.9	982.4
Government Grants			
- Business Rate Top Up and RSG	2,476.9		2,476.9
- Other grants	23,836.0	8,463.6	32,299.6
	64,325.4	3,643.5	67,968.9
Current Budget Gap			1,933.4

3.8 The 2020-21 plan is presented in appendix A. This represents the most realistic estimate of future funding following SR2019 (including estimated distribution through the local government finance settlement) and provisional tax base estimates/assumed council tax increases. The plans also include forecasts for future spending pressures and replacing the one-off funding/savings used to balance the previous year's budget.

4. Budget Consultation

4.1 As described in paragraph 1.4, the consultation on the Council's revenue budget and Council Tax proposals was launched on 16th October and closed on 25th November. This consultation sought views on a general Council Tax increase, the social care levy and KCC's spending priorities. The consultation was web based supported by a social media campaign. This approach was in line with last year, which helped to achieve increased engagement at lower cost, and a total of 1,360 responses were received (compared to 1,717 responses last year). Furthermore, there were fewer numbers who started a response but did not complete the survey (552 compared to 698 last year).

4.2 The campaign also aimed to increase public understanding of the Council's budget and the financial challenge arising from rising demand for/cost of providing council services, the need to find cost savings whilst at the same time protecting valued services, and impact on Council Tax. Further evaluation of the extent to which these aims were achieved will be undertaken.

4.3 The finance team have worked in collaboration with colleagues responsible for updating the Strategic Statement. A number of engagement events took place between September and November 2019 with residents, businesses, voluntary sector organisations, parish councils, young people and staff. At these events, information on KCC's current spending plans were provided, and the financial challenges faced next year. Their views on what is important to them and their views on spending priorities have been captured and fed into the budget consultation process.

4.4 Overall there was an increased proportion of respondents supporting council tax increases than in last year's consultation but still lower than historical levels of support in previous years. In relation to spending priorities, respondents highlighted Adult Social Care for Older People, Education & Youth Services and Public Protection as their three highest priorities. The three lowest spending priority areas were Community Services, Libraries Registration and Archives and Social Support within Adult Social Care.

4.5 A detailed report on the information and insight gained from the consultation and engagement strategy is available in the background documents section of this report and on the Council's website.

5. Capital Programme

- 5.1 Capital expenditure is spent on the purchase or enhancement of physical assets where the benefit will last longer than the year in which it is incurred e.g. school buildings, roads, economic development schemes, IT systems, etc. It includes the cost of purchasing land, construction costs, professional fees, plant and equipment and grants to third parties. As with revenue, capital spending plans are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, with the ultimate aim of delivering the vision set out in the Strategic Statement.
- 5.2 Capital spending has to be affordable as the cost of interest on borrowing and setting aside sufficient provision to cover the initial investment funded by loans over the lifetime of the asset, are borne as revenue costs each year over a very long period. This affordability would also apply to invest to save schemes which need to have a reasonable payback period.
- 5.3 Sections 1 and 2 of the Draft Budget book set out the proposed 2020-23 programme and associated financing requirements. The summary (Section 1) provides a high-level overview for the whole Council, and the individual directorate pages (Section 2) provides more detail of rolling programmes and individual projects.
- 5.4 The capital strategy has been revised for the 2020-23 budget and one of the principles is to have a longer-term capital programme over a ten-year period, within which statutory responsibilities and strategic priorities are prioritised. It is particularly important to provide some stability for services in a year with a one-year funding settlement from Government. The timing of capital projects and programmes has also been reviewed to ensure capital plans and delivery are as realistic as possible.
- 5.5 Some additional capital spending has been deemed appropriate to meet statutory responsibilities, for invest to save projects or to enable continuation of other key capital ambitions. A total of £120m additional borrowing will be used to fund this spend over the three-year period 2020-23. The revenue consequences of this capital spending have been included in the budget.

6. Headline Directorate Proposals

- 6.1 The 2020-21 draft budget for Strategic and Corporate Services Directorate of £81.3m includes a provision for £2.5m of additional spending demands (excluding Public Health) and savings and income proposals of £0.1m (excluding Public Health).

Main Additional Spending Pressures

- 6.2 The provisional budget recognises the key spending pressures faced by the Strategic and Corporate Services Directorate. A total of £1.5m has been identified to fund the two-year extension of the Total Facilities Management contracts through to October 2021, which will allow time for

the development of the FM service delivery model, procurement, mobilisation and management of the change process at the end of these contracts.

- 6.3 Pricing pressures relating primarily to the running of the Corporate Landlord Estate and contractual increases amount to a total of £0.6m.
- 6.4 A short-term pressure of £0.6m has been included for Oakwood House as it transitions from use as a hotel and conference centre to a centre for Registration, Community Learning Skills and the Coroners Service.

7. Recommendations

Recommendations:

Members of the Policy and Resources Cabinet Committee are asked to:

- a) NOTE the draft capital and revenue budgets and MTFP, including responses to consultation and the estimate of the government's funding settlement
- b) SUGGEST any changes which should be made before the draft is presented to Cabinet on 27th January 2020 and full County Council on 13th February 2020.

8. Background Documents

- 8.1 KCC's Budget webpage
<https://www.kent.gov.uk/about-the-council/finance-and-budget>
- 8.2 KCC's approved 2019-20 Budget and 2019-21 Medium Term Financial Plan
https://www.kent.gov.uk/_data/assets/pdf_file/0006/93390/Budget-Book-2019-20.pdf
- 8.3 KCC Budget Consultation launched 16th October 2019
<https://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget>
- 8.4 HM Treasury Spending Round 2019 document
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829177/Spending_Round_2019_web.pdf
- 8.5 KCC report on 2019 Budget Consultation
https://www.kent.gov.uk/_data/assets/pdf_file/0012/103530/Summary-and-analysis-of-budget-consultation-responses.pdf
- 8.6 KCC Draft Budget book 2nd January 2020
https://www.kent.gov.uk/_data/assets/pdf_file/0006/103758/Budget-Book-2020-21.pdf

9. Contact details

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From: Roger Gough, Leader of the Council
David Cockburn, Head of Paid Service and Corporate Director of Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 21 January 2020

Subject: Updating the Strategy and Policy Control Framework

Past Pathway: Corporate Management Team (26.11.19)

Future Pathway: None

Summary: The Strategy and Policy Control Framework is referenced in KCC's Constitution as part of our internal controls for managing strategic documents. The approach has been updated to better respond to business need and to prepare for KCC's new 5 Year Plan (Strategic Statement).

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

- 1) ENDORSE the updated Strategy and Policy Control Framework in *Appendix A*, which will be reflected in future monitoring; and
- 2) AGREE to continue the Cabinet Committee's role in providing Members oversight of the Strategy and Policy Register for the Council.

1. Background

- 1.1 The Strategy and Policy Control Framework was agreed in September 2017 and is referenced in KCC's Constitution. It provides a consistent way of managing key documents, which set our strategic direction and guide the work of the authority. The approach is managed by the Strategy, Policy, Relationships and Corporate Assurance division. The Policy and Resources Cabinet Committee provides Member oversight of the Framework.
- 1.2 The aim of the Strategy and Policy Framework is to provide internal control by bringing together clear oversight and accountability for strategy and policy development in one place. It helps to manage risk by maintaining an accurate record of KCC's policy position over time, particularly to provide an archive of policies which may relate to decision making.
- 1.3 It sets out a simple set of principles that all strategic documents must comply with. These are referenced in KCC's **Operating Standards** to ensure officers do so in a consistent way. The Named Accountable Owner of each document is responsible for ensuring that the principles are followed.
- 1.4 The core part of the Framework is the **Strategy and Policy Register** which acts as a single repository for all strategic documents. The register ensures an up-to-date record is maintained and kept accessible on KNet (intranet). Each document in scope has a single 'front sheet' of essential information including the statutory basis, equality considerations, governance and end/review date for the document.

1.5 Forthcoming and live strategic documents are reviewed on a monthly basis, using Microsoft SharePoint and Power BI to monitor the overall KCC position in a productive, efficient way. Outdated documents are closed, archived and removed from web pages to ensure only the most relevant documents are transparent and accessible.

2. Rationalising KCC's Strategy and Policy Register

2.1 When the Strategy and Policy Register was first presented to the Policy and Resources Cabinet Committee in September 2017, there were 136 documents identified within scope. The ambition was to rationalise the number of documents, to delete outdated strategies and policies and ensure those remaining were fit for purpose.

2.2 However, despite positive progress to archive 91 documents, rationalising the scale of the Register has remained challenging, largely due to a culture of automatic 'refresh and replacement' of existing documents. By November 2019, there were still 106 documents on the register, with a consistently high number of 'forthcoming' documents in development. It should be noted that this is above and beyond hundreds of operational policies covering detailed practice in social care, health and safety and property, amongst others.

2.3 With KCC's new 5 Year Plan (Strategic Statement) being developed for March 2020, Corporate Management Team (CMT) saw the opportunity to update and refresh the Framework. The objective was to take a more rigorous approach to remove unnecessary documents and sharpen up definitions for what should be included in the register.

2.4 CMT agreed the scope of the register should be updated to focus on '**council and service strategy**' - documents which set KCC's strategic direction. This would make it easier and simpler for staff to undertake strategy/policy development and support better policy alignment.

- **Council Strategies** - documents which are critical to the delivery of KCC's Strategic Statement (5-year plan) outcomes or part of KCC's Formal Policy Framework in the Constitution (approved by full County Council)
- **Service Strategies** - documents which set the vision, priorities and policy response for specific services or themes
- Given the collaborative nature of much of our work, both KCC and Partnership strategies remain in scope.

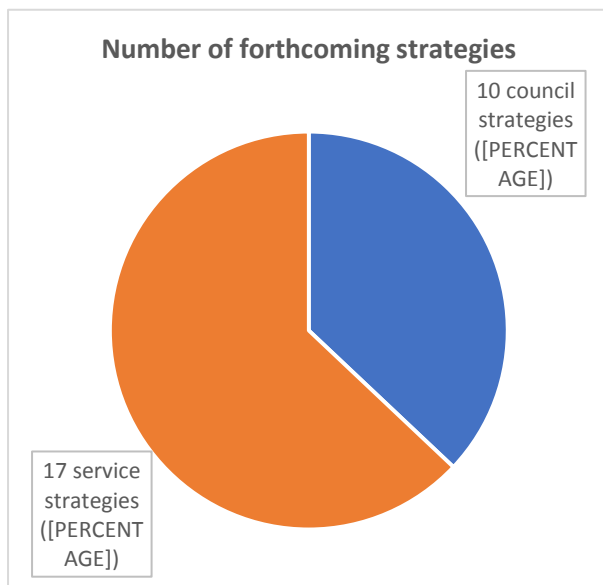
2.5 A particular challenge in the overall volume of documents was the '**internal control policies**' owned by the Strategic and Corporate Services directorate, which set out how we do things in KCC, many of which support a statutory duty. CMT agreed that whilst internal control policies should be kept accessible on KNet, they should be excluded from the scope of the Register.

2.6 CMT reviewed the Register against the new definitions and agreed to remove 47 documents, including operational and internal control policies and action plans. KNet is being updated to ensure that operational documents which support staff to carry out management tasks effectively remain available. Any documents which were outdated have been appropriately archived.

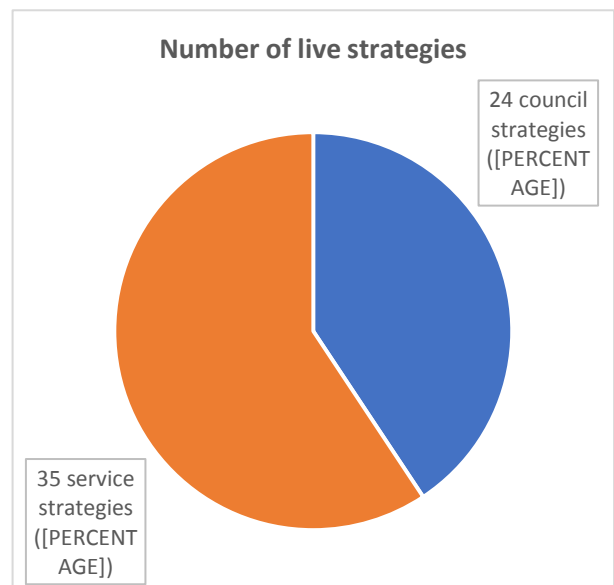
2.7 This has helped rationalise the Register to a more manageable scope of 59 live documents, with a further 27 forthcoming strategies in development. This puts KCC in a strong position to better align strategic documents to the outcomes in the new 5 Year Plan from March 2020. An updated summary of the Register is available below, which shows total numbers by directorate and whether they are council or service strategies.

STRATEGY AND POLICY REGISTER – UPDATED POSITION (JAN 2020)

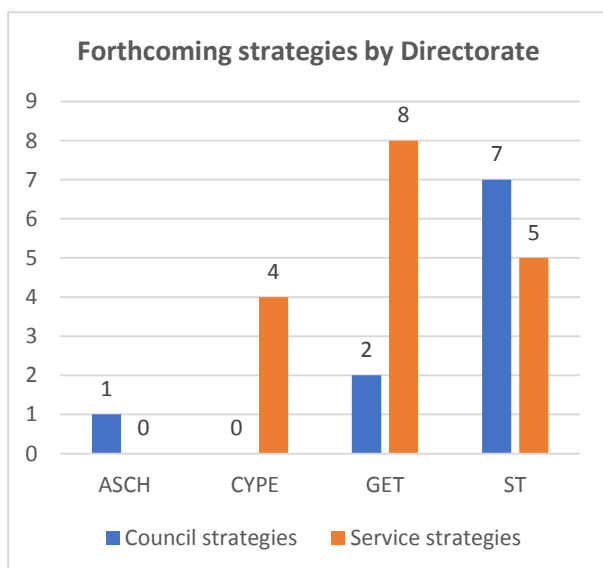
Total of 27 forthcoming strategies



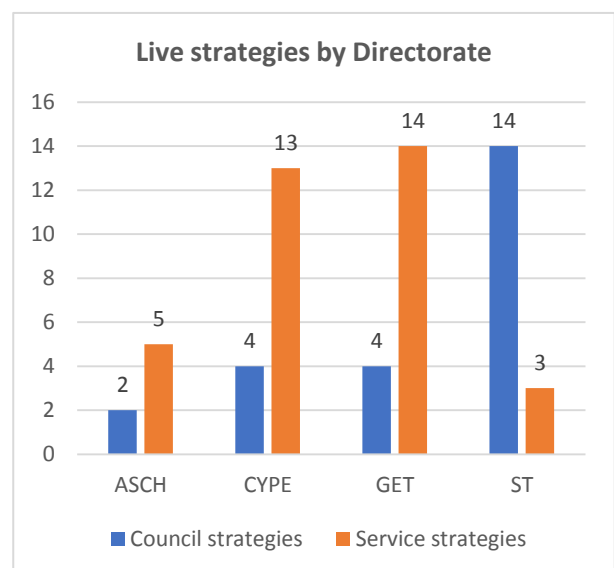
Total of 59 live strategies



Number of forthcoming strategies by Directorate



Number of live strategies by Directorate



- 2.8 The updated Register will make it clearer for staff which are the most significant strategic documents they need to refer to. We know from the Staff Survey it is an ongoing challenge for staff to understand how they relate to the strategic direction of the authority and a new 5 Year Plan and rationalised Strategy and Policy Register could make this much simpler.
- 2.9 However, this is not just a volume issue - a more streamlined Register provides an opportunity to think about the **quality** of strategy development. By focusing on council strategy we can better ensure the right strategies are in place to underpin the delivery of the new outcomes and objectives in the emerging 5 Year Plan. It also helps to consider how strategy could cover a range of cross-cutting policy areas, rather than produce multiple 'service' strategy documents based on specific issues. An example would be moving from a Voluntary and Community Sector Policy, Kent Compact, Grants Policy and work on loneliness and social isolation, into a broader Civil Society Strategy.
- 2.10 Moreover, this could help us to reflect and challenge whether service strategy objectives could be achieved in another way (e.g. an action plan or by consolidating inter-related documents). This would help to further rationalise the Register over time.

3. The updated Strategy and Policy Control Framework

- 3.1 The principles in the Strategy and Policy Control Framework (*Appendix A*) have been reviewed and updated to ensure it remains fit for purpose.
- 3.2 One of the main updates to strengthen the Control Framework was to create clear standards for strategy and policy development. It is unlikely to be practical or desirable to move to a single template for all strategic documents, however, there are common standards which all strategies could follow to enhance their consistency and quality (*Appendix A, Section 7*).
- 3.3 More consistent strategy development could better support equality duties and provide more consistent alignment with other inter-related documents (e.g. a property strategy should be consistent with our environmental policies).
- 3.4 The Policy and Resources Cabinet Committee has provided valuable Member oversight of the process since 2017. The Committee is asked to endorse the updated Strategy and Policy Control Framework and continue this oversight role of strategy and policy development through regular monitoring. An updated list of all the forthcoming and live strategies is provided in *Appendix B*.

4. Recommendations

- 4.1 Policy and Resources Cabinet Committee is asked to:
- 1) ENDORSE the updated Strategy and Policy Control Framework in *Appendix A*, which will be reflected in future monitoring.
 - 2) AGREE to continue the Cabinet Committee's role in providing Members oversight of the Strategy and Policy Register for the Council.

7. Appendices

Appendix A – Updated Strategy and Policy Control Framework (Nov 2019)
Appendix B – Strategy and Policy Register (Jan 2020)

8. Author and Responsible Director

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Appendix A – Updated Strategy and Policy Control Framework (November 2019)

The Strategy and Policy Control Framework is agreed by Corporate Management Team, referenced within KCC’s Constitution and Operating Standards. It is overseen by the Policy and Resources Cabinet Committee.

Strategy and Policy Control Framework Overview

The Strategy and Policy Control Framework is referenced in KCC’s Constitution. It sets consistent standards and ways of managing strategic documents which set out KCC’s strategic direction and political priorities. It includes definitions for strategic documents within scope of a single Strategy and Policy Register. The scope includes documents in the formal Policy Framework in Appendix 3 of the Constitution, which are subject to the procedures and rules set out in the Constitution in Appendix 4. These ‘council strategy’ documents require approval by the full County Council.

The Strategy and Policy Control Framework is managed by the Director for Strategy, Policy, Relationships and Corporate Assurance. The Register is maintained by the Strategy, Policy, Relationships and Corporate Assurance Division and is published on KNet.

The Strategy and Policy Control Framework acts as an important part of the authority’s internal controls to maintain clear oversight and accountability for strategy and policy development. The Named Accountable Owner of each document listed on the Register is responsible for ensuring that the standards in the Strategy and Policy Control Framework are followed, in accordance with KCC’s Operating Standards.

What is in scope of the Strategy and Policy Control Framework?

All documents within scope are held in the *Strategy and Policy Register*, which is an accessible list of documents which supports KCC’s strategic direction and political priorities. This includes both KCC and partnership strategies.

Strategy and Policy Register Scope
<i>Included</i>
<ul style="list-style-type: none"> • Council Strategies: documents which are critical to the delivery of KCC’s Strategic Statement (5-year plan) outcomes or part of KCC’s Formal Policy Framework in the Constitution • Service Strategies: documents which set the vision, priorities and policy response for specific services or themes
<i>Excluded</i>
<ul style="list-style-type: none"> • Internal Control Policy: set out how we do things in KCC • Operational Policy: set out how we do things in services, usually contains guidance on operational practice and procedures • Action/Delivery/Implementation Plans: how strategy will be delivered within services • Discussion Documents: including politically led think-pieces • Operating models or principles: how we work within KCC • Annual Reports and Local Accounts: outline short term progress on strategy delivery • Business Plans: set out management/commercial activities and resources for strategy delivery • Analytical and Performance Products: act as evidence base • Information about service delivery: including prospectus and service ‘offers’ • Commissioning or legal documents: including Service Specifications, Service Level Agreements, Market Position Statements, Commissioning Strategies/Plans, Contracts, Covenants

Internal Control Policy, Operational Policy and Action Plan documents are excluded from scope, but should remain accessible in the **'Operational Policy'** area of KNet. There are hundreds of such documents which support everyday practice. These are an important part of how we manage services, both within KCC and through our supply chains (e.g. detailed property and health and safety policies guide the work of our contractors). Ownership and accountability for internal control and operational policy remains with the relevant Director, who can delegate to Heads of Service or other accountable officers as appropriate.

It is a management responsibility to ensure the most relevant, up-to-date operational policy documents are made available on KNet and supported by a single front sheet of essential information about the policy. It is the lead officer responsibility to contact Staff Communications to get this uploaded on KNet and to send a copy of the front sheet and policy to the SPRCA division. Any outdated internal control and operational policies should be appropriately closed and archived.

All strategic documents should be managed in accordance with KCC's Operating Standards, which is a management responsibility for all policy/strategy owners (Lead Officers).

Strategy and Policy Control Framework Standards

All strategic documents within scope of the Strategy and Policy Register must comply with the following standards.

1. *All documents within scope should be held on the Strategy and Policy Register.*

This register is maintained by the Strategy, Policy, Relationships and Corporate Assurance (SPRCA) division and is published on KNet. All officers should inform the SPRCA division if they are planning to create, have launched or need to close a strategic document in scope of the Register. If it is unclear whether a document should be included, please contact the SPRCA Division for advice.

2. *The Named Accountable Officer must inform the SPRCA division if creating, modifying or closing a strategy/policy within scope.*

Officers must contact the SPRCA division at the earliest opportunity if they are planning a change to strategy/policy which falls in scope of the Strategy and Policy Control Framework.

3. *All documents within scope must have a Named Accountable Officer.*

This is important to ensure clear ownership and accountability, with a named point of contact. If the named accountable officer changes, officers are required to inform the SPRCA division, so an accurate record can be maintained.

4. *All documents within scope must have a one-page standard front-sheet.*

This helps to develop a consistent record of key information about all KCC's strategic documents. This will be completed by the SPRCA division, in dialogue with the Named Accountable Officer. The front sheets should follow a standard template.

The front sheet must include:

- Name of Strategy/Policy
- Purpose
- Statutory Basis (stating if direct or vicarious statutory responsibility)
- Start Date (approval date)
- Named Decision Maker - Cabinet portfolio holder and senior officer (including stating if a key decision)
- Equalities considerations

- Whether a KCC or partnership owned document
- Dependencies with other strategies and policies
- Publication, including whether published on KNet or externally, and whether an Easy Read or executive summary is available
- End Date (sunset clause, including any planned review date)
- Named Accountable Officer

5. *Ownership and accountability for strategic documents in scope sits with the client side/commissioning function within KCC.*

Ownership and accountability for any strategy or policy which guides the work of Alternative Service Delivery Models (e.g. trading companies) sits with the client side/commissioning function within KCC, not the delivery side.

6. *All out of date documents in scope should be formally closed and archived.*

All strategic documents which the Named Accountable Officer identifies as out of date, no longer actively used or not fit for purpose should be formally closed. At this point they should be removed from internal and external web pages to an archive. This will help to ensure only the most relevant and up to date documents are accessible to our staff, partners and providers. The SPRCA division will maintain this archive on behalf of CMT.

7. *All documents within scope should meet the following strategy development standards.*

- a. Include an **executive summary** to provide a clear explanation of the purpose, timeframe and the audience of the document. This also provides a helpful summary 'landing page' for strategic documents online.
- b. Include the **policy context** for the document, including reference to how the document relates to other national, regional, partnership or KCC strategy/policy documents. It should be clear how the document supports KCC's Strategic Statement (5 Year Plan) and if the document is included in the Formal Policy Framework in KCC's Constitution. It should be clear how the document aligns with any internal control or operational policy. It is the lead officer responsibility to check the policy alignment, including use of the Strategy and Policy Register on KNet, seeking advice from the SPRCA division where appropriate.
- c. Include the **statutory basis** for the document, including being clear if the strategy supports any statutory or regulatory duties for KCC or strategic partners (if a partnership strategy).
- d. Be clear on **the role of KCC and any partners** in the delivery of the strategy, including the governance pathway and how the documents align to existing work/activity.
- e. If the document is a review or refresh, summarise **what the previous strategy achieved**.
- f. Summarise the **evidence base** for the document, including customer insight, demographic or performance information, findings from engagement/consultation and equality evidence related to protected groups. Create a clear narrative for what this evidence is telling us and how the strategy intends to respond to this.
- g. Demonstrate **equality considerations** in line with our requirements under the Public Sector Equality Duty. The Equality Impact Assessment and any equality action plan should be signposted and published as a background document when the decision is being made to approve the document.
- h. Set out clear **objectives/aims/goals** which the strategy intends to deliver.
- i. Be clear on **how the strategy will be delivered**, including signposting action/delivery plans.
- j. Set out proposals for **review and evaluation** of the strategy.

The Strategy and Policy Control Framework will be reviewed by the Director for Strategy, Policy, Relationships and Corporate Assurance on a regular basis to ensure it remains relevant and fit for purpose.

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Appendix B – Strategy and Policy Register by End Date (January 2020)

ADULT SOCIAL CARE AND HEALTH (ASCH)

ASCH Forthcoming Strategies	Classification	Start Date
Adult Social Care and Health Strategy (refresh of Your Life, Your Wellbeing)	Council Strategy	01/04/2021

ASCH Live Strategies	Classification	End Date
Draft 'Transforming Health and Social Care in Kent and Medway' Sustainability and Transformation Plan (2016)	Council strategy	N/A
Your Life Your Wellbeing Strategy (2018)	Council strategy	20/11/2021
Kent Social Care Accommodation Strategy (2014)	Service strategy	01/04/2018
End of Life Care in Kent Strategy (2017)	Service strategy	01/12/2018
Being Digital Strategy (2019)	Service strategy	31/01/2021
Sensory Strategy (2018)	Service strategy	01/08/2021
Strategy for Adults with Autism in Kent (2016)	Service strategy	01/01/2022

CHILDREN, YOUNG PEOPLE AND EDUCATION (CYPE)

CYPE Forthcoming Strategies	Classification	Start Date
Early Years and Childcare Strategy	Service Strategy	31/03/2020
Online Safety Strategy	Service Strategy	01/04/2020
Modern Slavery in Kent Strategy	Service Strategy	01/04/2020
Skills Strategy	Service Strategy	31/12/2021

CYPE Live Strategies	Classification	End Date
Every Day Matters KCC Version (2013)	Council strategy	30/03/2016
Kent Youth Justice Plan (2017)	Council strategy	01/09/2018
CYPE Strategic Vision and Priorities for Improvement (2018)	Council strategy	01/04/2021
Commissioning Plan for Education Provision in Kent (2019)	Council strategy	01/02/2023
Early Years and Childcare Strategy (2016)	Service strategy	30/03/2018
Adult Learning Employment Skills Strategy (2015)	Service strategy	01/04/2018
Kent Sufficiency, Placement and Commissioning Strategy (2015)	Service strategy	01/06/2018
Kent and Medway Child Sexual Exploitation Strategy (2016)	Service strategy	01/10/2018
Strategy for Children with Special Educational Needs and Disabilities (2017)	Service strategy	01/07/2019
Kent Multi-Agency Neglect Strategy (2017)	Service strategy	01/08/2019
Kent's Strategy for Vulnerable Learners (2017)	Service strategy	01/03/2020
14-24 Learning, Employment and Skills Strategy (2017)	Service strategy	01/09/2020
Kent and Medway Gangs Strategy (2018)	Service strategy	01/06/2021
Children's and Care Leavers Strategy (2018)	Service strategy	31/12/2022
Kent Strategy for School Improvement (2016)	Service strategy	N/A
Kent Specialist Children's Services Participation Strategy (2015)	Service strategy	N/A
KSCB Children and Young Person's Strategy (2016)	Service strategy	N/A

GROWTH, ENVIRONMENT AND TRANSPORT (GET)

GET Forthcoming Strategies	Classification	Start Date
Kent and Medway Energy and Low Emissions Strategy	Council Strategy	23/01/2020
Enterprise and Productivity Strategy	Council Strategy	31/07/2020
Rural Strategy	Council Strategy	31/03/2021
Biodiversity Strategy	Service Strategy	29/02/2020
Kent Minerals Sites Plan	Service Strategy	31/03/2020
Road Casualty Reduction Strategy (2020 - 2026)	Service Strategy	31/03/2020
Updates to the Kent Design Guide	Service Strategy	06/04/2020
Updated guide to developer contributions	Service Strategy	01/06/2020
Heritage Conservation Service Strategy (2020-2025)	Service Strategy	30/07/2020
Kent Wide Bus Strategy (2021-2030)	Service Strategy	31/03/2021

GET Live Strategies	Classification	End Date
Kent Environment Strategy (2016)	Council strategy	01/03/2020
Kent and Medway Growth and Infrastructure Framework (2018)	Council strategy	01/04/2020
Kent Minerals and Waste Local Plan/Framework (2013)	Council strategy	01/07/2030
Local Transport Plan 4 (2016)	Council strategy	01/07/2031
Better Homes Localism Aspiration and Choice Housing Strategy for Kent and Medway (2011)	Service strategy	30/03/2018
Kent Design Guide (2005)	Service strategy	01/04/2020
Kent Community Safety Agreement (2019)	Service strategy	01/04/2020
Development and Infrastructure Creating Quality Places(2012)	Service strategy	01/06/2020
Road Casualty Reduction Strategy (2017)	Service strategy	30/12/2020
Kent Country Parks Service Strategy (2017)	Service strategy	01/03/2021
A Strategic Framework for Sport and Physical Activity (2017)	Service strategy	01/07/2021
Kent Joint Municipal Waste Management Strategy (2018)	Service strategy	01/12/2021
Kent Active Travel Strategy (2017)	Service strategy	01/03/2022
Libraries, Registration and Archives Strategy (2019)	Service strategy	22/05/2022
Local Flood Risk Management Strategy (2017)	Service strategy	01/12/2023
Inspirational Creativity - Our cultural ambition for Kent (2017)	Service strategy	01/12/2027
Rights of Way improvement Plan (2018)	Service strategy	01/11/2028
The Kent Waste Disposal Strategy (2017)	Service strategy	30/12/2035

STRATEGIC AND CORPORATE SERVICES (ST)

ST Forthcoming Strategies	Classification	Start Date
Kent and Medway Housing Strategy	Council Strategy	31/01/2020
5 Year Plan (Strategic Statement)	Council Strategy	31/03/2020
Governance Strategy	Council Strategy	30/04/2020
Civil Society Strategy	Council Strategy	31/05/2020
10 Year Capital Strategy	Council Strategy	31/21/2020
Technology Strategy	Council Strategy	01/01/2021
Kent Joint Health and Wellbeing Strategy	Council Strategy	01/07/2021

Kent and Medway Domestic Abuse Strategy	Service Strategy	31/01/2020
Corporate Safeguarding Policy	Service Strategy	01/04/2020
Customer Contact Strategy	Service Strategy	01/06/2020
Internet of Things Strategy	Service Strategy	01/04/2021
Corporate Business Intelligence Strategy	Service Strategy	01/04/2021

ST Live Strategies	Classification	End Date
Kent and Medway Joint Health and Wellbeing Strategy (2014)	Council strategy	01/03/2017
Increasing Opportunities Improving Outcomes Strategic Statement (2015)	Council strategy	01/03/2020
Towards a Strategic Commissioning Authority (2014)	Council strategy	01/05/2020
Voluntary and Community Sector Policy (2015)	Council strategy	01/09/2020
ICT Strategy (2016)	Council strategy	01/11/2020
Equality & Diversity Strategy and Policy Statement (2016)	Council strategy	01/12/2020
Equality & Human Rights Policy and Objectives (2016)	Council strategy	01/12/2020
Pay Policy Statement (2019)	Council strategy	03/03/2020
Budget Book (2019)	Council strategy	31/03/2020
People Strategy (2017)	Council strategy	01/07/2022
Vision for Kent Community Strategy (2011)	Council strategy	01/12/2022
Asset Management Strategy (2018)	Council strategy	01/08/2023
Kent Partners' Compact (2012)	Council strategy	N/A
Commissioning Success (2017)	Council strategy	N/A
Kent and Medway Domestic Abuse Strategy (2016)	Service strategy	01/02/2020
Kent Armed Forces Covenant (2011)	Service strategy	N/A
Kent's Emotional Health and Wellbeing Strategy (2015)	Service strategy	N/A

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

Shellina Prendergast, Cabinet Member for Customers,
Communications and Performance

David Cockburn, Corporate Director for Strategic and Corporate
Services

To: Policy and Resources Cabinet Committee – 21 January 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 (KPIs)

21 of the 25 KPIs achieved target and were RAG rated Green, 3 were below target but did achieve the floor standard (Amber) and 1 did not achieve the floor standard (Red). The Red indicator is the positive feedback rating with the ICT helpdesk.

Recommendation(s):

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

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. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2019/20 financial year.

2. Performance Dashboard

2.1. The current Strategic and Corporate Services Performance dashboard provides results up to the end of November 2019, or the latest available month and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 25 Key Performance Indicators (KPIs) for 2019/20. These KPIs and targets came before the Cabinet Committee for comment in May 2019. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

2.3. KPIs 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.

2.4. Of the 25 KPIs, the latest RAG status are as follows:

- 21 are rated Green – the target was achieved or exceeded;
- 3 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;
- 1 is rated Red – performance did not meet the expected floor standard.

2.5. The positive feedback rating with the ICT help desk was the KPI RAG rated Red and has been affected by negative responses concerning call closure contacts and resolution times surrounding hardware repairs, especially for laptops and mobile phones, and calls requesting an engineer's visit, particularly for libraries. To address this Cantium Business Solutions now have a stock of spare laptops to provide to customers whilst laptops are being repaired, with a similar scheme being worked on for mobile phones. There is also now dedicated support specifically for Libraries, and the forthcoming PC refresh should lessen future demand.

3. Recommendation(s):

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

4. Contact details

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Strategic and Corporate Services Performance Dashboard

Financial Year 2019/20

Results up to November 2019

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Produced by Strategic Commissioning - Performance & Analytics

Publication Date: January 2020



Guidance Notes

Key Performance Indicators

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

RAG ratings are based on Targets and Floor Standards brought before the Cabinet Committee in May 2019.

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

RAG Ratings

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

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

Activity Indicators

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

When activity indicators do not have expected levels 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	Latest RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Daytime calls to Contact Point answered	GREEN	GREEN
CS04b: Out of hours calls to Contact Point answered	GREEN	GREEN
CS06a: Daytime calls achieving 85% of quality scorecard	GREEN	GREEN
CS06b: Out of hours calls achieving 85% of quality scorecard	GREEN	GREEN
CS07: Complaints responded to in timescale	GREEN	GREEN
HR25: Completed corporate themed Health and Safety audits	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

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

Finance	Latest 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	GREEN
FN11: Financial assessments fully completed within 15 days of referral	AMBER	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	GREEN	n/a
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	n/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN

Infrastructure	Latest RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the first point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	RED	AMBER
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	GREEN
ICT05: Working hours where email is available to staff	GREEN	GREEN
PI01: Rent due to KCC outstanding over 60 days	AMBER	n/a
PI04: Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Shellina Prendergast	Agilisys

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	97%	97%	97%	97%	GREEN	97%	GREEN	97%	90%
CS04a	Percentage of daytime calls to Contact Point answered	95%	95%	97%	96%	98%	GREEN	96%	GREEN	95%	80%
CS04b	Percentage of out of hours calls to Contact Point answered	99%	98%	99%	97%	96%	GREEN	98%	GREEN	95%	80%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	72%	72%	74%	74%	tbc	GREEN	72%	GREEN	70%	65%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	70%	78%	71%	71%	tbc	GREEN	72%	GREEN	70%	65%

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Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Year to Date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
CS08	Number of calls answered by Contact Point	49,935	43,658	52,267	48,687	44,398	369,286	Yes	401,000	274,000	400,222

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Shellina Prendergast	People & Communications

Key Performance Indicators - Quarterly

Ref	Indicator description	Sep 18	Dec 18	Mar 19	Jun 19	Sep 19	RAG	Year to Date	YTD RAG	Target	Floor
CS07	Percentage of complaints responded to in timescale	86%	78%	84%	87%	87%	GREEN	87%	GREEN	85%	80%
HR25	Percentage of corporate themed Health and Safety audits sent in 7days	100%	93%	100%	96%	100%	GREEN	98%	GREEN	90%	85%

Key Performance Indicators - Monthly

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	98%	98%	99%	99%	GREEN	99%	GREEN	95%	85%

Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Year to Date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
CS12	Number of visits to the KCC website, kent.gov (000s)	537	475	502	547	450	3,949	Above	3,600	3,065	3,635

CS12 – Visits to the KCC website were above expectations in October with higher traffic to Kent Test, term dates, and reporting problems on roads and roadworks web pages. In November there were increased visits to pages concerning options for post-16 children, including college, sixth-form, employment and training.

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Shellina Prendergast	People & Communications

Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	In expected range?	Expected Range		Prev. Yr same month
								Upper	Lower	
HR12	Number of current change activities being supported	79	75	77	70	86	Above	80	70	79
HR13	Total number of e-learning training programmes completed (YTD)	17,258	21,721	26,573	33,860	38,966	Above	33,330	26,660	45,601
HR16	Number of registered users of Kent Rewards	22,654	22,788	23,097	23,272	23,545	Above	22,000	20,000	20,437
HR21	Number of current people management cases being supported	89	93	102	99	98	Above	90	80	92
HR23	Percentage of staff who have completed all 3 mandatory learning events	91%	91%	90%	90%	90%	Yes	90%	80%	89%

HR12 - Change activity is driven by demand from the wider business and will fluctuate from month to month, some change activities will also span more than one month. Change activities vary significantly in complexity, requiring different levels of resource and work to be carried out.

HR13 - The increase in the number of e-learning training programmes completed is due to mandatory learning retake periods being due for large numbers of staff.

HR16 - The number of registered users for Kent Rewards is higher than expected due to increases in communication and engagement initiatives, which have helped to highlight how Kent Rewards can be used to access Childcare Vouchers, Cycle2Work schemes and Health and Wellbeing initiatives.

HR23 – Mandatory training dashboards within Delta and automatically generated email alerts have been introduced which allow managers to easily identify staff who are due to complete or overdue with mandatory training. This has aided conversations between managers and employees and maintained the percentage of staff who have completed all 3 mandatory learning events.

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

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
FN01	Pension correspondence processed within 15 working days	100%	100%	100%	100%	100%	GREEN	100%	GREEN	98%	95%
FN02	Retirement benefits paid within 20 working days of all paperwork received	97%	98%	99%	99%	97%	GREEN	97%	GREEN	90%	85%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	88%	80%	86%	88%	86%	GREEN	87%	GREEN	85%	80%
FN11	Percentage of financial assessments completed within 15 days of referral	86%	99%	89%	96%	87%	AMBER	93%	GREEN	90%	85%

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Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Year to date	Previous year YTD
FN01b	Number of pension correspondences processed	426	420	497	366	323	3,084	4,116
FN02b	Number of retirement benefits paid	222	216	316	280	164	1,801	1,781
FN07b	Number of invoices received by KCC	10,994	9,858	9,017	10,695	10,289	76,210	77,870
FN11b	Number of financial assessments received	583	529	588	661	246	4,056	5,159

FN11 - Staffing resource has been impacted for various reasons this year, including testing of the new MOSAIC case management system, which went live in November causing a further impact on performance for that month.

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

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
FN05	Percentage of sundry debt due to KCC which is under 60 days old	69%	71%	72%	81%	85%	GREEN	n/a		75%	57%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	11%	11%	13%	13%	11%	GREEN	n/a		15%	20%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	97%	99%	98%	99%	GREEN	98%	GREEN	97%	94%

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Activity Indicators

Ref	Indicator description	Jul 19 YTD	Aug 19 YTD	Sept 19 YTD	Oct 19 YTD	Nov 19 YTD	Year to Date	Previous YTD
FN05b	Value of debt due to KCC (£000s)	16,221	16,551	16,940	24,090	31,769	31,769	16,691

FN05b - The debt position has increased by £15.1m between the two periods. This is due to invoices being raised further in advance leading to an increase in debt not yet due of £10m and an increase of £5.1m of overdue debt, largely health related. It is expected that this overdue debt will be paid.

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Peter Oakford / Shellina Prendergast	Governance and Law

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	100%	100%	100%	GREEN	100%	GREEN	100%	96%
GL02	Freedom of Information Act requests completed within 20 working days	84%	83%	91%	92%	93%	GREEN	87%	RED	92%	90%
GL03	Data Protection Act Subject Access requests completed within statutory timescales	89%	86%	89%	80%	86%	AMBER	84%	RED	90%	85%

Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Year to date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
GL01b	Committee meetings	16	4	20	11	17	108				111
GL02b	Freedom of Information requests	213	204	164	180	183	1,464	Yes	1,562	1,370	1,602
GL03b	Data Protection Act Subject Access requests	38	29	57	45	50	341	Above	296	191	316

GL02 – There has been a recent improvement in performance following a move to more automated processes to track and trace requests. The year to date position will improve as this becomes further embedded. Performance continues to be affected by the number and complexity of FOI requests.

GL03 - There has been an increase in requests regarding Brexit and Information Governance. Operational teams responding to requests need to balance delivery of front-line services with collation of records. Performance is however close to the Information Commissioner's Office benchmark of 85%.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Rebecca Spore	Peter Oakford	Cantium Business Services

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Month RAG	Year to Date	YTD RAG	Target	Floor
ICT01	Calls to ICT Help Desk resolved at the first point of contact	73%	74%	75%	76%	71%	GREEN	74%	GREEN	70%	65%
ICT02	Positive feedback rating with the ICT help desk	93%	95%	92%	91%	88%	RED	92%	AMBER	95%	90%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	100%	100%	100%	GREEN	100%	GREEN	99.8%	99.0%
ICT04	Working hours where ICT Services are available to staff	100%	100%	100%	100%	100%	GREEN	99.3%	GREEN	99.0%	98.0%
ICT05	Working hours where email is available to staff	100%	100%	100%	100%	100%	GREEN	100%	GREEN	99.0%	98.0%

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Activity Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Year to date	Previous YTD
ICT01b	Calls to ICT Help Desk	7,668	6,563	8,414	9,494	7,057	60,591	40,635
ICT02b	Feedback responses provided for ICT Help Desk	192	165	465	480	411	2,108	3,708

ICT02 - Customers have said that Cantium Business Solutions did not make enough effort to contact them to confirm if issues had been resolved before closing the call. In response, Cantium are raising awareness of how calls can be reopened via the self-service portal. Resolution times were also an issue, especially for laptop and mobile phone repairs and calls requesting an engineer's visit, particularly for libraries. To address this, there is now a stock of spare laptops in place to swap with faulty ones whilst they are repaired, and a similar scheme for mobile phones is being worked on. For libraries, there is a new dedicated resource specifically for library support, and the forthcoming PC refresh across all libraries should lessen demand for support over the coming months. The low number of feedback responses compared to last year, shown in ICT02b, was due to a technical issue earlier in the year, which has now been resolved.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Peter Oakford	Infrastructure

Key Performance Indicators

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Month RAG	Target	Floor
PI01	Percentage of rent due to KCC outstanding over 60 days	13%	10%	17%	15%	11%	AMBER	5%	15%

Activity Indicator

Ref	Indicator description	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Year to date	Previous YTD
PI01b	Total rent outstanding (£000s)	503	885	762	643	1,182	1,182	174
PI03c	Capital receipts banked (£m)	0.0	0.0	1.2	0.0	0.0	5.3	3.9

PI01 & PI01b – Total rent due outstanding over 60 days totalled £281k at the end of November. This is primarily made up of two invoices, both of which are in dispute and are with KCC legal and finance departments for action. The total rent outstanding (PI01b) is high due to annual and quarterly invoices being raised during the month.

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

Key Performance Indicators

Ref	Indicator description	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Month RAG	Year to Date	YTD RAG	Target	Floor
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	94%	90%	88%	88%	91%	GREEN	92%	GREEN	90%	80%

Activity Indicator

Ref	Indicator description	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Year to date	Previous YTD
PI04b	Number of reactive tasks responded to	1,272	1,285	800	1,044	1,499	8,224	10,627

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

Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 21 January 2020

Subject: Work Programme 2020/21

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 2020/21.

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 2019/20

- 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 2020/21.

6. Background Documents

None.

7. Contact details

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Relevant Director:
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General Counsel
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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2020/21

	When was item added?	Has item been deferred?
Friday 20 March 2020		
• Enterprise Business Capabilities	Requested at the 8 Nov 2019 P&R CC mtg	
• SDP activities - Delivery of the Disposals Programme	Requested by R.Bird at P&R CC on 8 Nov 2019	
• SDP activities - Delivering a business case for Property Development Arrangements	Requested by R.Bird at P&R CC on 8 Nov 2019	
• Strategic and Corporate Services Risk Management	Annual report (Mark Scrivener)	
• Work Programme 2020/21	Standard item	
Tuesday 12 May 2020		
• 19/00096 – KCC's Civil Society Strategy	Key Decision	
• VCS Policy	Lydia Jackson	
• Contract Management Review Group update (Exempt)	Bi-annual	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	
• Work Programme 2020/21	Standing item	
Thursday 9 July 2020		
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Invicta Law Update (Exempt)	Bi-annual	
• Total Facilities Management (Exempt)	Bi-annual	
• Work Programme 2020/21	Standard item	
Friday 11 September 2020		
• Fair Funding Review	Requested by Zena Cooke	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	

• Work Programme 2020/21	Standard item	
Friday 6 November 2020		
• Annual Report on the Implementation of the Armed Forces Covenant in Kent	Annual Report	
• Update on Legislative Changes around Business Rate Retention		Deferred from Nov 2019 mtg (put on hold for a year as a result of the one-year spending round.)
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Work Programme 2020/21	Standard item	
Thursday 14 January 2021		
• Invicta Law Update (Exempt)	Bi-annual	
• Policy & Resources Cabinet Committee Meeting Dates for 2021/22 - For Information Only		
• Total Facilities Management (Exempt)	Bi-annual	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	
• Work Programme 2021/22	Standard item	
Wednesday 24 March 2021		
• Strategic and Corporate Services Risk Management	Annual report (Mark Scrivener)	
• Work Programme 2021/22	Standard item	
Thursday 10 June 2021		
• Invicta Law Update (Exempt)	Bi-annual	
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	

• Work Programme 2021/22	Standard item	
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