

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 6th November, 2020

10.00 am

Online





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 6 November 2020, at 10.00 am
Online

Ask for: **Theresa Grayell**
Telephone: **03000 416172**

Membership (15)

- Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy and Mr H Rayner
- Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE
- Labour (1) Mr D Farrell

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda
- 4 Minutes of the meeting held on 11 September 2020 (Pages 1 - 6)
- 5 Technology Strategy Update (Pages 7 - 40)
- 6 Financial Update (Pages 41 - 58)
- 7 Strategic and Corporate Service Directorate Dashboard (Pages 59 - 74)

8 Work Programme 2020-21 (Pages 75 - 78)

EXEMPT ITEMS

Motion to Exclude the Press & Public

9 Property Accommodation Strategy - SHQ Update (Pages 79 - 82)

Benjamin Watts
General Counsel
03000 416814

Thursday, 29 October 2020

KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held online on Friday, 11 September 2020

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mrs T Dean, MBE, Mr D Farrell, Mr P W A Lake, Mr D Murphy and Mr H Rayner

ALSO PRESENT: Mr P J Oakford and Mrs S Prendergast

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services), Ms Z Cooke (Corporate Director of Finance), Sanderson (Head of Property Operations), Mr D Shipton (Head of Finance - Planning, Policy & Strategy), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel) and Miss E West (Democratic Services Officer)

UNRESTRICTED ITEMS

231. Apologies and Substitutes

(Item 2)

No apologies for absence had been received.

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

(Item 3)

No declarations of interest had been received.

233. Minutes of the meeting held on 29 July 2020

(Item 4)

It was RESOLVED that the minutes of the meeting held on 29 July 2020 are a correct record and that they be signed by the Chairman.

234. 20/00094 - Proposed Granting of Lease of Accommodation at Westgate Primary School, Dartford, for occupation and use by Dartford Science and Technology College

(Item 5)

Ms R Spore (Director of Infrastructure) and Mr J Sanderson (Head of Property Operations) were in attendance for this item

- (1) Ms Spore and Mr Sanderson introduced the report which set out information relating to the proposed decision to grant a 99-year lease to Dartford Science and Technology College Trust, to regularise their occupation of the County Council's retained accommodation at Westgate Primary School, Dartford, having regard to change in status of the College.

Mrs Spore responded to a number of comments and questions from Members, including the following: -

- a) In relation to section 6 of the report (Other corporate implications), Mrs Spore confirmed that corporate implications were incorporated into the Council's strategic aims and core plans. She added that Key Performance Indicators (KPIs) were reported to various Cabinet Committees on matters, as appropriate.
 - b) Mrs Spore referred to Basic Need provision and additional capacity, as set out in the Kent Commissioning Plan (KCP) which was scrutinised by colleagues within the Children, Young People and Education (CYPE) directorate and by the CYPE Cabinet Committee. In terms of physical space, building bulletin guidance issued by the Department for Education (DFE) set out the standards in relation to the appropriate-sized school that should be provided based on the number of pupils. For every Basic Need project, an assessment was made based on the DFE's guidelines and both existing and new accommodation was taken into consideration. Mrs Spore added that a DFE scorecard was produced annually which set out Kent's position in relation to its benchmarks regarding value for money and adhering to the DFE's specific guidelines. Mrs Spore confirmed that she could provide more information outside of the meeting in relation to the parameters of the school build at the time that it was taken forward.
 - c) Mrs Spore referred to cost apportionment and said that the way that the costs were apportioned was in accordance with the DFE's legislation.
 - d) Mrs Spore referred to the duration of the lease and said that the 99-year lease was the minimum lease which was considered acceptable by the DFE to create a similar property interest which the school or academy trust would be entitled to under the regulations that Kent County Council had to adhere to. The Council continued to raise concerns with the DFE in terms of the way that the education legislation created property interests which take away the Council's ability to respond to Basic Need issues.
 - e) Mrs Spore said that break clauses were not supported by the DFE. She added that there were provisions such that if the school were no longer used by the trust for educational purposes, the lease would be broken and the property would revert back to the Council, but it was only in very specific circumstances which aligned with the legislation.
- (2) RESOLVED that the proposed decision to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to:
- a) authorise Kent County Council to enter into a new 99-year lease of accommodation at the Primary School; and
 - b) delegate authority to the Director of Infrastructure to take necessary actions, including, but not limited to, entering into relevant contracts or other legal agreements, as required to implement this,

be endorsed.

235. Financial Update 2021-22

(Item 6)

Mr D Shipton (Head of Finance - Planning, Policy & Strategy) and Ms Z Cooke (Corporate Director of Finance) were in attendance for this item

- (1) Mr Shipton introduced the report and presented a series of slides which set out an update in relation to the financial impact of the COVID-19 pandemic and subsequent economic recession, including the additional funding provided by central Government, the Council's estimated costs for the emergency response, and the potential loss of income and delays to savings plans.

Officers responded to a number of comments and questions from Members, including the following: -

- a) Mr Shipton emphasised the importance of ensuring that additional spending was limited and stated that the vast majority of the current additional spending was due to additional demands on services from a rising and ageing population or increasing prices of the contracts that the Council procured. He added that the figures set out within the presentation slides were estimates and were likely to change, given the significant lack of certainty in financial planning.
- b) Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) confirmed that spending pressures were monitored regularly and conversations with each of the Council's directorates continued. The Council's Finance department had obtained a report which set out the Council's performance financially compared against peer councils and the national picture. He added that further information would be submitted to the Committee and other Council meetings in relation to the budgeting process and Member involvement would be a key part of shaping the budget for 2021-22.
- c) Ms Cooke stated that Kent Finance officers had been meeting every week due to the fast-paced and changing nature of the financial situation, to scrutinise and discuss both COVID and non-COVID related pressures and to ensure consistency in planning assumptions. In addition to the Kent Finance officers' meetings, Ms Cooke had regular dialogue informally and formally with county colleagues through the Society of County Treasurers to ensure that the approach taken was logical and comparable. She added that she felt confident that as a county, Kent were applying very similar assumptions and criteria in the assessments made in relation to financial pressures. Mr Shipton added that in relation to the current position for 20-21, returns were made to the Ministry of Housing, Communities and Local Government (MHCLG) on a monthly basis and Finance officers met with other South East county colleagues regularly before those returns were submitted each month. He confirmed that Finance officers would produce further reports and updates in relation to the budget for 20-21 upon obtaining national analysis. He thanked Kent's districts for continuing to

work closely with Kent County Council to provide regular monthly monitoring in relation to council tax collections.

- d) Mr Oakford said that due to the ever-evolving situation in relation to COVID-19, it would prove very difficult to provide additional information to Committees on the budget-making process outside of the normal process. He added that the priority for officers in the current climate was to focus on reducing pressures to avoid further additional spending.
- e) Mr Shipton briefly referred to the council tax status of mobile homes and confirmed that districts did not offer any discount on second homes anymore. He added that Finance officers worked closely with district councils to tackle fraud and error on council tax and confirmed that whether a property was liable for council tax or business rates, was a decision that would be made by the Valuation Office Agency and not the council.

(2) RESOLVED that the report and the presentation slides be noted.

236. COVID Building Operational Recovery Update

(Item 7)

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

- (1) Ms Spore presented a series of slides which provided an update to the Committee in relation to Operational Building Recovery.
- (2) In response to a question, Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) referred to Sessions House and the challenges faced in relation to social-distancing and adhering with government guidelines. He said that in times of such uncertainty, it would not be wise to prepare and re-open Council buildings to staff, thus spending additional money unnecessarily. Mr Watts reiterated Mr Oakford's comments and added that the social-distancing regulations that the government had issued added to the current financial and operational challenges for Kent as a local authority. He added that he could provide a further update to Members once government had issued the new regulations.

(3) RESOLVED that the report and the presentation slides be noted.

237. Decisions Summary Report - For Information

(Item 8)

The information contained within the report was noted without discussion.

238. Work Programme 2020-21

(Item 9)

RESOLVED that the work programme for 2020-2021 be noted.

239. 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)

240. Property Accommodation Strategy - SHQ Review Next Steps

(Item 10)

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

- (1) Ms Spore introduced the report which set out information relating to the review work undertaken to date and the workplan to consider the future use of the Strategic Headquarters Campus.
- (2) Mr Farrell said that there should be minimal spend on the KCC Estate in all aspects to keep it safe for staff until the government white paper has been released next month, he asked that this statement be recorded in the minutes. Mr Bird and other Committee Members supported Mr Farrell's statement.
- (3) Mrs Spore talked about the SHQ review and the strategic outline business case development.
- (4) Mrs Spore responded to a cost-related question and confirmed that she could provide further information to Members outside of the meeting in relation to associated costs and the amount which had been spent to date.
- (5) Mr Cooke moved and Mr Farrell seconded an amendment to the recommendation to include the words '***whilst expressing concern regarding the level of ongoing spending at a time of considerable uncertainty regarding local government reform and the potential for further lockdowns***'; they also moved and seconded an addition to the recommendation that officers and the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services be asked to reflect upon the concerns expressed and to limit current spending to the minimum level necessary to maintain health and safety.

This was agreed by the Cabinet Committee and it was RESOLVED that:

- a) the report be noted whilst ***expressing concern regarding the level of ongoing spending at a time of considerable uncertainty regarding local government reform and the potential for further lockdowns***;
- b) officers and the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services be asked to reflect upon the concerns expressed and to limit current spending to the minimum level necessary to maintain health and safety.

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EXECUTIVE DECISION REPORT

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

Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee - 6 November 2020

Subject: **Technology Strategy Update**

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary:

The current KCC Technology Strategy 2016-2020 is due to come to an end this year and a new Draft Technology Strategy 2020-2023 was prepared at the beginning of the year. Since the draft strategy was developed the COVID-19 pandemic has meant that the Council's working practices have significantly changed, with the majority of staff now accessing the Council's systems remotely and services increasingly using technology solutions to adapt service delivery models. During the current period, it has been necessary to accelerate parts of the proposed new technology strategy to align with the Council's current way of working.

The Council's technology infrastructure is and will continue to be essential to enabling the Council to deliver its services. Throughout its development, the strategy has been extensively consulted on with service users to ensure it reflects and responds to evolving demand, user requirements and trends; and to ensure services and users are aware of the aims and objectives of the draft strategy and the associated workplan. The draft strategy themes and ambitions are still relevant and will be updated to ensure that the new strategy and roadmap are aligned to the emerging ambitions of the Council in due course.

This paper seeks to update the Committee on the key trends which are influencing the Council's Technology Strategy, the working strategy that is being progressed along with the draft workplan and seeks endorsement from the committee to adopt the current draft strategy 2020-2023 on a working basis.

Recommendation(s):

The **Policy and Resources Cabinet Committee** is asked to **consider the report** and **endorse** the adoption of the draft Technology Strategy 2020-2023.

1. Introduction

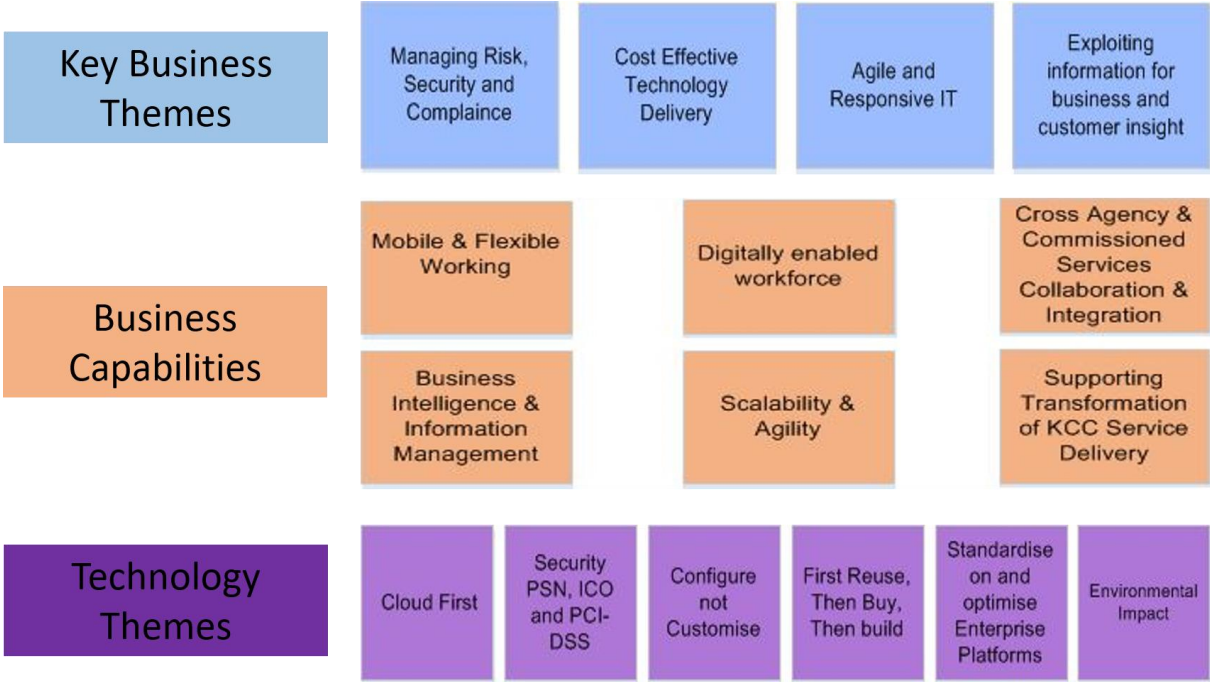
- 1.1 The current Technology Strategy comes to an end in 2020. The strategy outlined a set of technology principles and 4 key strategic themes that defined the Council's ambition to develop its underlying infrastructure platforms. The Strategy clearly demonstrated the Council's commitment to cloud technology and associated services.
- 1.2 Over the last four years KCC has developed its cloud infrastructure and transitioned approximately 50% of its computer architecture to the Microsoft Azure environment.
- 1.3 The Total Refresh Programme 2017/18 successfully distributed laptops to around 70% of staff, increasing the mobility of teams across the county, enabling greater opportunities for remote and flexible working.
- 1.4 In addition, as part of the adopted 'cloud first' principle, KCC invested in the Microsoft 365 product suite, thereby moving productivity software such as email, MS Office, Business Intelligence and SharePoint away from on premise data centres.
- 1.5 The introduction of collaboration software such as Skype for Business and MS Teams in 2018/19 provided access to staff for online meetings, instant messaging and voice calls directly from their computer device. Standard telephony and associated desk phones were removed facilitating wider use of 'hot desking' and dropdown areas. This in turn impacted on people / desk ratios reducing floorspace requirements across the KCC property estate.
- 1.6 The work undertaken prior to 2020 laid the technology foundations for BREXIT planning and also enabled the mobilisation of staff at the onset of COVID-19 lockdown. In January 2020, a new draft technology strategy was drafted for adoption by the Council. Since March 2020 KCC has been operating in extraordinary circumstances. To support Business Continuity Planning and wider remote service operations, it has been necessary to facilitate increased remote working and accelerate a number of our technology plans to ensure that the capability is in place to support a new way of working. Investment in our technology capability will continue to be critical as we shift our service delivery models and develop our business capabilities.

Examples of the changes that have been implemented during the Council's response to COVID-19 include:

- Increased laptop capacity by 1000 devices
- Increased remote working capacity to 8000 simultaneous users
- Developed alternative remote access systems to improve accessibility
- Increased usage of MS teams 1300%
- Accelerated transition to MS E5 licencing and Security Compliance modules
- Use of MS Power Platform to deliver corporate Apps (desk booking, equipment collection, etc.)

2. The Technology Strategy 2020-2023

2.1 The draft strategy is set out in appendix 1. The ambitions of the 2016-2020 strategy are still valid and in to maintain strategic consistency, the technology principles and themes described in the 2016-2020 strategy are broadly reflected in the new draft Technology Strategy 2020-2023. The general themes and capabilities are described in the schematic below.



2.2 Within the key themes and associated workplans, The Technology Strategy 2020 – 2023, will build on the investments made in cloud architecture over the last few years and incorporate emerging technology trends. The increased threat from cyber-attacks and importance of information security drives the implementation of robust digital security and recovery systems.

2.3 The strategy seeks to support the delivery of our ambitions through the development of a fully integrated and interoperable Digital Business Technology Platform (DBTP), that facilitates end to end digital service delivery across all corporate business units and focuses on the 4 key themes:

- A modern ICT infrastructure that enables digital transformation
- Streamline processes to create an agile and flexible digital service model
- Exploiting information for business and customer insight
- Governance, risk management, security and compliance

2.4 Within each theme, a series of work programmes will facilitate development activity across a number of service pillars to enable an underlying infrastructure that promotes digital service delivery, streamlines working practices, promotes flexible working and ensures that digital activity is undertaken in an environment protected by a compliant information security framework.

- 2.5 The strategy sets out a series of governance principles and an indicative delivery roadmap. The successful implementation of the technology strategy will require a strong business change and adoption programme across the Council.
- 2.6 In addition to the work packages associated with the strategic themes. KCC are developing cross cutting corporate initiatives that develop and improve enterprise business capability e.g. ERP systems, electronic contract signatures, digital post services and electronic document and record management systems.
- 2.7 It is important that this Technology Strategy is aligned with and implemented alongside our other key strategies. As new technology capabilities are introduced across the organisation, benefits will be delivered both within the ICT service and will also enable new working practices, changes in processes and positively affect service delivery in the future.

3. Financial Implications

- 3.1 Since 2016 the Council has been moving to a new Cloud Computing operating model. This is generally funded using a subscription financial model and is a change from the previous 'on premises' Data Centre model traditionally funded using capital programmes for asset maintenance and renewal. As a result of the investment to date, the Council has been modernising and building its technology capabilities, it is essential that KCC continues to invest appropriately to support the Council's future service ambitions and ensure that its infrastructure is reliable, secure and resilient. Recent cyber-attack activity targeted at local authorities (Redcar and Cleveland, Hackney and Kent Commercial Services) clearly demonstrates the service impact and financial consequences of successful criminal activity. Appropriate investment in cloud security, Microsoft Office E5, Security and Compliance Modules and resilient cloud back up services will support our mitigation activity against cyber threats ensuring we focus on preventive measures and also have the ability to quickly recover our key services.
- 3.2 With this in mind, and the rapid shift in our operating models caused by COVID-19, it is imperative that KCC work within our supplier eco system and internal teams to optimise our technology estate ensuring we maintain modern technology platforms and support arrangements that provide high levels of service and best value to the Council.
- 3.3 To ensure that KCC is in line with similar organisations in the public sector, an independent benchmark will be undertaken during 2020.
- 3.4 With the emerging digital ambitions of the Council and developing service strategies that reflect the opportunities offered by new technology, it has been necessary to update our investment plans. These plans are being addressed as part of the Medium-Term Financial Planning process. It is important to recognise that savings created from an investment made in technology solutions often materialise in areas outside of the technology environment within services.

4. Legal implications

- 4.1 As KCC move towards a more digital service delivery model with information held in various cloud environments and shared across internal and external stakeholders, it is vital that all Data Protection and Information Governance frameworks are appropriately reviewed and updated.

5. Equalities implications

- 5.1 Digital Service delivery provides opportunities to support broader accessibility to Council services. By adopting digital solutions, we can offer personalised services that offer a variety of access channels tailored to those who need them most.

6. Other corporate implications

- 6.1 The Technology Strategy and its successful implementation will deliver new technology capabilities to support the Council to create innovative service delivery solutions. The governance of the strategy will provide focus on reducing unnecessary spend and duplication. Rationalising technology solutions and optimising those enterprise products used across the organisation e.g. HR/Finance

7. Governance

- 7.1 The Technology Strategy is currently in draft however, some elements of the ICT work programme have been accelerated to meet current business needs and a new way of working (e.g MS Teams Security and Compliance, video conferencing, Digital post etc.)
- 7.2 Throughout its development, the strategy has been extensively consulted on with service users to ensure it reflects and responds to evolving demand, user requirements and trends; and to ensure services and users are aware of the aims and objectives of the draft strategy and the associated workplan.
- 7.3 It is proposed that the draft strategy is now adopted as the working strategy. Individual projects will be progressed through the Council's key decision process as appropriate.

8. Conclusions

- 8.1 Kent County Council is on a digital journey. The roadmap for delivery started in 2016 with an ICT strategy that clearly set out some principles based on cloud computing, mobility, flexibility within a well-defined security framework that enabled data sharing across multiple delivery providers.

- 8.2 The draft Technology Strategy 2020-2023, continues to build on the Council’s investment since 2016 to enable the Council to utilise new IT capabilities with a secure and resilient infrastructure platform. These will be critical as the Council continues to evolve its service models and the delivery of the Council’s strategic reset.
- 8.3 Whilst recognising that the strategy will need to be updated as key Council strategies emerge, it is proposed that the draft strategy as set out in appendix 1 is now adopted.

9. Recommendation(s)

Recommendation(s):

The **Policy and Resources Cabinet Committee** is asked to **consider the report** and **Endorse** the adoption of the draft Technology Strategy 2020-2023.

Background Documents

- 9.1. **Appendix 1 – Draft Kent County Council Technology Strategy 2020-2023**

11. Contact details

<p>Report Author: Andrew Cole</p> <p>Head of Technology Commissioning and Strategy Telephone number: 03000 417554 Email: andrew.cole2@kent.gov.uk</p>	<p>Relevant Director: Rebecca Spore</p> <p>Director of Infrastructure Telephone number: 03000 416716 Email: rebecca.spore@kent.gov.uk</p>
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Kent County Council

Technology Strategy

2020-2023

Infrastructure Division

2020

Draft Version



Forward

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Executive Summary

This Technology Strategy has been developed in support of the Council's core strategic ambitions across business service units as reflected in the *Council Strategic 5-year plan 2020-2025*, Divisional business plans and the Medium-Term Financial Plan (2019-2022).

The significant challenges that face the Council have prompted an organisational change agenda which will determine how services will be delivered and accessed by residents in the future. Key challenges include budgetary constraints and increased customer demand, therefore plans need to consider how the Council can make more efficient use of resources and work in closer collaboration with different agencies to deliver better outcomes, whilst managing increasing demand pressures.

As technology advances and new consumer service models evolve, people's expectations in relation to when and how they can access services also change. Our services and service customers are increasingly seeking solutions which provide access to the Council's services anytime, anywhere.

The Technology Strategy provides direction and strategic priorities that will shape the Council technology environment. It provides a platform that can exploit innovation in the delivery of new service models, whilst providing a stable and resilient infrastructure which facilitates the most efficient use of resources.

Implementing this strategy will enable the Council to build on its investments to date and to drive digital delivery models that support the Council's published priority outcomes.

This Strategy will be a 'living' document updated to respond to the changing and evolving business needs.

Andrew Cole
Head of Technology Commissioning and Strategy

Introduction

Technology transforms the way in which we live our lives. It connects us in new and different ways. It puts more power into the hands of the users of services and offers new insights and opportunities for those who provide them. It creates a platform and a momentum for innovation and has the potential to fundamentally redefine the relationship between the public sector and the people it serves.

Digital solutions provide an opportunity to develop new products and services, to create, collaborate and build successful service delivery models at a scale and a speed that was previously unimaginable. Digital technology gives opportunities to reduce the costs and increase the quality of public services, change the way in which we learn, work, live and access information from the world around us.

However, with these opportunities come some additional risks. Digital disrupts traditional ways of working, puts new pressures on our right to privacy and has the potential to create new forms of social exclusion. Delivering services in cyber space also raises challenges for digital security and identity management. As such we must ensure cyber security is embedded into 'business as usual' working practices within an appropriate policy and security framework.

This Technology Strategy must be aligned to the overall business context and the Council's key priorities in order to be effective. It must allow for the fact that the business environment is not constant and must have adequate flexibility to accommodate changing business demands.








It will provide a focus for technology innovation and implementation across KCC and also link the digital ambitions of operational service delivery units within the council's overall strategic aims and objectives.

This Technology Strategy aims to set the digital direction for Kent County Council. It demonstrates how we will manage and protect the data we hold, whilst working across organisational boundaries to provide digitally enabled integrated service models.

In addition to delivering key strategic objectives, the strategy must also reflect on how new and emerging technologies will impact on future delivery models.

The Council Overview

The Council has set out its key objectives in the Draft Strategic Statement 2020. The Councils overarching strategic outcomes are;

Strategic Outcomes			
Enterprise and investment 	Securing sustainable infrastructure 	Connected transport and communities 	A cleaner and greener Kent 
Stronger and safer Kent communities 		Opportunities for children and young people 	Quality health, care and support 

In addition, the Strategic Statement includes cross cutting themes of:

- Accessibility, fairness and opportunity
- Quality
- Sustainability
- Collaboration with our partners
- Delivering statutory responsibilities, including social care, education, public health and highways.

There are a significant number of activities in this priority area and the implementation of innovative technology solutions will play a key role in delivery of the associated outcomes. Enabling activity recognises:

- the importance of having a skilled and motivated workforce that is flexible and proactively innovative.
- that efficiency and effectiveness can be driven by collaborative commissioning processes
- that to understand and respond to changing demand and service pressures there is a need to use accurate data and analysis to provide robust evaluation and evidence led decision making facilitating the design of new operating models to improve service outcomes
- That using automated and artificial intelligence can provide significant benefits in service modelling and delivery

- that implementing an agile and innovative property asset management strategy combined with flexible working practice will drive value for money across multiple business areas
- Regular review and replacement of key line of business systems facilitate process re-engineering and system consolidation, and that maximising new technology opportunities and new ways of working will encourage a culture of innovative change, improved business processes thereby driving increased productivity.

ICT Vision

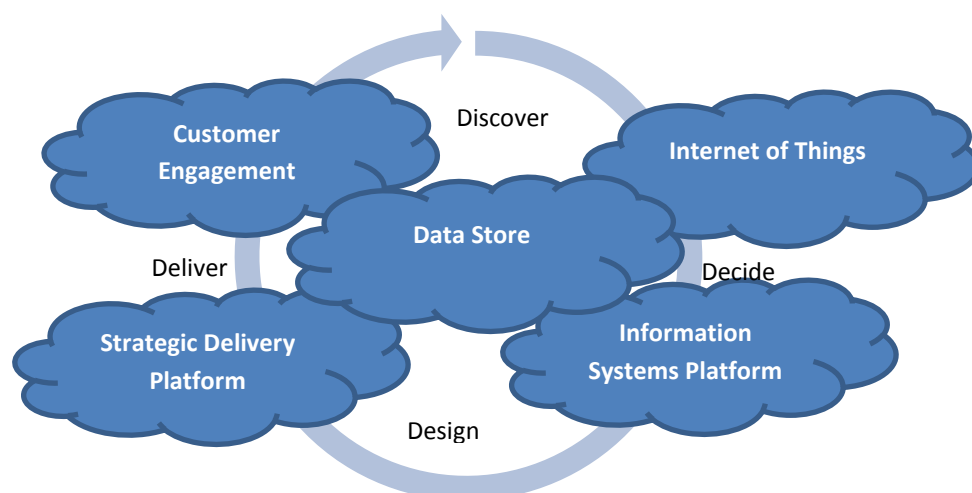
Our vision is *that ‘technology solutions will be a key enabler for the development, delivery, improvement and transformation of Kent County Council and the services it delivers to our residents. It will provide flexible and scalable solutions that adapt to meet the challenges of today and future years’.*

To achieve this vision the council will develop a technology architecture built upon a fully integrated and interoperable **Digital Business Technology Platform (DBTP)** that facilitates end to end digital service delivery across all the corporate business units.

This platform will have Business Intelligence at its heart, providing corporate leadership, service managers and Council Members with the data and insight they need to make operational and strategic decisions, allowing the council to commission services based on detailed knowledge of the needs of our customers.

Much of the DBTP will be delivered using a cloud-based product suite, integrated into line of business applications.

The Components of a Digital Business Technology Platform



Data and Business Intelligence

Digital data will enable the council to improve, optimise or reinvent existing business models, operating processes and outcomes. By using data strategically, the council will be insight driven, innovative and predictive when designing new service delivery models.

Digital is all about data. How it is collected, governed, secured and consumed. Data can be mined, refined and processed using automation to produce dynamic insight. The Council is on a journey to establish a data strategy as a corporate priority. This strategy must deliver a data infrastructure that promotes the innovative use of data across the regional public sector. It must encourage data sharing and collaborative insight to facilitate service improvement and awareness. It must have enterprise information management, governance, strategy, and skills embedded in the corporate culture.

At the core of the DBTP will be the Microsoft Azure Data Lake and Power BI analytics tool set. The data lake will have the ability to consume data from all line of business applications along with feeds from Internet of Things (IoT) devices connected to cloud network services. The Corporate Data Framework will be published in the councils Data Strategy setting the corporate direction and associated activities to achieve a corporate data platform that will be the central repository.

This will facilitate storage and analytic capability across multiple data sets from many service units. Dynamic reporting will enable real time diagnostics and management information to be distributed across all levels of the council.

*We want to encourage and nurture a **culture of innovation** within KCC and with our partners, including our local Universities. We want to use new technology to transform the way we deliver services in more modern and exciting ways. We will bring our staff together to test new ideas, make better use of data and create new ways of working. – KCC Strategic Statement 2020*

Strategic Delivery Platform

A Business Ecosystem can be described as a community supported by a foundation of interacting organisations and individuals. As a commissioning organisation the councils Strategic Delivery Platform is a critical ecosystem that facilitates collaborative service design and delivery across the whole supply chain.

Our enterprise systems, policies and processes must have the technical capacity to share data across delivery partnerships. Our key business systems must interact or directly integrate with strategic delivery partner systems to enable shared knowledge and insight that informs continuous improvement within the commissioning cycle e.g. Kent and Medway Care

The Kent and Medway Care Record brings together core information about an individual's care held by different organisations on separate IT systems. These include GPs, local hospitals, community healthcare, mental health teams and social care. It does this by securely and safely linking clinical and social care systems to create a single view of key information.

Record

Internet of Things (IoT)

IoT can improve business outcomes. The IoT consists of a network of dedicated physical objects that contain embedded technology which can sense or interact with their internal state or external environment. The devices improve situational or spatial awareness from which we can make better business decisions. IoT crosses market boundaries and can be utilised to good effect in the consumer, commercial and industrial marketplace.

Although IoT is delivered through technology it is most effective when considered as a strategic enabler for delivering business objectives. IoT should be delivered with a tactical approach but in the context of a longer-term strategic delivery plan that meets wider business objectives e.g. infrastructure management.

KCC will, by design, invest in IoT technology infrastructure, exploiting the use of direct data feeds to improve estates and environmental management. We will use well established regional networks (Kent Public Service Network) to connect devices and enable data flow into a central data repository.

Customer Engagement

Our customers will benefit from digital service delivery. The ubiquity of smart phones in all walks of life mean we must consider a transformation in customer engagement from a 'one stop shop' model to a 'no stop' model, in which all services we provide can be accessed 'on the move' from digital hand held devices.

To create successful digital services, we must focus on;

- Multichannel Delivery - User Centric, Personalised and Proactive
- Digital Platforms - Platforms, Partnerships and Ecosystems
- Data Centricity - Insight Driven, Innovative and Predictive

Our services must be integrated, personalised and created using Human-Centred Design for better service outcomes. We must use data and provide knowledge to providers who can in turn develop Proactive Service Delivery Models that continuously receive digital feedback from service users.

We must embrace and develop Automated Service Delivery techniques using artificial intelligence, robotics and machine learning technology to provide consistent, easily accessible transactional and information services across a full range of public services. As such we will invest in a Robotic Process Automation (RPA) platform

*.....Accessible, inclusive public services that meet people's needs and the way they lead their lives are essential to quality of life.
KCC Strategic Statement 2020*

which will support business change, the remodelling of back office processes and deliver digitally enhanced customer support mechanisms e.g. Citizen Bots.

Above all, we must empower our customers and providers to drive improvements in services using digital technology delivery models.

Information Systems

Our information systems will be a proactive agent for change in service delivery and will ensure that our staff have the appropriate skills and knowledge to make best use of ICT facilities and systems.

We will manage data and security compliance at a level that provides assurance to customers and providers that the information we hold is managed securely and governed within data protection regulations.

Kent County Council committed in their ICT strategy 2016-2020 to transition from an on-premise IT infrastructure to a cloud computing delivery model. That transition is still in progress and this strategy builds on the principles outlined in 2016. As such KCC will provision 95% of its ICT infrastructure in cloud-based services by 2023. We will decommission the on-premise data centre during 2021, reducing our carbon footprint and thereby helping to achieve the councils ambition for carbon neutrality.

Microsoft will continue to be a strategic delivery partner over the life of this strategy and will support the council in delivering the Technology Roadmap. Projects will be focussed on consolidation of key systems and using corporate technology platforms to deploy common standardised processes that facilitate automation and integration.



Using Azure cloud Business and Operational Analytics we will ensure that our core systems are fit for purpose and integrate with strategic delivery partner networks where appropriate.

The MS Security and Compliance product suite will ensure our information and data is available to share within the constraints of a fully secure data governance framework. Automated document archiving, deletion and retention will optimise the way we store and retrieve data to ensure information is easily accessible.

Microsoft 365 power production suite will facilitate collaborative systems and workplaces that increase resource capacity, capability and information sharing across multiple delivery agencies and providers.

In order to deliver the projects outlined in the Technology Roadmap we will continue to work in collaboration with Cantium Business Solutions to ensure consistent operational technology support. Where specialist technical skills are required to implement specific transformational change programmes, we will engage with Microsoft 'gold' partners or their equivalent to provide innovative business solutions.

By using strategic delivery partners and a 'gold' partner supply chain we will deliver the following technology enabled strategic outcomes:

-  Provide staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology
-  Enable new ways of working and new service delivery models
-  Use our information assets to drive an intelligence based commissioning cycle that target resources where they can be most effective
-  Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery
-  Challenge and facilitate the business to take advantage of existing and new digital technologies

ICT Strategic Themes

A Technology Roadmap 2020-2023 supporting the delivery of our priority outcomes has been produced. The roadmap has four clear strategic themes with associated enabling projects. The projects are designed to encourage innovation and use of new technology, thereby shaping the way ICT is delivered across the Council. In order to successfully develop and deploy activities within the roadmap a central technology budget fund will be created and overseen by the Strategic Technology Board. In order to make the most of technology investment the Council is committed to optimisation and consolidation of all systems and applications using Enterprise Business Capability to digitise business process and reduce overall resourcing cost.

Strategic ICT Theme 1: A Modern ICT Infrastructure that enables digital transformation

Digital Transformation is much more than providing public services online. Digital services form a regional infrastructure that is critical to the economic success of Kent and must be provided in ways that makes sense to our citizens, rather than the ways in which we have chosen to organise ourselves. We will therefore match the expansion of digital public services with reform in corporate structures and the way in which they work.

Our approach demands that we:

- Simplify and standardise ways of working across the council so that it becomes easier to use our services
- Create common digital platforms for services that will encourage innovation in the delivery of public services whilst ensuring that the platforms and technologies are both secure and resilient.
- Make better use of cloud-based solutions as a source of both cost reduction and service innovation

Outcomes, measures of Success

- Commodity cloud services as well as shared service offerings will be meshed into an overall ICT platform for business use. A single platform will be presented built from a small number of providers (internal and external).
- 95% of our ICT infrastructure will be cloud based within 3 years
- Reduce the environmental impact of technology used by the council

Strategic ICT Theme 2: Streamline Processes to create an agile and flexible digital service model

Automated Technology solutions facilitate new ways of analysing information in order to streamline processes and decision making. Using data from digital devices (sensors) that capture environmental and operational information from across the council estate, resources can be targeted more effectively, increasing capacity and reducing cost.

Outcomes, measures of Success

- Adoption of Artificial Intelligence, Robotics and Machine Learning technology to drive process change
- Create a culture of continuous process review and design to provide effective resource management.
- Develop a technology cost optimisation programme
- Review Enterprise Resource Platforms and associated functions
- Create an Internet of Things network that provides data to improve infrastructure management and reduce climate change emissions

.....Embrace technology to streamline and improve the way we work and.... embrace the opportunities of technology to complement more traditional forms of care and support. - KCC Strategic Statement 2020

Strategic ICT Theme 3: Exploiting Information for Business & Customer Insight

We will bring our staff together to test new ideas, make better use of data and create new ways of working. KCC Strategic Statement 2020

Data holds the key to unlocking innovation in public services. Better data sharing can generate new insights stimulate new ideas and deliver potential savings to the public sector. Such benefits will, however, only be realised if people in Kent trust us to hold their data securely and use it in appropriate ways. We are already seeing benefits in areas of public service from the use of open and shared data. Collective data agreements are helping to widen access and reduce the costs of key data sources across the public sector in Kent.

Outcomes, measures of Success

- Data from systems to be collated within cloud-based data stores enabling data mining to drive insights that support business decision making.
- Business users have tools to be able to navigate and draw knowledge from the accumulated data to support intelligence led commissioning.
- Data management processes are established as normal practice within business units supported by ICT services and tools to provide processes, governance and management of critical data.

Strategic ICT theme 4: Managing Risk, Security and Compliance

It vital that the council is a secure place to work, learn and do business. Getting security right is a fundamental enabling element of our digital ambitions. As we carry out more transactions and share more information online the greater the risk of our information, operations and finances being stolen, exploited or disrupted. These risks will only increase as we build and benefit from the internet of things innovation. Our reputation for cyber resilience has the potential to quickly become a determinant of future economic success. We will ensure that;

- People can access straightforward, reliable and easily accessible advice on cyber security
- We share information about cyber threats across sectors and are well prepared to manage them
- Our digital public services are safe and secure to use
- We will work with academic institutions to enable effective and coordinated cyber security research and innovation
- Cyber resilience skills are embedded within our wider digital skills ambitions

...effective sharing of information and data to protect against serious and organised crime - KCC Strategic Statement 2020

Outcomes, measures of Success

- Ensure accreditation to national information security and governance standards
- Embed good security practice in all staff behaviour
- Embrace new technologies and services where possible to bring additional efficiencies to security compliance work ensuring they are targeted and proportionate.

Resource and Governance of the Technology Strategy

All organisational ICT decisions will be governed by the Strategic Technology Board which will approve and advise the CMT and Corporate Board on technology investment, direction and issues. The Strategic Technology Board is chaired by the Director of Infrastructure and has representation from all corporate directorates.

To ensure robust governance of technology commissions for both corporate and major business initiatives, the ICT Technology Board, chaired by the Head of Technology Commissioning & Strategy provides management oversight of technology programmes and projects holding the delivery partners to account. The board is represented by both senior managers from the ICT Client function and delivery teams.

The Governance set out above will focus on:

- Priority setting and effective use of resources
- Quality assurance
- Clearly defining roles and responsibilities

The 'design authority' will reside with the Head of Technology Commissioning and Strategy who will define the overall corporate technology vision and strategic activity over the life of the Technology Strategy. Priority setting will be both a top-down and bottom-up process. Major initiatives to which ICT contribute will be set in accordance with the Strategic Delivery Plan and approved major transformation programmes. These priorities will be set out in an Infrastructure Business Delivery Plan and approved by the Corporate Management Team.

A Technology Reserve Fund managed and maintained by the Strategic Technology Board, will be developed to provide resourcing support for the growth and development of technology functions across the council. Specific projects and any additional ICT resources not provided within the constraints of this strategy will be assessed on a case by case basis with funding approved via established corporate governance channels. However, all ICT projects, regardless of the funding stream, will need to go through the Quality Assurance process to ensure strategic compliance and the governance framework. Requests for technology development will be supported by an initial business case that will be used to inform priority-making decisions.

All corporate technology spend will be centrally managed by the Technology Commissioning and Strategy team.

To ensure the council make best use of technology across the whole organisation we will develop additional skill sets within the Technology Commissioning Team including Change and Project Management, Business Process Analysts, Data Scientists and Commissioning Support.

Technology Trends

As we move into a new decade it is important to consider how current technology trends may develop and impact public sector service delivery beyond the lifetime of this strategy.

Artificial Intelligence (AI)

AI is already changing the way we interact with technology. Voice controlled activities are available for the home and

'...we recognise that there will be significant technology breakthroughs which will bring opportunities and challenges. These include future mobile, electric and autonomous vehicles, wider adoption of artificial intelligence (AI), big data analytics, virtual reality, and the Internet of Things. We will support our businesses to be ready to embrace these opportunities and be future ready.' - KCC Strategic Statement 2020

business. The Internet of Things (IoT) and connected devices provide opportunities to improve the lives of our citizens and the business processes with which they engage. Within the next ten years AI is likely to be an integral part of our daily lives. Wearable devices will share information about lifestyle choices, health, the space we occupy and how we use it. This data will be available to commissioners and providers so that they can collaborate on the design and delivery of public services of the future. As a forward-thinking local authority and to fulfil our leadership role in Kent we must embrace AI and Robotics in order to prepare corporate leaders for the likely change to come.

The Internet of Things (IoT)

IoT already has a key role to play in the delivery of this strategy. As internet enabled devices proliferate within the public service delivery ecosystem it can be expected that things, as well as people, become consumers of public services. It is likely that 'autonomous devices' will be deployed across public spaces to monitor, measure and provide feedback loops into commissioning processes enabling agile process and service review and re-design. Buildings will become SMARTER, facilities managers will have direct feedback from estate management system to proactively manage the spaces we use for work and recreation, reducing environmental impact and improving our green credentials.

Wearable technology and home based devices will help vulnerable people to live independently in the knowledge that their welfare is actively and dynamically monitored in real time.

AI does pose some challenges and we must ensure that services are provided equitably and by automating processes we do not disenfranchise sections of society or create bias in decision making.

Mobile Network Infrastructure

It is expected that 5G networks will be well established across the region during the life of this Technology Strategy. However, we must work with delivery partners to ensure that our residents and businesses make full use of faster mobile networks to improve service delivery across Kent. Wider coverage and faster connectivity will help to make our service staff more mobile allowing staff to deliver services in locations previously unavailable due to poor network coverage. It will facilitate improved access to services by our customers and reduce transaction times.

'Innovation needs to be supported by digital connectivity, future mobile and broadband provision and upskilling to optimise the potential of new technology. We want to leverage additional national investment in 'smart countryside', not just 'smart cities' by taking advantage of Kent's proximity to London as one of the world's largest digital economies. To do so we need to support the Government's Future Telecoms push for universal connectivity and lobby for a fair share of the UK Shared Prosperity Fund to support rural innovation and tackle digital isolation.' - KCC Strategic Statement 2020

Blockchain

This technology primarily enables the tracking of assets or transactions as they pass through various actors in the process chain. Although Blockchain (distributed ledger

technology) has made inroads into the finance sector, it is still to find its niche in public sector service delivery. However, when all the relevant elements, including tokenism and decentralisation, are deployed we can expect that Blockchain will start to become more prevalent in local authority process design and delivery.

Summary

Kent County Council is on a digital journey. The roadmap for delivery started in 2016 with an ICT strategy that clearly set out a set of principles based on cloud computing, mobility, flexibility within a well-defined security framework that enabled data sharing across multiple delivery providers.

With this Technology Strategy 2020-2023, the journey continues, building on the platforms developed thus far and developing them using technology solutions that have emerged in the last 5 years.

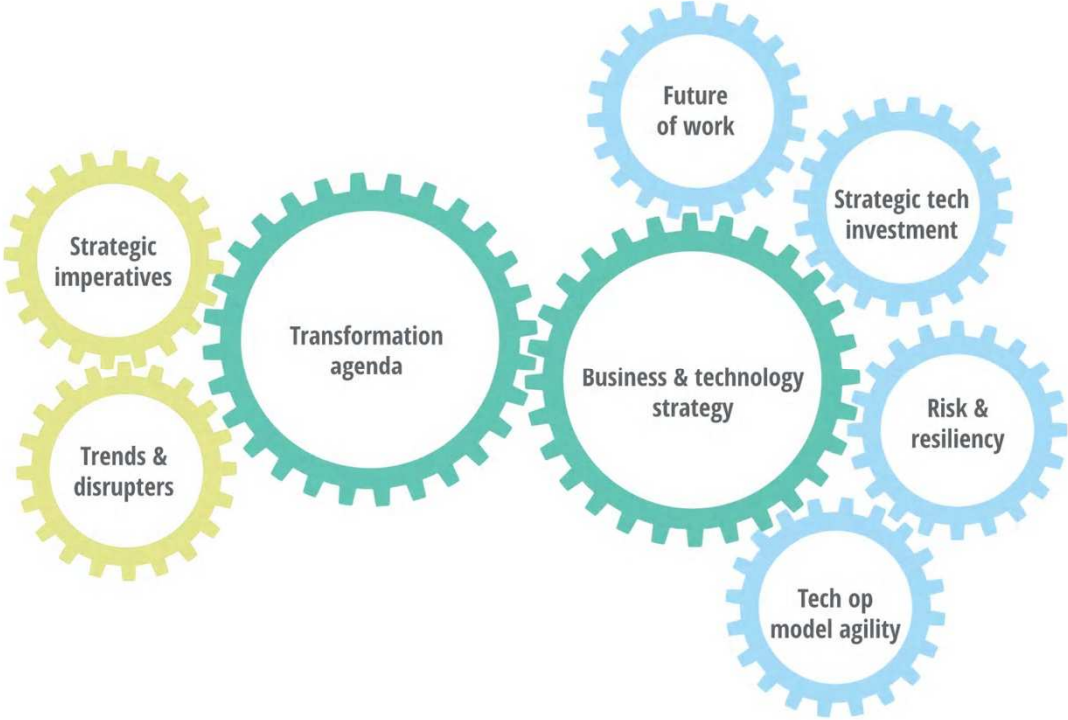
Technology advances and maturity in the cloud computing marketplace will enable KCC to take advantage of cloud data storage capacity and analytics to develop digital feedback mechanisms that will enhance our commissioning process and create customer service models based designed to be proactive and personalised.

Using autonomous devices connected to and interacting with their environment KCC will be able to improve infrastructure management and reduce the environmental impact of service delivery. It will be able to develop service models that improve the lives of vulnerable people and allow them to live more independently.

This Technology Strategy supports KCC's Strategic Delivery Plan and other key strategies that are working towards improving the lives of those who live, work and learn in Kent.

Technology Strategy

■ Key drivers ■ Strategy ■ Technology vision



Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

Key Trends Impacting KCC and Technology Strategy



Demand Grows More Personal

- Intelligent systems/ platforms which are configured to the individual (staff, service users, residents) providing the information tailored to them when they want it.
- Increased dependency on tech solutions requires increased any time wrap around support solutions

Technology Enabling Capabilities

- Kit refresh (TRP)
- Use of AI/ machine learning, robotics, chat bot
- Complete cloud migration
- Robust/ secure infrastructure



Data Reliance Deepens

- Increased use of data that supports business decisions in KCC.
- Data sets that are reliable with minimum intervention providing an accurate single view across the organisation.

Technology Enabling Capabilities

- Central Data Lake
- Central reporting and dashboards
- Global search and e-discovery
- Internet of things



Internal and External Boundaries Blur

- Blurring of organisational boundaries and interfaces align service pathways with partners.
- Opportunities to collaborate in real time.

Technology Enabling Capabilities

- Digital Collaboration tools
- Kent and Medway Care Record
- Federated Cloud Platforms
- Stakeholder engagement platform

Key Trends Impacting KCC and Technology Strategy



Work Adapts to Broader Role for Machines

- Increased use of machine learning, AI to support efficient business processes.
- Increased reliance of technology solutions to deliver business outcome and the appropriate security and risk framework and architecture in place to manage business risks.

Technology Enabling Capabilities

- Chat Bots and Virtual Agents
- Robotic Process Automation
- Digital Workflow
- Augmented Reality



Everything Accelerates

- Speed and pace of change required to support service redesign to reduce costs, improve service outcomes and adapt to a post COVID world.

Technology Enabling Capabilities

- MS Power Platform
- Prototyping Tools
- Digital Learning Platform
- Technology Adoption Tools

Summary of Technology Strategy for 2020-2023

The Technology Strategy will: Help achieve the Council's strategic objectives by providing resilient infrastructure, IT-enabled capabilities and support business-led technology initiatives that drive service development.

State of IT in 2020

- Provide support to 10,000+ users in 400 buildings
- Supporting 3000 desktops and 6000 laptops
- 600 users regularly accessing systems remotely
- Support 350 business applications
- 50% server architecture transitioned off premises as part of our cloud migration strategy
- 50% systems hosted from our on site data centres
- 2 systems feeding into the KCC data lake
- Provide broadband connectivity via KPSN to 1200 connected sites

Key Business Objectives of the Strategy

- A Modern ICT Infrastructure that enables an agile and flexible digital service model
- Deploy IT capabilities such as AI and Robotics to support process redesign
- Develop a technology infrastructure that enables the council to manage its data and exploit Information for Business & Customer Insight
- Managing Risk, Security and Compliance

Underlying Principles

- Cloud First** - The Council will continue to adopt and invest in a "Cloud First" operating model
- ICT Security & Compliance** - we will invest to ensure that we have appropriate security measures and standards
- Configure not Customise** - Applications and services will be used as designed by vendors, with business processes reviewed. Common platforms created for common business requirements
- First Reuse, then Buy, then Build** - To re-use assets (hardware, software, services) where appropriate before a new purchase is made
- Exploit Enterprise Platforms** - To use and support the adoption of core enterprise platforms such as the Microsoft toolset (hardware, software, applications) in place of any discreet or standalone systems
- Minimise Environment Impact** - To minimise our impact on the environment through reduced energy and other resource consumption

State of IT in 2023

- Provide support to 10,000+ users in 200 buildings
- Supporting 10,000 laptop devices
- Buildings controlled and monitored using IoT and AI technology
- 9000 users regularly accessing systems remotely
- 100% server architecture transitioned off premises as part of our cloud migration strategy
- Data centre decommissioned
- 90% of systems feeding into the KCC data lake
- Provide broadband connectivity via KPSN to 2000 connected sites

The roadmap to deliver the councils key business objectives

Project Activity Plan 2020-2023						
Theme	Activity	Outcome	2020	2021	2022	2023
A Modern ICT Infrastructure that enables digital transformation	Deploy Windows 10 evergreen	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Implementation of Corporate One Drive	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Integration of MS Skype and MS Teams	Enable new ways of working and new service delivery models				
	Implement SharePoint 365 and decommission Shared Drives	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Local Area Network refresh	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Azure Platform Optimisation	Provide secure, <u>agile</u> and flexible digital technology solutions that empower customers and providers to improve service delivery				
	SAN Replacement	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Data Centre Closure	Enable new ways of working and new service delivery models				
	Mobile Telephony procurement	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				

The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
Streamline Processes to create an agile and flexible digital service model	Re-engineer Internal Processes using MS Power Tools	Enable new ways of working and new service delivery models				
	ERP replacement	Enable new ways of working and new service delivery models				
	Mosaic 'Go Live'	Provide agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Mosaic Phase Two	Provide agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Liberi review	Enable new ways of working and new service delivery models				
	Pilot Video Conferencing System	Enable new ways of working and new service delivery models				
	Kent and Medway Care Record	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	ASCH Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	CYPE Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Customer Services Digital Strategy	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
	Citizen Bot POC	Provide secure, agile and flexible digital technology solutions that empower customers and providers to improve service delivery				
Artificial Intelligence and Robotics POC	Enable new ways of working and new service delivery models					

The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
Exploiting Information for Business & Customer Insight	Internet of Things POC's	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Technology and Budget Optimisation	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	Data Lake Project	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	BI strategy	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Power BI phase 2	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	GIS service review	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				
	Public Health Observatory (KID)	Use our information assets to drive an <u>intelligence based</u> commissioning cycle that target resources where they can be most effective				

The roadmap to deliver the councils key business objectives

Theme	Activity	Outcome	2020	2021	2022	2023
Managing Risk, Security and Compliance	PCI DSS Compliance	Challenge and facilitate the business to take advantage of existing and new digital technologies				
	Implement Microsoft Defender	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	Install Security and Compliance Package	Enable new ways of working and new service delivery models				
	Information Governance / File deletion policies	Enable new ways of working and new service delivery models				
	Azure Information Protection	Enable new ways of working and new service delivery models				
	Implement Azure Active Directory	Enable new ways of working and new service delivery models				
	External Document Sharing	Enable new ways of working and new service delivery models				
	Implement Intune MDM	Enable new ways of working and new service delivery model				
	Web Accessibility compliance programme	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				
	PSN <u>CoCo</u> compliance	Provide staff, <u>partners</u> and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology				

Ensuring that our services are fit for purpose

Alongside the changes to our infrastructure, work is being progressed to ensure that the technology service is aligned to a new way of working and meets future demand.

This includes:

Budget Optimisation

- *Gartner ICT spend analysis and benchmarking review 3rd party software rationalisation programme*
- *Using the Strategic Technology Board to consider investment opportunities and areas that can be streamlined*
- *Realigning the ICT investment profile*
- *Ensuring that the commissioning team has the capacity and skills to support the changing service need*

Supplier Optimisation

- *Exploiting our partnership and supplier relationships to ensure best value and emerging technology*
- *Reviewing our supplier base to ensure it is aligned to our future operating model*

Conclusions

- We have made good progress in moving our IT operating model with adoption having been accelerated by COVID but it is only the beginning as to what we could do...
- Covid has accelerated our progress and necessitated a number of areas of the IT infrastructure plan to be brought forward e.g. Security, compliance package and the move to E5 licences
- Continuing to develop, invest and exploit our technology capability is and will continue to be a key enabler to the delivery of our organisational objectives
- The strategy was in draft pre Covid, the ambitions are still robust and it is proposed that this strategy is now adopted. The strategy will continue to be regularly reviewed to ensure alignment with the emerging interim strategic plan and the strategic reset.

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

To: Policy and Resources Cabinet Committee – 6th November 2020

Subject: **Financial Update**

Classification: **Unrestricted**

Summary:

The attached report provides a financial update on the 2020-21 Budget amendment approved by County Council on 10th September, the Government's Comprehensive Spending Review, KCC's Covid-19 monitoring, summary of council tax collection in 2020-21, and KCC's budget consultation.

Recommendations

The **Policy and Resources Cabinet Committee** is asked to **note** and **comment** on the following:

- (a) The budget amendment agreed by County Council on 10th September
- (b) The confirmation of a one-year Spending Review for 2021-22
- (c) KCC's Covid-19 monitoring returns including comparisons with other authorities
- (d) Council tax collection losses in the first 5 months of the year
- (e) The on-going unprecedented significant uncertainty over budget planning for future

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Financial Update

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

Relevant Director Corporate Director Finance, Zena Cooke

Report author(s) Head of Finance Policy Planning and Strategy, Dave Shipton

Circulated to Policy & Resources Committee 5th November 2020

Classification Unrestricted

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Policy and Resources Committee is asked to note and comment on the following:

1. The budget amendment agreed by County Council on 10th September
2. The confirmation of a one-year Spending Review for 2021-22
3. KCC's Covid-19 monitoring returns including comparisons with other authorities
4. Council tax collection losses in the first 5 months of the year
5. The on-going unprecedented significant uncertainty over budget planning for future years

Summary

KCC revenue budget amendment for 2020-21 approved	County Council approved the budget amendment for 2020-21 in September. This included forecast additional spending, delays to planned savings and forecast income losses due to Covid-19; underspends occurring as a result of lockdown; additional un-ringfenced and specific grants announced from Government; additional non Covid-19 spending; and further savings to be delivered during the remainder of the year to maintain a balanced budget.
One-year Spending Review planned for 2021-22	The planned multi-year Comprehensive Spending Review (CSR) has been delayed. The Chancellor of the Exchequer expects to provide details of the one-year spending plans in late November.
Shortfall between forecast spending and income losses due to Covid-19, and additional government funding	KCC submits regular monitoring returns to Ministry of Housing and Local Government (MHCLG). KCC's returns show a reasonable degree of consistency throughout the year although some of the earlier forecasts have been revised downwards and some have subsequently been funded by specific grants. KCC forecasts are slightly higher than the average for other county councils but are not an outlier.
Council tax monitoring shows in-year losses due increased council support discounts and lower collection rates	Council tax support discounts for low income households show an initial rise in April and May followed by lesser increases in subsequent months. We have forecast discount levels for the remainder of the year at current levels and for further increases as Furlough comes to an end. There have also been an under collection in all council tax in the year to date. The combination is likely to result in a deficit in collection fund for 2020-21 (to be recovered in 2021-22) and a decline in the tax base for 2021-22.
KCC has launched high level consultation on 2021-22 budget strategy	Consultation was launched on 14 th October and is open for 6 weeks. The consultation seeks views on the acceptability of savings across the range of council services should these be necessary following the government settlement and confirmation of impact of recession on council tax and business rates. The consultation also seeks views on levels of council tax and other savings the Council can make from streamlining operations

Amendment to 2020/21 Budget

County Council took the unusual step of agreeing an amendment to the 2020-21 revenue budget on 11th September 2020. This amendment included the following

Net pressure of £23.8m as a result of Covid-19	This is a combination of pressures of £96.3m due to additional spending, delayed savings and loss of income, £3m reduction in funding from business rate pool and £75.3m additional un-ringfenced grants from central government
In-year underspends of £24m	These have been accrued during the first four months of the year mainly arising from reduced spending during the lockdown period
£20.3m of non Covid-19 overspends	These include £6.2m of activities originally planned in 2019-20 which Cabinet have agreed can be funded from underspends rolled forward and overspends identified in 2019-20 after the original budget was agreed
£12.8m of further savings to be delivered during the remainder of the current year	These are necessary to continue to plan for a balanced budget
Overall balanced budget for 2020-21 but still with significant uncertainties later in the year and future years	Although we have balanced 2020-21 the challenge for 2021-22 is likely to require the Council to find significant savings and spending reductions to balance that year's budget. These could be considerably greater than the challenge we faced in any year over the last 10 years

The need for a budget amendment was endorsed by Cabinet on 22nd June based on the reported £50m shortfall in emergency funding from central government and the predicted impact on the Council's controllable budget. Since that endorsement there were a number of changes that reduced the predicted impact including the announcement of a further tranche of un-ringfenced emergency grant in July and several specific grants some of which funded spend we had included in the earlier forecast of impact on the Council's controllable budget. Since the Cabinet endorsement we had also been able to refine some of the estimates as the full impact of the pandemic emerged, and we had the first returns from in-year budget monitoring.

The amendment included the changes to the Council's spending and income directly attributable to the Covid-19 pandemic based on the monitoring returns to Ministry of Housing Communities and Local Government (MHCLG). These were largely identified as one-off impacts in the 2019-20 and 2020-21 although £20.3m of the additional Covid-19 costs were identified as recurring in subsequent years adding to the medium term financial challenge without ongoing additional support from government.

The Covid-19 issues identified the impact on gross spend and income and the net impact after the additional un-ringfenced grant. The additional specific grants have no impact on net spending as the amendment assumed these would be fully spent with no top-ups. The amendment also identified the in-year underspends accrued in the first few months due to lockdown. The additional spending, underspends, income losses and un-ringfenced grants due to Covid-19 were identified as impacting the budget at whole council level and at this stage we have not changed individual managers working budgets so that we can continue to monitor the impact on a consistent basis.

The amendment also allows for adjustments to manage the impact of in-year overspends unrelated to Covid-19. Such overspends are not uncommon in the early months of the financial year, but it was important they are addressed in the amendment and not left to be resolved through the normal monitoring processes. This is partly due to the magnitude and nature of these overspends, as well as concerns that the longer term impact of Covid-19 is such that there are still significant uncertainties over spending and income for the remainder of the year and future years. This means some of the usual counter-balancing factors are unlikely to be at our disposal this year. An example is the council tax collection fund where we have highlighted the likelihood that a substantial deficit could be accrued by collection authorities (district councils) during the current year. This means that we cannot rely on a surplus to help resolve the budget in the same way as in previous years. These non Covid-19 changes have been reflected in individual manager's budgets as have the additional savings agreed by the Council in order balance the budget amendment.

The Chancellor launched the Comprehensive Spending Review (CSR) on 21st July. The review will set UK Government departments' resource budgets for the years 2021-22 to 2023-24 and capital budgets for the years 2021-22 until 2024-25

The stated objectives were that CSR would prioritise:

- strengthening the UK's economic recovery from COVID-19 by prioritising jobs and skills
- levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people – thus closing the gap with our competitors by spreading opportunity, maximising productivity and improving the value add of each hour worked
- improving outcomes in public services, including supporting the NHS and taking steps to cut crime and ensure every young person receives a superb education
- making the UK a scientific superpower, including leading in the development of technologies that will support the government's ambition to reach net zero carbon emissions by 2050
- strengthening the UK's place in the world
- improving the management and delivery of our commitments, ensuring that all departments have the appropriate structures and processes in place to deliver their outcomes and commitments on time and within budget

Due to unprecedented uncertainty, the Chancellor did not fix a set spending envelope, but confirmed that departmental spending (both capital and resource) will grow in real terms across the CSR period and that the government will deliver on the commitments made in the March 2020 Budget to level up and invest in the priorities of the British people.

Given the impact COVID-19 has had on the economy, the Chancellor was clear there will need be tough choices in other areas of spending at the review. As part of their preparations for the CSR departments have been asked to identify opportunities to reprioritise and deliver savings. Departments will also be required to fulfil a series of conditions in their returns, including providing evidence they are delivering the government's priorities and focussing on delivery.

The deadline for submissions was 24th September. KCC submission was agreed by the Council Leader and Deputy Leader/Cabinet Member for Finance Corporate and Traded Services. KCC's submission included contextual background information about Kent affecting the Council's services. Kent is the largest county area serving a population of nearly 1.6m residents with around 64,000 businesses located in the county. The county's population has increased by 16.2% over the last 15 years, which is higher rate of increase than nationally (12.1%) or south east average (12.9%).

Population is a key driver for council services and changes to local government funding over the last 10 years means that government grants that previously supported population growth are either no longer available or are distributed via mechanisms that do not adequately take into account different rates of population

growth in different areas. This means that the only funding sources available to support population growth are the council tax and business rate tax base.

Comprehensive Spending Review

3

The contextual information also identified that the largest population growth has been within elderly cohorts that rely more on council services than working age population; the additional costs of delivering services in a peninsular geography; the impact of Kent's location as gateway to Europe and possible disruption at the end of the current transitional arrangement with the European Union, and on the borders to London adding to the Council's costs and demand for services; diverse socio/economic composition including some of the wealthiest areas in the country as well as some of the most deprived; the Kent economy is a net contributor to national economic wealth through Gross Value added (GVA) and councils across Kent have worked rapidly and effectively through the Kent and Medway Growth Hub to support businesses from the impact of Covid-19 pandemic.

KCC's submission included the evidence of significant areas of activity that need to be addressed in the current review:

- Available resources have not kept pace with spending demands over the past 10 years
- During 2020-21 we have had to make significant changes to spending plans in response to Covid-19
- The potential scenario for 2021-22 could result in unprecedented service reductions
- The magnitude of revenue budget challenge is likely to restrict the Council's ability to take out additional borrowing to fund infrastructure projects
- The Council plays a key strategic role in promoting economic development and recovery across the local area
- The Council needs to continue to ensure a sustainable social care market
- The Council needs to continue to support all children and vulnerable families
- The Council needs to continue to promote a vibrant sense of place across the county and maintain services that benefit all residents and businesses
- The need for reform of business rates and council tax
- The need for reforms to local authority funding

On 21st October the Chancellor has confirmed there will be a one-year Spending Review for 2021-22 in order to prioritise the response to Covid-19 and focus on supporting jobs. No date has been set for the full announcement, but it's expected to be late November.

The one-year Spending Review aims to focus on three areas:

- Providing departments with the certainty they need to tackle Covid-19 and deliver the Plan for Jobs to support employment;
- Giving vital public services enhanced support to continue to fight against the virus alongside delivering first class frontline services; and
- Investing in infrastructure to deliver ambitious plans to unite and level up the country, drive economic recovery and Build Back Better

Covid-19 Monitoring – Key Numbers from September Submission

£77.3m	Un-ringfenced additional emergency grant funding received MHCLG in 2019-20 and 2020-21
£25.2m	Ringfenced additional grants for Care Homes Infection Control and Test and Trace from Department for Health and Social Care (DHSC)
£3.2m	Additional income from Clinical Commissioning Groups (CCGs)
£105.6m	Total additional funding
£112.3m	Forecast additional spending in 2019-20 and 2020-21 full year and delayed savings in 2020-21
£23.2m	Forecast loss of income in 2019-20 and 2020-21 full year
£135.5m	Total change in KCC spend and income
£29.9m	Net shortfall

The September submission was completed a few days later than the budget amendment. The budget amendment identified forecast additional spending and delayed savings of £78.9m and £22.1m income losses in 2019-20 and 2020-21. The forecast spending in the amendment focused on the impact on the net budget did not include the spending or income funded by specific grants or funded from CCG contributions. Therefore, on a like for like basis the MHCLG September submission would have been forecast additional spending/delayed savings of £80.3m ignoring the spend funded by specific grants and CCG income, and forecast income losses of £23.2m. These are broadly similar to the amounts in the budget amendment and differences are due to slightly more up to date information in the September submission.

We have used the September submission as the headlines for this report as this is closest to the budget amendment and is the latest return where comparative information has been collated for all authorities. Later in this section we have provided the comparison both for all Kent authorities and all county councils. We have also included KCC information for the most recent October return but comparisons with other authorities is not available from this return in time for the publication deadlines for this report.

Table 1 below shows all the additional grant allocations notified to date. This includes a second tranche of Infection Control Grant, a new grant to help equip education settings to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education, and updated amount claimed from CCGs to support hospital discharges. Not all of these grants are reported through the MHCLG monitoring return which only includes the emergency un-ringfenced grant, the funding from CCGs to support hospital discharges, and the grants for infection control and test and trace.

Table 1	Dept	Total £m
Government Grants		
Additional unringfenced grants		
Emergency Grant tranche 1	MHCLG	39.0
Emergency Grant tranche 2	MHCLG	27.9
Emergency Grant tranche 3	MHCLG	10.3
Emergency Grant tranche 4	MHCLG	17.7
Total MHCLG unringfenced grants		95.0
Grants which are subject to claims		
NHS Hospital Discharge	DHSC	8.5
Compensation for loss of income	MHCLG	-
Emergency grant for authorities with significant Asylum costs	DfE	1.0
Total grant claims		9.5
Additional Specific Grants		
Social Care Infection Control Grant Tranche 1	DHSC	18.9
Social Care Infection Control Grant Tranche 2	DHSC	16.7
Test and Trace Grant	DHSC	6.3
Emergency Assistance Grant for Food and Essential Supplies	DEFRA	1.7
Additional School and College Transport Capacity funding (1)	DfE	1.5
Additional School and College Transport Capacity funding (2)	DfE	1.1
Wellbeing for Education Return	DfE	0.2
Covid Bus Services Support Grant	DfT	1.3
Emergency Active Travel Fund (Revenue grant)	DfT	0.5
Total Specific Grants		48.1
Advance of grants already in approved budget (only eases cashflow)		
<i>Business Rates Compensation Grant</i>	<i>MHCLG</i>	<i>12.7</i>
<i>Social Care Support Grant & Improved Better Care Fund</i>	<i>MHCLG</i>	<i>20.7</i>
Total Early Advances		33.4

Table 2 provides a high level summary of all the KCC MHCLG submissions. The return has evolved over time and has included additional information in the more recent returns.

Table 2 Grant Allocated & Impact	Monthly return					
	Oct £m	Sept £m	July £m	June £m	May £m	April £m
Emergency Grant	77.3	77.3	77.3	66.9	66.9	39.0
Social Care funded by CCGs	5.0	3.2	5.8	1.6		
Other Grants	25.2	25.2				
Total forecasts						
Additional spending	115.1	112.3	92.8	96.6	100.4	106.1
Income losses	22.1	23.2	23.0	21.0	17.1	19.3
	137.2	135.5	115.9	117.6	117.5	125.5
Less grant notified	(107.5)	(105.6)	(83.0)	(68.5)	(66.9)	(39.0)
Forecast shortfall from Grant	29.7	29.9	32.8	49.1	50.5	86.5

Table 3 shows the main components of the additional spending and income losses based on the broad service headings used by MHCLG.

Table 3 Spending & Income Losses	Monthly return					
	Oct £m	Sept £m	July £m	June £m	May £m	April £m
Additional Spending						
Adult Social Care	47.2	43.8	44.2	45.1	49.8	56.6
Children's Services	6.6	6.4	7.2	8.1	8.1	6.0
Education	14.3	13.5	17.4	17.8	15.9	10.1
Highways & Transport	3.6	5.2	5.2	4.7	4.3	16.0
Infection Control and Test & Trace	25.2	25.2				
Public Health	0.9	1.1	0.8	0.7	0.7	1.0
Cultural & Related	0.5	0.2	-	0.2	0.2	-
Environment & Regulatory	3.5	3.3	3.3	3.5	4.3	11.7
Finance & Corporate	4.1	4.0	4.0	7.2	8.6	4.8
Other	9.3	9.7	10.8	9.2	8.5	
Total	115.1	112.3	92.8	96.6	100.4	106.1
Income losses						
Sales Fees and Charges						8.5
Highways and Transport	4.6	5.8	5.6	3.8	2.9	-
Cultural and Related	3.3	3.5	2.9	0.2	0.2	-
Other	5.2	4.8	5.4	5.0	3.7	-
Sub Total Sales Fees and Charges	13.1	14.2	13.9	9.0	6.8	8.5
Commercial Income	4.0	4.0	4.0	6.0	5.0	5.0
Other Income	5.1	5.1	5.1	6.1	5.3	5.8
Total	22.1	23.2	23.0	21.0	17.1	19.3

Table 4 shows the September returns for Kent and Medway authorities. Income losses for KCC do not show the county councils share of additional discounts or collection losses on council tax and business rates. At this stage these losses are borne by billing authorities although the County will be allocated its share at year-end and will need to include the estimated deficit in 2021-22 budget. The government has announced that collection fund losses can be written off over three years (rather than the usual one year) although we have no further details how this will work in two tier areas or whether the delayed write-off will be backed by additional funding.

Kent and Medway Summary	Total Kent & Medway £m	KCC £m	Kent Districts £m	Medway £m
Funding Analysis				
Emergency Grant	113.2	77.3	19.2	16.8
Infection Control/Test & Trace	26.8	25.2		1.6
CCG Hospital Discharge	9.2	3.2		6.0
Sub total	149.2	105.6	19.2	24.4
Spending & Income				
Additional Spending	157.3	112.3	19.0	26.0
Income Losses	201.8	23.2	148.8	29.8
Sub total	359.1	135.5	167.8	55.7
Shortfall	209.9	29.9	148.6	31.4
Income Losses Analysis				
Business Rates (excl. Covid reliefs)	31.5	-	27.0	4.5
Council Tax	78.9	-	65.2	13.7
Housing Revenue Account	6.0	-	5.9	0.1
Sales, Fees & Charges	62.6	14.2	38.7	9.7
Commercial Income	13.5	4.0	8.2	1.3
Other Income	9.3	5.1	3.8	0.5
Total	201.8	23.2	148.8	29.8

The returns from 25 county Councils are available for comparison with KCC's return. KCC's additional spending of £112.3m is 2.8% more than the available funding of £109.2m. This is slightly higher than the average of the 25 counties which is 0.5% less than available funding. KCC's income losses represent 21.3% of funding, the average for the 25 counties is 17.1%. Combined this means that KCC's shortfall of £26.3m represents 24.1% of available funding, the average for the 25 counties is 16.6%. This demonstrates that the impact of Covid-19 continues to be within the main group of authorities (albeit at the upper end) and is not a statistical outlier. Table 5 shows this summary including KCC's ranking compared to all 25 councils.

Table 5
County Council Summary

	% of Available Funding		
	Spend	Income	Net
KCC rank	11	5	8
KCC	102.8%	21.3%	124.1%
Average	99.5%	17.1%	116.6%
Maximum	122.1%	32.3%	145.3%
Minimum	65.9%	5.1%	75.6%

Table 6 shows KCC in comparison to the average of other county councils over the main spending and income headings used by MHCLG. KCC's differences from the average are no more than the differences for many other councils.

Table 6
County Spending & Income

	KCC £m	KCC %	Average £m	Average %
Adult Social Care	43.8	40.1%	36.7	56.4%
Children's Services	6.4	5.8%	4.1	6.4%
Education	13.5	12.3%	3.6	5.5%
Highways & Transport	5.2	4.8%	1.5	2.3%
Infection Control and Test & Trace	25.2	23.1%	3.4	5.2%
Public Health	1.1	1.0%	1.5	2.2%
Cultural & Related	0.2	0.2%	0.1	0.2%
Environment & Regulatory	3.3	3.0%	2.3	3.5%
Finance & Corporate	4.0	3.7%	1.4	2.1%
Other	9.7	8.8%	10.2	15.7%
Total	112.3	102.8%	64.7	99.5%
Income losses				
Sales Fees and Charges				
Highways and Transport	5.8	5.3%	2.4	3.7%
Cultural and Related	3.5	3.2%	1.4	2.1%
Other	4.8	4.4%	4.3	6.6%
Sub Total Sales Fees and Charges	14.2	13.0%	8.1	12.4%
Commercial Income	4.0	3.7%	1.2	1.9%
Other Income	5.1	4.6%	1.8	2.8%
Total	23.2	21.3%	11.1	17.1%

We have put in place arrangements with district councils to monitor the impact of the recession on council tax. The latest information is based collections up to the end of August. During this period Kent districts have collected £14.5m less council tax than budgeted before the pandemic. KCC's share of this loss so far this year is **£10.6m**. The losses comprise of increase in working age council tax support discounts amounting to £3.4m (KCC share £2.5m) over the five months, and under collection of all council tax amounting to £11.1m (KCC share £8.1m). If we assume council tax support discounts continue to be claimed at the same level for the remainder of the year this equates to an annual loss of £9.7m (of which KCC's share is £7.1m).

Increase in working age council tax support discounts	Following the announcement of lockdown there was an 16.2% increase in the value of council support discounts claimed in April and May amounting to an annual loss of council tax of £8.1m (of which KCC's share is £5.9m). Since then the rate of increase has declined and reductions over the 5 months to August amounting to the estimated annual loss of £9.7m (of which KCC's share is £7.1m). These increases occurred across all districts although there were higher increases in East Kent districts (18.1%) than West Kent districts (13.8%).
Collection rates have declined	As well as additional council tax support discounts that have reduced the collectable base, districts have also experienced lower collection rates than budgeted. Overall collection rates are 1% lower than anticipated amounting to a loss of council tax of £11.1m (of which KCC's share is £8.1m). The collection rate declined most during lockdown in April and May since then the rate of decline has levelled. At this stage there is no indication how much of these losses can be recovered later in the year. Unlike support discounts there is no geographical pattern to collection losses.
Collection losses are initially borne by districts	The county council receives the same precept that was set in the original approved budget for 2020-21. The county council will not have to fund the cost of its share of losses until we receive the notified estimated collection fund balance to be included in the 2021-22 budget and the final losses to be included as a creditor in the year-end accounts. We are working with districts to explore ways the County Council can support those districts with significant cashflow difficulties due the timing of accounting for collection losses.
The end of Furlough Scheme could result in further increases in support discounts and/or collection losses	It is likely that end of the Furlough scheme could result in further increases in council tax support claimants and losses on collection. There is a risk that more of those in receipt of Furlough payments would have been the council tax payer and not already in receipt of council tax support discounts. This means the impact on council tax could be significantly greater in the coming months than the losses in the first two months of the year

Table 7 provides further analysis of the impact of recession on council tax collection.

Table 7	2020-21	2020-21	2021-22
Council Tax Monitoring	YTD	Change	Estimate
Working Age Council Tax Support			
Assumed caseload in estimated tax base	55,926		
Band D equivalent assumed discounts (£m)	49.9		
KCC share (£m)	36.5		
Caseload from August monitoring	64,960	16.2%	
Band D equivalents from August monitoring (£m)	59.6	19.4%	
KCC share (£m)	43.6	19.4%	
Change in KCC share of working age discounts (£m)			
Reductions in collectable tax for year to date	2.5		
Full year impact assuming no further increase in CTRS claims	7.1		7.8
Forecast full year impact assuming further increases later in the year	14.1		23.2
Collection Rates			
Proportion of tax base collected up to August 2019 (%)	47.4%		
Proportion of tax base collected up to August 2020 (%)	46.3%		
Total loss on collections to date (£m)	11.1		
KCC Share (£m)	8.1		8.1
Total KCC share of loss fo year to date	10.6		

The council launched consultation on the 2021-22 budget on 14th October. The consultation is open until 24th November and can be accessed via the Council's website <https://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget>

The consultation outlines that planning the 2021-22 budget remains highly uncertain due to the lack of government spending plans and indicative settlement for local government (due to one-year settlement for 2020-21). This is combined with continuing uncertainty about the impact of Covid-19 on council spending and income, and the impact of recession on tax receipts. This combination of uncertainties is unprecedented and results in a wide range of potential scenarios.

The consultation is forthright in setting out the scale of the potential impact and that the Council is likely to have consider substantial service reductions in order to continue to set a balanced budget. Unlike previous years where consultation has focussed on spending priorities this consultation is seeking views on the acceptability of savings across all areas of council activity. The consultation also seeks views about whether households support council tax increases up to but not exceeding the referendum level (currently 25), including further 2% social care precept should this continue to be an option. The consultation also seeks views on what level of increases would be acceptable to preserve services if the referendum arrangements are changed.

The consultation identifies that the Council could be facing a gap of between £62m and £143m. This is equivalent to finding a reduction of 6p to 13p in every £1 of spending unless we receive additional assistance from central Government. The equations is summarised in the consultation as follows:

Challenge	£'m	Solution (so far)	£'m
Additional spending pressures	70 to 120	Council Tax increase (currently assumed at 4% (2% + 2%))	28
<u>Loss of Council Tax income</u>			17
In year collection fund deficit (net of phasing)	10 to 20	FYE of 2020-21 savings and increases in income (existing policy)	
Reduction to next year's taxbase	25 to 40		
Reduction in Business Rate income	5 to 8	Growth in government grants	0 to 3
TOTAL	110 to 188	TOTAL	45 to 48

The timetable of key milestones leading to finalisation of 2021-22 budget and 2021-24 medium term financial plan includes the following

14 th October to 24 th November	KCC Budget Consultation
November- December	Anticipated government announcement of outcome from CSR
Mid December	Anticipated provisional local government finance settlement
5 th January	Target date for publication of draft budget
January	Scrutiny committees review draft budget proposals
4 th February	Member briefing prior to County Council
11 th February	County Council Budget meeting
18 th February	Reserve County Council date

Background documents
Below are click-throughs to reports, more information, etc.
Click on the item number to be taken to the relevant
webpage.

KCC's 2020-21 Budget Amendment	1
KCC's 2021-22 Budget Consultation	2

From: Roger Gough, Leader of the Council

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

Shellina Prendergast, Cabinet Member for Communications, Engagement and People

David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 6 November 2020

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)

15 of the 25 KPIs achieved target and were RAG rated Green, 5 were below target but did achieve the floor standard (Amber) and 4 did not achieve the floor standard (Red), 1 KPI is currently suspended due to Coronavirus.

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 first report for the 2020/21 financial year.

2. Performance Dashboard

2.1. The current Strategic and Corporate Services Performance dashboard provides results up to the end of September 2020, 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 2020/21. These KPIs and targets came before the Cabinet Committee for comment in July 2020. 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 is as follows:

- 15 are rated Green – the target was achieved or exceeded;
- 5 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;
- 4 are rated Red – performance did not meet the expected floor standard:
 - GL02: Freedom of Information Act requests completed within 20 working days.
 - GL03: Data Protection Act Subject Access requests completed within statutory timescales.
 - FN02: Retirement benefits paid within 20 working days of all paperwork received.
 - FN07: Invoices received by Accounts Payable within 30 days of KCC received date.
- 1 is currently suspended due to Coronavirus and has no RAG rating.

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 2020/21

Results up to September 2020

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Produced by Strategic Commissioning - Performance & Analytics

Publication Date: November 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 July 2020.

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 thresholds 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	AMBER	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	AMBER	AMBER
HR25: Completed corporate themed Health and Safety audits	Audits suspended	
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	AMBER
GL02: Freedom of Information Act requests completed within 20 working days	RED	RED
GL03: Data Protection Act Subject Access requests completed within statutory timescales	RED	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	RED	GREEN
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	RED	AMBER
FN11: Financial assessments fully completed within 15 days of referral	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	AMBER	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	AMBER	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	GREEN	n/a
PI04: Reactive tasks completed in Service Level Agreement standards	AMBER	AMBER

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

Key Performance Indicators

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	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%	98%	97%	GREEN	97%	GREEN	97%	90%
CS04a	Percentage of daytime calls to Contact Point answered	100%	94%	98%	99%	97%	GREEN	98%	GREEN	95%	90%
CS04b	Percentage of out of hours calls to Contact Point answered	97%	97%	99%	98%	92%	AMBER	97%	GREEN	95%	90%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	72%	72%	72%	76%	76%	GREEN	73%	GREEN	70%	65%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	70%	75%	74%	75%	72%	GREEN	73%	GREEN	70%	65%

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CS04b – Severe weather mid-August resulted in high call volumes relating to Highways, resulting in a reduced call answer rate. Staff sickness also impacted on performance.

Activity Indicators

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Year to Date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
CS08	Number of calls answered by Contact Point	27,518	31,284	42,914	45,303	42,563	189,582	Yes	172,968	252,426	223,934

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

Key Performance Indicators - Quarterly

Ref	Indicator description	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	RAG	Year to Date	YTD RAG	Target	Floor
CS07	Percentage of complaints responded to in timescale	87%	82%	82%	83%	84%	AMBER	83%	AMBER	85%	80%
HR25	Percentage of corporate themed Health and Safety audits sent in 7days	100%	100%	99%	Audits suspended due to Covid-19				90%	85%	

CS07 - During lockdown there was a significant decrease in feedback received but the lifting of restrictions led to the Council needing to revise access to certain services or to offer alternative solutions. There was a significant uplift in complaints for Highways, Transportation and Waste Management. These are largely attributed to: access to Household Waste and Recycling Centres for which customers now need to book slots in advance, active travel fund trials, and the goodwill payment for those customers who purchased travel passes last year.

Key Performance Indicators - Monthly

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Month RAG	Year to Date	YTD RAG	Target	Floor
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	100%	99%	99%	99%	GREEN	99%	GREEN	95%	85%

Activity Indicators

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Year to Date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
CS12	Number of visits to the KCC website, kent.gov (000s)	422.8	719.9	694.6	818.7	752.8	3,409	Above	2,230	1,930	2,450

CS12 – The majority of the increase in web page visits relates to waste and recycling, with two to five times as many visits to individual household waste recycling centre (HWRC) pages than the same period last year. Country parks pages have also seen a 200% increase in web traffic since last year. Other pages with significant increases included: Library services, such as eBooks, eMagazines and Audiobooks, as well as the new Select and Collect service; Birth and Death registration page visits were also higher, as were Free School Meals' pages.

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

Activity Indicators

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	In expected range?	Expected Range		Prev. Yr same month
								Upper	Lower	
HR12	Number of current change activities being supported	51	57	57	59	62	Below	80	70	75
HR13	Total number of e-learning training programmes completed (YTD)	8,836	14,894	20,355	26,187	30,066	Below	62,500	50,000	21,721
HR16	Number of registered users of Kent Rewards	23,967	24,008	24,154	24,251	24,244	Above	22,800	22,300	22,788
HR21	Number of current people management cases being supported	93	96	115	108	103	Above	80	70	93
HR23	Percentage of staff who have completed all 3 mandatory learning events	86	74	73	72	71	Below	90	80	91

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

HR13 – Whilst the total number of e-learning training programmes completed is below the expected range, it has continued to rise and is significantly higher when compared to the same time last year. Courses continue to be accessible to the workforce through the Delta learning platform.

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.

HR21 - Case activity is driven by requests from Managers and fluctuates from month to month. The high level indicates that managers are taking a robust approach and managing cases through the appropriate channels with HR support and advice

HR23 – The mandatory training alert reminders sent from Delta were turned off earlier in the year due to Coronavirus which has impacted overall compliance. From November, the alerts will be turned back on for both managers and their staff. Communications have recently been sent to staff who are overdue. Managers are also able to monitor mandatory training compliance for their staff, using a live mandatory training dashboard within Delta.

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

Key Performance Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Month RAG	Year to Date	YTD RAG	Target	Floor
FN01	Pension correspondence processed within 15 working days	99%	98%	98%	99%	99%	GREEN	99%	GREEN	98%	95%
FN02	Retirement benefits paid within 20 working days of all paperwork received	99%	100%	98%	97%	79%	RED	94%	GREEN	90%	85%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	81%	81%	80%	79%	78%	RED	80%	AMBER	85%	80%
FN11	Percentage of financial assessments completed within 15 days of referral	98%	95%	98%	97%	92%	GREEN	90%	GREEN	90%	85%

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FN02 – The Pensions team have experienced significant increases in workload arising from legislative and regulatory requirements in the last few months. In addition, over 40,000 annual benefit illustrations were sent out to pension scheme members at the end of August which resulted in an increase in calls to the helpline and enquiries via email during September, together with issues with a new automated work allocation system which resulted in some cases not being highlighted within the relevant timescale. The issues highlighted are being actively resolved and performance is being targeted to recover within the next few months.

FN07 - The change in working conditions due to Coronavirus is impacting on invoices being submitted in a timely manner. A Late Payment Dashboard has been introduced and is being discussed by the CMT to agree the necessary management action to improve performance. This will include details about the late payments by Directorate/Team as well as an enhancement which will allow disputed invoices to be identified and excluded from the dashboard. The late payment position is now being reported monthly to the Corporate Director Finance to oversee the required improvement in performance.

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

Activity Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Year to date	Previous year YTD
FN01b	Number of pension correspondences processed	303	335	360	407	519	2,203	2,395
FN02b	Number of retirement benefits paid	160	202	190	99	224	1,094	1,357
FN07b	Number of invoices received by KCC	7,518	8,542	7,747	6,995	8,323	48,881	55,226
FN11b	Number of financial assessments received	493	533	415	417	680	3,501	3,149

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

Key Performance Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Month RAG	Year to Date	YTD RAG	Target	Floor
FN05	Percentage of sundry debt due to KCC which is under 60 days old	72%	66%	66%	68%	57%	AMBER	n/a		75%	57%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	9%	8%	9%	15%	14%	GREEN	n/a		15%	20%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	97%	98%	99%	98%	98%	GREEN	98%	GREEN	97%	94%

Page 69 FN05 – The total sundry debt currently totals £27.7M. The amount of debt under 60 days old currently totals £15.9M. For the proportion of Debt that Cantium are responsible for recovering, work is ongoing to improve the KPI Performance following the impact of the Coronavirus response. A large part of the debt over 60 days old concerns one invoice for £5.7M which is being handled by Invicta Law and the client's solicitors. If this is paid or cancelled the KPI will improve from 57.4% to 72.4%. The remaining debt over 60 days is being reviewed and pursued with input from the relevant service. The debt position is now being reported monthly to the Corporate Director Finance to oversee the required improvement in performance.

Activity Indicators

Ref	Indicator description	May 20 YTD	Jun 20 YTD	Jul 20 YTD	Aug 20 YTD	Sep 20 YTD	Previous Year YTD
FN05b	Value of debt due to KCC (£000s)	28,714	32,497	31,659	26,057	27,747	16,940

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	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Month RAG	Year to Date	YTD RAG	Target	Floor
GL01	Council and Committee papers published at least five clear days before meetings	100%	89%	100%	100%	100%	GREEN	98%	AMBER	100%	96%
GL02	Freedom of Information Act requests completed within 20 working days	76%	82%	81%	82%	82%	RED	77%	RED	92%	90%
GL03	Data Protection Act Subject Access requests completed within timescales	89%	86%	86%	56%	67%	RED	74%	RED	90%	85%

Activity Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Year to date	In expected range?	Expected Activity		Previous YTD
									Upper	Lower	
GL01b	Committee meetings	1	9	16	1	21	49		N/a		80
GL02b	Freedom of Information requests	127	103	141	121	159	769	Below	1,204	1,034	1,101
GL03b	Data Protection Act Subject Access requests	18	21	37	39	42	185	Below	254	220	246

GL01 – Papers for the Cabinet meeting on 29 June did not have 5 clear days' notice due to this meeting being agreed at short notice following a Scrutiny Committee Request for Review of Decision 20/00017 (Recommissioning of Early Help Services) which needed to be determined by Cabinet. This was the only item at that meeting.

GL02 & GL03 – Performance for both Freedom of Information (FOI) and Subject Access Requests (SAR) has been dramatically affected by Coronavirus and the need for services to prioritise frontline service delivery. The lockdown had a major impact on the accessibility of records with many documents being unavailable due to the closure of offices which included the archive repository. It will be noted that the figures for GL02b began to improve in June but this remains some distance short of the required target. Given the continuing implications of the pandemic, services are prioritising their other statutory duties and this is meaning that, despite considerable efforts, timescales are not being met to the standard we expect. For SARs, the timescale for requests can be extended for up to three months for complex cases which has contributed to the drop in performance in August and September as the impact of the pandemic showed a delayed reflection in the figures. Ultimately, it will require additional resource to meaningfully increase these numbers, resource that is currently being deployed by services elsewhere to deal with the pandemic and other service challenges.

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

Key Performance Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Month RAG	Year to Date	YTD RAG	Target	Floor
ICT01	Calls to ICT Help Desk resolved at the first point of contact	76%	76%	77%	78%	78%	GREEN	77%	GREEN	70%	65%
ICT02	Positive feedback rating with the ICT help desk	94%	91%	92%	91%	90%	AMBER	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%	99.9%	100%	99.8%	GREEN	99.9%	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	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Year to date	Previous YTD
ICT01b	Calls to ICT Help Desk	6,037	6,928	6,663	6,364	7,780	40,812	44,040
ICT02b	Feedback responses provided for ICT Help Desk	338	538	580	708	1,052	3,661	1,217

ICT02 – Positive feedback ratings for the ICT helpdesk has been at 90% or higher for each month this year which is above the floor standard. Compared to the preceding 6 months (Oct-Mar) there has been a 50% increase in the number of ratings given by staff. During the main period of lockdown, extra demands were placed on Infrastructure and Cantium Business Solutions to maintain and prioritise business continuity. Work continues with Cantium Business Solutions to increase both the volume of ratings and the customer experience received.

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

Key Performance Indicators

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Month RAG	Target	Floor
PI01	Percentage of rent due to KCC outstanding over 60 days	0%	0.9%	1.6%	1.9%	2.6%	GREEN	5%	15%

Activity Indicator

Ref	Indicator description	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Year to date	Previous YTD
PI01b	Total rent invoiced (£000s)	443	49	57	840	452	1,871	1,692
PI03c	Capital receipts banked (£m)	3.1	0	1.6	0	0	4.7	5.3

PI01: As per KCC's rent deferment policy there is £14,723.75 that is outstanding over 60 days but is not included in the above figures, as a deferment agreement is in place with each of the relevant tenants.

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

Key Performance Indicators

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Month RAG	Year to Date	YTD RAG	Target	Floor
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	92%	87%	89%	84%	86%	AMBER	87%	AMBER	90%	80%

PI04 - Due to the impact of COVID and the lockdown the Total Facilities Management (TFM) supply chain was significantly impacted. A number of key staff were put on furlough and alternative arrangements had to be made to complete reactive tasks which resulted in a drop in performance between May and August. Management action has been taken to strengthen the supply chain to ensure future months meet the expected standard.

Activity Indicator

Ref	Indicator description	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Year to date	Previous YTD
PI04b	Number of reactive tasks responded to	410	528	823	638	683	3,082	5,681

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

Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 6 November 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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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2020/21

	Notes/Comments:	Has item been deferred?
Thursday 14 January 2021		
<ul style="list-style-type: none"> Update on Legislative Changes around Business Rate Retention 	Zena Cooke/Dave Shipton/Cath Head	Deferred from Nov 2019 mtg and Nov 2020 mtg (put on hold for a year as a result of the one-year spending round.)
<ul style="list-style-type: none"> Annual Report on the Implementation of the Armed Forces Covenant in Kent 	Annual Report	Deferred from Nov 2020
<ul style="list-style-type: none"> KPSN Procurement Update 		Deferred from Nov 2020
<ul style="list-style-type: none"> Decision No. TBC – Nackington Lane 	Key Decision	Deferred from Nov 2020
<ul style="list-style-type: none"> Decision No. TBC – Proposed freehold acquisition of the school land (Simon Langton for Boys) 	Key Decision	Deferred from Nov 2020
<ul style="list-style-type: none"> Legal Commissioning Update 		Deferred from Nov 2020
<ul style="list-style-type: none"> Financial Update 	Standing item – for the next 3 meetings (to review in March 2020) Zena Cooke/Dave Shipton	
<ul style="list-style-type: none"> 20/00099 - Cloud back-up and Recovery Contract award 	Out of committee cycle decision (<i>for information only</i>)	
<ul style="list-style-type: none"> Update relating to HoldCo Board discussions 	Agreed at P&R CC on 29 July 2020	Deferred from Nov 2020
<ul style="list-style-type: none"> FM Procurement Update 	Agreed at P&R CC on 29 July 2020 by J.Sanderson	Deferred from Nov 2020
<ul style="list-style-type: none"> Policy & Resources Cabinet Committee Meeting Dates for 2021/22 - For Information Only 		
<ul style="list-style-type: none"> Total Facilities Management (Exempt) 	Bi-annual	
<ul style="list-style-type: none"> Work Programme 2021/22 	Standing item	
Wednesday 24 March 2021		
<ul style="list-style-type: none"> Strategic Delivery Plan Monitoring 	Bi-annual	
<ul style="list-style-type: none"> Contract Management Review Group update 		Deferred from Nov 2020

• Financial Update	Standing item – for the next 3 meetings (to review in March/April 2020)	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	
• Legal Commissioning Update (Exempt)	Bi-annual	
• Strategic and Corporate Services Risk Management	Annual report (Mark Scrivener)	
• Work Programme 2021/22	Standing item	
Thursday 10 June 2021		
• FM Procurement Update	Agreed at P&R CC on 29 July 2020 by J.Sanderson	
• Contract Management Review Group update (Exempt)	Bi-annual (Michael Bridger)	
• Work Programme 2021/22	Standing item	

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