POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 19th January, 2022

10.00 am

online

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AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 19 January 2022, at 10.00 am online

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

Membership (16)

Conservative (12):   Mr R J Thomas (Chair), Mr R A Marsh (Vice-Chairman),
Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr T Cannon,
Mr N J D Chard, Mr G Cooke, Mr P C Cooper, Mr M Dendor,
Mr R C Love, OBE and Mr J P McInroy

Labour (2):   Mr A Brady and Dr L Sullivan

Liberal Democrat (1):   Mr A J Hook

Green and Independent (1):   Mr P Stepto

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

1   Introduction

2   Apologies and Substitutes

3   Declarations of Interest by Members in items on the Agenda

4   Minutes of the meeting held on 9 November 2021 (Pages 1 - 12)

5   Draft Ten Year Capital Programme, Revenue Budget 2022-23 and Medium-Term Financial Plan 2022-25 (Pages 13 - 14)

6   Covid-19 Financial Monitoring (Pages 15 - 40)

7   Strategic and Corporate Services Performance Dashboard (Pages 41 - 56)

Motion to exclude the press and public for exempt business

That, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 5 of part 1 of Schedule 12A of the Act.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

<u>**EXEMPT ITEMS**</u>

(At the time of preparing the agenda, the only exempt content was in appendices to items 11 to 13. During these and any such items which may arise, the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Tuesday, 11 January 2022

KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 9 November 2021

PRESENT: Mr R J Thomas (Chair), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr A Brady, Mr T Cannon, Mr N J D Chard, Mr I S Chittenden (Substitute for Mr A J Hook), Mr G Cooke, Mr R C Love, OBE, Mr J P McInroy, Mr H Rayner (Substitute for Mr M Dendor), Mr P Stepto and Dr L Sullivan

ALSO PRESENT: Mr P J Oakford and Mr P M Hill, OBE

IN ATTENDANCE: Ms Z Cooke (Corporate Director of Finance), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr A Fawley (Principal Investment and Disposals), Mr S Hocken (Property Disposals Consultant), Ms L Jackson (Policy Manager), Ms J Johnson (Partnership and Programmes Manager), Mr S Lain-Rose (Digital Lead (Digital Inclusion & Capability)), Mr P Murphy (Infrastructure Business Partner), Ms K Ripley (Special Projects Manager), Mr J Sanderson (Head of Property Operations), Mr T Woolmer (Policy & Partnerships Adviser - Kent Public Services) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

32. Apologies and Substitutes
(Item 2)

Apologies for absence had been received from Mr P C Cooper, Mr M Dendor and Mr A Hook.

Mr I S Chittenden was present as a substitute for Mr Hook and Mr H Rayner as a substitute for Mr Dendor.

33. Declarations of Interest by Members in items on the Agenda
(Item 3)

Mr G Cooke declared an interest in agenda item 6 as a Trustee of the Fusion Health Living Centre in Maidstone, a recipient of funding from the County Council's Public Health budget.

34. Minutes of the meeting held on 22 September 2021
(Item 4)

1.   It was RESOLVED that the minutes of the meeting held on 22 September 2021 are correctly recorded and they be signed by the Chair.

2.   Mr Watts advised the committee that statistics which he had undertaken to send to the committee in the discussion of the Information Governance item would be available shortly, although it had not been possible to prepare a report for today's meeting. The County Council's Annual Governance report would be considered by the Governance and Audit Committee on 30 November and would be copied also to all Members of the Policy and Resources Cabinet Committee, and a full report on data dashboard of Freedom of Information requests would be ready for the Cabinet Committee's January meeting.

35.   Facilities Management Procurement Update
(Item 5)

1.   Mr J Sanderson introduced the report and, with Ms Ripley and Mrs Spore, responded to comments and questions from the committee, including the following:-

   a) a view was expressed that it would be useful when discussing contract awards and renewals to be able to hear the views of service users on the quality of the service delivered. Ms Ripley advised that stakeholder groups across all directorates supplied feedback;

   b) the Official Journal of the European Union (OJEU) process may change in the future but the process for this procurement had started with, so would continue to use, the existing model. Mr Watts confirmed that all European Union laws would remain in force until such time as each was repealed;

   c) the contract management process was robust and would always apply key performance indicators (KPIs) to measure performance. Members asked that this monitoring activity be reported to the Cabinet Committee so Members would have the opportunity to have an overview of it; and

   d) it was requested that the next report to the committee contain more detailed information, in an exempt report if necessary, so Members could be more fully informed.

2.   It was RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks.

36.   21/00055 - Final draft of the Civil Society Strategy and consultation feedback
(Item 6)

Mr G Cooke declared an interest in this item as a Trustee of the Fusion Health Living Centre in Maidstone, a recipient of funding from the County Council's Public Health budget.

1.   Mr M Hill, Cabinet Member for Community and Regulatory Services, introduced the item and highlighted the comprehensive nature of the strategy for which the Cabinet Committee's support was being sought, and the need to support the voluntary sector as a vital partner in service delivery.

2.   Mr Whittle and Ms Jackson responded to comments and questions from the committee, including the following:-

a) asked about the work of the Voluntary and Community Sector steering group, Ms Jackson advised that the group, which was not part of the County Council, acted as the local forum to engage with the sector on a wide variety of issues, including the sector's infrastructure needs. Mr Whittle undertook to email the details of the make-up and working of the group to Members after the meeting. This was welcomed as transparency around the relationship between the Council and the voluntary sector and how decisions were made was important;

a) concern was expressed that, as the operating models of various voluntary sector bodies varied, the strategy may not be able to be applied to them all in the same way. The strategy would need to recognise the diversity of the sector and protect its independence. Charities were also supported by donations, and it was important that they be able to continue to do so within the strategy. Mr Whittle confirmed that the strategy applied to the whole voluntary sector, not just those bodies from whom the Council commissioned services;

b) a view was expressed that, to help Members' understanding of the bodies and funding processes involved, it would be helpful if future reports were to include a glossary of terms;

c) asked how voluntary bodies would receive feedback on the effectiveness of the services they delivered on behalf of the council, Mr Whittle advised that monitoring and feedback was part of the commissioning services and was thus part of a separate process to the strategy;

d) the Chair suggested that a Member briefing on the relationship between the Council and the voluntary sector and the funding and service delivery processes would be helpful. Other Members asked that such a briefing include funding, the reciprocal support that each sector gives to the other, the extent to which the Council was reliant on the voluntary sector and how the two could ensure that the county was adequately covered in terms of service delivery. Mr Whittle advised that the strategy did not deal with service commissioning but set out an enabling framework within which future commissioning activity could occur; and

e) responding to a question about seed funding, Ms Jackson added that funding given to the voluntary sector was indeed intended as seed funding, to help the sector to access support it would not otherwise be able to access. Crowdfunding was another way for the voluntary sector to attract funding, as part of a two-year pilot. Mr Whittle added that this was not yet included in the budget allocation as sufficient detail was not yet available, but the strategy would provide leverage for voluntary organisations to access this type of funding.

3. It was RESOLVED that:-

    a) Members' comments on the revised strategy and consultation, set out above, be noted;

b) the committee agree that the Civil Society Strategy be adopted, that the infrastructure budget be allocated in accordance with the strategy framework, and any decisions on expenditure be made by the relevant Cabinet Members; and

c) the proposal to take forward the actions from the Select Committee on Loneliness and Social Isolation be noted.

37.   Digital Inclusion and Capability Strategy
(Item 7)

1.   Mr S Lain-Rose presented a series of slides which set out the rationale for developing the study and its key elements and design principles. Mr Woolmer highlighted the effect of the pandemic in exacerbating digital exclusion, especially for a number of sectors of the population, including older people, residents of rural areas, the homeless and people for whom English was not their first language. 1 in 3 young people did not have access to their own device. Key barriers to good digital connectivity included confidence and system capacity. Mr Woolmer, Mr Lain-Rose and Ms Z Cooke responded to comments and questions from the committee, including the following:-

a) the concise report and the strategy were both welcomed as being clear and inclusive, emphasising the strategy's holistic nature and emphasis on the need to respond to local needs;

b) concern was expressed that consultation on the strategy used the internet, which immediately excluded anyone who did not have access to it. Mr Lain-Rose advised that consultation was also undertaken by use of leafleting homes, and that an engagement skills team had been tasked with engaging sectors of the population who were hard to reach. In addition, some people chose not to be online, and the aim was not to force them to engage online but to encourage them by demonstrating the benefits they would gain by doing so;

c) asked who would have ownership of the strategy and would deliver it, and how it would be used to address identified issues, Ms Cooke advised that the stated aims of such a strategy needed to be honest and realistic, it needed to target the most in need by working with partners, such as district councils and clinical commissioning groups (CCGs), for example. The most in need would include those who were unable to complete school and college work at home or were unable to access online systems to claim living benefits;

d) it would be interesting for Members to be able to see data from districts to see how their local areas fared and to compare broadband performance in areas of the county. It was known that 96% of the county was connected to broadband but that did not mean that every area had access to fast broadband; speeds varied considerably, and account needed to be taken of residents' scope, not just to connect but to maintain a connection. The County Council could look into how it could engage with local planning authorities to encourage developers to build broadband into new housing, alongside other required infrastructure. Ms Cooke advised that countywide

analysis could be made available to Members so they could compare areas. She also advised that joint working to address broadband provision was not necessarily an issue of funding but of good partnership working. Kent was unique as a local authority in that it had the Kent Public Service Network (KPSN), which could help greatly in addressing digital inclusion;

e) currently, fewer than 0.2% of GP appointments were conducted online, and to be able to show an increase in this would be a demonstration of the value of increased digital inclusion. Similarly, telecare was not yet being used to its full capability but would be another way of showing residents the benefits which could be gained from using technology;

f) concern was expressed that some people could feel pressured to use online services where they might find that difficult, for example, having a medical consultation online rather than in person. For many, face-to-face engagement was the only way they felt able to tackle health and personal issues, even if an online appointment would be quicker to arrange. People would need to be confident that they could still expect to get good service without using online methods. Mr Woolmer reassured the committee that the strategy set out principles and priorities and sought to build awareness rather than impose new behaviours. There were already good links with CCGs, Job Centres, etc. Ms Cooke advised that face-to-face transactions cost more than online ones, so the strategy sought to make people aware of this rather than to impose any specific behaviour; and

g) asked about the spend so far on rolling out digital inclusion, for example, in identifying and addressing barriers such as skills shortages, and how the new role of Director of Technology would lead the roll-out, Mr Lain-Rose advised that, from an allocation of £1.5m, £71,000 had been spent so far, and he undertook to provide more detailed information about the breakdown of the spend to the committee after the meeting. Ms Cooke advised that the new Director of Technology would lead on County Council technological development and would work with the KPSN.

2.   It was suggested that updates on the development roll-out of the strategy be submitted to the committee annually, and it was planned that these would start in June 2022.

3.   It was RESOLVED that the development of a corporate strategy for digital inclusion and capability which is:

a) led by the County Council's Digital Lead (Digital Inclusion and Capability);

b) corporately owned by Strategic and Corporate Services, as outlined in Section 2 of the report; and

c) designed based on the principles outlined in Section 3 of the report,

be endorsed, and that detailed update reports be submitted to the committee on an annual basis.

38.   Kent Connects Partnership Update
(Item 8)

1.   Mr P Murphy and Ms J Johnson introduced the report and responded to comments and questions from the committee, including the following:-

   a) asked how and when NHS partners would join in, Ms Johnson advised that the partnership would seek to engage health IT partners and start to have conversations about data sharing. Mrs Spore added that health was a key part of the partnership in terms of data sharing of health and care records and that health partners were successfully sharing data to support this link;

   b) asked how the partnership identified work needing to be done, Mr Murphy advised that ideas came from working groups within the partnership but would also be welcome from Members, who could propose a piece of work to be considered; and

   c) it was suggested that a report on cybersecurity and resilience be submitted to the committee's March 2022 meeting.

2.   It was RESOLVED that progress to date and the development of the partnership be noted, with thanks, and a report on cybersecurity and resilience be submitted to the committee's March 2022 meeting.

39.   Work Programme 2022
(Item 9)

1.   The Chair referred to the large number of key decisions which were listed for discussion at the January meeting and asked the committee to consider if it wished to convene the Property Sub-Committee to consider them, or to have an extra meeting of the whole committee. It was suggested that one all-day meeting be held in January to accommodate the business. *Some decisions were subsequently postponed and the remaining business for January could therefore be accommodated in one half-day meeting.*

2.   Items discussed at today's meeting for which future updates were planned would be added to the work programme for the appropriate meetings.

3.   Taking account of these adjustments, it was RESOLVED that the committee's planned work programme for 2022 be agreed.

40.   21/00100 - Disposal of Land South of Steele Avenue, Greenhithe, Dartford, DA9 9AE
(Item 10)

1.   Mr Fawley gave a brief introduction to the item, referring to the information set out in the unrestricted report. The Chair asked Members if they wished to refer to the information set out in the exempt appendix to the report and Members confirmed that they did. Discussion therefore continued in closed session.

41. Motion to exclude the press and public for exempt business

The committee RESOLVED that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 5 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

Open access to minute 42, summary of minute 43
(where access to that minute remains restricted)

42. 21/00100 - Disposal of Land South of Steele Avenue, Greenhithe, Dartford, DA9 9AE
(Item 10)

1.   Mr Fawley introduced the report and presented a series of slides which set out the background to the current proposal, financial details and the planned timetable. The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Mr P Oakford, emphasised that the main aim of the disposal was, as ever, to maximise the value of the site and secure the best possible return for public money.

2.   Mr Fawley and Mr Hocken responded to questions of detail from the committee, including options for tenure of the site and length of lease, site valuation and monitoring of the build costs.

3.   Mrs Spore clarified that the preferred option, from those set out in the exempt report, was option d) (also set out in paragraph 4.1.3 of the unrestricted report) rather than option c), as stated in error.

4.   The Chair suggested that, as in similar previous proposals (for example, minute 30 of the 22 September 2021 meeting), wording could be added to the recommendation in the open report as follows *'....on the most advantageous terms for the County Council that it is able to secure'* This was accepted by the committee.

5.   It was RESOLVED that the decision proposed to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to agree to complete the disposal of the land south of Steele Avenue, King Edward Road, Dartford, and delegate authority to:

1. The Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the contractual terms of the disposal, set out as option d) in the exempt report and in paragraph 4.1.3 of the unrestricted report; and

2. The Director of Infrastructure, to authorise the execution of necessary contractual and land agreements required to implement the above, on the most advantageous terms for the County Council that it is able to secure,

be endorsed.

43.   21/00099 - Works at Tennyson Lodge and Thomas Place, Maidstone
(Item 11)

1.   Mr Oakford introduced the item and highlighted the background and complexity of the issue to be addressed. Mr J Sanderson then introduced the exempt report and, with Mr Oakford and Mrs Spore, responded to comments and questions of detail from the committee.

2.   The committee then discussed the recommendation in the exempt report, which asked the committee to endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision set out in the decision paperwork appended to the report and set out below.

3.   Mr H Rayner proposed, seconded by Mr R A Marsh, that rectification works proceed but the County Council hold back on any agreement pending further scrutiny to see how the situation develops vis a vis the Secretary of State's direction regarding lessees being burdened with costs.
                    On being put to the vote, this was defeated by 7 votes to 2.

4.   Mr R C Love then proposed, seconded by Mr G Cooke, that the committee recommend to the Cabinet Member that he proceed in accordance with the recommendation in section 6 of the report but ask that he investigate any impact of the latest Ministerial statement.
                    On being put to the vote, this was carried by 10 votes to 0.

5.   It was RESOLVED that the decision proposed to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to progress the required works and related activity, as set out in the exempt report, and delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services and KCC General Counsel, to take necessary actions, including, but not limited to, entering into any contracts and legal agreements required to deliver the works,

be endorsed, but that he be asked to investigate any impact of the latest Ministerial statement.

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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

To: **Policy and Resources Cabinet Committee – 19 January
                 2022**

Subject: Draft Ten Year Capital Programme, Revenue Budget 2022-
                 23 and Medium-Term Financial Plan 2022-25

Classification: Unrestricted

Summary:
The budget report published on 5 January 2022 sets out the background to and
draft budget proposals for the capital programme, revenue budget for the
forthcoming year and medium-term financial plan. The report is a standard
report for the whole council focussing on the key strategic considerations
underpinning the decisions necessary for County Council to agree the budget at
the Budget Meeting in February

Recommendations
The Committee is asked to:

a)   NOTE the draft capital and revenue budgets including responses to
     consultation
b)   SUGGEST any changes which should be made before the draft is
     presented to Cabinet on 27th January 2022 and full County Council on 10th
     February 2022

Contact details

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

                   Zena Cooke, Corporate Director - Finance

To: Policy & Resources Cabinet Committee – 19 January 2022

Subject: Covid-19 Financial Monitoring

Key decision: No

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary:
The attached report provides an update on the Covid-19 grants KCC has received to date and monitoring of expenditure from the grants including impact on council tax collection.

Recommendations
Policy and Resources Cabinet Committee is asked to note the report

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Contact details

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Covid-19 Finance Update

Relevant Director	Corporate Director Finance, Zena Cooke
Report author(s)	Head of Finance Policy Planning and Strategy, Dave Shipton
Circulated to	
Classification	Unrestricted

Contact details

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Summary

£396.6m grants to KCC provided by central government to support responding to the pandemic	Additional grants have come from a number of departmental announcements during the year. The main emergency grant from MHCLG has come in five tranches between March 2020 to April 2021 and is un-ringfenced (can be used for purposes determined locally in response to or recovery from the pandemic).
	Other grants have been specific grants (can only be used for purposes defined by government). Most of the grants have been allocated on a formulaic basis and some based on claims for costs incurred (including income losses).
	Total grants to KCC for 2021-22 to date are £164.7m.
£37.4m additional grants since last update report to P&R	Two new grant allocations have been announced in recent months. A national total of £462.5m to support local authorities and social care providers to recruit and retain sufficient staff over winter (KCC share £11.9m). A national total of £421m household support fund (KCC share £11.m) to help those households in the most need with food, energy and water bills; other wider essential costs; and in exceptional cases of genuine emergency to support housing costs.
	Further tranches of Infection Control, Rapid Testing, Bus Recovery Grant and Practical Support for Self-isolation have also been released since the last update.
Covid-19 monitoring return shows an overall small net shortfall between grants and forecast additional spending, delayed savings and income losses	KCC submits regular monitoring returns to Department for Levelling up, Housing and Communities and Local Government (DLUHC). The latest returns only show spending and income losses in 2021-22[1] amounting to a forecast net shortfall of £3.4m compared to the available grants by the end of the year. The different timing of grant payments and expenditure/income losses means that at the end of 2020-21 there was a net rollforward of grant of £46.3m into 2021-22.
The un-ringfenced grant has been used to support a variety of council activity across all directorates	Spending on adult social care includes additional demand for care packages, financial support to providers and PPE. Spend on children's services includes additional demand for care packages, special educational needs and school accommodation. Spend in Growth, Environment and Transport includes additional mortuary capacity and additional waste volumes, etc. Spend in Strategic and Corporate Services includes Helping Hands Scheme and IT/remote working

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[1] Previous returns showed 2020-21 and 2021-22

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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2.1   Since the start of the Covid-19 pandemic the government has provided significant additional financial assistance to support individuals, businesses and public services. The March 2021 budget identified that in total the Government will have provided £352bn over the course of 2020-21 and 2021-22 in response to the pandemic.

2.2   The Chancellor's March 2021 Budget identified that the government has provided an additional £6.5bn to help local authorities in England respond to the impacts of Covid-19 in 2020-21. This is in addition to £1.6bn made available in 2019-20. A further £3bn has been provided in 2021-22 taking the total support provided to local authorities to over £11bn since March 2020. This does not include specific departmental grants and support.

2.3   As soon as the pandemic was announced KCC finance put arrangements in place to capture information about the additional costs the Council would incur. Initially there was very little guidance on the expectations on local authorities. The Government did issue three Procurement Policy Notes (PPN) although these related to suspending aspects of procurement procedure rather than guidance on the type of expenditure the government anticipated local authorities would incur. The Council produced local guidance on the expenditure and income to be captured. This included:
   •   Additional costs incurred in response to the initial emergency e.g. temporary mortuary, procurement of PPE, etc.
   •   Additional costs to support market sustainability e.g. payments to support social care providers in meeting Covid-19 related additional costs, payments to home to school transport providers even though no service has been provided due to closures, etc.
   •   Future demand increases e.g. adult social care where the Council has to assume responsibility following hospital discharges, children's social care due to increased demand following the easing of lockdown restrictions etc.
   •   Delays in delivering savings
   •   Loss of income
   •   Workforce pressures associated with demand increases

2.4   The Ministry of Housing, Communities and Local Government (MHCLG) has asked local councils to provide a monthly return setting out estimates of the impact of the Covid-19 pandemic. Initially this return was used by MHCLG to inform the allocation of additional tranches of the un-ringfenced emergency grant. The returns have evolved over time and include spending from specific grants as well as local spending decisions.

2.5   KCC's returns have identified actual and forecast costs to date. The forecasts have assumed that ring-fenced grants which have not been spent in full in 2020-21 roll forward to 2021-22.

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up   Page 3 of 23

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2.6   The 2021-22 budget was approved by County Council on 11ᵗʰ February. This included additional spending associated with the Covid-19 pandemic, spending growth due to business as usual activities, additional savings and income a small net reduction in reserves (including assumed underspend rolled forward from 2020-21 underspend and strengthening general reserves). The increase in the net budget was funded from additional government grants (assumed largely one-off), increase in council tax charge up to but not exceeding the referendum limit (including further adult social care levy), and impact of tax base losses and collection deficits.

2.7   A specific Covid-19 reserve was created as part of 2020-21 outturn from unspent grant (excluding amounts rolled forward for specific approved programmes and projects) amounting to £26.773m. There are differences between the amounts included in the final outturn and MHCLG returns due to year-end accrual requirements not reflected in MHCLG return.

2.8   Local tax collection has been significantly disrupted due to the pandemic and economic recession. Kent districts estimated some of the largest Council Tax losses among all county councils in 2020-21. This was reflected in a 1.04% reduction in the 2021-22 tax base for the Council Tax precept. Previous reports have included monitoring of recovery on Council Tax collections in 2021-22. This is now no longer necessary to be reported in the Covid-19 update report for the remainder of the financial year now that provisional tax base estimates for 2022-23 have been received.

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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3.1 Table 1 shows the latest amounts allocated from all the various grants provided by government departments in response to the pandemic. The amounts shown in red are estimates.

Table 1 – Covid-19 Grants

	National	KCC			
		2019-20	**2020-21**	**2021-22**	**TOTAL**
	£m	£m	£m	£m	£m
Un-ringfenced Grants					
Emergency Grant	6,157.0	39.0	55.9	32.4	127.3
Compensation for irrecoverable tax lossses	854.0		7.0		7.0
Compensation for Covid related Business Rate reliefs	6,527.4		25.6		25.6
Council Tax Support *(national allocation incl PCC*	670.0			14.3	14.3
Loss of Sales, Fees & Charges - tranche 1	528.3		0.9	0.0	0.9
Loss of Sales, Fees & Charges - tranches 2-4 *	796.4		10.4	-0.8	9.6
	15,533.2	*39.0*	*99.8*	*45.9*	*184.7*

* the 2020-21 accounts included an estimate of compensation for the period Nov - Mar. Now that final figures are available, we have found that the estimate was too high, hence a reduction is now showing in 2021-22. We are expecting compensation for Q1 of 2021-22 which will offset this, but do not have details yet of how this will be calculated, so no estimate is provided as yet.

	National	KCC			
Social Care Grants					
Infection Control	1,728.0		34.8	18.6	53.4
Rapid testing/vaccines	547.9		4.7	12.1	16.8
Workforce capacity/recruitment & retention	582.5		3.1	11.9	15.0
NHS Hospital Discharge	N/A		*10.6*	*1.4*	*11.9*
	2,858.4	*0.0*	*53.2*	*43.9*	*97.0*
Public Health Grants					
Contain Outbreak Management	1,817.1		8.4	39.7	48.1
Test & Trace	300.0		1.3	5.0	6.3
Clinically Extremely Vunerable **	175.3		5.0	0.0	5.0
Asymptomatic Testing #	N/A		7.2	9.6	16.8
	2,292.4	*0.0*	*21.9*	*54.3*	*76.2*

** £3.2m of the £4.6m Clinically Extremely Vulnerable grant is being rolled forward to be spent in 2021-22

 # 2021-22 is a provisional estimate based on our initial application but this is likely to reduce

	National	KCC			
Other Grants					
Winter Support	269.1		4.5	*2.7*	*7.1*
Emergency Food Assistance	63.0		1.7		1.7
Home to School Transport	135.2		4.2	2.0	6.2
Bus Services	129.6		4.9	2.3	7.2
Targeted Support for UASC	6.0		0.8		0.8
Household Support Fund	421.0			11.1	11.1
Other ***	126.3		1.8	2.6	4.4
Other - reclaim of costs	N/A		0.1	0.0	0.1
	1,150.2	*0.0*	*18.0*	*20.6*	*38.7*

*** £0.2m of the £1.8m grant in 2020-21 relates to Wellbeing for Education Return. £0.1m of this is to be rolled forward and spent in 2021-22

	National	KCC			
Total	**21,834.1**	**39.0**	**192.9**	**164.7**	**396.6**

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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3.2   Some of the grants have been accounted for in 2020-21 even though the income has not been received until after April. In these circumstances a debtor was included in the 2020-21 accounts which in some instances has been based on an estimated amount where the grant allocation had not been confirmed in time for the preparation of the accounts. This could result in variance in 2021-22 when the actual grant is confirmed and received.

3.3   Some of the ring-fenced grants received in 2020-21 were not spent in full in the last financial year and have been carried forward and included in the 2021-22 amounts in table 1. The largest amounts carried forward are within the grants for Contain Outbreak Management and Test & Trace.

3.4   Additional grants have been announced since the last Covid-19 update including:
- New grant to support local authorities and social care providers to recruit and retain sufficient staff over winter, and support growth and sustain existing workforce capacity amounting to £11.9m for KCC
- New Household Support Fund (£11.1m) in the most need with food, energy and water bills. It can also be used to support households with wider essential costs. In exceptional cases of genuine emergency, it can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need
- Further tranches of Infection Control and Rapid Testing grants to 31st March 2022 (including a new allocation to support care providers and social care staff with the costs associated with accessing Covid-19 and flu vaccinations) amounting to £11.9m for KCC
- Further tranche of Local Authority share of Bus Recovery Grant amounting to £1.0m
- Further tranche of practical support for those self-isolating amounting to £1.2m for KCC

3.5   Appendix A provides more detail about how the main grants have been allocated. The vast majority have been shared out to all authorities based on formulae. Some are subject to bids and some based on actual claims. The additional grants since the last Covid-19 grants have been highlighted in appendix A.

3.5   The majority of the grants in table 1 are reported in the MHCLG monitoring returns including:
- Emergency Covid-19 Grant
- Public Health grants (Test & Trance and Contain Outbreak Management Fund)
- Adult Social Care grants (infection control, hospital discharge, rapid testing, workforce capacity fund)
- Other grants (clinically extremely vulnerable, emergency food assistance, winter grant scheme, home to school transport, emergency active travel fund)

3.6   Un-ringfenced grants can be used for any purpose to support the authority's response to the pandemic. Specific grants can only be used for prescribed purposes determined by government under the conditions for grant.

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Covid-19 Monitoring – Key Numbers from July Submission

£32.4m	Un-ringfenced emergency grant funding
£44.7m	Public Health ring-fenced grants (Outbreak Management, Test & Trace)
£30.2m	Social Care ring-fenced grants (Care Homes Infection Control, Rapid Testing, Workforce Recruitment & Retention)
£7.9m	Other ring-fenced grants (Clinically Extremely Vulnerable, Winter Support, Home to School Transport
£1.4m	Hospital discharge
£46.3m	Surplus from 2020-21
£162.9m	**Net funding available**
£159.0m	Forecast additional spending (including spending from ring-fenced grants)
£7.3m	Forecast loss of income
£166.3m	**Total change in KCC spend and income**
£3.4m	**Net deficit**

4.1   The latest MHCLG returns now only include the impact of Covid-19 in the current financial year (2021-22) with previous years now closed. The most recent return for November includes actual spending and income losses and commitments recorded on the Covid-19 monitoring system together with forecasts for the remainder of the year.

4.2   The final return for 2020-21 showed a surplus of un-ringfenced grant (after carry forward of unspent ring-fenced grants) of £46.3m, this too has been carried forward for comparison purposes. Overall, across 2019-20 to 2021-22 shows that after the carry forward of the surplus from 2020-21 the additional Covid-19 grants are slightly less than the additional actual/forecast costs including delayed savings and income losses leaving a forecast net deficit of £3.4m.

4.3   The main areas of additional spending in 2021-22 include the following:
- Adult social care – additional demand for care including placements and assessment costs for clients discharged from hospitals, market sustainability for care providers (including infection control) and PPE/rapid testing costs
- Children's services – forecast demand for additional placements and assessment costs due to the impact on vulnerable families from sustained lockdown and school closures, and Reconnect programme
- Education – market sustainability payments to home to school transport providers
- Public transport – market sustainability for transport providers
- Public Health – spending on Contain Outbreak Management, Test & Trace, Clinically Extremely Vulnerable and Winter Support
- Environment – waste management
- Other – delays to savings plans and assumed spending through Helping Hands scheme

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4.4   Main income losses come from sales, fees and charges (Kent Travel Saver, Registration and libraries, and adult social care day centres), and investment income.

4.5   Table 2 shows the amounts received from the un-ringfenced emergency grants spread over the years and the amount of spending/delayed savings and income losses excluding the spend from ring-fenced specific grants (public health, social care, etc), which are assumed to be spent in full. Essentially, the spend and income losses against non-ringfenced grants is the spend that the Council decides.

Table 2 – Split of spend/income between un-ringfenced emergency grant and ringfenced grants

	Total	2021-22	2019-20 & 2020-21
	£m	£m	£m
Emergency Grant	127.316	32.357	94.959
Spend Funded from Emergency Grant	102.997	74.817	28.180
Loss of Income*	27.753	7.314	20.440
Surplus/(Shortfall)	-3.435	-49.774	46.340
Ring-fenced grant and spend	153.429	84.157	69.273

* Income losses include income from sales fees and charges which must be reported in the DLUHC return although losses can be partially compensated by the separate grant made by claim as shown in table 1

4.6   Table 3 provides a breakdown of the additional non-ringfenced spending between the main service areas. Additional spending in adult social care includes additional demand for care packages related to the pandemic, additional support to social care providers, workforce pressures, procurement of personal protective equipment (PPE), and investment in telecare. Children's services include additional residential care related to the pandemic, special educational needs, adaptations to school accommodation and mobile classrooms, Environment and Regulatory includes mortuary accommodation and additional demand for waste services.

Table 3 – Non-ringfenced spending

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	Total	2021-22	2019-20 & 2020-21
	£m	£m	£m
Adult Social Care	44.448	29.367	15.081
Children's Services	18.402	17.959	0.443
Highways & Transport	2.030	2.500	-0.470
Environment & Regulatory	8.738	3.454	5.284
IT & Remote Working	3.977	0.942	3.034
Helping Hands	16.000	16.000	0.000
Delayed Savings	5.745	1.616	4.129
Other	3.658	2.978	0.679
	102.997	74.817	28.180

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Details of Grant Allocations

1. Covid-19 Emergency Grant
The Government has used different formulae to allocate each tranche of the Covid-19 emergency. The methodologies from tranche 2 onwards were informed by the impact identified through the MHCLG monitoring returns.

Covid-19 Emergency Grant Tranche1 £1.6bn – March 2020
Just under 87% of the total grant (£1.39bn out of a total of £1.6bn) was allocated to local authorities with social care responsibilities (upper tier and single tier councils) using the adult social care relative needs formula (RNF). The RNF is the same as that used in the Formula Grant calculations prior to 2013-14.

The remaining 13% (£0.21bn) was allocated using the total settlement funding assessment for 2013-14 (a measure of spending needs on all council services). This was allocated to all councils (upper tier, single tier, lower tier and fire & rescue authorities).

KCC's allocation was £39.012m (2.44% of the total).

Covid-19 Emergency Grant Tranche 2 £1.6bn – May 2020
This tranche was allocated according to 2020-21 total population projection for each authority area. In two tier areas 65% was allocated to upper tier (62% for those areas with separate Fire & Rescue authorities with 3% allocated to the fire authority) and 35% to lower tier. In single tier areas with separate Fire & Rescue authorities, 97% went to the local authority and 3% to the fire authority. In London 96% went to boroughs and 4% to the Greater London Authority. The allocations for fire authorities were reduced by pro rata share of £6m to create a fire contingency fund.

KCC's allocation was £27.934m (1.75% of the total)

Covid-19 Emergency Grant Tranche 3 £0.5bn – July 2020
£6m from this tranche was top sliced to be allocated to those authorities with additional Covid-19 costs to support Unaccompanied Asylum Seeking Children (UASC).

The remainder of this tranche £494m was allocated via a new formula taking account of population forecasts weighted for area costs and deprivation. Area cost weightings are based on those proposed for the Foundation Formula through the Fair Funding Review (not yet implemented), these take account of accessibility to services (based on measures of population sparsity and density) and remoteness as well as differences in labour and premises costs. Deprivation weightings are based on average Index of Deprivation (IMD) for the local authority area. Trance 3 included no allocations for Fire & Rescue authorities.

The split in two tier areas is 79:21 between upper and lower tiers

KCC's allocation was £10.312m (2.09% of the total after top slice)

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Covid-19 Emergency Grant Tranche 4 £1.0bn – October 2020
£100m of this tranche was top sliced to compensate for income losses on local authority leisure centres.

The remaining £0.9bn was added to previous allocations from tranches 1-3 excluding the allocations to Isles of Scilly (including a share of tranche 4 based on the isles population as a proportion of total population), Fire & Rescue Authorities and Greater London Authority. The total local authority shares of tranches 1 to 4 of £4.553bn were re-allocated using the same population/area cost/deprivation formula as tranche 3 to calculate a notional revised total allocation. This resulted in some authorities receiving no additional funding from tranche 4 and some authorities receiving a fixed £100k minimum as their tranche 4 allocation. Effectively this means for most authorities the total share of tranches 1 to 4 is determined according to population estimate weighted according to area costs and relative deprivation.

KCC's allocation from tranche 4 was £17.701m (1.9% of the total after the top slice).

Covid-19 Emergency Grant Tranche 5 £1.55bn – December 2020 (to be paid in April 2021)

This tranche was allocated via the same formula introduced for tranche 3 (and used for the reallocations in tranche 4) based on population forecasts weighted for area costs and deprivation.

KCC's allocation from tranche 5 was £32.357m (2.09% of the total).

KCC's total allocation for tranches 1-5 is £127.316m (2% of the total after top slices) as per table 1.

2. Compensation Grants
A) Compensation for Business Rates Reliefs
Local authorities have been compensated for the additional business reliefs granted during COVID-19 lockdowns. Initially this grant has been paid to collection authorities (districts councils in two tier areas). We have included a debtor in the 2020-21 accounts based on the county council's share of business rates from business rates estimates returns (NNDR1)

B) Tax Income Guarantee
Separate grants are available to support 75% of tax collection losses in 2020-21. For council tax the grant has initially been determined according to estimated losses on the collectable amount (i.e. does not include under collection of council tax due as this has not been deemed irrecoverable). Business rates losses include all losses including uncollected tax other than those due to additional Covi-19 reliefs or appeals or material changes in circumstances. As with council tax the business rates compensation has initially been determined according to estimated losses.

An initial instalment of 50% has been paid in May with a second instalment based on outturn data provided later in the year.

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C) Local Council Tax Support

This is a new grant for 2021-22, as originally announced at the Spending Review on the 25 November (chapter 6, paragraph 65). It is being provided to authorities as part of £670m support package in recognition of the anticipated additional cost of providing Local Council Tax Support (LCTS) in 2021-22, at a time when more households are likely to be facing financial difficulties as a result of the pandemic. The grant is for local authorities to keep, and the funding is unringfenced.

D) Loss of Sales Fees & Charges Income

Local authorities are able to claim up to 75% for irrecoverable losses on sales, fees and charges income due to the impact of the pandemic. To date claims have been submitted based on actual/assumed losses in 2020-21. Claims can be submitted for losses in the first quarter of 2021-22 while Covid-19 restrictions remain in place.

3. Adult Social Care Infection Control Fund

Tranche 1 £0.6bn – June 2020

The allocation shares for each local authority are calculated according to the number of registered care home beds in each local authority area (upper tier and single tier only) weighted by an area cost adjustment. The area cost adjustment reflects differences in wages and prices in different local authorities.

The government expected that care homes should receive a payment for the number of registered beds, representing 75% of the total funding. The remaining 25% can be paid to care homes or domiciliary care providers and support wider workforce resilience as determined by each local authority.

KCC's allocation was £18.878m (3.15% of the total). £0.724m has been treated as a receipt in advance and rolled forward into 2021-22 leaving a net £18.154m accounted for in 2020-21.

Tranche 2 £0.546bn – September 2020

71% of the grant (£387.5m) is allocated on the basis of the number of care home beds, and 29% (£158.5m) is allocated on the basis of users supported by community care providers. The allocations for each local authority for care homes proportion is calculated according to the number of registered care home beds in each local authority area weighted by an area cost adjustment.

The government expected that care homes should receive a payment for the number of registered beds, and community care providers for the number community care users, representing 80% of the total funding. The remaining 20% can be paid to care homes or domiciliary care providers and support wider workforce resilience as determined by each local authority.

KCC's allocation was £16.653m (3.05% of the total). This together with the net balance from tranche 1 leaves a total of £34.807m in 2020-21 as per table 1.

Tranche 3 £0.2025bn – March 2021 (to be paid in April 2021)

52.5% is allocated on the basis of the number of care home beds for care homes plus the maximum number of service users for residential drug and alcohol settings. 17.5% is allocated on the basis of users supported by community care providers.

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The 70% made via direct allocations is intended to passed on to care providers.

30% is allocated as a discretionary amount on the basis of the combined distributions used for community care and care homes plus residential drug and alcohol.

KCC's allocation £6.176m (3.05% of the total).

Tranche 4 £0.1425bn – July 2021
This tranche represents an extension of funding until September 2021 and is allocated via the same formula as tranche 3 with the same expectations to pass on funding to providers.

KCC's allocation for tranche 4 £4.393m (3.08% of the total).

==***Tranche 5 £0.237bn – October 2021***==
==This tranche represents an extension of funding until March 2022 and is allocated via the same formula as tranche 3 with the same expectations to pass on funding to providers.==

==KCC's allocation for tranche 5 £7.275m (3.07% of the total).==

This together with the receipt in advance from tranche 1 and tranches 3 and 4 results in a total of £18.568m in 2021-22 as per table 1.

4. Adult Social Care Rapid Testing Fund
Tranche 1 £0.149bn – January 2021
The allocation shares for each local authority are calculated according the number of care home beds and the potential numbers of users of residential alcohol and drug services in each local authority (upper and single tier) weighted by an area cost adjustment. The area cost adjustment reflects differences in wages and prices in different local authorities

The government expected that care homes should receive a payment for the number of registered beds and residential alcohol and drug services beds, representing 80% of the total funding. The remaining 20% is available for local authorities' discretionary use to support the care sector to operationally deliver LFD testing.

KCC's allocation was £4.686m (3.14% of the total) in 2020-21 as per table 1.

Tranche 2 £0.139bn – March 2021 (to be paid in April 2021)
The total grant (£138.695 million) is split at a national level between care homes combined with residential drug and alcohol settings and community care providers.

60% is allocated on the basis of the number of care home beds for care homes plus the maximum number of service users for residential drug and alcohol settings. 40% is allocated on the basis of users supported by community care providers

KCC's allocation is £4.143m (3.0% of the total)

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Tranche 3 £0.1088bn – July 2021
This tranche represents an extension of funding until September 2021 and is allocated via a revised formula with 70% allocated on the basis of the number of care home beds for care homes plus the maximum number of service users for residential drug and alcohol settings. This element should be passed on to providers.

30% discretionary element is allocated on the basis of users supported by community care providers.

KCC's allocation for tranche 3 is £3.330m (3.06% of the total).

Tranche 4 £0.1263bn – October 2021
This tranche represents an extension of funding until March 2022 and is allocated via the same formula as tranche 3 with the same expectations to pass on funding to providers.

KCC's allocation for tranche 4 is £3.852m (3.05% of the total).

Care Workers Access to Vaccines Fund £0.025bn – October 2021
This was a new element added as part of the extension of Infection Control and Rapid Testing in October 2021 to support care providers and social care staff with the costs associated with accessing COVID-19 and flu vaccinations.

35% is allocated on the basis of the number of care home beds for care homes plus the maximum number of service users for residential drug and alcohol settings. 35% is allocated on the basis of users supported by community care providers. As with Infection Control and Rapid Testing this 70% direct element should be passed directly to providers.

30% is allocated as a discretionary amount on the basis of the combined distributions used for community care and care homes plus residential drug and alcohol.

KCC's allocation £0.743m (3.0% of the total).

This allocation together with tranches 2, 3 and 4 of the Rapid Testing Fund make up the £12.069m in 2021-22 as per table 1.

5. Adult Social Care Workforce Capacity Fund
£0.120bn – January 2021
Each authority's allocation is determined using the Adult Social Care RNF

KCC's allocation is £3.082m (2.57% of the total) and is shown in 2020-21 as per table 1.

This funding enable local authorities to deliver measures to supplement and strengthen adult social care staff capacity to ensure that safe and continuous care is achieved to deliver the following outcomes:

- maintain care provision and continuity of care for recipients where pressing workforce shortages may put this at risk

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- support providers to restrict staff movement in all but exceptional circumstances, which is critical for managing the risk of outbreaks and infection in care homes
- support safe and timely hospital discharges to a range of care environments, including domiciliary care, to prevent or address delays as a result of workforce shortages
- enable care providers to care for new service users where the need arises

KCC is passporting 89% of the overall grant to all CQC registered providers and the remainder is going to support the Design Learning Centre and KICA (Trade Association) who support the whole market in recruitment, training and development.

Workforce Recruitment & Retention Fund Round 1 £0.1625bn – October 2021
This grant is intended to support local authorities and social care providers to recruit and retain sufficient staff over winter, and support growth and sustain existing workforce capacity.

Councils are expected to work closely with their provider partners to think innovatively about the measures they put in place individually and collectively, including passporting funding directly to providers where appropriate. It will be important to retain existing staff capacity as well as encourage new and returning entrants.

This is a new grant, separate to the third Infection Control and Testing Fund, which will further help the care sector respond to the challenges posed by winter pressures and will be paid to local authorities in England.

The grant is ring-fenced and will be paid in 2 instalments to local authorities, £97.5 million (60%) in November 2021 and the second instalment worth £65 million (40%) in January 2022 subject to competing a return to the Department of Health and Social Care by 14 January 2022. It is expected the grant will be spent in full by 31 March 2022.

The distribution of this grant to local authorities is based on the standard adult social care relative needs formula (RNF), KCC's share is £4.174m (2.57% of the total)

Workforce Recruitment & Retention Fund Round 2 £0.300bn – December 2021
Additional allocation to address staffing concerns. This allocation can be used to increase pay or staff capacity. Detailed allocations have not been announced but we have estimated KCC's share as £7.705m based on the same 2.57% share of the national total.

The two allocations of the workforce recruitment and retention fund amount to £11.879m 2021-22 as shown in table 1.

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6. Test & Trace Service Support Grant
£0.3bn – June 2020
Each authority's allocation is determined pro rata to the local authority Public Health Grant 2020-21.

KCC's allocation was £6.311m (2.1% of the total). £5.002m has been treated as a receipt in advance and rolled forward into 2021-22 leaving a net £1.309m accounted for in 2020-21 in table 1.

7. Covid Winter Support Grant Scheme
Tranche 1 £0.170bn – November 2020
Each authority's allocation is based on estimated costs. The grant is made available to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials. The grant must be spent by 31st March 2021, 80% on families with children and 80% on food and fuel costs.

KCC's allocation was £4.504m (2.65% of the total).   £0.034m has been treated as a receipt in advance and rolled forward into 2021-22 leaving a net £4.470m accounted for in 2020-21 in table 1.

Tranche 2 £0.059bn – February 2021 (to be paid in April 2021)
The scheme has been extended to reflect the rollout of the roadmap to recovery up to 20th June 2021

KCC's allocation is £1.566m (2.65% of the total).

Tranche 3 £0.040bn – February 2021 (to be paid in April 2021)
The scheme has been extended to reflect the rollout of the roadmap to recovery up to 20th June 2021

KCC's allocation is £1.060m (2.65% of the total). This together with tranche 2 and the receipt in advance from tranche 1 leaves a total of £2.660m in 2021-22 as per table 1.

8. Local Authority Emergency Assistance Grant for Food and Essential Supplies
£0.063bn – July 2020
Each authority's allocation is determined according to the population of each local authority, weighted by a function of the English Index of Multiple Deprivation (IMD).

KCC's allocation was £1.669m (2.65% of the total)

9. Clinically Extremely Vulnerable (CEV) Funding
Tranche 1 £0.0327bn – November 2020
Allocated to upper tier councils (county councils and single tier authorities) to support the clinically extremely vulnerable during second national lockdown in November. It will be used to provide support, such as access to food deliveries and signposting to local support of befriending services, to the most at risk and enable them to stay at home as much as possible.

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KCC's allocation was £0.890m (2.72% of the total)

Tranche 2 £0.0088bn – December 2020
Allocated to upper tier authorities areas which entered Tier 4 where Shielding guidance had been introduced prior to the 5th January on updated CEV patient count

KCC's allocation is £0.508m (5.79% of the total)

Tranche 3 £0.0317bn – January 2021
Allocated to upper tier councils (county councils and single tier authorities) on updated CEV patient count

KCC's allocation is £0.900m (2.84% of the total)

Tranche 4 £0.0408bn – February 2021
Allocated to upper tier councils (county councils and single tier authorities) on updated CEV patient count

KCC's allocation is £1.104m (2.70% of the total)

Tranche 5 £0.0613bn – March 2021
Allocated to upper tier councils (county councils and single tier authorities) on updated CEV patient count

KCC's allocation is £1.601m (2.61% of the total)

Total for CEV for 2020-21 is £5.003m as shown in table 1. £3.2m is rolled forward into 2021-22.

10. Contain Outbreak Management Fund
Areas of Enhanced Support and Areas of Intervention £0.035bn – June 2020
Targeted to particular areas. KCC received no allocation from this distribution

Local COVID alert level payments £0.124bn – October 2020
Following the move to local COVID alert levels targeted local authorities were eligible for payments from the Contain Outbreak Management Fund to support proactive containment and intervention measures. KCC received no allocation from this distribution

National Restriction Payments £0.326bn - November 2020
Following the introduction of second National Lockdown allocated to all single tier and upper tier authorities as £8 per head of estimated population.

KCC's allocation was £12.652m (3.87% of the total). £8.434m has been spent in 2020-21 (as shown in table 1) with the balance £4.219m rolled forward into 2021-22

Tier Restriction Payments – December 2020
Following the introduction of tiering system allocated to all single tier and upper tier authorities as £4 per head of estimated population in tier 3 and £2 per head in tier 2

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KCC's allocation was £6.326m

National Restriction Payments – January 2021
Following the introduction of third National Lockdown allocated to all single tier and upper tier authorities as £4 per head of estimated population.

KCC's allocation was £6.326m

National Restriction Payments – February 2021
Following the introduction of third National Lockdown allocated to all single tier and upper tier authorities as £4 per head of estimated population.

KCC's allocation was £6.326m

National Restriction Payments – March 2021
Following the introduction of third National Lockdown allocated to all single tier and upper tier authorities as £4 per head of estimated population.

KCC's allocation was £8.134m

KCC Total allocation for 2020-21 was £39.765m. £31.331m had been treated as receipt in advance and rolled into 2021-22 leaving a net balance for 2020-21 of £8.434m as per table 1.

2021-22 £0400bn – March 2021 (to be paid in April 2021)
A further £400 million has been allocated for the 2021-22 financial year. The funding is available to support public health activities directly related to the COVID-19 response, such as testing, non-financial support for self-isolation, support to particular groups (CEV individuals, rough sleepers), communications and engagement, and compliance and enforcement. There will not be a separate ringfenced grant for compliance and enforcement in 2021-22.

The funding formula and scope of the COMF has developed in response to the changing nature of the pandemic. For the 2021-22 financial year, the COMF will be allocated using MHCLG's COVID-19 relative needs formula, which is weighted according to population and deprivation, and maps well against areas of enduring transmission. The 2021-22 COMF will be distributed to LAs as a single payment to support their continued public health response work, particularly as LAs work to ensure a smooth de-escalation of national restrictions through summer 2021.

In two-tier areas, a proportion of the funding will be directly allocated to the lower tier. This reflects the fact that district councils share the responsibility for delivery of a number of the COMF priorities, including having a lead role on compliance and enforcement activity. County councils are encouraged to allocate a greater share of the funding to district authorities if local plans indicate this is needed.

KCC's share of the £0.4bn under the formula is £8.350m (2.09% of the total). This is less than the share in 2020-21 due to the direct allocations to districts in two tier areas.

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The £4.219m rollover from November plus rollover of £27.112m from December to March payments plus the £8.350m for 2021-22 makes up the total of £39.681m shown in 2021-22 in table 1

11. Asymptomatic Community Testing
Tranche 1 – December 2020
The Community Testing Programme (CTP) was launched in December 2020 to enable local authorities with high prevalence of COVID-19 to work in partnership with the UK government to accelerate a reduction in prevalence by identifying asymptomatic cases through local testing and supporting them to isolate. It works alongside other forms of symptomatic and asymptomatic testing led by national government and has a powerful role to play in protecting the public's safety and wellbeing, particularly by providing testing to critical local services and hard to reach communities based on local knowledge and prioritisation.

The approved funding initially covered Tier 3 and 4 local authorities which focused on asymptomatic hard to reach segments of the population. Funding available to local areas will be estimated based on the number of tests they aim to deliver. Total funding per test is set at a maximum of £14, for all local authorities participating in the Community Testing Programme, however up to £6 of materials per test can be sourced from centrally procured arrangements in place. This funding per test is expected to cover all reasonable costs associated with the programme including site costs, workforce costs, PPE requirements, communication and marketing, logistic and other delivery costs.

KCC's estimated share of tranche 1 was £2.1m based on the number of tests anticipated be delivered across 24 sites

Tranche 2 January 2021
Following the introduction of National Lockdown the programme was extended to all local authority areas to the end of march. Funding continued to be up to £14 per test.

KCC's estimated share of tranche 2 was £4.2m. In addition the first two tranches of estimated income a debtor for £0.893m was set up in the final accounts for 2020-21 based on further estimated income. This takes the total estimated funding for 2020-21 to £7.193m as shown in table 1.

The scheme has been extended until end of July 2021. The estimated income for 2021-22 is £10.491m less £0.893m reversal of debtor leaving a net £9.598m as shown in table 1.

12. School and Colleges Transport Capacity Grant
Tranche 1 £0.044bn – August 2020
Initially allocated for the first half of the autumn term to coincide with the return for all children and young people to return to full-time education in September.

The funding enables local authorities to create extra capacity to allow more students to use alternatives to public transport, while social distancing measures remain in place.

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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Funding was allocated to local authorities to reflect the number of children and young people in the local area and how far they have to travel. This includes students travelling to education or training, as well as anyone supervising or escorting students to education provision.

KCC's share was £1.543m

Tranche 2 £0.0274bn – November 2020
Extension for second half term

KCC's share £1.057m

Tranche 3 £0.0271bn – February 2021
Extension to March 2021

KCC's Share £1.928m

A receipt in advance for £0.314m was set up at the end of 2020-21 and rolled forward into 2021-22. This takes the total grant for 2020-21 to £4.214m as shown in table 1.

Tranche 4 – April 2021
Extension for first half of summer term.

KCC's share £0.869m

Tranche 5 – June 2021
Extension for second half of summer term

KCC's share £0.852m

This takes the total for 2021-22 to £2.035m including the receipt in advance rolled forward from 2020-21

13. Covid Bus Services Operators Grant
A element of the Bus Services Operators Grant (BSOG) has been provided to local authorities to support public bus services during Covid-19 restrictions.

KCCs share in 2020-21 has been £4.296m. A separate restart grant of £0.620m has also been provided.

KCC's estimated share for Bus Service Operator's Grant in 2021-22 is £2.282m

14. Emergency Active Travel Fund
Part of £225m – June 2020
Local authorities (including combined authorities) were invited to submit bids to improve cycling and walking facilities. Tranche 1 supports the installation of temporary projects for the COVID-19 pandemic. Authorities received either 100%, 75%, 50% or 25% of their bids based on the extent to which they aligned with the

criteria. Tranche 1 allocations amounted to £39.840m including capital and revenue elements.

KCC's allocation was £1.6m (£1.13m capital, £0.47m revenue) amounting to 4% of the total. KCC's capital is 100% of the amount requested.

<u>15. Household Support Fund</u>
£0.421bn – September 2021
In September 2021 the government announced that vulnerable households across the country will be able to access a new £500m support fund to help them with essentials over the winter. This funding covers the period 6 October 2021 to 31 March 2022 inclusive. £421m has been made available to County Councils and Unitary Authorities in England to support those most in need this winter during the final stages of economic recovery.

Local authorities have discretion on exactly how this funding is used within the scope set out in guidance and Grant Determination conditions. The expectation is that the grant should primarily be used to support households in the most need with food, energy and water bills. It can also be used to support households with essential costs related to those items and with wider essential costs. In exceptional cases of genuine emergency it can additionally be used to support housing costs where existing housing support schemes do not meet this exceptional need.

The grant should be spent or committed before 31 March 2022 and cannot be rolled forward. This includes payments made, or committed to, by the Authority or any person acting on behalf of the Authority, from 06 October 2021 to 31 March 2022. For example, this would allow any vouchers issued before the end of the funding period to be redeemed in April 2022. All authorities are encouraged to ensure that any vouchers issued are redeemed before the end of the scheme, or shortly thereafter, or consider recycling unused vouchers

Local authorities should develop a 'local eligibility framework and approach' to enable them to distribute grant funding that best supports households most in need. At least 50% of the funding is for vulnerable households with children. The remainder of the funding (up to 50%) is available for vulnerable households without children (including individuals).

Local authorities have flexibility to develop a local delivery approach that best fits the scheme's objectives. Where Authorities choose to work with multiple organisations to provide a local delivery network or where Authorities engage with District Councils to deliver this grant on their behalf, detailed arrangements and funding should be made available to those organisations as soon as possible so that support for vulnerable households can be provided as soon as is practically possible.

County Councils are expected to work collaboratively with District Councils and other organisations in their area who may come into contact with those households who are eligible and would benefit from this grant. Authorities that do not have the mechanisms in place to administer this grant should consider whether District Councils are better placed to do so on their behalf. If Authorities decide to engage with District Councils in this way they are encouraged to do so as quickly as possible to ensure roles, responsibilities and effective arrangements are put in place to deliver

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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16. Practical Support for Self-Isolation
£12.9m per month March 2021 to June 2021
Funding to allow councils to provide financial support and to design and deliver bespoke interventions to support their local communities to self-isolate successfully when instructed to do so.

The amount above is the overall funding allocation that is divided and distributed amongst Upper-Tier Local Authorities according to COVID-19 relative needs formula

Practical support funding can only be used to deliver practical, social and emotional support to people who are self-isolating as positive cases or close contacts. This funding cannot be used to deliver financial support.

KCC's share is £0.341m per month (2.65% of the total)

£15.6m per month July 2021 to September 2021
KCC's share is £0.412m per month (2.65% of the total)

A total of £2.603m for this grant is shown in 2021-22 under the "other" line in table 1.

Numbers rounded for clarity including totals. As a result small rounding differences sometimes occur and tables may appear not to add-up

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From: Roger Gough, Leader of the Council

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

                   Bryan Sweetland, Cabinet Member for Communications,
                   Engagement, People and Partnerships

                   David Cockburn, Corporate Director for Strategic and Corporate
                   Services

To: Policy and Resources Cabinet Committee – 19 January 2022

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)

14 of the 25 KPIs achieved target for the latest month and were RAG rated Green, 3 were
below target but did achieve the floor standard (Amber) and 7 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.

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1.   Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions
      of the Council that fall within the remit of the Committee. To support this role
      Performance Dashboards are regularly reported to each Cabinet Committee
      throughout the year, and this is the second report for the 2021/22 financial year.

2.   Performance Dashboard

2.1. The current Strategic and Corporate Services Performance dashboard provides
      results up to the end of October 2021 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 2021/22. 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:

- 14 are rated Green – the target was achieved or exceeded;

- 3 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;

- 7 are rated Red – performance did not meet the expected floor standard:

  - CS04a: Daytime calls to Contact Point answered.
  - CS07: Complaints responded to in timescale.
  - 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 commenced within 20 working days of all paperwork received.
  - FN05: Sundry debt due to KCC which is under 60 days old.
  - FN06: Sundry debt due to KCC outstanding over 6 months old.

- 1 is currently suspended due to Coronavirus and has no RAG rating.

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3. Recommendation(s)

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

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4.   Contact details

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Strategic and Corporate Services Performance Dashboard

Financial Year 2021/22

Results up to October 2021

Produced by Kent Analytics

Publication Date: December 2021

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 2021.

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

*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	RED	RED
CS04b: Out of hours calls to Contact Point answered	AMBER	AMBER
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	RED	RED
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	GREEN
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 commenced within 20 working days of all paperwork received	RED	RED
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	GREEN	GREEN
FN11: Financial assessments fully completed within 15 days of referral	GREEN	AMBER
FN05: Sundry debt due to KCC which is under 60 days old	RED	n/a
FN06: Sundry debt due to KCC outstanding over 6 months old	RED	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	Bryan Sweetland	Agilisys

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	Oct-21 YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	98%	97%	97%	GREEN	97%	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	73%	95%	82%	84%	RED	85%	RED	95%	90%	96%
CS04b	Percentage of out of hours calls to Contact Point answered	85%	95%	97%	90%	AMBER	90%	AMBER	95%	90%	98%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	77%	74%	74%	74%	GREEN	76%	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	76%	85%	83%	84%	GREEN	81%	GREEN	70%	65%	74%

CS04a&b – Call answer rates within Contact Point continue to be impacted by staff leaving and sickness due to Covid. A salary review and benchmarking exercise by Agilisys and KCC identified the need to revise pay scales, and from 1st November a career grading pathway was introduced for call advisors, including an increased starting salary. These measures are aimed at attracting more potential employees when recruiting and assist with retaining existing high performing employees. A new recruitment campaign has resulted in new starters joining at the end of November with more to come in December, so improved performance is anticipated from this point onwards.

Activity Indicators

Ref	Indicator description	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Year to Date	In expected range?	Expected Range Upper | Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	36,572	36,314	41,209	44,488	36,181	267,504	Yes	349,612	239,561	282,323

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Bryan Sweetland	People & Communications

Key Performance Indicators – Quarterly

Ref	Indicator description	Dec-20	Mar-21	Jun-21	Sep-21	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	78%	83%	82%	**75%**	RED	**78%**	RED	85%	80%	82%
HR25	Percentage of corporate themed Health and Safety audits sent in 7days								90%	85%	N/a

CS07 – The highest volume of late responses relates to complaints that fall under the GET Directorate, though they achieved 81% within timescale. CYPE had the lowest percentage within timescale of the five Directorates, at 58%. The volumes and complexity of complaints being received in some services, alongside day-to-day management of cases, has proved challenging. Work is ongoing to increase performance where possible, however it may take some time to improve whilst the backlog of cases are processed.

Key Performance Indicators – Monthly

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	99%	99%	**99%**	GREEN	**99%**	GREEN	97%	95%	99%

Activity Indicators

Ref	Indicator description	May-21	Jun-21	Jul-21	Aug-21	Sep-21	YTD	In expected range?	Expected Activity Upper	Lower	Prev. Year YTD
CS12	Number of visits to the KCC website, kent.gov (000s)	843	873	989	884	858	**5,288**	**Above**	5,000	4,000	4,195

CS12 – Visits to the KCC website remain above expectations. Household Waste Recycling Centre pages remain most popular with over 300,000 visits in the Quarter. Coronavirus cases' pages were next at nearly 128,000, followed by School Term dates with 105,000 visits. Due to a review of KCC's use of cookies on kent.gov.uk no visitor data is available from October until the review is complete and any recommendations are implemented.

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	**Amanda Beer**	**Bryan Sweetland**	**People & Communications**

Activity Indicators

Ref	Indicator description	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	In expected range?	Expected Range Upper	Lower	Prev. Yr YTD
HR12	Number of current change activities being supported	92	86	92	99	**107**	**Above**	75	65	82
HR13	Total number of e-learning training programmes completed (YTD)	16,032	20,599	24,950	31,383	**37,369**	**Above**	35,000	30,000	39,491
HR16	Number of registered users of Kent Rewards	24,378	24,583	24,542	24,645	**24,655**	Yes	25,000	24,000	24,579
HR21	Number of current people management cases being supported	97	102	108	121	**120**	**Above**	100	90	93
HR23	Percentage of staff who have completed all 3 mandatory learning events	81%	81%	80%	81%	**82%**	Yes	90%	80%	73%

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

HR13 – The total number of courses completed during the quarter is above the expected range and shows that staff continue to engage with the valuable learning offer for development purposes. Courses continue to be accessible to the workforce through the Delta learning platform.

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.

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN01	Pension correspondence processed within 15 working days	98%	99%	95%	99%	GREEN	98%	GREEN	98%	95%	99%
FN02	Retirement benefits commenced within 20 working days of all paperwork received	75%	59%	71%	58%	RED	59%	RED	90%	85%	93%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	87%	84%	83%	85%	GREEN	85%	GREEN	85%	80%	82%
FN11	Percentage of financial assessments completed within 15 days of referral	94%	97%	89%	90%	GREEN	88%	AMBER	90%	85%	94%

FN02 – Several issues have contributed to the low performance this year - ICT issues, including connectivity issues with the pensions system; the regrettable increase in deaths of scheme members, with every death taking a considerable time to process; pressure of annual benefit illustrations, which are a statutory requirement and take priority, meaning staff were unavailable to deal with the benefits. System issues experienced in August for approximately 10 days are still causing repercussions despite staff trying to make up for that lost time. These cases are dealt with in date order and only included in the KPI once complete, so the figures will reflect cases which have been worked on as part of the catching up process. Extra resource has been applied to these tasks with an additional 33% of cases being dealt with in November and so we should start to see the KPI improve.

FN11 – For a one-week period in April, Assessment Officers were reassigned to assist with answering the large volumes of calls received from customers (in the region of 15,000) following the annual reassessment process. This new approach had a negative impact on the KPI during April when it fell to 55.5% because the Assessment Officers were not able to complete financial assessments. The recovery plan put in place following the drop in performance has worked effectively with the KPI improving since that point.

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

Activity Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Year to date	Previous Year YTD
FN01b	Number of pension correspondences processed	536	523	751	656	**4,370**	2,625
FN02b	Number of retirement benefits paid	189	191	256	248	**1,540**	1,361
FN07b	Number of invoices received by KCC	9,964	8,466	8,572	8,836	**63,169**	57,306
FN11b	Number of financial assessments received	754	714	727	646	**4,872**	4,251

FN01b – The increase in pension correspondence compared to the previous year is most likely due to the follow reasons: System issues at the beginning of 2021 have created a backlog of work, and if scheme members send any additional correspondence, including follow-ups to earlier emails, then this will be treated as additional correspondence; problems with the telephone helpline has meant more people have used online forms and email to contact the Service; the increase in deaths earlier in the year are reflected in additional correspondence several months later; finally, a change in the transfer-out process which now requires a form to be completed.

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	41%	51%	50%	50%	RED	n/a		75%	57%	79%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	27%	23%	43%	47%	RED	n/a		15%	20%	6%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	98%	97%	97%	GREEN	98%	GREEN	97%	94%	98%

FN05 - There are 2 large debts totalling £12.8m equating to 36% of the total debt figure. Both of these relate to a s106 agreement which is currently being revised. These are out of Cantium's control until the revised agreement has been finalised. Without these 2 debts the overall debt value is £22.3m and the under 60-day KPI would increase to 77.9%, moving the KPI to a green RAG rating.

FN06 – In September a £7.0m debt was added to an existing £5.8m debt in the over 6-month category, which is the £12.8m debt mentioned in FN06 above. The over 6-month debt value without these 2 debts would reduce to £3.8m, and the KPI would decrease to 16.9%, moving the KPI to an amber RAG rating. There is a further debt valued £650k that is also impacting the over 6-month figure. This debt is currently the subject of formal discussions with the debtor. Excluding this debt would decrease the KPI to 14.4%, moving the KPI to a green RAG rating.

Activity Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Previous Year YTD
FN05b	Value of debt due to KCC (£000s)	31,304	37,274	35,424	35,102	21,979

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	YTD	Year RAG	Target	Floor	Prev. Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	100%	100%	GREEN	100%	GREEN	100%	96%	99%
GL02	Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	72%	68%	74%	69%	RED	75%	RED	92%	90%	82%
GL03	Data Protection Act Subject Access requests completed within timescales	54%	80%	69%	60%	RED	60%	RED	90%	85%	65%

Activity Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	YTD	In expected range?	Expected Activity Upper | Lower		Previous Year YTD
GL01b	Committee meetings	12	3	17	11	80	N/a			55
GL02b	Freedom of Information requests	151	146	177	141	1,142	Yes	1,517	1,167	942
GL03b	Data Protection Act Subject Access requests	61	54	35	42	353	Above	303	257	234

GL02 – Across the year, of all requests completed 26% were related to Highways, Transportation and Waste, 13% related to Education, and 9% for each of Finance, Infrastructure, and Children's Social Care, with various other services making up the remainder.

GL03 - The majority of Subject Access Requests relate to Children's Social Care (74%).

Please note, further details on FOI and SAR performance are being provided in a separate agenda item.

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	64%	66%	77%	**70%**	GREEN	**70%**	GREEN	70%	65%	76%
ICT02	Positive feedback rating with the ICT help desk	91%	93%	96%	**92%**	AMBER	**93%**	AMBER	95%	90%	93%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	99.8%	99.0%	100%
ICT04	Working hours where ICT Services are available to staff	99.9%	100%	99.7%	**100%**	GREEN	**99.8%**	GREEN	99.0%	98.0%	99.7%
ICT05	Working hours where email is available to staff	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	99.0%	98.0%	100%

ICT02 –The most common issue for negative feedback continues to be response times, and work by Cantium to clear a backlog of overdue open tickets may have prompted further negative responses with an increased number of old tickets being closed. A wider customer satisfaction survey is planned.

Activity Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	6,075	5,889	7,886	**7,245**	**45,372**	47,233
ICT02b	Feedback responses provided for ICT Help Desk	384	352	582	**462**	**3,251**	4,758

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	0.0%	0.5%	1.7%	1.3%	GREEN	5%	15%	2.1%

Activity Indicator

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	24.6	451.5	55.2	19.6	1,306.1	1,954
PI03c	Capital receipts banked (£000s)	0.0	0.0	146.8	5.0	258.8	4,650

PI03c – Receipts are not always spread evenly over the course of the Financial Year. The projections this year include a number of high value sites, some of which have been pushed back into the later quarters of 2021/22.

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

Key Performance Indicators

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	87%	84%	84%	**80%**	AMBER	**84%**	AMBER	90%	80%	89%

PI04 – There have been delays in the supply chain obtaining the necessary parts and materials to complete the work required.

Activity Indicator

Ref	Indicator description	Jul-21	Aug-21	Sep-21	Oct-21	Year to Date	Previous Year YTD
PI04b	Number of reactive tasks responded to	926	766	836	1,001	**5,963**	5,195

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From: Roger Gough, Leader of the Council

              David Cockburn, Corporate Director of Strategic and Corporate
              Services

To: Policy and Resources Cabinet Committee, 19 January 2022

Subject: Annual Equality and Diversity Report 2020-21

Classification: Unrestricted

Past Pathway of report: Corporate Management Team

Future Pathway of report: N/A

Summary:
This report sets out progress against Kent County Council's Equality and Human
Rights Policy and Objectives, which is a statutory requirement under the Equality Act
2010.

Recommendation:
The Policy and Resources Cabinet Committee is asked to approve the Annual
Equality and Diversity Report for 2020-21, attached as Appendix A

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1. **Introduction**

1.1 Section 149 of the Equality act 2010 introduced the Public Sector Equality Duty
     (PSED) which came into force in April 2011. It requires public bodies to have
     due regard to the following:

      a. Eliminate unlawful discrimination, harassment and victimisation and
         other conduct prohibited by the Equality Act;

      b. Advance equality of opportunity between people who share a protected
         characteristic and those who do not;

      c. Foster good relations between people who share a protected
         characteristic and those who do not (the protected characteristics are
         age, disability, gender reassignment, pregnancy and maternity, race,
         religion or belief, marriage and civil partnership, sex and sexual
         orientation);

      d. Publish an Annual Equality and Diversity Report by 31 January the
         following year.

1.2 Due to the COVID-19 pandemic, Local Authorities were not required to publish
     a report for the year covering 2019-20. However, this reprieve was lifted in
     2021, with an expectation that a report for 2020-21 would be published in
     accordance with the PSED requirements. The report appended to this paper
     discharges the council's statutory duty to produce and publish an annual
     Equality and Diversity Report.

2. Annual Review

2.1 Due to the circumstances of the past 21 months of Kent County Council (KCC) operating under challenging conditions while it responds to and puts in place recovery from the pandemic, the report has been compiled differently to previous years. The directorates have not been required to produce their own reports for their respective cabinet committees; instead information has been sought directly from KCC's services via the Corporate Equality Group's directorate representatives to inform the 2020-21 annual report.

2.2 The annual report draws together the directorates' activity that contributed towards KCC's equality objectives during the period 1 April 2020 to 31 March 2021. These 2016-2020 objectives were extended into 2021 due to the pandemic. As with previous years, the report aligns the objectives to the Equality and Human Rights Commission's six 'domains' that are important to people's quality of life:
- Work
- Education
- Living Standards
- Health
- Justice & Personal Security
- Participation

2.3 The review of KCC's activity in upholding the PSED and progress towards our equality objectives shows that despite 2020-21 being an extremely challenging and unprecedented year, services were committed to placing equalities centrally to their planning and delivery. For many services, responding to and planning recovery for COVID-19 replaced their 'business as usual'; however, they ensured that their measures and initiatives either took into account or specifically supported those with protected characteristics. This applied not just to outward facing services, but also to those supporting our own staff.

2.4 Digital access to services and activities played a large role in this, for example, Adult Social Care & Health's (ASCH) Kara video phones were rolled out to vulnerable residents such as older people and those with disabilities to enable them to access social care and family members during lockdown and shielding. Virtual Day Centres were created to provide activities to recipients via Skype and social media, with activity packs delivered to those unable to access digital services. The digital loan scheme also helped service users without access to the internet, with Libraries. Registration & Archives (LRA) loaning their tablets to contribute to the ASCH scheme.

2.5 For those services unable to be run during lockdown, services adapted, often with a focus on mental health and wellbeing: LRA created a befriending service for its older and vulnerable customers who would normally access the Home Library Service, and for Children's services, the 'Toy Scheme' was created to provide toys and equipment for disabled children and young people to ease the pressure caused by the suspension of in-person support services during lockdown. Public Health commissioners supported the redeploying of staff from services unable to continue, such as Stop Smoking services, to provide wellbeing calls for vulnerable clients accessing Drug and Alcohol

services. And a support service was created for young people experiencing complex grief through bereavement.

2.6 Activities during 2020-21, including those non-Covid related, demonstrated a focus on equality and diversity data to deliver services. Economic Development's teams are increasingly using data about the protected characteristics of clients and businesses to focus and improve access to and marketing of their business loan schemes and business support services to underrepresented groups, such as female-led businesses or businesses led by people who are from Black or Minority Ethnic (BME) backgrounds. Adult Social Care is using data to gain better understanding of protected characteristics within communities to improve services, and the Live Well Kent and Medway service for community health and wellbeing uses its knowledge of local communities' demography to tailor its services; for example, offering culturally sensitive listening and information services and staff with Asian languages in communities with high proportions of people from BME backgrounds.

2.7 A key part of demonstrating how KCC is upholding its PSED duties is evidencing its consideration of equalities through Equality Impact Assessments (EqIAs). Analysis of committee papers during 2020-21 showed that an impressive 94.5% of papers mentioned equalities, a significant increase on previous years, while 56% had an EqIA attached and 14% had a link to an EqIA included. These figures are also an improvement on previous years, but a smaller one – there is still work to do to ensure all such reports, particularly those for Key Decisions include evidence that equalities issues have been considered.

3. Looking Ahead

3.1 The new EqIA App was developed during 2020 and launched earlier this year. Designed to streamline the process of completing an EqIA and securing its sign-off, this should help improve the completion of EqIAs. Feedback will be sought from staff who have used the App to help evolve the process where needed to continue supporting KCC's approach to fulfilling its PSED duties. Underpinning the App is its dashboard, which should provide improved analysis and become integral to maintaining oversight of the Council's EqIAs. Work will take place in the New Year to introduce the dashboard to the Corporate Management Team and KCC's Corporate Equality Group so that it can be used to identify trends and areas for focus.

3.2 2022 will also see the development of a new set of KCC equality objectives to replace the current ones which were extended due to the Pandemic. The plan is to refresh the equality objectives in conjunction with the development of KCC's new Strategic Statement, which will be developed, consulted on and published in 2022. It is our intention to embed the equality objectives within KCC's new Strategic Statement so as to integrate them within the council's strategic priorities, rather than being seen as separate to them.

4. Financial Implications

4.1 There are no financial implications.

5.   Legal implications

5.1   Under the Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), the Council is required to publish an Annual Equality and Diversity Report by 31 January the following year.

6.   Equalities implications

6.1   As the Annual Equality and Diversity Report relates to performance monitoring on the previous year's work there is no requirement to undertake an EqIA. However, it is anticipated that learning from the report will have a positive impact for all protected groups under the Equality Act 2010.

7.   Conclusions

7.1   The Annual Report for 2020-21 highlights that KCC's services worked hard to ensure that equality and diversity considerations remained central to service planning and delivery, in spite of and in response to the COVID-19 pandemic. The report shows that services have prioritised supporting residents and service users through the pandemic, taking particular care to ensure that adapted services and new initiatives catered to include those with protected characteristics or ensure they were not excluded. The particular focus on both physical and digital accessibility is of particular note, as is the underpinning theme of supporting residents' and service users' mental health and wellbeing during such a challenging period. As services adapt to new approaches to 'business as usual' through the ongoing pandemic, the momentum needs to remain so that KCC's services remain inclusive and accessible. KCC's new approach to the EqIA process and its monitoring will help focus the organisation on areas for improvement.

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8.   Recommendation(s):

8.1   **Cabinet Committee -** The Policy and Resources Cabinet Committee is asked to consider and endorse the Annual Equality and Diversity Report for 2020-21, attached as Appendix A.

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9.   Contact details

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Kent County Council

DRAFT – Annual Equality and Diversity Report for April 2020 to March 2021

Contents

Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version, please email alternativeformats@kent.gov.uk
Phone with Text relay: 18001 03000 414141
Or write to: Kent County Council, Room 2.70, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

1. Introduction

1.1 Local Authorities have a legal obligation to publish an annual report as part of fulfilling the Public Sector Equality Duty (PSED). This report provides detail of how Kent County Council (KCC) has complied with equality legislation between 1 April 2020 and 31 March 2021, including progress and activities contributing to KCC's equality objectives as set out in the council's Equality and Diversity Policy. Local Authorities were not required to publish a report for 2019-20 due to the COVID-19 pandemic.

1.2 The report sets out progress against our objectives using the Equality and Human Rights Commission's six domains, or 'areas of life' that are important to people and their quality of life:
- Work
- Education
- Living Standards
- Health
- Justice and personal security
- Participation

2. Equality policy and local context

2.1 Policy

2.2 In 2016, the Kent County Council (KCC) published the Equality and Human Rights Policy and Objectives 2016-2020. In light of the COVID-19 pandemic and its impact across the county, this policy and its objectives were extended until 2021. A summary of the policy is provided below.

2.3 The council recognises the diverse needs of our community and is committed to promoting equality of opportunity and diversity in employment, commissioning and service delivery.

2.4 We value diversity and believe it is essential to provide services which work well for all residents and staff. The services KCC designs and delivers, on its own or with partners, should focus on maximising independence for people, families and communities. We will treat people with dignity and respect and help people to be safe and socially included. We will support and enable people to make informed choices, so that they will have control over their lives. We are committed to working with all statutory partners, businesses and the voluntary sector to ensure the best possible outcomes for those who live in, work in and visit Kent.

2.5 We will challenge discrimination and encourage respect, understanding and dignity for everyone living, working and visiting Kent. This will be achieved through our influence in the community, strategic planning, and commissioning and policy development in employment and through service delivery.

2.6   As a public sector organisation, we follow the Public-Sector Equality Duty (PSED) under the Equality Act 2010, to protect individuals from discrimination on the basis of their protected characteristics. The characteristics are:
- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

2.7   Kent's profile as a County

With a resident population of just under 1.6 million, Kent (excluding Medway) has the largest population of all the English counties. The following information is taken from the 2011 Census (the 2021 Census information will be published in 2022) and the mid-year population survey.
- 93.7% of all Kent residents are of White ethnic origin – this includes those who are White British as well as other identities such as Irish, Eastern European origin etc. Kent also has Gypsy, Roma, and Traveller populations greater than the national average.
- The 2011 Census recorded that 6.3% of Kent residents are classified as Black or Minority Ethnic (BME). This proportion is lower than the national average for England, which is 14.6%.
- People living in urban areas make up 73% of the Kent population but only occupy 21% of the total land area in Kent.
- The mid-year population survey notes that 51% of the total population of Kent identify as female and 49% as male.
- Significantly in terms of future challenges, Kent has an aging population with the number of +65-year-olds forecast to increase by 45% between 2019 and 2039.
- Kent has a greater population of children and young people aged 5-19 years old and people aged 45+ years old than the England average.
- There is no single quantifiable measure of the number of disabled people in Kent (or the UK) because identifying as disabled relies on individuals' self-perception, but it is estimated that 17.6% of Kent (excluding Medway) residents have a disability.
- 1,534 civil partnerships were formed between 2006 and 2019 in Kent. This dataset only relates to civil partnerships that are formed within Kent. It does not necessarily provide a true reflection of the sexual identity of people living in Kent.

Further information on social, demographic and economic aspects of Kent can be found on our website, by clicking on the Kent Facts and Figures page.

2.8   Kent County Council's Workforce Profile
KCC recognises that the diversity of its workforce is one of its greatest strengths. It is committed to promoting equality and inclusivity and combating unfair treatment by providing a safe and accessible working environment with fair access to learning and development opportunities. The Council encourages and supports all staff in fulfilling their potential.

2.9   The section below contains details on how the council's workforce is made up, focusing on headline statistics, as of March 2021.

	As at March 2021
Current total number of FTE (non-schools)	7,373.50
Current total FTE on grades KR6 or below (non-schools staff earning salaries up to £22,072)	2344.97
% Staff who are female	79.6% (51%)*
% Of staff who are Black and Minority Ethnic	7.8% (6.6%)*
% Of staff who have declared a disability	3.95% (17.6%)*
% Of staff who are Lesbian, Gay or Bisexual	2.4% (2.2%)+
% Of staff who are Trans-sexual	0.5%
% Of KCC's leadership group who are women	58.2%
Average age of staff	45
% Of staff aged under 25 or below	6.3%
% Of staff aged over 50	41.6%
% Of staff aged over 65	4.4%

*The figures in brackets are the percentage of Kent's population from those groups, as identified in the 2011 Census. There are likely to be significant changes in some metrics – we are awaiting the 2021 Census results, expected in 2022.
+The figure in brackets is the percentage of people in the South East identifying themselves as LGB, as identified in the National Office of Statistics data set published on **6 March 2020**.

2.10   It is acknowledged that the gap between the percentage of individuals declaring a disability (3.95%) and the census figure (17.6%) does appear wide. This gap is influenced by the fact that the census data covers the total of Kent's population, some of whom are not economically active or in employment and includes a larger proportion of older people than the Council employs who are more susceptible to developing a health condition that would be classified as a disability. This figure is broadly similar to other comparable employers. Overall, a greater percentage of disabled people in Kent find work compared to the national figure and KCC continues to support this as an employer.

2.11   There was a slight decrease in the percentage of staff who have declared a disability (by 1%), the percentage of staff who are female across the workforce (0.3%), women in the leadership group (3.1%), and staff who are Lesbian, Gay or Bisexual (0.1%) and transsexual (0.2%). However, the percentage of staff who are Black and Minority Ethnic increased slightly by 0.2%.

2.12   The average age of staff increased slightly (by 0.1%) and this has been reflected in the percentage decrease of staff who are under the age of 25 (by 0.8%) and those over the age of 50 (by 0.7%) and 65 (by 0.5%). Lower turnover of staff during the COVID-19 pandemic was a contributory factor within these figures.

3.   Equality Objectives 2016-2020(21)

3.1   Each directorate within KCC was asked to provide equality information to demonstrate how they contributed to KCC's equality objectives, as set out in the council's Equality and Diversity policy, between 1 April 2020 and March 2021. Their progress towards the objectives and other relevant activities are provided under the Equality and Human Rights Commission's six domains of Work, Education, Living Standards, Health, Justice & Personal Security, and Participation.

WORK

4.   KCC's Workforce Equality Objectives
4.1   2020-21 was an unprecedented year due to the COVID-19 pandemic with a significant impact on KCC's workforce in terms of staff wellbeing. While our workforce profile saw some indicators that were less positive, a considerable amount of work was done over the last year to focus on supporting staff and creating inclusive workplaces. There is still more work to be done, in particular around increasing the diversity of the workforce.

4.2   Recruit, retain and develop a workforce that reflects the communities we serve and ensure our people feel valued and respected

4.3   KCC aims to increase diversity through an inclusive approach to recruitment and development and to ensure a working environment which is based on mutual respect, consistency, and equity at all levels of the organisation. The following initiatives have contributed to this aim:

Recruitment
4.4   In response to the pandemic, support for managers was enhanced to include remote recruitment and induction guidance, which includes considerations around accessibility. Work is underway to refresh the KCC recruitment website to ensure we are attracting, engaging and ultimately recruiting from a more diverse candidate pool, at all levels.

4.5   KCC continues to sustain Level 2 of the Government's Disability Confident standard, which recognises businesses that are actively inclusive in their recruitment and retention practices.

4.6   Our recruitment profile improved in terms of those who declared themselves to have a disability. In 2020-21, of those applicants to posts, there were 5.4%

who were considered disabled. 7.1% of those people shortlisted were disabled, and 5.5% of those recruited were disabled. The turnover rate of staff who are considered disabled in the last 12 months was down to 8.6% from 14.4% in 2019-20; this was consistent with the overall organisation turnover rate which decreased during this period (9.6% in 2020-21 and 12.7% in 2019-20).

4.7 Similarly, the recruitment profile for those who are Black and Minority Ethnic improved to 13.8% in 2020-21, with an increase in the proportion of applicants who are Black and Minority Ethnic, and those people shortlisted. The turnover rate for 2020-21 for Black and Minority Ethnic staff reduced to 12.2% in 2020-21 from 19.3% in 19-20.

4.8 However, both the percentage of women and hires aged under 25 reduced over the last year. The percentage of non-heterosexual candidates increased, whereas the number of transgender hires reduced from 4 to 1 in 2020-21 although a higher proportion chose not to declare.

Apprenticeship levy
4.9 The apprenticeship levy was introduced in April 2017 and since that time KCC has been able to spend these funds (over £2m per year) on Apprenticeship training for both new and existing staff of all ages in KCC. Since the introduction of the levy, 881 KCC employees have accessed apprenticeship training with 412 employees currently on programmes supporting professional development, talent management programmes and enabling young people to begin their careers with KCC. 30% of those currently on apprenticeship programmes are aged 25 or under, and 30% of those employees who have accessed apprenticeship training since the introduction of the levy were aged 25 or under. 29% of the total number of training starts are male and 71% female.

4.10 KCC is currently enabling access to over 40 apprenticeship training programmes across a wide variety of disciplines and professional areas. In 2020-21 there were 162 apprenticeship training starts (32 of them were new apprentices to KCC). Their profile was as follows:
- Age: 4% were aged 16-18, 23% aged 19-24, and 73% aged 25+
- Gender distribution: 21% male, 79% female,
- Ethnicity: 8% were Black or Minority Ethnic, 86% white, and 6% undeclared
- Disability: 5% had a disability, 87% had none, 8% were undeclared
- Sexual orientation: 4% identified as bisexual, 0 gay, 0 lesbian, 84% heterosexual and 12% undeclared.

Kent Graduate Programme
4.11 The organisation has a long tradition of employing graduates through the Programme. A review of the programme was undertaken in 2019 and a new redesigned programme was launched. The main changes were the introduction of permanent contracts at the end of the training period and a profession-based approach where the graduates are based in a business unit and access professional development through apprenticeship training funded

by the apprenticeship levy. Since the launch of the new programme, seven graduates were recruited in professional areas such as Project Management, Business Improvement, Finance, Regulatory Compliance and Procurement during 2020-21.

Work Experience

4.12   The Education People's (TEP) Skills and Employability Service manages KCC's work experience which, in the last year with the pandemic and working from home, was a difficult agenda to deliver and placements were minimal. However, to overcome this issue Workforce Development in HR are working with TEP to design a virtual work experience platform which will integrate with a face-to-face offer when possible, with placements within a variety of roles.

Care leavers

4.13   KCC has corporate parenting responsibility for children and young people in Kent until the age of 18 when they become 'care leavers', and until they reach age 25. As part of the support to our Care Leavers, we continue with positive action to support them with joining our organisation. This includes an option for the candidate to select they are a 'KCC Care Leaver' as part of the application process to ensure they are shortlisted for interview, providing they meet the minimum criteria for the role, and providing individual support with starting their careers with KCC.

Training

4.14   Equality, diversity and inclusion continue to be embedded in the development, delivery and monitoring of corporate training programmes to ensure learning resources are suitable for and accessible to all. In 2020-21, analysis of the diversity profile of those undertaking learning and development showed that both the offer and access to training is inclusive to all staff groups within KCC.

4.15   From 1 April 2020, 830 Equality and Diversity e-learning courses have been completed (which covered Equality and Diversity in Recruitment and Selection, Introduction to Equality and Diversity, Care Certificate – Standard 4: Equality and Diversity and Introduction to Equality Impact Assessment). This training supports the embedding of diversity and inclusion into management practice and raising awareness on the responsibilities of both managers and staff in the workplace.

4.16   As part of the Kent Academy development offer within Social Care, dedicated equality and diversity activity didn't take place due to COVID-19 restrictions. However, a Practice Educator forum was held where there was a focus on cultural awareness when supporting Black and Ethnic Minority students, and an event was held during Black History month 2021. Work is underway on a more practice-related equality and diversity offer for the coming year.

Workforce planning

4.17   A new workforce planning tool has been developed to understand current and predicted future workforce requirements. One of the many benefits of this approach will be a more diverse talent pipeline at all levels of the organisation.

A pilot took place in parts of the Authority and is now being rolled out more widely.

Gender Pay Gap

4.18 KCC has now posted the fourth Gender Pay Gap report which covers the period up to March 2020. The gender pay gap for KCC is significantly below the national average. This is positive for KCC, the figures being 12.7% and 15.5% respectively. KCC's gender pay gap is explained by the higher proportion of men in the upper middle and upper pay quartiles, although there is a higher proportion of women in all quartiles. The proportion of women to men across KCC is currently 79% and 21% respectively. Within the lower half of the organisation the balance is further in favour of women, however the proportion changes by around 10% within the upper quartile. There is therefore still a significantly greater proportion of women in each of the pay quartiles.

4.19 The Gender Pay Gap Report states that KCC is very clear that gender should not limit or define choices in or outside of the workplace. Aspects which are in our control involve the whole employment cycle such as recruitment, career progression, maternity/return to work, leadership development, apprenticeships, and the use of flexible working arrangements. We seek to identify and address barriers as a way of making practical and positive changes in the context of a supportive management culture. The COVID-19 pandemic has impacted the way we work enormously; by enabling people to better manage their work and domestic responsibilities, there is potential for this to be beneficial for women and assist with personal or career development opportunities.

Workforce Race Equality Standards

4.20 In December 2020, the Adult, Social Care & Health (ASCH) directorate was announced as being successful in its bid to take part in the Workforce Race Equality Standards (WRES) in Social Care Programme along with 17 other LAs. The WRES will help provide a clearer picture and enable purposeful action to tackle race inequalities in the workplace. From April 2021 for one year ASCH will be required to collect and submit data on key areas and develop an action plan outlining how it will address some of the issues faced in the directorate. These could be in recruitment and retention, progression, learning and development opportunities or other areas.

4.21 We will continue to be an inclusive employer

4.22 An inclusive approach to employment practices helps ensure that service users, staff and employees of partner agencies are treated with the level of dignity and respect that is expected. The pandemic has brought the inclusion agenda to the fore due to the disproportionate impact of COVID-19 on different groups of staff. A set of new organisation design principles have been developed, which include taking an individual approach to understanding and supporting needs, underpinned by a new set of values and cultural attributes to create a culture of inclusion where staff can be

themselves at work. This response along with a number of specific initiatives have helped drive the inclusion agenda forward:

Policy framework

4.23   Our employment policies and practices, and terms and conditions were reviewed in light of the COVID-19 pandemic to ensure they are fit for purpose and promote diversity and inclusion. We regularly equality impact assess our employment policies to ensure they do not discriminate against the Council's employees and promote inclusion.

Reasonable Adjustments

4.24   The Council continues to collect and analyse data on the adjustments made to ways of work and equipment employees use on an annual basis. This seeks to understand how many people are being supported, the type of support required and whether this is in the most cost-effective manner, and to identify any trends. This data also helps support focused work with teams in looking at improving and maintaining attendance. During 2020, the number of reasonable adjustments in place decreased by 8.6% but we saw an increase in adjustments due to non-visible disabilities. We also saw an increase in the number of adjustments for office equipment which may have been a reflection of the increase in home working as a result of the pandemic, where this was possible.

Building Accessibility and Flexible Working

4.25   KCC continues to work with AccessAble, a specialist accessibility service, to assist with ensuring KCC buildings are accessible and inclusive in their design for staff and service users with a disability. 337 sites have been assessed to date, and action plans are in place based on best practice guidance. Access guides are available on internal and external websites, which provide further details about the accessibility in each building. In spite of COVID-19 severely impacting the number of building audits that took place, the 2018-2021 accessibility audit plan was successfully concluded, with building access guides being produced for an additional 19 sites.

4.26   The Hybrid Working team, who have been reconfiguring our estate to the flexible working model have engaged with the Level Playing Field staff group for staff with disabilities, to ensure that equality and inclusion is built into the changes. One change that came out of this collaboration was to create additional space for circulation around office areas. This, plus height adjustable desks and idea walls provided near both high and low level seating have been built into the standard provision.

Digital Accessibility for Staff

4.27   Having fully accessible ICT systems is essential for staff being able to fulfil their roles and undertake learning. KCC has an ongoing commitment to ensure compliance with statutory standards as part of its award winning internal digital accessibility agenda. This includes accessibility audits of websites to proactively identify and fix accessibility issues, promoting the topic and good working practices, and providing training and support to staff.

Total Contribution Pay

4.28 This year, due to the upheaval caused by the response to COVID-19 and the wide professional and personal challenges people faced, steps were taken to ensure that the Total Contribution Pay process remained inclusive by recognising everyone's contributions during the pandemic. The same percentage increase for all staff was given as part of a general pay award.

4.29 Although appraisal ratings did not impact people's pay, they were still recorded and analysed on a protected characteristic basis, and discussed by the Corporate Management Team (CMT). A revised approach for 2021-22 has been agreed, where more equality data will be available to the Corporate Management Team as part of the moderation process and therefore before formal sign off. This is a positive change in the continued effort to promote the equality agenda for part-time workers and treating people equally, independent of protected characteristics.

4.30 Leadership and Management in KCC

Our three planks of Leadership Traits, Managing in KCC (formerly Kent Manager) and the Future Manager Programme continue to ensure that equality, diversity and inclusion sit at the heart of our leadership and management values and practices. Virtual roundtable events have been held for KCC's senior leadership group during the pandemic, with external speakers to provoke thought and insight, and insights from a series of action learning sets has been used to develop our Building Inclusive Leadership Practice programme. 'Managing in KCC' (formerly Kent Manager until 2021) has a diverse range of participating managers engaging in a programme that seeks to embeds diversity, inclusion and wellbeing through its content and activities.

Communications and engagement

4.31 Work was carried out during 2020-21 to improve the accessibility of all internal communication platforms and staff engagement activities. Key pages on KNet were redesigned, bringing to life the stories of our staff groups and the inclusion priorities; this activity has provided a permanent anchor point for diversity and inclusion communications across the workforce. A CMT briefing to all staff included Signers to ensure accessibility for British Sign Language users. Working alongside CMT, staff communications and engagement supported the drive towards inclusive leadership, co-producing Leadership Blogs on each of our revised values which reflected the sentiment analysis of the 2019 staff survey, holding inclusion at the core.

4.32 The internal Communications and Engagement team created campaign materials to support significant celebrations, awareness days and opportunities for advocacy. These were driven by the equality objectives and messages have also been integrated into our routine communication plans to ensure inclusion is part of our every day, rather than it being separate or different. We actively supported messaging and storytelling as part of Black History Month, Pride and Windrush Day. For Mental Health and wider wellbeing, a month-long campaign ran to normalise conversations and support mechanisms relating to being well at work. Each of these campaign

activities was supported by Senior Leadership messaging to embed a model of inclusion into business as usual.

Wellbeing

4.33 Health and wellbeing was a priority over 2020-21 to ensure the physical, mental, social and financial wellbeing of staff. The wellbeing offer was enhanced in response to particular health trends exacerbated by COVID-19, such as musculoskeletal guidance for managers, bereavement and trauma-based coaching support, and a series of wellbeing webinars focused on mental wellbeing and resilience. In addition, a wellbeing month was held during October 2020 to coincide with World Mental Health day, which saw awareness raising events, the promotion of tools and resources such as the 'I am in the 1 in 4' video about lived experiences of mental health and the KCC Choir. This holistic wellbeing support has been positively received by staff and managers and contributes to a more inclusive organisation.

Race Equality Matters

4.34 KCC made an organisational commitment to become anti-racist by signing up to Race Equality Matters. This aims to raise awareness of race equality in the workplace and achieve lasting culture change through a number of initiatives which are currently being planned.

Measuring Inclusion

4.35 An inclusivity model and indicator has been developed to increase understanding of what we mean by inclusion and how staff experience the organisation. It also provides a robust evidence base with which to drive further improvements.

4.36 We will continue to listen and engage with employees

Staff Groups

4.37 KCC is proud to support five staff groups, all of which play a leading role in providing support and development opportunities for their members as well as advising on policy and practice to support our commitment to promoting inclusion and equality, valuing diversity and combating unfair treatment. Our groups include: Level Playing Field (disabled staff and carers), Black and Minority Ethnic Forum, Rainbow (Lesbian, Gay, Bisexual and Transgender staff), Aspire (staff aged 30 and under) and Mental Health Support Network.

4.38 Over the past year, staff groups played a pivotal role in supporting members during the pandemic and informing the strategic response in terms of employee engagement and inclusiveness. The Black and Minority Ethnic Forum held a successful event during Black History Month, and Rainbow marked Pride month with a virtual flag raising event. Aspire held social events to support the wellbeing of members and quarterly events for members to support their professional development, and the Mental Health Support Network held regular events to raise awareness of particular topics relating to mental health which were open to a wider KCC audience.

4.39   Work also began to explore how the staff groups can best interact and collaborate with the organisation, and developing action plans to support the equality objectives.

Staff Survey

4.40   The staff survey in its traditional form was suspended in 2020 in favour of pulse checks related to work and wellbeing. The issues of inclusion could not be separated completely from the impact of COVID-19; in the early days of the pandemic, worry about COVID-19 was a consistent picture across all staff groups; younger staff and those who identified as LGBTQI+ reported feelings of isolation, and for some black and minority ethnic staff, conversations were not taking place around risk assessments which had an impact on their wellbeing. In contrast, the experience of some disabled staff, although not necessarily those with mental illness, improved while working at home as they were more able to better manage their disability.

4.41   In response to this, additional tools and guidance to support sensitive conversations, an enhanced package of wellbeing support and further resources to support physical and mental wellbeing were introduced. Action planning focused on supporting staff to connect and look after their wellbeing, with trauma support and engagement sessions designed to take account of individual and collective needs. Tailored support and workshops are also being developed for the Black and Minority Ethnic Forum following feedback from the staff group.

4.42   The Equality Duty will inform all services' efforts to maximise businesses' potential

4.43   The Business Investment team have been improving their data collection for funding application processes and have identified a low take up from female led businesses and business owners who are BME. They are therefore using this data to inform their marketing strategies for new schemes and information events, to help the applicants to be more representative of Kent's demographic.

4.44   The team also completed Equality Impact Assessments for the new Growth Hub, KMBF, Peer 2 Peer Networks and South East Business Boost contracts, which included reviewing the data sets of the previous iterations of these schemes and using the lessons from these older schemes and their equality impact to incorporate them into the design of the new schemes and processes. This included targeting of lower represented groups and improving accessibility of scheme marketing and information material.

4.45   In adapting to operating their business schemes during the pandemic, the Business Investment team ensured that members of the Investment Advisory Board and scheme applicants were fully supported in adjusting to virtual meetings and online forms, providing one-to-one assistance by a Digital Champion to help them with their confidence and skills, which particularly benefited members and applicants from older age groups.

Creative and cultural economy

4.46 South East Creatives (SECCADS) business support programme aimed to maximise business potential by providing funding and support for SMEs and freelancers, with delivery at a hyper local level. The programme structure provided for local hubs and coordinators with existing networks and included activity aimed at girls and women (e.g Daughters of Industry events) , LGBTQI+ communities (via commissioning Margate Pride) and business leaders from BME backgrounds. For example, funding supported People Dem Collective set up a network for businesses led by people from BME backgrounds. This programme was designed in response to data analysed from applicants which indicated those groups with protected characteristics underrepresented in this sector.

4.47 Valuable lessons were also learned by the Cultural Economy team in their attempt to tender a programme for people who do not usually access mainstream business support. They found that organisations who work with people poorly represented on the South East Creatives client base, such as people who are BME or who identify as LGBTQI+ were less likely to have experience of Local Authority procurement in the field of business support. Therefore, the team are adapting their processes to build in more time for pre-contract dialogue and to demystify the process to ensure future procurements attract more success.

EDUCATION

5. Narrowing the achievement gaps with regards to disability, race, or sex

5.1 The Primary School Improvement team within KCC's company 'The Education People' (TEP) have provided access to a wide range of training linked to narrowing achievement gaps. Intervention funded specialist adviser visits have supported school leaders in evaluating the impact of provision on narrowing achievement gaps and supported schools in identifying teaching and learning strategies especially in maths and English. Adviser visits in the Autumn term also looked at the school's impact on narrowing the achievement gaps with regards to all pupil groups. Advisers raised issues around equality and diversity, having this as a review point for learning walks and school discussion.

5.2 Increase learning and employment opportunities for those aged 16-25 with regard to Disability, Race or Sex

5.3 In 2020-21, TEP's Secondary School Improvement and Skills & Employability team provided a number of initiatives on behalf of KCC. This included working with KCC's Special Educational Needs and Disability (SEND) team to improve the support arrangements for young people aged 16-18 who are Not in Education, Employment or Training (NEET) and have a learning difficulty and/or disability. The Education People now supports those young people with an Education, Health and Care Plan (EHCP) who

wish to go into training and employment. Since May when the new system started there have been over 132 cases supported by this process.

5.4 The Service has begun running bi-monthly district NEET network meetings for KCC and other services supporting young people to share good practice and information. Virtual School Kent (VSK), the SEND team and Youth Justice attended these meetings to improve their service delivery.

5.5 The Specialist Employment Team worked with schools and colleges to deliver employment options for young people with SEND when leaving education, helping them to explore career pathways and choices for qualification whilst in education. They offered Supported Internships to students with SEND - working with schools to raise aspirations for young people with SEND, and ensuring that those on supported internships understood the apprenticeship pathway.

5.6 Increasing access to early years services for 2-year-old offer of free provision regardless of disability, race or sex

5.7 A bid was agreed for 2-year-old children eligible for a free place to be able to access the Disability Access Funding (DAF). This provides settings with an additional £615 per eligible child to support them in making reasonable adjustments to their provision to meet individual needs and enhance opportunities for progress. It also allows for each setting to receive a free membership and a resource pack for 2-year-olds within the TEP's 'Emporium' scheme providing play and learning resources.

5.8 Driving down permanent exclusions to zero for primary age children with regard to sex and race
Ongoing use of data from Management Information is used to track children and analyse any trends. The level of Permanent Exclusions is very small, and therefore no local trends have been identified. Individual officers challenge any equality issues identified on individual Permanent Exclusions.

5.9 Improved life chances and outcomes for children and young people through service developments and transformation

5.10 During the height of the COVID-19 pandemic, schools opened in the holidays for children of key workers and disadvantaged children. Free School Meals support was provided for vulnerable families during the holiday periods. Additional transport was also provided to take children with SEND to school to ensure safety and to overcome parental/pupil anxiety. Kent Test arrangements were modified to ensure disadvantaged pupils were not negatively impacted by reduced learning opportunities resulting from the pandemic, and ICT devices were distributed to children with a social worker and to disadvantaged Year 10 pupils.

5.11 During the pandemic, additional support and guidance was provided to schools to help leadership teams to deal with the rapidly changing environment and guidance. This ensured that schools remained open to all.

The Community Learning service moved all qualification courses on-line, provided access to digital devices, and kept in touch with vulnerable learners.

5.12 In addition, The Education People's Equality, Diversity and Inclusion (EDI) Team prepared and signposted resources and e-learning modules to schools and colleagues working in education that promoted equality of opportunity. This included English as an Additional Language (EAL) pedagogy and strategies that enabled schools to effectively differentiate teaching and learning for EAL learners and others with low literacy skills; ideas for celebrating, promoting and developing understanding of diversity and Inclusion e.g., festivals and identity work, a resource pack to help schools respond to issues raised under the Black Lives Matter agenda; and COVID advice in different languages for minority ethnic groups including refugees and information directly focused on the Gypsy, Roma and Traveller (GRT) community.

5.13 The EDI Team arranged virtual consultations with Head Teachers and staff in schools, offering e-learning modules, delivering virtual training sessions, catch up sessions for disadvantaged/vulnerable learners, mentoring sessions for pupils, one-to-one and group support.

5.14 The EDI Team have held three cross-county, virtual hubs about GRT and EAL for Head Teachers and members of the Senior Management Team in response to referrals from schools, parents, the Children, Young People & Education (CYPE) directorate and organisations who support vulnerable learners. The meetings enabled schools to share good practice and explore current research across the Local Authority. The groups developed strategies to improve attendance, promote engagement in learning and accelerate progress. The service also offered advice on meeting the needs of vulnerable learners such as those with SEND and from disadvantaged backgrounds.

5.15 The EDI Team have carried out interventions ranging from assessments and target setting for newly arrived children and young people with EAL (both Unaccompanied Asylum Seekers and those who arrived by different routes, for example with a relocating family who have little or no English), and Gypsy, Roma and Traveller pupils. They have also supported literacy of Years 10 – 12 advanced bilingual learners, who had fallen behind during the COVID-19 lockdown and needed catch up tutor sessions.

5.16 During the COVID-19 pandemic the EDI Team saw an increase in the number of schools requesting support about recognising, reporting and responding to preventing racist incidents. The support provided included guidance to ensure compliance with duties under the Equality Act through a more inclusive and diverse curriculum. This increase in reported racist incidents in schools reflected a national trend and was not unexpected with children and young people having been isolated at home, unable to mix with others from different backgrounds and sometimes exposed to prejudicial views from home or through the media. The incidents took the form of verbal, rather than physical

abuse, and was mainly in primary schools, with no particular geographical focus.

5.17   The EDI Team have promoted social integration by taking part in Schools Linking. This is facilitated by The Linking Network Team and sponsored by the Department for Education (DfE), Department for Levelling Up, Housing and Communities, and the Peers Foundation. Due to the COVID-19 pandemic this project was modified from a project that runs throughout the year, to be delivered virtually over 6 weeks in the Summer Term. The team worked alongside a lecturer from Kent University to evidence the impact of this project on pupils based on contact theory.

5.18   During the COVID-19 pandemic, the Equality and Inclusion Advisers, working in the Early Years and Childcare Service's Equality and Inclusion Team, have produced an 'Early Years Anxiety' webinar in recognition of the need to prioritise and support mental health and well-being. They also delivered 'A Practical Guide to Inclusion and Diversity'. This course has been recognised and the training is now CPD Accredited.

Schools Accessibility Initiative

5.19   Eight projects were completed during 2020-21 to enhance the accessibility at primary school sites. These included adaptations such as ramps, accessible toilets and showers, care suites, fire exits, and a satellite classroom.

5.20   The quality and range of services are improved through increasing engagement with service users and carers

5.21   The EDI Team have responded to concerns about the wellbeing and safeguarding of gender variant children and trans young people in Kent, particularly when they were unable to access external support such as 'HUBs' (LGBTQ user groups) during the pandemic lockdowns, by signposting people to updated resources from Brighton and Hove City Council and Stonewall while Kent's Transgender Guidance is being reviewed. The TEP's EDI Service has met with Transgender and Non-binary people and organisations that support Trans/Non-binary inclusion including Porchlight and Medway Gender & Sexual Diversity Centre. This was to ensure that the life experiences of people with the protected characteristic of Gender Reassignment are heard and will be reflected within the guidance.

LIVING STANDARDS

6.   Safeguarding children, young people and vulnerable adults from harm with regard to sex, disability, race and age

6.1   The Education Safeguarding Team trained over 3,700 school and early years staff and provided e-learning for a further 1,500. They carried out 34 detailed reviews of safeguarding processes in schools and delivered 18 National Minimum Standards visits to Kent's three residential special

schools. The team also picked up over 4,400 education safeguarding calls/enquiries from schools and early years providers.

6.2   The Adult Social Care (ASC) stakeholder engagement team and other KCC colleagues including public health and data analytics teams have a good understanding of the makeup of the community in detail including ethnic minorities such as asylum seekers, Gypsy, Roma and Travellers, the Nepalese community and the different Asian communities in Gravesend and North Kent. The team understands where the pockets of disadvantage are as well as the trends around other needs such as mental health, autism and learning disability and rural isolation.

6.3   ASC has a wealth of data and access to partners' data, which it is using to understand its communities and deliver better services. Partnership working and data sharing has improved during the COVID-19 pandemic. The Kent Observatory and integrated data set work is being used proactively, for example, to link ASC, Children's and NHS data to look at issues such as fuel poverty and health inequalities.

6.4   Ensure that when we use ICT it is fully accessible for learning, working and getting into services

6.5   Investment has been increased in digital support in response to the COVID - 19 pandemic. The online Solihull Approach parenting programme has been commissioned across Kent, providing a cost-effective solution to offering evidence based parenting support to all families in Kent. There are seven courses that are free to access including understanding your child with additional needs and understanding your child's mental health and wellbeing. Between 1 September 2020 and 31 October 2021, 1,653 families accessed a course.

6.6   Other examples include the Kent Born to Move app, encouraging play and interaction to support brain development, the Beside You website, providing interactive breastfeeding support and online counselling services such as Kooth.

6.7   KCC have supported and promoted digital investments made by the Clinical Commissioning Group such as Dad Pad, which launched in November 2021 to better support fathers and Silvercloud to improve peri natal mental wellbeing. This year, Birth, Bump and Beyond, a Kent and Medway website was also launched ,providing all information and advice to families in one place.

6.8   Kent County Council is piloting a digital loan scheme for service users who do not have access to devices or the internet. Service users are provided with a device (a Samsung Tablet) which is pre-loaded with relevant health and wellbeing apps and bookmarked websites or are provided with data to use on their own device. Loans are for six months and the scheme is free of charge.

Kara video care phones

6.9 KCC worked with health and care colleagues, Alcove and Rethink Partners to roll out the delivery of 2,000 Kara video care phones to enable the most vulnerable residents in our communities to stay connected to care and support services and loved ones during the pandemic, particularly during the periods of lockdown and shielding. The device also enabled people working with sensory teams to use sign language. Further information on this project can be found at this link: Kara phone weblink.

6.10 Many of the Wellbeing and Day Care services transferred to online provision. For those unable to access digital services some providers delivered activity packs to homes. Examples of innovation include: Virtual Day Centres using Skype (quizzes, chats, cooking sessions, karaoke, story time, discos, art), Day Centre Facebook Groups, Befriending (phone calls once or twice per week), Whatsapp Groups, Cognitive Behavioural Therapy by phone or Skype, keyworker appointments by telephone. Donations of smartphones were distributed to those who wanted to engage but did not have the means.

6.11 Enablement Services, such as Kent Enablement & Recovery Service and Shared Lives continued to operate throughout lockdown. Where face-to-face visits were no longer possible, the services turned to digital technologies such as the KARA device and also Zoom to deliver group sessions such as cooking demonstrations.

Enhancing service provision to respond to the COVID-19 pandemic and increase choice for families

6.12 During the periods of lockdown, disabled children and young people were unable to receive support they would usually access through schools or via short break provision. This put additional pressure on both the individuals concerned and on their families in trying to cope with what was a difficult time for all. The 'Toy Scheme' was devised and rolled out across the County which aimed to help families and individuals through the provision of a new toy or piece of equipment that would provide some diversion from the lockdown and help alleviate some of the impacts caused by removal of other activity. The scheme was well received by families across Kent and seen as an excellent way to help families through the lockdown period.

6.13 In November 2020, KCC commissioned research to identify the perceptions, attitudes and behaviours of carers in Kent with regard to awareness of and access to support services and networks. This was with the aim of gaining a better understanding of the barriers and opportunities for informal carers seeking support and whether that support is of the right level and sought at the optimum moment. This research included reflections on how the pandemic affected carers and the people they care for. The key themes and behavioural insights have since informed the development of future plans in adult social care including the KCC Adult Social Care Strategy and separate Carers Strategy.

HEALTH

7. The number of Black and Minority Ethnic people and women in the mental health system is reduced

7.1 KCC and Kent & Medway Clinical Commissioning Group (CCG) jointly commission a Community Mental Health and Wellbeing Service, known as Live Well Kent and Medway. The service acknowledges that trauma may often be related to an inequality experienced on the grounds of a protected characteristic (or many) and promotes positive impacts for all protected groups. It also provides support interventions in ways that respect and value diversity, addressing the causes and consequences of stigma, discrimination, social inequality, and exclusion of people requiring support in and through the Service.

7.2 The service tailors support based on the demographic make-up of locations and develops support services for specific groups. For example, in Dartford, Gravesham Swanley and Swale, where there is a higher proportion of people from the Asian community, LWK offers a culturally sensitive listening and information service, for those affected by mental health issues. Staff speak Asian languages (Gujarati, Punjabi, Hindu, and Urdu) and English. Between 1 April 2018 to 31 March 2021, 57% of individuals who disclosed stated that they were Female and 8% stated they were from an ethnic group other than White British.

7.3 Ensure equity of access to Sexual Health services to improve health outcomes with regard to age, sexual orientation, gender identity and race

7.4 KCC commissions the specialist integrated sexual health service to deliver open access sexual health services based on a population approach. During the COVID-19 pandemic the service continued to accommodate needs for vulnerable individuals. It primarily promoted the use of digital and/or remote delivery to try and reduce the need to come into clinic, but where this method of delivery would prevent access, the service continued to accommodate individuals' needs either through home delivery or continued in-person clinics.

7.5 Ensuring that the Children's Public Health service reduces health inequalities in early years and maternal health

7.6 The Healthy Child Programme is a universal preventative service which provides families with a programme of screening, immunisation, health and development reviews, as well as a targeted and specialist offer to families and young people to support those most in need. In March 2021 the programme was extended from 0-19 years to include from preconception to 24 years of age for those most vulnerable and for children with a statutory requirement (care needs, additional health needs, disability.)

7.7   The Health Visiting service offers five universal, mandated contacts to all parents to support identification of needs and early intervention. This includes a vulnerable families service which works with women identified antenatally and until the baby is one year old. Additional resource has been agreed to increase the provision of this service within areas of high deprivation.

7.8   Health Visiting and Early Years Providers have implemented an 'Integrated Review at 2' pathway. Information sharing has improved, and children and families identified (or self-identifying) with any unmet need are now offered a joint review. The tongue tie (ankyloglossia) pathway and faltering growth pathway have also been updated to ensure that all families are receiving the support they require in a timely manner.

7.9   Several outreach clinics have been introduced across the County to encourage school age children, who are absent or not registered with a school, to participate in the health screening programme and to provide advice and support as required.

7.10   Capacity has been increased within the Children and Young People's Counselling Service to provide timely support to 2,400 Children and Young People with mild to moderate wellbeing needs each year across Kent.

7.11   The rate of male suicide declines

7.12   The potential impact of the COVID-19 pandemic on suicide rates was a concern during 2020-21. As soon as the pandemic hit the Suicide Prevention Programme took a number of actions. The service established a Real Time Suicide Surveillance (RTSS) system with Kent Police to monitor levels of suicide both generally and within key high-risk groups (such as men). The RTSS allows the service to understand more about what was going on in their lives.

7.13   The service introduced a 24-hour support service via text message. Anyone of any age can access support for free by texting the word 'Kent' to 85258. The service believes this may be more attractive to younger people and men who may prefer texting to speaking on a phone. The service also introduced a new programme with Citizens Advice to provide rapid access to an enhanced service for people with both financial and mental health difficulties. This is open to both sexes and is supporting many people whose employment and income was affected by COVID-19.

7.14   The service also provided funding to a wide range of charities and organisations such as Dads Unlimited who provide support to men who are going through family breakdown.

7.15   Ensuring equality of access to NHS Health Checks (age/sex/disability/race)

7.16   The NHS Health Check programme is targeted at 40-74-year-olds of both sexes, without a pre-defined existing health condition. This is delivered by the

Kent Community NHS Foundation Trust (KCHFT) in partnership with KCC. This programme was paused during the pandemic (March 2020 to September 2020), following guidance from Public Health England (PHE). Staff gradually restarted activity with some outreach events taking place in Quarter 4 of 2020-21.

7.17 In November/December 2020, KCC commissioning started to develop a targeted pilot to NHS Health Checks to target invitations based on cardiovascular disease (CVD) risk. This pilot will be rolled out in 2021-22 to ensure equality in uptake across genders.

7.18 The outreach workstream are looking to increase uptake in ethnic and minority groups. This workstream targets and reaches individuals directly in their communities. Examples include faith groups, clubs, businesses, and charities.

7.19 Invitations for an NHS Health Check are issued to all individuals. Reasonable adjustments are routinely made for disabled individuals, such as providing information in other formats and ensuring the space in which the NHS Health Check takes place can accommodate all persons.

7.20 Improved life chances and outcomes for vulnerable adults through service developments and transformation

7.21 Public Health Commissioners worked with services during 2020-21 to make their services available online, to deliver on their outcomes during the pandemic. Commissioners also supported redeploying of staff from services that unable to continue (i.e. Stop Smoking Services) to provide wellbeing calls for vulnerable clients who were accessing Drug and Alcohol Services. Public Health commissioning also procured some training around co-occurring conditions, so that front line workers who directly support these clients can understand the issues and support clients better.

7.22 Adult Social Care (ASC) hosts and co-chairs the Learning Disability Partnership, which enables people with a learning disability to have their say and influence service delivery and development.

7.23 The quality and range of services are improved through increasing engagement with service users and carers

7.24 Whilst transforming services to a remote offer, services engaged with their users on how they would like to receive their intervention (for example, what platform to use).

7.25 The Sexual Health Service's patients and local communities fed back on service development using patient, community and voluntary groups. These groups include a Kent Community Health NHS Foundation Trust-led (KCHFT) transgender advisory group, a Patient advisory group and HIV Talking Together peer support group, as well as KCC's Young People's Forum. All

patients who access the service are offered the opportunity to feed back on their experience.

7.26   During the pandemic, the Drug and Alcohol Service delivered medication to people's homes who were unable to access their medication from the pharmacy. They also increased their home detox programme for vulnerable clients and provided service users with phone devices so that they were able to contact clients.

7.27   A further measure implemented during the pandemic was a support service for people who are experiencing complex grief through bereavement (for under the age of 25). KCC worked with Kent and Medway Clinical Commissioning Group and Medway Local Authority to commission a service that would help these individuals meet their need and improve their mental health.

JUSTICE AND PERSONAL SECURITY

8.   Where appropriate, fewer young people become young offenders with regard to disability, sex and race

8.1   Kent's Youth Justice partnership offers prevention and diversion from the youth justice system. Our diversion programme in 2020-21 was 'KYDIS' (delivered by our health partner, 'We are With You') for children who have committed a low-level drugs offence. Our prevention offer is delivered by Adolescent Early Help which provides a holistic response to all children receiving an out-of-court disposal, and their families.

8.2   The Prevent team deal with hate crime referrals and work to prevent radicalisation. Innovative work is being done in prisons and on mental health (for example, with Punjab United) to reach young men so they can discuss hate crime and other issues.

Domestic Abuse
8.3   The Kent Integrated Domestic Abuse Service (KIDAS) is partnership funded through Public Health, Adults Social Care and Health, Districts, the Police and Crime Commissioners Office and Kent Fire and Rescue. The contract commenced in April 2017 and has been extended until March 2024. The contract is allotted to three providers who manage both community support (those who stay in their home) and safe accommodation services. Services are designed to be accessible across protected characteristics and funding was gained to employ five specialist Independent Domestic Abuse Advisers to support those who may have barriers of access to services.

8.4   In March 2020 the Kent and Medway Domestic Abuse Strategy was approved by the Kent and Medway Domestic Abuse and Sexual Violence Executive Group. This is a partnership group which includes the Police, the Police and Crime Commissioners Office, the NHS, Kent County Council, Medway Council, Kent Fire and Rescue, the National Probation Service and Districts.

This strategy makes a number of commitments to ensure that services are available to all people, an Easy Read version published, and funding from the then MHCLG was used to create a staff structure to support the partnership and actions.

8.5   Actions to support the strategy have included creating an inclusive and diverse social media campaign to increase awareness of domestic abuse which is now live, virtual workshops in November 2020 through KIDAS for a wide audience around best practice and focusing on those with protected characteristics (which received more than 10,000 event registrations) and the completion of a strategic needs assessment with clear gap analysis so we have better data to support understanding around why it might be harder for some demographics to access services. Work has also taken place around ensuring that the survivors' voice supports the development of strategy and commissioning, including the delivery of qualitative work with male victims of domestic abuse.

8.6   **The Domestic Homicide Reviews (DHRs)** which are coordinated and managed by Kent Community Safety Team have been continuing to have a focus on equality issues relevant to the cases which inform learning and practice. For a number of cases reviewed and actioned during 2020-21 equalities issues were highlighted, for example: the need to ensure hard to reach communities such as Gypsy, Roma and Traveller communities were considered by agencies to reduce barriers, a need to ensure male victims of domestic abuse received equal support from services, age-related factors regarding both children and the elderly as victims, mental health factors, and physical disability heightening vulnerability from domestic abuse. These findings resulted in the relevant agencies having to review and update their policies and procedures and change how they respond in future. Further information about these reviews can be found at this link: Domestic Homicide Reviews - Kent County Council.

Community Wardens

8.7   As part of the Kent Together response during the pandemic, the KCC Community Wardens refocused their activity in order to identify and provide support to the most vulnerable in our communities which included those who were vulnerable due to their circumstances (for example, age and disability), those having to self-isolate or who were isolated with no support available to them. Out of a total 19,803 activities and tasks recorded by the Community Wardens as undertaken during 2020-21, 82% of these tasks were related to people aged over 55, 27% related to people with a disability, 21% with poor mental health and 11% with dementia. Such activities included supporting events and groups and one-to-one support such as making sure vulnerable residents had essential food provisions and medical prescriptions, and also linking them into the services they needed.

Trading Standards

8.8   Trading Standard's work to protect vulnerable people, especially the elderly, from scammers and doorstep crime continued during the pandemic. Activity adjusted to contacting the scam victims (or potential victims) by telephone

instead of visits, and the Victim Safeguarding Officer was able to undertake 144 engagements and saved losses of £290,219. This included preventing an elderly lady with onset dementia from losing £13,000 to fraudulent roofing work and also facilitating her welfare referral to social care, and preventing an elderly and vulnerable man from losing £24,000 to a fraudulent solar panel trader, while also assisting him with accessing amenities and health care.

PARTICIPATION

9. POLITICAL AND CIVIC PARTICIPATION

9.1 We will listen to and engage with communities and partners to inform the way we plan, design, commission and deliver services. Communities can have their say through consultations and engagement activity

Engagement and Consultation

9.2 The targeting of engagement and consultation activity has been further developed in 2020-21. Guidance on stakeholder mapping and consultation planning has been updated which is available for all staff to view on KNet, helping teams to identify and consider their stakeholders and how best to reach and engage those with protected characteristics. This planning continues to be supported with advice and guidance from the Engagement and Consultation team. The team has introduced the targeting of social media posts through paid adverts to extend the reach so that, for example, those within a particular age bracket can be reached to encourage their participation.

9.3 In response to COVID-19 lockdowns, new ways to engage the public were explored including the use of online exhibition software and Teams interactive workshops to replicate the physical experience in an online environment. This enabled more people to have access to these events, including those who would have struggled participating in face-to-face events pre-lockdown, for example, those with caring responsibilities or certain disabilities.

9.4 The promotion of how to request consultation materials in alternative formats remained a consistent feature during the pandemic. Some consultations have alternative formats available at the outset, such as British Sign Language videos, audio, or easy read versions, as determined by stakeholder mapping and equality impact assessments.

Complaints

9.5 Of 5,273 complaints received in the financial year 2020-21 year, 264 were categorised Equality and Regulatory of which 18 were about equalities issues, for example, discrimination based. Of these, four were upheld with lessons learned recorded with the following actions taken: three were given a formal apology, and one resulted in performance management action. The service also delivered training to SEN and CYPE staff – over 200 attended the sessions which focused on responding to customers and looked at tailored responses to customers based on their individual needs.

Peer Review

9.6 In November 2020, ASCH asked the Local Government Association (LGA) to undertake a peer review against the LGA's Equality Framework for Local Government. The basis for the review was a benchmark against four areas of equality, diversity and inclusion (EDI) performance: 'Knowing and working with your communities', 'Leadership and organisational commitment', 'Responsive services and customer care', and 'Diverse and engaged workforce'. The report included a number of recommendations and has been used to support EDI activity taking place in 2021-22.

9.7 The peer review also helped to provide a focus for ASCH's 'Making A Difference Every Day' (MADE) approach, which was developed during 2020 partly in response to the need to respond, recover and reset as a result of the pandemic. Recognising major events such as the pandemic highlighting existing racial inequalities, the renewed focus on addressing inclusion issues, and that social care has a role to play in tackling society's injustices, MADE was developed with a strong focus on a person-centred approach to fully support the diverse range of people supported by Adult Social Care in Kent. ASCH embarked on wide-ranging staff engagement exercises to inform MADE's development and ran an Equalities Impact Assessment (EqIA) workshop to bring together what the service understood about the people of Kent and its service users. The resulting Equalities Action Plan forms a key strand of MADE to ensure that any proposed changes will seek to make services more inclusive and responsive, particularly for any groups with protected characteristics.

9.8 All Members and Officers will be responsible for ensuring that the PSED is met in their day-to-day work and when making decisions, and publish Equality Analysis with all key and significant decisions

9.9 2020-21 shows improvement in the extent to which equalities is acknowledged and considered in KCC's decision-making and business as usual processes. As shown in Table 1, in 2020-21, 94.5% of committee reports (including those with Key Decisions) mentioned equalities, compared to 80% in 2019-20 and 72% in 2019-18, the previous year reported. 56% of reports had appended an EqIA compared to 50% in 2019-20, and 14% included a link to the EqIA, level to the previous year.

Table 1: EqIA Analysis
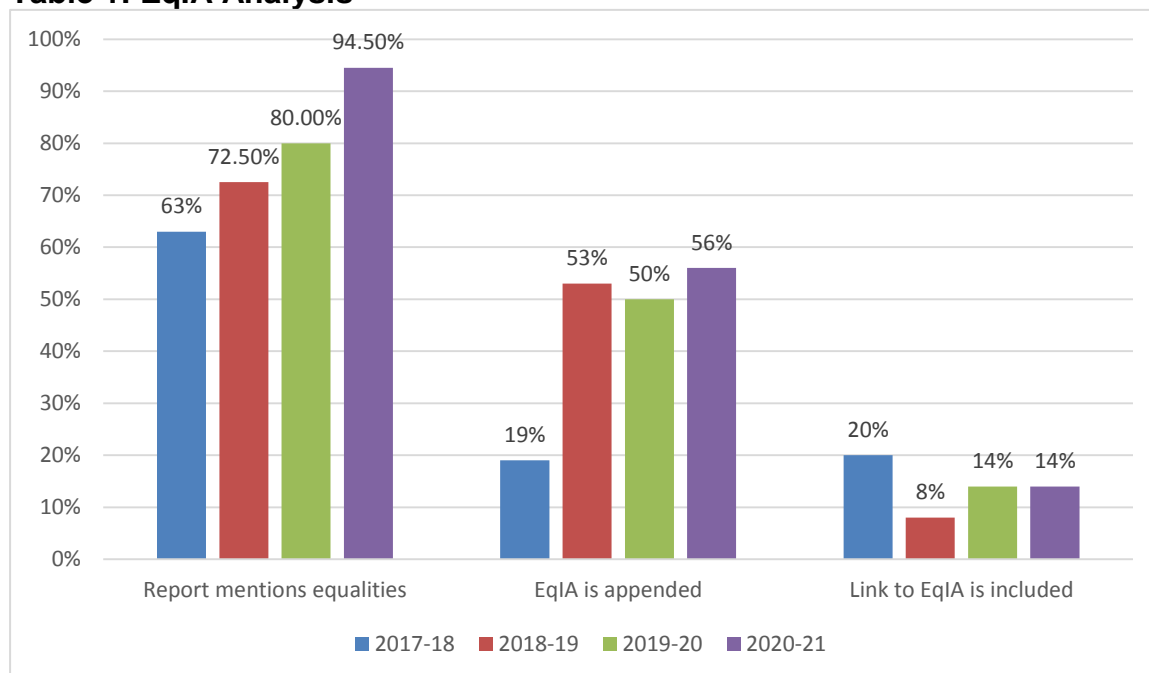
9.10 Not all items that are taken to KCC's committees require an EqIA or equalities considerations, for example, service updates, passporting of funding or signing of grant agreements. However, Key Decisions do require equalities consideration through an EqIA, and the percentage of Key Decisions with either an EqIA attached or a link provided stands at 63% for 2020-21, while the percentage of Key Decisions with EqIAs, a link, or a reference to equalities stands at 96%. It should be noted that a significant number of urgent decisions were processed, and indeed, a much higher number of Key Decisions overall processed in 2020-21 at 141 compared to 81 Key Decisions in 2019-20. This highlights the responsive nature of KCC's actions during the pandemic, but there is work to be done to ensure that all Key Decisions are supported by an EqIA as we transition through the pandemic into less reactive approaches to business as usual.

The EqIA App

9.11 Overall, 94.5% of reports taken to committee referenced equalities, and 63% either attached or provided a link to an EqIA. This is a positive trajectory for demonstrating that KCC is considering equalities as part of its PSED duty, but there is room for improvement. To aid this, the Strategy, Policy, Relationships & Corporate Assurance (SPRCA) division reviewed the EqIA process and policy and during 2020-21 worked with Infrastructure to develop a new online process for completing an EqIA. The EqIA App was created using Microsoft's software and was designed to not only make the process simpler for staff, but also to provide a single EqIA library on KNet for all staff to access. It is also supported by a new analytical dashboard which will provide CMT and KCC's Corporate Equality Group with analysis of trends and data from completed EqIAs across the organisation, to support their equalities oversight role. Development of the App was supported by user testing across services during 2020, and was approved by CMT in December 2020 along with an updated

EqIA Policy. It was formally launched to staff in the first quarter of 2021-22, and so its progress and take-up will be followed up in next year's Annual Equalities Report.

9.12 Ensure that when we use ICT it is fully accessible for learning, working and getting into services

9.13 All Technology products supplied via Infrastructure commissioning comply with the ICT Technology Strategy, which is itself aligned to the 'Digital Inclusion Standards' as laid out by The Cabinet Office. The Technology Refresh Programme (TRP) is in planning stages at present and we have ensured that representatives from the Level Playing Field staff group and Digital Accessibility team are included in the working group to ensure inclusivity.

9.14 Digital Accessibility Compliance is a mandatory legislative requirement of all systems and software that is delivered under commissions constructed by the Technology Strategy & Commissioning Team (TC&S), and all future procurement activities, in line with and contributing to the EqIA process. To support this, the Digital Accessibility Team have progressed KCC's digital accessibility agenda through workstreams such as:

- Manual accessibility audits on KCC websites which significantly helped mitigate the risk of non-compliance, especially for websites subject to formal monitoring processes as part of the Accessibility Regulations.
- Staff training and awareness, for example workshops about creating inclusive and accessible web content, promoting digital accessibility through staff messaging via KNet and KMail, and running an 'empathy lab' during Digital Skills Week, and using Directorate Accessibility Champions and Digital champions to promote new digital accessibility features.
- The Digital Accessibility team have engaged with staff groups, the Sensory Services team and external disability bodies to help share knowledge and maintain continuous improvement of KCC's work practices.

9.15 ACCESS TO SERVICES AND THE LOCAL AREA

9.16 Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity

9.17 During the pandemic, the Public Transport team changed the eligibility for users of the Kent Karrier bus service in order to enable members to choose family members to travel on their behalf. They identified that it was the only means of transportation for some people who were vulnerable, such as being of older age and/or having a disability, but could not travel, for example, due to shielding. Users were allowed to elect someone else to travel on their behalf by making phone calls to the bus operators.

9.18 The Kent English National Concessionary Travel Scheme (ENCTS) is normally set at the default time of Monday to Friday 9.30am to 11pm, all day Saturday, Sunday and bank holidays. At the beginning of the pandemic, and

at no additional cost to KCC, the Public Transport team removed the 9.30am restriction to enable holders of an ENCTS pass – the elderly, disabled and vulnerable – to access those shopping hours where such groups could shop safely earlier in the morning. The take-up of this was relatively low, but for those who did it was a lifeline, allowing them to shop without the need for long queues and at no extra cost.

9.19 The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the GIF, and delivered to meet the needs of Kent's population changes

9.20 There is particular opportunity, given the high quantum of housing growth, to deliver specific services focused on members of the community with protected characteristics through garden settlements. An example of this is Otterpool Park in Folkestone & Hythe District where there are plans for up to 10,000 homes. The development is committed to delivering a school facility specifically for those with Special Educational Needs and Disability.

9.21 Kent County Council's Infrastructure Funding Statement illustrates three case studies which were funded, in part, by developer contributions. Each case study illustrates how these contributions consider the protected characteristics of all members of a community. For example, one case study focussed on The Amelia Tunbridge Wells which will provide a range of community services. This will include adult education classes for example numeracy and literacy skills training for the community including those whose first language may not be English. Another case study features Ebbsfleet Green Primary School which has a specialist resource base provision for up to 15 pupils with a diagnosis of Autism Spectrum Disorder.

9.22 Irrespective of age, disability, race or religion and belief, Kent residents should be able to access our county's high-quality landscapes and environment

9.23 The County Council has a policy of least restrictive access for the Public Rights of Way (PROW) network. Since 2007, 5,867 stiles have been removed from the network (46%), the result is a network that is 70% stile free and more accessible to the disabled and elderly. In 2020 and 2021 a further 372 stiles were removed. All changes to the Public Rights of Way network are subject to an Equality Impact Assessment. Proposed diversions must be at least as accessible as the original route with an expectation that improvements to accessibility will be secured / provided.

9.24 During 2020-21 the Old Chalk New Downs (OCND) project held several events and engagement activities specifically to counter access problems often experienced by those with mobility issues trying to get to the OCND project locations. These events were held at locations with easy access trails, plus guided walks starting and finishing from train stations. In collaboration with partners, the project also delivered events for families including country

park open days. In response to the pandemic, the project team invested in a portable action video camera and KCC staff volunteered their time to film walks accessible in the OCND project area. These were used to create 'StoryMaps', which give descriptions of walking trails as well as a video, interactive map and images. These walks were shared via social media and mailing list to enable those with little access to green spaces the opportunity to still feel connected to the outdoors and nature.

9.25   KCC's Country Parks were maintained throughout the pandemic, providing valuable open space during lockdowns for our local communities and visitors and were often open when other parks were closed. The Country Parks service kept equalities considerations at the forefront of their planning during this period particularly to ensure accessibility – for example, maintaining the 'trampers' (mobility scooters), providing hand sanitisers at wheelchair height, keeping toilet facilities open when the centres were closed, and ensuring restricted access to the cafes was accessible. Other improvements were made during 2020, for example, Grove Ferry Picnic Site used LEADER rural economy funding to make accessibility improvements, including a 100 metre rolled stone path, refurbishing a fishing platform for use by people with disabilities, and a new changing room.

9.26   The LRA service in Kent will continue to understand its local communities' needs, and tailor its services accordingly

Libraries, Registration & Archives

9.27   During the periods of lockdown Libraries, Registration & Archives (LRA) adapted many of their services to remain accessible to customers, particularly those with Protected Characteristics. Digital resources became the main way to access the LRA services and usage increased extraordinarily with online joining being instigated early on. These resources include e-books, e-magazines and e-newspapers all of which have accessibility features enabling those with disabilities to engage. Social Media content developed exponentially which developed staff's digital skills and confidence to create accessible content such as subtitled content and Makaton signed Baby Rhyme Time. LRA also produced and presented dual language Story Times for example in Romanian (Storytime link), and also produced a multi-sensory Story Time for people with learning disabilities (Multi-sensory Storytime link).

9.28   The 'Books Beyond Words' reading groups for people with learning disabilities met virtually throughout lockdowns, and actually met much more regularly as most other community activities had halted because of COVID-19. A film was produced to help users join (Beyond Words link), and Library staff attended regularly for support and maintaining library contacts. Planning also began on delivering virtual Dementia Awareness sessions for staff and volunteers – offering a chance for people to become a Dementia Friend, explaining how the library service can support people and carers of people with dementia.

9.29   While the Home Library Service (HLS) was suspended during lockdown, LRA created the befriending service, whereby staff telephoned their typically physically excluded HLS customers to offer a friendly ear during

lockdown. 255 of 588 HLS customers took up this service and over 1,000 phone calls were made during the first lockdown. Over 2,500 mobile library customers and postal loan users were also telephoned. A survey of HLS customers demonstrated that the befriending service had a positive impact and helped LRA's vulnerable customers to feel less lonely during the pandemic. As a result, LRA are trialling a Reading Agency initiative 'Reading Friends' in the Maidstone borough to counter social isolation through reading.

9.30 Other adaptations of the library services during the height of the pandemic included creating the 'Select & Collect' service from selected libraries, which helped support people from different communities who could not access LRA's services digitally which helped to support mental wellbeing, and the mobile libraries provided an outreach service into communities by offering Select & Collect so people with limited mobility could still access a wide range of physical books. And LRA was also able to provide the 'CoderDojo' sessions (computer coding for children) online along with the Summer Reading Challenge so that younger customers could still take part in library activities.

Sport & Physical Activity Service

9.31 During the periods of lockdown, the Service adapted and provided a range of activities and information including:

9.32 Secured and distributed funding, including £220,000 from Sport England, to help reduce the negative impact of COVID-19 and reduce the widening inequalities gap of physical activity and sport among underrepresented groups, including: people with disabilities, people with long term health conditions, people from lower socio-economic groups and people from ethnically diverse communities. See this case studies link and short film clip link for further details of these projects.

9.33 For children and young people, the service created Virtual Kent School Games competitions, 'My Active Rainbow'/'My Active Life' challenges enabling young people to work through a series of challenges to win medals, and Virtual Satellite Clubs for young people interested in box fit, hockey, basketball and handball. Online information was provided for families through the Everyday Active website suggesting indoor and outdoor physical activity ideas. The website was tested by target audiences, for example, Kent Association for the Blind to ensure that the website, campaign and resources were inclusive and fit for purpose in encouraging a diverse range of people to move more.

9.34 For older people, Virtual Sporting Memories Groups were created including for those living with dementia and their carers, leaflets were produced providing advice to older people on exercises at home, distributed by the Community Hubs to vulnerable older people in their communities, and the service also worked with local charities to provide sports equipment packs to be distributed to vulnerable families.

9.35   The service adapted its communication, guidance and materials to operate safely within the pandemic, including developing safeguarding guidance about safe delivery of online activities ([Delivering Super Online Sessions link](#))

10. Looking ahead

10.1   The year for 2020-21 was dominated by the COVID-19 pandemic, but as this report demonstrates, KCC's services kept equality and diversity fully central to their responses to ensure that staff, services users and residents were safe and supported. Many of the innovations and adaptations will continue as services resume a new 'business as usual' in the light of the pandemic, notably many of those digital services that were developed and helped to increase inclusion in services and activities. As we look ahead to reviewing progress made for 2021-22, it will be important for KCC services to focus on embedding and mainstreaming equalities considerations into the new operating environment created by the long-term nature of the pandemic.

10.2   Responding to, adapting, and recovering from the pandemic means that consideration of equality, diversity and inclusion remains vital to KCC's strategic direction. To this end, the 2016-2020(21) Equality and Diversity objectives will be refreshed in conjunction with the development of KCC's new Strategic Statement/Five Year Plan, which will be developed, consulted on and published in 2022. The new equality objectives will be developed with services across KCC, and it is our intention to embed them within KCC's new Strategic Statement to ensure that equality priorities are delivered as an integral part of the council's overarching strategic plan.

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By: Ben Watts, General Counsel (Data Protection Officer)

To: Policy and Resources Cabinet Committee – 19th January 2022

Subject: **Information Governance Update**

Classification: Unrestricted

Summary: This report provides an update regarding the challenges faced Kent County Council in relation to our obligations to comply with the information governance legislation.

1. Members of this Cabinet Committee and Governance and Audit Committee have received updates over the past four years in relation to a number of information governance issues. Additionally, the Performance Report highlights key metrics relating to compliance with the Freedom of Information Act and the Data Protection Act.

2. On Monday 17th January 2022, Members will receive the draft Member data dashboard for information governance. This will provide additional information as previously requested and will provide the most up to date statistics in relation to the current performance. The dashboard can be read alongside the appendix to this report which details a range of information over a 15 year period and gives a fuller picture of compliance in the medium and longer term.

3. In addition to the appendix and the dashboard, a short presentation relating to some of the process changes and developments since the last meeting will also be made at the meeting. The presentation slides will be made available to Members ahead of the meeting and published on the Council's website.

4. Members will have the opportunity to discuss the information provided and agree the final dashboard that they wish to see provided on a permanent basis.

Recommendations

5. It is recommended that Members **NOTE** the report and **COMMENT** on the draft dashboard.

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	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 *
FREEDOM OF INFORMATION ACT 2000																	
ENVIRONMENTAL INFORMATION REGULATIONS 2004																	
Total number of FOI/EIR requests	504	576	702	970	1450	1539	1821	1679	2012	2360	2105	2123	2188	2306	2217	1815	1342
Number completed within statutory timescales	431	464	513	652	1028	1110	1405	1422	1919	2169	1940	2015	1979	1856	1798	1430	1034
% completed within statutory timescales	86%	81%	73%	67%	71%	72%	77%	85%	95%	92%	92%	95%	91%	86%	81%	79%	77%
Average number of days to complete a request	14	15	17	19	18	17	17	15	11	14	13	12	15	14	23	23	22
Total number of complaints/requests for review	17	15	29	35	85	41	45	60	36	76	61	66	65	84	77	48	23
Complaint outcome: upheld	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*6*	*8*	*17*	*20*	*9*	*18*	*26*	*27*	*8*	*8*
Complaint outcome: partially upheld	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*7*	*6*	*10*	*7*	*10*	*9*	*21*	*16*	*11*	*1*
Complaint outcome: not upheld / withdrawn	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*Not held*	*47*	*22*	*49*	*34*	*47*	*38*	*37*	*34*	*28*	*7*
Number completed within statutory timescales	10	10	21	19	64	26	29	42	32	57	42	52	49	38	57	28	12
% completed within statutory timescales	59%	67%	72%	54%	75%	63%	68%	70%	89%	75%	70%	79%	75%	45%	74%	59%	75%
Average number of days to complete review	24	16	17	19	16	23	17	17	14	17	17	16	19	22	18	29	15
Escalations to Information Commissioner	5	5	7	8	8	4	6	6	4	14	7	4	6	8	10	5	7
Complaint outcome: upheld by ICO - decision notice issued		*1*					*2*	*1*		*4*		*1*		*2*	*1*	*1*	*1*
Complaint outcome: upheld by ICO - informally resolved	*1*		*1*	*3*	*2*	*1*	*1*					*1*	*1*	*2*	*4*	*1*	*2*
Complaint outcome: not upheld - ICO found no fault	*4*	*4*	*6*	*5*	*6*	*3*	*3*		*5*	*4*	*10*	*7*	*2*	*5*	*3*	*5*	*1*
GDPR / DATA PROTECTION ACT 2018																	
Total number of Subject Access requests	130	126	130	160	196	187	204	242	248	332	283	267	293	410	507	440	398
Number completed within statutory timescales	84	81	81	107	142	134	141	153	183	264	235	215	242	360	413	299	257
% completed within statutory timescales	65%	64%	62%	67%	72%	72%	69%	63%	75%	80%	83%	81%	83%	88%	82%	73%	65%
The average number of days to complete a request	39	38	38	39	38	36	36	41	34	31	31	35	33	49	47	60	62
Total number of preSAR enquiries	25	72	139	182	206	207	184	192	264	289	344	448	559	608	705	755	498
Total number of disclosure requests $	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	718	409	396	1214	1215	2370	1921	2064	2131	1184
Total number of safeguarding checks #	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	*not held*	2206	1951	2015	1786	1982	1819	1185
Art. 16 - 23 GDPR requests (rectification, erasure and objections)														20	18	27	24
Total number of complaints	*not held*	*not held*	*not held*	*not held*	*not held*	2	4	10	24	25	21	55	53	47	56	71	46
The number of information security incidents reported and investigated~	*not held*	6	6	9	26	26	66	79	83	132	152	215	180	513	595	454	521
The number of security breaches which which resulted in loss, release, damage or corruption of personal data and where the ICO has been notified/involved.	*not held*	0	0	0	1	6	9	12	7	3	5	4	5	16	13	18	8
Escalations to Information Commissioner *(includes the above self reported breach figures)*	0	1	2	2	8	12	9	13	13	7	16	12	15	28	18	34	14
Complaint outcome: upheld by ICO - corrective action required					*1*	*1*				*1*		*2*					
Complaint outcome: upheld by ICO - informally resolved		*1*	*1*		*5*	*6*	*5*	*10*	*10*	*4*	*8*	*6*	*10*	*16*	*13*	*16*	*4*
Complaint outcome: not upheld - ICO found no fault			*1*	*2*	*2*	*5*	*4*	*3*	*3*	*2*	*8*	*4*	*5*	*12*	*4*	*12*	*3*

$ Requests for personal information about 3rd parties either with their consent, or under another legal gateway without consent

social service background checks on people working with children on behalf of other agencies

~ these figures include **ALLEGED** Data Protection breaches

*** as at 26/08/2021**

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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 – 19 January 2022

Subject: **Work Programme 2022**

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 note its planned work programme for 2022

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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 Chair, Vice-Chair and group spokesmen.

1.2   Whilst the Chair, 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" and these should also inform the suggestions made by Members for appropriate matters for consideration.

3.   **Work Programme 2022**

3.1   The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in the appendix to this report, and to suggest any additional topics to be considered for inclusion on agendas 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 Chair or the Democratic Services Officer between meetings for consideration.

5.   Recommendation: The Policy and Resources Cabinet Committee is asked to consider and note its planned work programme for 2022

6.   Background Documents
None.

7.   Contact details
Report Author: Relevant Director:
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POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2022

SPECIAL MEETING POSSIBLY IN FEBRUARY – DATE TBC		
• **Update on Strategic Headquarters**	Rebecca Spore	approach discussed at 24 Nov agenda setting
• **Playing field development at the Wildernesse site –** decision	Hugh D'Alton Karen Frearson	approach discussed at 24 Nov agenda setting
• **Award of Contract for cladding repairs at the Turner Gallery** - Possible item for Key decision	Andrew Chauvin James Sanderson	Added by Infrastructure 6 1 22
24 March 2022 * REVISED DATE - previously 23 March		
• **Risk Management (Incl RAG ratings)**	Mark Scrivener	Annual
• **Contract Management Review Group update (Exempt)**	Michael Bridger	Bi-annual – standing item
• **Cyber Security**	Rebecca Spore	Annual
• **Update on Asset Management Plan**	TBC	
• **Proposed freehold acquisition of the school land (Simon Langton for Boys)** – decision	Rebecca Spore	Moved from Jan to March at 24 Nov agenda setting
• **Implementing a new Facilities Management Model** (previously called Facilities Management Procurement**)** - decision	Karen Ripley James Sanderson	Moved from Jan to March at 24 Nov agenda setting
• **Disposal of Phase II Youth Centre Site, Station Road, New**	Karen Frearson	Moved from Jan to March at 24

Last updated 11 January 2022

Romney – decision	Alister Fawley	Nov agenda setting
• **Construction Partnership Framework Commission – For Decision** *incl update on framework requested at 13 July mtg*	Rebecca Spore James Sanderson Rob Clark	Moved from Jan to March at 24 Nov agenda setting
• **Trading Success, Education Supplies (W17, W18 and W26)** Related to following item – place together on agenda	Vincent Godfrey	Moved from Jan to March at 24 Nov agenda setting
• **Kent County Council's Owner's Requirement Statement** Related to previous item – place together on agenda	Jenny Dixon-Sherreard David Whittle	Moved from Jan to March at 24 Nov agenda setting
• **Work Programme 2022**		
10 June 2022 * *meeting dates are currently being reviewed		
• **Strategic and Corporate Service Directorate Performance Dashboard**	Rachel Kennard	Every other meeting
• **Covid Finance update**	Zena Cooke Dave Shipton	Standing item to every other meeting
• **Interim Corporate Strategy** following County Council in Dec 2021, this will come to P&R as a regular 6 monthly item	David Whittle	approach discussed at 24 Nov agenda setting
• **Work Programme 2022**		

PATTERN OF REGULAR ITEMS (this is the pattern in a 'normal' year – 2021/22 is different due to covid-19)

JANUARY	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
	Annual	Implementation of the Armed Forces Covenant in Kent	Tim Woolmer
	Six-monthly	Total Facilities Management	Rebecca Spore

Last updated 11 January 2022

	Every other meeting	Covid Finance (as long as is needed) and then regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
	Every other meeting	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard
MARCH	**Annual**	Risk Management (Including RAG ratings)	David Whittle Mark Scrivener
	Annual	Cyber Security	Rebecca Spore
	Six-monthly	Contract Management Review Group update	Clare Maynard Michael Bridger
MAY	**Every other meeting**	Covid Finance (as long as is needed) and then regular MTFP update	Zena Cooke Dave Shipton
	Every other meeting	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard
	Six-monthly	Contract Management Review Group update – TBC after December 2021 County Council	David Whittle
JULY			
SEPTEMBER	**Annual**	Annual Equality and Diversity Report (in 2022 moved down to January)	David Whittle
	Six-monthly	Contract Management Review Group update	Clare Maynard Michael Bridger
	Six-monthly	Total Facilities Management	Rebecca Spore
	Every other meeting	Covid Finance (as long as is needed) and then regular MTFP update	Zena Cooke Dave Shipton
	Every other meeting	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard

Last updated 11 January 2022

NOVEMBER/ DECEMBER			

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 – 19th January 2022**

Decision No: **N/A**

Subject: **Total Facilities Management Bi-Annual Review**

Classification: **UNRESTRICTED Report**

                     EXEMPT Appendix A - not for publication. By virtue of paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act

Electoral Division: All

Summary: This paper updates Members on the current performance of the Total Facilities Management Contractors.

Recommendations: The **Policy and Resources Cabinet Committee** is asked **to note** the current performance of Total Facilities Management Contractors.

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1. Background

1.1   Following the adoption of the Corporate Landlord Model, Kent County Council (KCC) entered into three area based Total Facilities Management (TFM) Contracts with Amey for Mid-Kent, Skanska for West-Kent and Kier for East-Kent, for the delivery of Facilities Management (FM) services. These contracts have been in place since October 2014.

1.2   The Kier contract area, following a mini competition, was since awarded to Skanska and has been operational since January 2020.

1.3   The contracts with Amey and Skanska have been extended until October 2022, with the option to break from May 2022.

1.4   The current poor condition of the KCC estate, and the historic lack of asset replacement and capital investment in buildings has placed increasing pressure on the delivery of FM services.

1.5   The key objectives for the FM service delivery arrangements are:

 ▪ FM service delivery standards should be consistent and responsive to service requirements and required standards.

 ▪ FM services should deliver value for money for Kent and ensure that the Council meets its statutory responsibilities.

2. Current Operating Model

2.1   Prior to April 2020, KCC procured managing agent services from Gen2 Property Ltd, to provide contract management services with the FM providers (Amey and Skanska), undertaking day to day service delivery. From April 2020, Gen2 staff TUPE-transferred into the KCC Infrastructure Team along with the accountability for the contract management functions.

2.2   The core FM service includes statutory testing, output based cleaning with standards adapted to use of the area, security and some mobile handymen. In addition, the TFM core service includes a 24/7 Helpdesk for emergency requests, reactive requests, reception cover, waste management, pest control and an internal and external mail room service.

2.3   Areas not covered by the core service are commissioned on a case-by-case basis. This includes reactive maintenance, additional security, deep/periodic cleaning, pest control, handyman duties, grounds maintenance and other ad hoc requirements not included in the core service.

3. Future Operating Model

3.1   The current TFM contract expires on 31st October 2022, and we are currently in the process of re-procuring services.

3.2   The model being procured will disaggregate the contract into separate hard and soft FM contracts. There will be one hard FM provider across the authority's estate covering elements such as, but not limited to, planned preventative maintenance, statutory compliance and reactive maintenance. There will be multiple soft FM contracts for cleaning, waste, security, soft-landscaping and pest control.

4. TFM Performance (Contractual including KPIs)

4.1   The Key Performance Monitoring data is included within Appendix A, for the period of January 2021 to September 2021.

4.2   Overall Mid-Kent compliance performance (Amey) has continued to improve from the last reporting period:
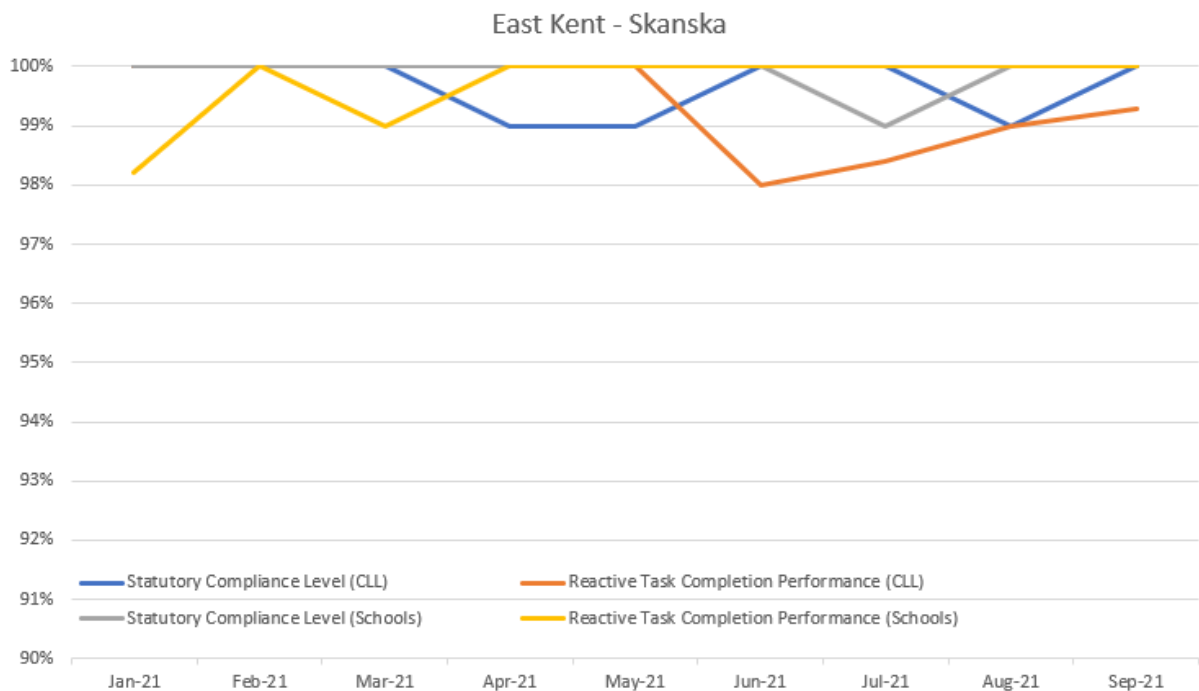

Mid Kent - Amey
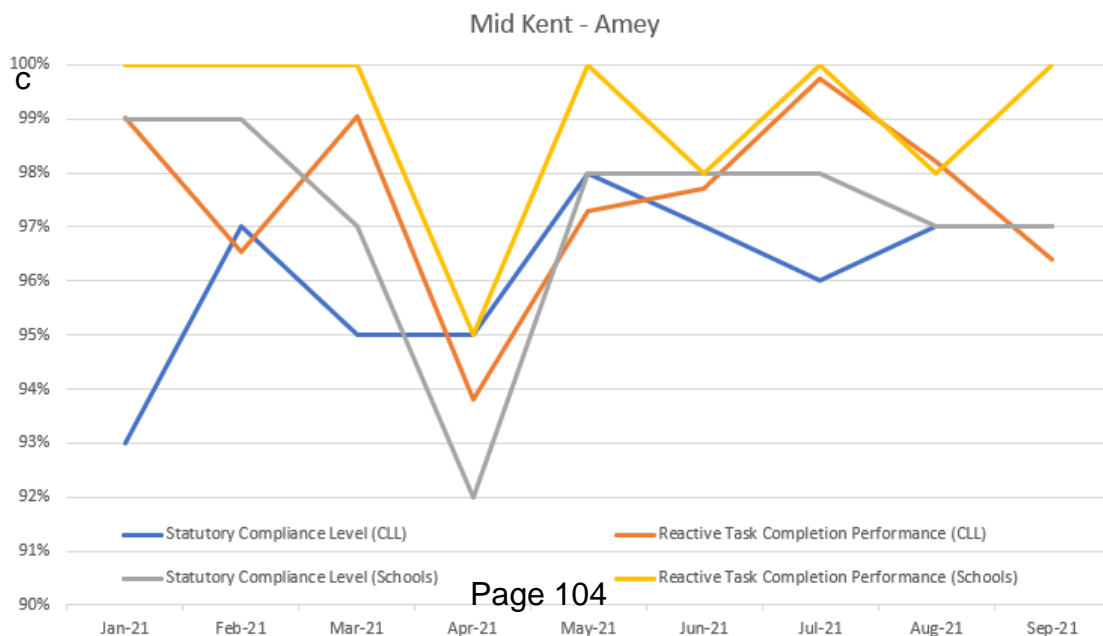
- The average compliance for the Corporate Landlord (CLL) portfolio from the last reporting period was 97.66% and for the period January 2021 to September 2021 this has fallen slightly to 96.11%.
- The average performance on closing reactive tasks from the last reporting period was 92.70% and for the period January 2021 to September 2021 this has increased to 97.53%.
- The average compliance for the school portfolio from the last reporting period was 86.95% and for the period January 2021 to September 2021 this has increased to 97.22%.
- The average performance on closing school reactive tasks from the last reporting period was 87.30% and for the period January 2021 to September 2021 this has increased to 99.00%.

4.3   Overall, West-Kent compliance performance (Skanska) has continued to improve from the last reporting period:
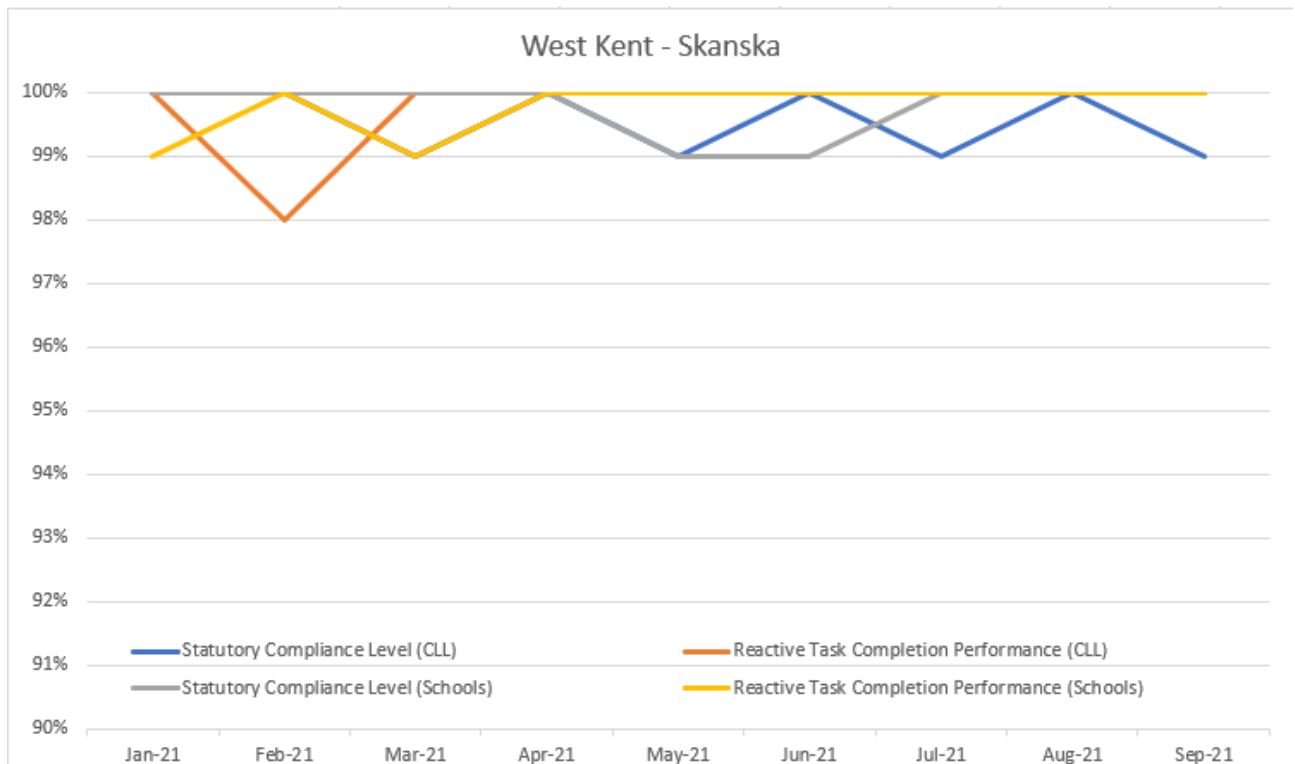
- The average compliance for the CLL portfolio from the last reporting period was 92.68% and for the period January 2021 to September 2021 this has increased to 99.56%.
- The average performance on closing reactive tasks from the last reporting period was 99.00% and for the period January 2021 to September 2021 has increased to 99.78%.
- The average compliance for the school portfolio from the last reporting period was 88.10% and for the period January 2021 to September 2021 this has increased to 99.78%.
- The average performance on closing school reactive tasks from the last reporting period was 99.80% and for the period January 2021 to September 2021 has remained consistent at 99.78%.

4.4   Overall, the East Kent compliance performance (Skanska) has continued to improve from the last reporting period:

East Kent - Skanska

- The average compliance for the CLL portfolio from the last reporting period was 95.98% and for the period January 2021 to September 2021 this increased to 99.67%.
- The average performance on closing reactive tasks from the last reporting period was 99.50% and for the period January 2021 to September 2021 this has remained consistent at 99.41%.
- The average compliance for the school portfolio from the last reporting period was 76.02% and for the period January 2021 to September 2021 this has increased to 99.89%.
- The average performance on closing school reactive tasks from the last reporting period was 99.70% and for the period January 2021 to September 2021 this has remained consistent at 99.69%.

4.5   The statutory compliance Key Performance Indicator (KPI) is sourced from two KPIs; statutory maintenance and inspections and updating statutory records. In summary, this is measuring how many statutory tasks were due in the month and comparing these to how many were completed on time. This includes all level of testing, not just key compliance areas. The measurement methodology is that each task is only considered as complete and having passed it's KPI if it was completed on time and evidence of completion i.e. certification, is available on the Computer Aided Facilities Management System (CAFM).

4.6   This results in the statutory compliance statistics show a lower performance level than is the case. Tasks which are completed one day late or beyond or where evidence of completion was not available in a timely manner, are failed, even though the site remains compliant with statutory requirements. The KPI shows TFM contractor's performance against the contract and not necessarily the level of statutory compliance being achieved across KCC.

4.7   Both of the TFM Contractors have had KPI deductions, primarily due to delays in obtaining compliance documentation, which is a contract non-compliance but not

necessarily statutory non-compliance. Reactive tasks not completed within the contractual Service Level Agreement (SLA) have also contributed to KPI deductions.

4.8   For the period January 2021 to April 2021, Skanska requested for the relaxation of the KPI, based upon the extraordinary circumstances with the COVID-19 pandemic. Skanska and their supply chain experienced some delays in completing planned and reactive tasks within the SLA/due dates, as a direct result of the challenges from sites for allowing access.

4.9   Overall, the services in this period have remained stable with both contractors. However, both have experienced access issues, particularly in schools, due to the COVID-19 pandemic. A process has been put in place to manage these issues with KCC Area Education Officers.

5. TFM Performance (Non-KPI related)

5.1 Summary

5.1.1 The last twelve months has presented several service challenges as COVID-19 continues to impact both KCC and the TFM contractors, creating a changed operating environment and service delivery. The challenges have presented a platform for Skanska, Amey and KCC to continue to build, maintain and enhance the ongoing partnership now and in the future.

5.1.2 This approach is demonstrated through the continuous engagement, staff attitude, and the providers taking on additional duties, at no cost to KCC, whilst supporting a considerable de-scope in service and delivering cost savings to the Council. The TFM contractors took considerable steps in supporting KCC in establishing the Asymptomatic Testing sites where their resources allowed, as well as delivering testing kits to the school estate. The teams, including the wider supply chain remain fully engaged. Both of the TFM contractors have managed to maintain staffing levels within Kent to continue business as usual.

5.1.3 Since the TUPE of Gen2 staff, a temporary structure for the KCC FM Team has been implemented until November 2022 to ensure clarity of roles, reporting lines and consistencies for TFM partners. A new structure will be implemented to coincide with the introduction of the new FM delivery model.

5.2 Health & Safety

5.2.1 A robust reporting model for compliance and health and safety issues continues to be utilised, with formal structured reports being delivered to meetings such as the Health and Safety Group. This allows KCC to measure both contract compliance as well as statutory compliance across the authority and work with our TFM suppliers to improve current arrangements.

5.3 Environmental

5.3.1 The TFM contractors continue to support KCC to meet its environmental initiatives. However, the focus this year has been largely on the recovery of the estate and ensuring that services, sites, and buildings are operating as normal.

5.3.2 Where opportunities have arisen for example the introduction of LED lighting, the TFM contractors have been delivering upon these projects.

5.3.3 The TFM contractors continue to work with the wider KCC teams including environmental and suitability teams to assist in KCC meeting its obligations under ISO14001.

5.4 COVID-19 Response

5.4.1 The past twelve months has been challenging for the TFM contractors and KCC Infrastructure teams due to COVID-19 and the presiding lockdown of the estate. This naturally presented operational problems in delivering both statutory and mandatory compliance throughout TFM1 Corporate Landlord (CLL) and TFM2 (schools).

5.4.2 As COVID-19 restrictions began to ease, the FM team along with the wider Infrastructure teams, directorate service teams, TFM partners, subcontractors came together to plan the recovery of services and assets to recommence essential service to Kent residents. This included: -

- Ensuring all statutory compliance tasks were up to date and completed.
- Buildings were cleaned and ready for opening.
- Space planning, 2m social distancing and one-way systems were mapped and implemented including the provision of signage.
- Risk assessments, bespoke to services arrangements, completed utilising expertise from across the authority support teams i.e., People and Communications including Health and Safety Team.
- Enhanced cleaning protocols introduced including the provision of hand sanitisers, desk wipes and additional cleaning provisions.

5.4.3 Our TFM partners have worked with us where resources have allowed, to provide various services across the Asymptomatic Testing Centres including additional cleaning, portable toilet facilities for the mobile testing sites and security. In addition, working with education officers for the provision of testing kits to schools across the county was supported by Skanska (storage) and Amey (utilisation of courier service).

6. Brief Look Forward To 2022/23

6.1 There will be a six-month period starting approximately April / May 2022 when we will be mobilising the new hard and soft FM contracts, as well as the demobilisation of the current TFM contract that is due to terminate on 31st October 2022. KCC will work with providers to support the incumbent contractors meet the requirements to engage, share and support the authorities in the mobilisation of the new contract.

6.2 KCC will be entering the final year of a contract that has spanned nearly eight years. It is important that KCC continue to work closely with our TFM partners across the next several months to ensure that service provision standards are maintained.

6.3 Working with colleagues across the directorates, in particularly the Staff Communications Team and Infrastructure Business Partners, to ensure that changes in service provision from TFM to the new hard and soft service delivery model is clearly communicated for a seamless transition.

6.4 The KCC FM team will also be realigned with the new contract to maintain service oversight, driving continuous improvement and service provision.

7. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to **Note** the current performance of the Total Facilities Management Contractors.

8. Appendices

8.1   Appendix A: Mid, West and East Kent KPIs.

9. Contact Details

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of the Local Government Act 1972.

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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 – 19th January 2022

Subject: Disposal of Wayfarers Care Home, Sandwich, CT13 0AW

                     Key Decision: involves expenditure or savings over £1m

Classification: **UNRESTRICTED Report**

                     EXEMPT Appendix B – not for publication. Paragraph 3 of
                     Schedule 12A of the Local Government Act 1972, as amended,
                     refers.

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: Sandwich, Sue Chandler

Summary: This paper relates to the intention to dispose of the building and land at Wayfarers Care Home, St Barts Road, Sandwich**.**

Recommendation(s):

The **Policy and Resources Cabinet Committee** is asked to **consider and endorse or make recommendations** to the **Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services** on the proposed decision to agree to complete the disposal of the building and land at Wayfarers Care Home, St Barts Road, Sandwich and delegate authority to:

1. **The Director of Infrastructure** in consultation with **the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services**, to finalise the contractual terms of the disposal.

2. **The Director of Infrastructure** to authorise the execution of necessary contractual and land agreements required to implement the above.

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1. The Property

1.1. The 1.15-acre site is located on St Barts Road, approximately 100 metres west of Dover Road and about 500 metres south of Sandwich town centre. Location and site plans can be seen in Appendix A.

1.2. While situated in a predominantly residential area with 2-storey housing north, south and west of the property, the site is also adjacent to the Grade I listed St Bartholomew's Hospital Chapel.

1.3. Wayfarers Care Home comprises a single storey former 33-bed home built by Kent County Council ("KCC") in 1983 and extends to approximately 14,000 sq ft plus parking for about 14 cars.

1.4. The home was operated by KCC until the decision was made to close it in October 2019 in line with the decision 19/00063. The home ceased operations in October 2020.

1.5. The property was declared surplus to the Council's requirements and following two failed attempts to dispose of the site as a going concern, the site is now being taken forward to open marketing for offers on either a conditional or unconditional basis.

1.6. The property currently has planning Use Class C2 (residential institutions).

1.7. The site is within the defined urban area of Sandwich and lies within its Conservation Area, within the setting of the adjacent Grade I listed Chapel of St Bartholomew Hospital and other listed buildings within its grounds. Any future use of Wayfarers would need to take this into account along with the Flood Zone allocation in the local plan.

2. Disposal Options and Marketing

2.1 The property has been declared surplus to the Council's requirements with no KCC operational use. Options for disposal were considered as set out in in the exempt appendix and given the financial and operational risk associated with retaining the property as an investment, the disposal of the property via an open market tender for both conditional and unconditional bids is being progressed.

2.2 Christie & Co were appointed as agents to support with the disposal of the site. Comprehensive marketing began in November 2021 with final bids due to be submitted in January 2022. Further detail as to how bids will be assessed is set out in the exempt appendix.

3. Financial Considerations

3.1 Further financial information is set out in the exempt appendix. The site will be disposed of in accordance with the Council's statutory and fiduciary duties. This surplus site will generate a capital receipt to support the Medium-Term Financial Plan (MTFP) and the delivery of KCC's capital programme.

3.2 Once the sale completes, KCC will no longer have the holding liabilities associated with the property such as rates and security costs.

4. Governance

4.1 Appropriate processes have been followed to ensure best value through the targeted marketing of the property. Solicitors will be appointed to act in respect of the structure and execution of the sale, in consultation with the Office of General Counsel.

4.2. Data Protection Impact Assessment (DPIA). KCC will not be handling any personal data. The appointed agent is sighted of the personal data for any interested parties and the agent does not pass personal data to KCC.

4.3. Equalities Impact Assessment (EQIA). There are no equalities impacts as a result of this decision.

5. Consultations

5.1 The local Member has been informed and will be kept updated on the progress of the proposals for this site.

6. Next Steps and Timing

6.1 The Key Milestones are:

Jan 2022	Offers due to be received and marketing exercise closed.
Jan 2022	Policy and Resources Cabinet Committee.
Feb 2022	Cabinet Member Decision.
Feb 2022	Agent to report on offers following 2 stage bidding process.
Apr 2022	Assessment of Bids and delegated decision taken.
Jun 2022	Estimated completion for an unconditional sale OR
Oct 2022	Estimated completion for a conditional sale with exchange of contract in May 2022.

7. Conclusion

7.1 The property has been declared surplus and is being progressed for a conditional or unconditional open market sale with Bids expected in January 2022. Following the assessment of Bids as set out in the exempt appendix B, a decision will be taken by the Director of Infrastructure in accordance with the delegations as recommended in this report.

8. Recommendation(s)

Recommendation(s):

The **Policy and Resources Cabinet Committee** is asked to **consider and endorse or make recommendations** to the **Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services** on the proposed decision to agree to complete the disposal of the building and land at Wayfarers Care Home, St Barts Road, Sandwich and delegate authority to:

1. **The Director of Infrastructure** in consultation with **the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services**, to finalise the contractual terms of the disposal.

2. **The Director of Infrastructure** to authorise the execution of necessary contractual and land agreements required to implement the above.

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9. Background documents

Appendix A – Site plan.
Appendix B – Exempt report.

10. Author Details

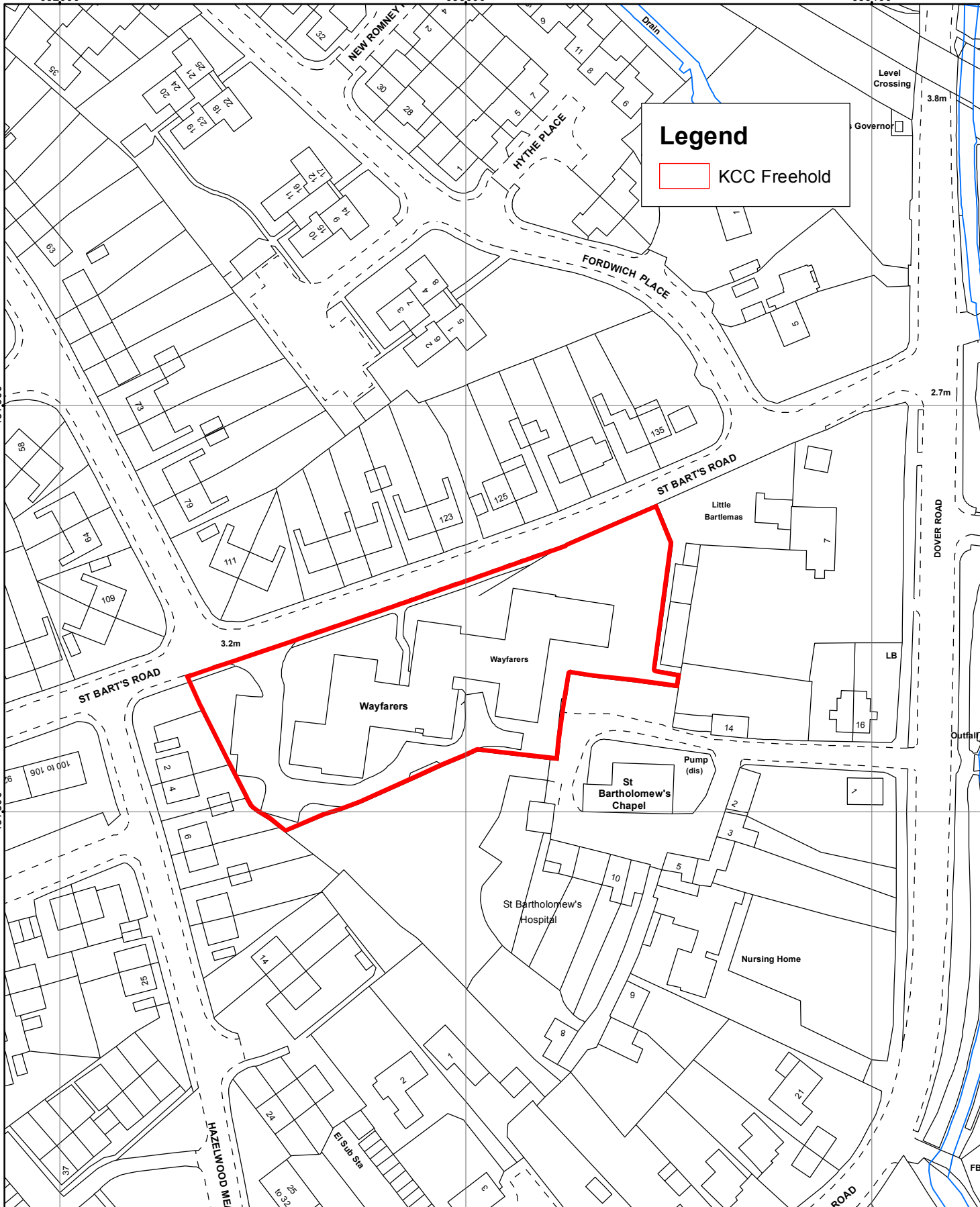| Lead Officer:	Director:
Alister Fawley – Disposal and Investment 03000 419951 alister.fawley@kent.gov.uk Simon Hocken – Consultant Disposals Surveyor 07824 504426 Simon.hocken@kent.gov.uk	Rebecca Spore – Director of Infrastructure 03000 416716 rebecca.spore@kent.gov.uk

Legend

□ KCC Freehold

Map labels

NEW ROMNEY
HYTHE PLACE
FORDWICH PLACE
ST BART'S ROAD
Drain
Level Crossing
Governor
3.8m
2.7m
Little Bartlemas
DOVER ROAD
LB
Wayfarers
Wayfarers
3.2m
Outfall
Pump (dis)
St Bartholomew's Chapel
St Bartholomew's Hospital
Nursing Home
HAZELWOOD MEAD
El Sub Sta
100 to 106
3.2m
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Title block

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Additional information copyright Kent County Council

MasterMap

WAYFARERS OPH
ST BART'S ROAD
SANDWICH
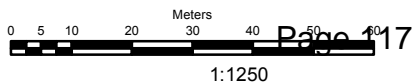KENT
CT13 0AW

UPRN: 52530200

Kent County Council
kent.gov.uk

PROPERTY AND
INFRASTRUCTURE SUPPORT
County Hall, Maidstone
Kent ME14 1XQ
Tel:08458 247247

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of the Local Government Act 1972.

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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 – 19th January 2022**

Subject: **Disposal of 50 Gibson Drive, Kings Hill, ME19 4AF**

Key decision: *It involves expenditure or savings of maximum £1m.*

Classification: **UNRESTRICTED Report**

              EXEMPT Appendix 2 – not for publication. Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, refers.

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: Malling Rural East, Sarah Hudson

Summary: This paper relates to the intention to dispose of the building and land at 50 Gibson Drive approximately 18,000 sq ft of offices and laboratory premises on a 1.8 acre site.

Recommendation(s)

The Policy and Resources Cabinet Committee is asked to **consider and endorse or make recommendations** to the **Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services** on the proposed decision to agree to authorise the disposal of the building and land at 50 Gibson Drive, Kings Hill, Maidstone, ME19 4AF and delegate authority to:

1. **The Director of Infrastructure** in consultation with **the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services**, to finalise the contractual terms of the disposal.
2. **The Director of Infrastructure** to authorise the execution of necessary contractual and land agreements required to implement the above.

---

1. The Property

1.1 The site is located on the Kings Hill Business Park around 2 miles south of West Malling and 10 miles west of Maidstone. Kings Hill Business Park is a mixed-use business park providing commercial accommodation as well as an expanding residential element. There are a range of amenities on site to support both the residents and commercial occupiers including two supermarkets, David Lloyd Gym, Primary Schools, Nurseries, a public house and several other retail outlets.

1.2 The site is a short distance from the retail centre and leisure facilities of Kings Hill and the immediate area around the site is a mix of residential, offices/ business space and childcare premises.

1.3 50 Gibson Drive is an office/ laboratory building that was built as an Officer's Mess when the whole site was an RAF Air Station. The building has been substantially modified over the years, including the installation of a pitched tiled roof.

1.4 The property is not listed but is close to a number of former RAF accommodation blocks which are listed.

1.5 The property extends over two floors (c.18,000 sq ft net area) and fronts Gibson Drive. It has block paved parking to the rear and a site area of c. 0.72 ha (c. 1.8 acres). A site Plan is at Appendix A.

1.6 The site is within the defined urban area of Tonbridge & Malling Borough Council.

1.7 The property has Class E planning use (commercial, business and service) and parties interested in residential development will likely rely on the ability to change use to residential under the recently extended permitted development rights. Further planning context is set out in the Exempt Appendix B.

2. Disposal options and marketing

2.1 The property, held as an investment asset and vacant for some time, has been declared surplus to the Council's requirements. Options for disposal were considered as set out in the Exempt Appendix B and given the financial and operational risk associated with retaining the property as an investment, the disposal of the property via an open market tender for both conditional and unconditional bids is being progressed.

2.2 Christie & Co were appointed as agents to support with the disposal of the site. Comprehensive marketing began in November 2021 with final bids due to be submitted in January 2022. Further detail as to how bids will be assessed is set out in the Exempt Appendix B.

3. Financial Considerations

3.1 The site will be disposed of in accordance with the Council's statutory and fiduciary obligations. The site is surplus to KCC requirements and will generate a capital receipt to support the Medium-Term Financial Plan (MTFP) and the delivery of KCC's capital programme.

3.2 Once the sale completes (estimated to be in June 2022 for an unconditional offer or October 2022 or beyond for an offer conditional on planning change of use), KCC will no longer have the holding liabilities associated with the property, such as rates, service charges, utilities and maintenance.

3.3 Further financial information is set out in Exempt Appendix B.

4. Governance

4.1   Appropriate processes have been followed to ensure best value through the targeted marketing of the property. Solicitors will be appointed to act in respect of the structure and execution of the sale, in consultation with the Office of General Counsel.

4.2   Data Protection Impact Assessment (DPIA). KCC will not be handling any personal data. The appointed agent is sighted of the personal data for any interested parties and the agent does not pass personal data to KCC.

4.3   Equalities Impact Assessment (EQIA). There are no equalities impacts as a result of this decision.

5. Consultations

5.1   The local member has been informed and will be kept updated on the progress of the proposals for this site.

6. Next Steps and Timing

6.1   The Key Milestones are:

Jan 2022	Offers due to be received and marketing exercise closed.
Jan 2022	Policy and Resources Cabinet Committee.
Feb 2022	Cabinet Member Decision.
Feb 2022	Agent to report on offers following 2 stage bidding process.
Apr 2022	Assessment of Bids and delegated decision taken.
Jun 2022	Estimated completion for an unconditional sale OR
Oct 2022	Estimated completion for a conditional sale

7. Conclusion

7.1   The property is surplus to the Council's requirements and is being progressed for a conditional or unconditional open market sale with bids expected in January 2022. Following the assessment of bids as set out in the Exempt Appendix B, a decision will be taken by the Director of Infrastructure in accordance with the delegations as recommended in this report.

8. Recommendation(s)

The Policy and Resources Cabinet Committee is asked to **consider and endorse or make recommendations** to the **Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services** on the proposed decision to agree to authorise the disposal of the building and land at 50 Gibson Drive Kings Hill, Maidstone, ME19 4AF and delegate authority to:

1. **The Director of Infrastructure** in consultation with **the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services**, to finalise the contractual terms of the disposal.

2. **The Director of Infrastructure** to authorise the execution of necessary contractual and land agreements required to implement the above.

9. Background documents

Appendix A – Site plan
Appendix B – Exempt report

10. Contact Details

Lead Officer:	Director:
Alister Fawley – Disposal and Investment 03000 419951 alister.fawley@kent.gov.uk **Simon Hocken – Consultant Disposals Surveyor** 07824 504426 Simon.hocken@kent.gov.uk	**Rebecca Spore – Director of Infrastructure** 03000 416716 rebecca.spore@kent.gov.uk

APPENDIX A – Location and Site plans, 50 Gibson Drive, Kings Hill.
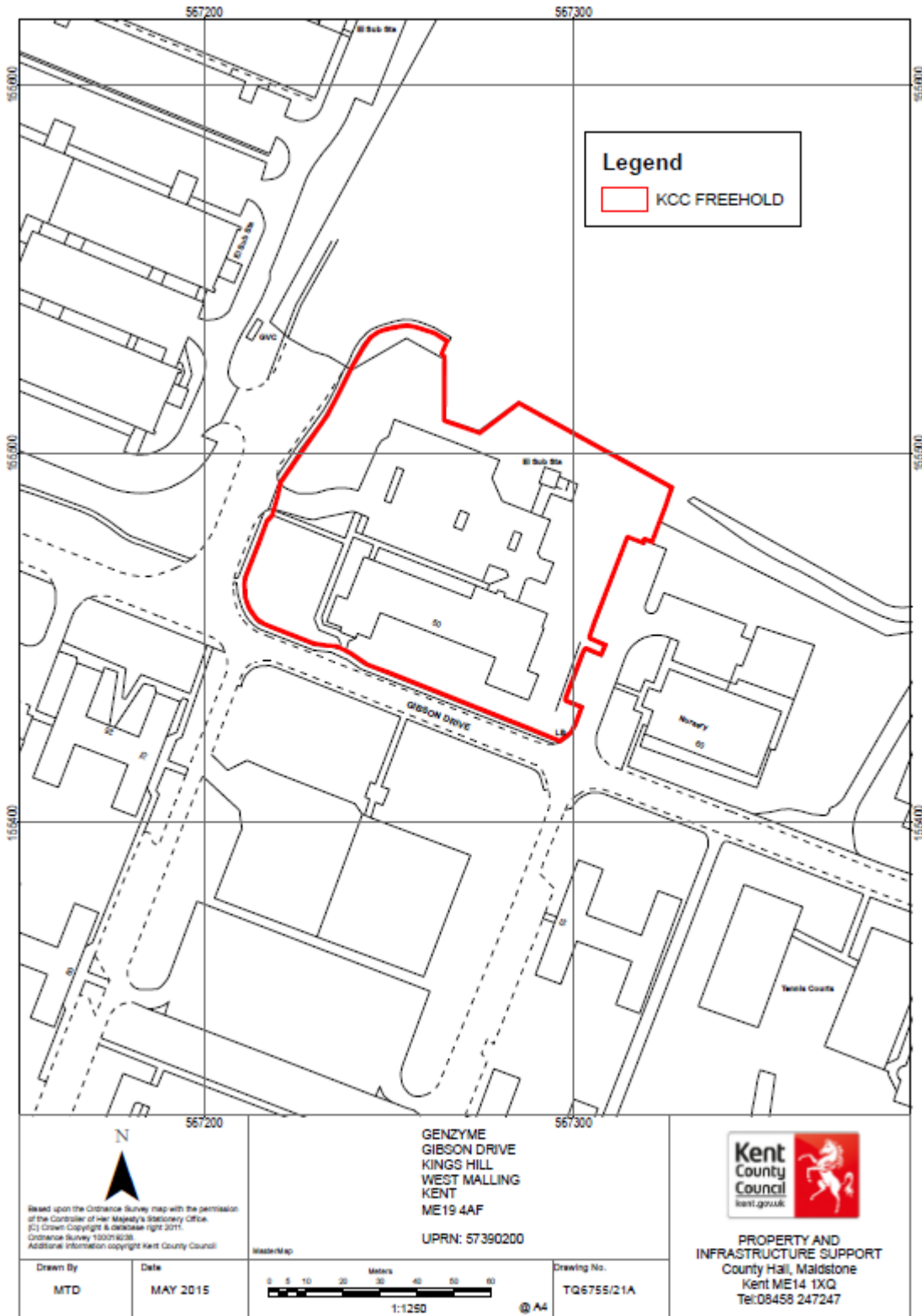
1. **Town location plan**
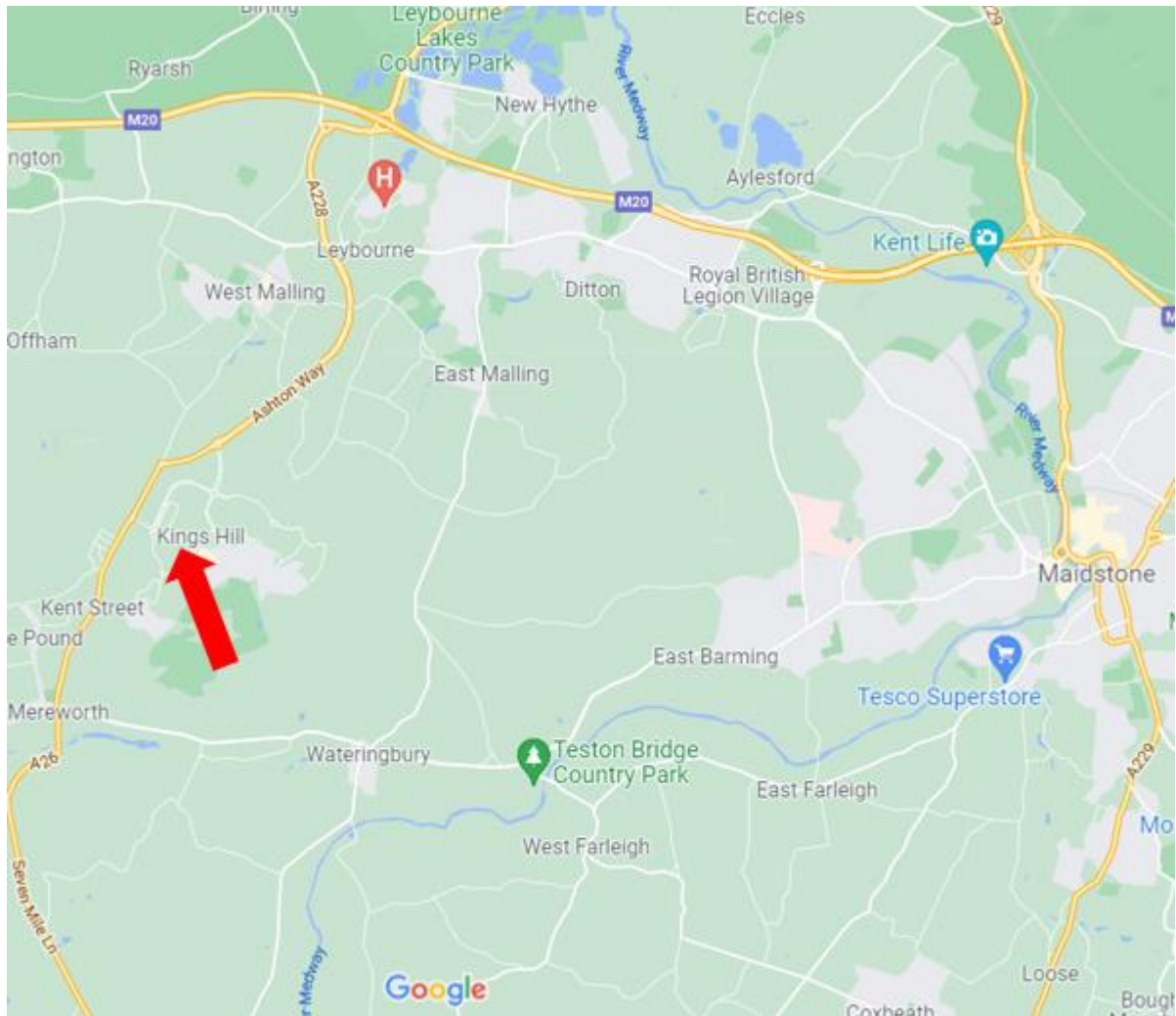
2. Building / site location plan

3. Site Plan

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of the Local Government Act 1972.

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