

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 4th May, 2022

10.00 am

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





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 4 May 2022, at 10.00 am
Council Chamber, Sessions House, County
Hall, Maidstone

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

Membership (16)

- Conservative (12): Mr R J Thomas (Chair), 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, Mr J P McInroy and Vacancy
- 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/Webcast announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda
- 4 Minutes of the meeting held on 24 March - TO FOLLOW
- 5 Inflationary Pressures on Capital Construction Programmes - TO FOLLOW
- 6 Kent County Council Freehold Property Assets Disposal Policy (Pages 1 - 16)
- 7 Strategic and Corporate Services Performance Dashboard (Pages 17 - 32)
- 8 Strategic and Corporate Services Key Performance Indicators 2022/23 (Pages 33 - 44)

- 9 Domestic Abuse Duty 2022/23 (Pages 45 - 66)
- 10 Decisions taken between Cabinet Committee Meetings: 22/00037 - Homes for Ukraine Scheme (Pages 67 - 86)
- 11 Work Programme 2022 (Pages 87 - 92)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Monday, 25 April 2022

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

To: Policy and Resources Cabinet Committee – 4 May 2022

Subject: Kent County Council Freehold Property Assets Disposal Policy

Key decision This Policy impacts the treatment of KCC's Disposal Programme. Disposals are likely to arise across Kent and may be of interest in number of electoral divisions. Furthermore, the Disposal Programme involves assets, many of which may be disposed of for sums greater than £1 million.

Classification: Unrestricted Report

Past Pathway of report: None

Future Pathway of report: Cabinet Member Decision

Electoral Division: ALL

Summary:

Once Kent County Council (KCC's) freehold assets are declared surplus, they are sold or transferred (disposed of) into new ownership.

Much of what amounts to a disposal process is governed by KCC's statutory and fiduciary duties, and its constitution. However, elements of the process and how offers are evaluated are subject to a degree of discretion, particularly when powers deriving from statutory instruments are considered. The disposal policy seeks to set out the Executives priorities and how these will be considered as part of any disposal process.

A process has been set out by officers which enables the administration and delivery of the Disposal Policy which is set out in Appendix A.

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:

1. Adopt the Freehold Property Assets Disposal Policy attached to this decision in Appendix B, which reflects the Executives priorities in the delivery of the Council's objectives.
2. Delegate authority to the Director of Infrastructure to take such actions as are necessary to implement this decision, including but not limited to finalising the terms of and entering into contracts or other legal agreements; and
3. Delegate authority to the Director of Infrastructure for ongoing maintenance, management, and review of the Policy.

1. Introduction

- 1.1 Kent County Council (KCC) has an extensive portfolio of property assets, held for a variety of purposes for example, facilitating administration and decision-making requirements, community engagement, public service delivery, development, investment, and policy returns etc. It also holds land for statutory purposes such as highway land.
- 1.2 Land and property is a resource. While it has a beneficial use to KCC, it will be considered an asset for the purpose for which it is deployed. On the other hand, where there is no longer a purpose for which to hold it, the asset may be considered a liability to the estate in terms of its financial requirements and associated holding risks. It is at this point of holding an asset without purpose that the property may be seen as a means to raise investment capital and/or facilitate others benefit through its redevelopment or reuse outside of the estate.
- 1.3 Essentially this principle encapsulates a Local Authority's basis for the performance of its fiduciary duty to taxpayers and deliver overall value for money from its estate. Subsequently, when Kent County Council identifies that an asset no longer has a beneficial purpose, it is "declared surplus"; it will usually then initiate a process of disposing of this asset.
- 1.4 This report sets out a proposal for a Freehold Property Assets Disposal Policy and explains the process, setting out KCC's broad framework for considering disposal assets, its principles that ensure it meets statutory and fiduciary duties in a transparent way and the drivers for considering how it may take disposal decisions.
- 1.5 This report sets out:
 - The overall context framework for considering a disposal of freehold assets.
 - Overview of Disposal process from appraisal of the surplus asset through to its transfer.
 - Considerations and basis for the decision to dispose of the asset.

2. Proposed Disposal Policy

- 2.1. The disposal process is largely set out by legislative requirements which are set out within the Policy, under section 'Policy Operating Principles', but there are some areas where discretion can be made. The executive has set out its proposed policy as to application of any element of discretion in line with the Council's priorities which is attached in Appendix B.
- 2.2. The sale of freehold assets over a value of £10,000 generates a "capital receipt". These receipts minus the associated disposal costs are used to fund the Council's Capital Programme or can be used to pay down capital debt. The capital programme financial requirement has, over the years, been considerably in excess of the disposal receipts generated through the Disposal Programme resulting in KCC funding the gap via alternative sources, such as prudential borrowing, planning s106 monies etc.
- 2.3. KCC's budget continues to be under pressure, an impact which is also felt by its capital budgets and the implications of any borrowing on the long-term borrowing position of the Council. For every £10 million borrowed the revenue

impact is approximately £700k per annum for the next 25 years. As part of the Medium-Term Financial Plan the financial position is such that in order to deliver a balanced budget position as approved by County Council in February 2022, it is necessary to make a number of service and policy changes. Whilst there are options where community value or other policy matters can be considered, the financial position is such that unless there is a cost benefit from a community bid which will have a direct impact on the delivery of KCC statutory services, where the opportunity benefit can be monetarised, the best financial and commercially viable bid will be taken forward. The policy will have a life of 5 years, but will be reviewed after year 1 and 3 to determine any impact on KCC's wider objectives and statutory requirements and to consider if any amendments are needed to take account of changing circumstances and/or consider improvement opportunities.

- 2.4. There are other options for utilising the Councils Assets for the delivery of additional community and social benefit, such as facilitating affordable housing by making sites available. In this example, KCC has no statutory or planning function to deliver affordable housing, nor does it have a policy that prioritises it. Housing and the provision of affordable housing via planning conditions is a district and unitary council area. Whilst under the policy any proposal submitted would be considered, it would not be taken forward unless the financial benefit was considered to be the best commercial offer.
- 2.5. KCC has no Community Asset Transfer Policy and will exercise an open marketing approach to determine where it will obtain the best outcome for its assets and ensure an even-handed and transparent approach. However, organisations delivering community outcomes are still encouraged to bid and offer on KCC assets, particularly but not limited to those organisations who are qualifying organisations under the Asset of Community Value Regulations.

3. Policy Legislative Framework and Governance

- 3.1. As a local Authority, KCC must comply with statute and regulations, but may also derive powers from certain Government instruments. These set out a broad framework for considering an asset being considered for disposal and to form the basis of KCC's Disposal of Land Assets Policy.
- 3.2. **Local Government Act 1972, s.123 – Disposal of Land by Principal Councils** – This section permits councils to dispose of their assets, but also requires that it obtains best consideration. The section also covers other requirements such as the disposal of open spaces etc.
- 3.3. **Circular 06/03: Local Government Act 1972: General Disposal Consent 2003 – disposal of land for less than the best consideration that can reasonably be obtained.** - This provides Councils with the power to dispose of assets at an undervalue (up to a limit currently £2m). However, there remains a duty to not divest public assets in this way unless they are satisfied that the circumstances warrant such action.
- 3.4. **Critchell Downs Rules** – Where a Council has acquired property under compulsory purchase powers, these rules may (but do not always) apply to a surplus asset intended for disposal. This can be seen in the document 'Guidance on Compulsory purchase process and The Critchell Down Rules'

(2019 update), published by the Department for Levelling Up, Housing and Communities.

- 3.5. **Schedule 1 Academies Act 2010** – KCC is an Education Authority and is bound to comply with this act. Where school land is effectively surplus, the Council must follow this process before it commences a disposal process. This can be seen in the document ‘Changes to the requirements for disposing of school land under Schedule 1 to the Academies Act 2010 (formerly Schedule 35A disposals).
- 3.6. **S.77 School Standards and Framework Act 1998** – Before a disposal of a school playing field, appropriate consent may be required. This is set out in the ‘General Consents: Section 77 School Standards and Frameworks Act 1998’ published by the Department for Education.
- 3.7. **Assets of Community Value (England) Regulations 2012** – Many of KCC’s assets may fall within the assets of community value definition, whereby in the event an asset is registered as such by a qualifying body, before a disposal is offered on the market, it must follow appropriate processes. The regulations can be seen in ‘The Assets of Community Value (England) Regulations 2012’ available on legislation.gov.uk.
- 3.8. There may be other matters to consider such as permitted development, planning, use derived from planning legislation and impact of highways legislation too, which may not be listed here as although they may be considered, they may not directly relate to only disposal property for KCC.
- 3.9. The governance process is set out in the Councils constitution which is followed when a property is taken forward for disposal with a key decision being taken forward as appropriate.

4. Financial Considerations

- 4.1 The Council has a fiduciary duty to its taxpayers and stakeholders to ensure that its property assets deliver value for money as far as it reasonably can, considering its requirements to deliver statutory services for which it is responsible, additional services that it has decided to deliver, policies that it has committed to deliver on etc. Where assets no longer serve the Council in this way, its duty is to utilise them to raise capital or revenue funds to support these.
- 4.2 As a local Authority KCC is required to be transparent and even-handed in its dealings and this extends to the disposal of its assets. The disposal of property is usually a competitive transactional process and therefore some of its elements are inevitably confidential to:
 - Ensure that the Council’s ability to optimise its disposal position is not undermined.
 - Protect any remaining position it may have in respect of a disposed asset.
 - Withhold short or long term strategic and tactical disposal positions.
- 4.3 In most cases, a property disposal will be offered to the open market to ensure that any interested party has the opportunity to acquire it. There will be

exceptions to this position (although these would remain solely at KCC's discretion) where:

- The Council's return (financial and/or non-financial) will likely be greater through an arrangement with a single party. This may for example be to another public body, charitable body or a "special purchaser" (like a neighbour).
- Where the disposal has little or de-minimus commercial return and was a follow up to a request generated from outside of the Council.

4.4. The current disposal pipeline has an estimated value of circa £90 million. The forgone opportunity costs should the Council have to borrow the equivalent sum would equate to £6.3 million of year-on-year revenue costs for the next 25 years, which would need to be found elsewhere in the budget through operational savings. Where proposals are able to evidence a reduction in statutory service costs, these will be taken into account as part of the evaluation of any bids, but must be evidenced, deliverable and legally binding.

5. Equality Implications

5.1 Ordinarily disposals carry no significant Equality implications as the property is already vacant and equality impacts on ceasing services at the property have been considered already.

5.2 Where there may be equality implications that will impact positively on people with protected characteristics, they will be raised and brought to the attention of the decisionmaker.

6 Conclusions

6.1 When assets become surplus, KCC must dispose of them where they have no other purpose for which to hold them.

6.2 As a Local Authority, KCC must dispose of its assets in accordance with statute, its fiduciary duty, powers and constitution (including the Property Management Protocol, Procurement Rules, Delegations etc.)

6.3 KCC uses its receipts from disposals to reinvest in its statutory and service priorities. Its capital programme is not fully funded and relies on capital receipts, S106 contribution or prudential borrowing. Where the council uses prudential borrowing, this increases the long-term revenue burden to the council with corresponding revenue savings needed.

6.4 KCC runs a transparent and even-handed disposal process and as a point of first principle, assets will be exposed to the market for disposal, unless there is a case for not doing so (e.g. special purchaser terms).

6.5 Occasionally KCC is required to dispose of assets because of a statutory requirement or may be required to transfer assets to rectify historical issues. These will not be subject to the same evaluation criteria as with other disposals but require transfers to include only the extent of asset necessary and where applicable to recover compensation and/or costs.

- 6.6 Whether through marketing or a public notice, all disposals will be advertised, and any requirements of statute and the Council's Constitution satisfied.
- 6.7 The disposal process will work within any legislative and planning constraints.
- 6.8 KCC does not run a Community Asset Transfer Application Process, nor does it prioritise its assets against but may consider community and social return.
- 6.9 The decision to accept an offer is based on a balanced blend of considerations but will normally be the highest financial offer which has the best chance of completion in a timely way. It may account for other considerations such as social / community return where there is a proven and quantified case that there is an overall benefit to the Council's statutory service delivery and this presents a higher financial return to the Council compared to the best commercial bid.

7 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:

1. Adopt the Freehold Property Assets Disposal Policy attached to this decision in Appendix B, which reflects the Executives priorities in the delivery of the Council's objectives.
2. Delegate authority to the Director of Infrastructure to take such actions as are necessary to implement this decision, including but not limited to finalising the terms of and entering into contracts or other legal agreements; and
3. Delegate authority to the Director of Infrastructure for ongoing maintenance, management, and review of the Policy.

8. Background documents

- 8.1 Appendix A – Disposals Process.
- 8.2 Appendix B – DRAFT KCC Freehold Property Assets Disposal Policy.
- 8.3 Appendix C – Proposed Record of Decision.

Policy and Resources Cabinet Committee Report – 4th May 2022

Item: Kent County Council Freehold Property Assets Disposal Policy

Appendix A - Disposals Process

1. Stage 1 - Before Assets are Considered for Disposal

1.1. Before an asset can be declared surplus, KCC must consider the purpose for which it is (or can potentially be) held. The following sets out examples where KCC has a purpose and may therefore not dispose of an asset:

- There is an identified requirement for KCC to deliver a service or services from land or buildings.
- Investment purposes from which to derive an income or develop betterment from capital value.
- The asset is held for a statutory purpose.
- The asset was acquired for the better management and/or mitigation of infrastructure, planning and/or infrastructure facilities.
- The asset is being held for some future purpose including assets acquired under compulsory purchase legislation or privately.

1.2. Where there is no purpose to hold an asset, it will be declared surplus and disposed of, subject to satisfying any requirements set out in statute. The Surplus Declaration Process has 2 main steps to determine this. First, that its surplus to the current use of the asset and secondly to consider where KCC may have a future requirement that the asset may satisfy.

1.3. The decision to declare surplus the current use is one taken by the Service Director in consultation with its Cabinet Member.

1.4. After it is determined that KCC has no future use of the asset following a requirement match process, the property will be declared surplus by the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services. Note if the Property is already vacant, the Surplus Declaration process will not require a “current use” surplus declaration.

2. Stage 2 - Disposal Process

Preliminary Appraisal

2.1. All surplus assets are appraised to determine the likely best disposal approach. In this phase, an asset’s legal position will be determined, and its value assessed. Other complimentary information may also be considered including the following:

- A report on title
- A confidential estimate of open market value or formal valuation
- Any matters affecting planning use / development potential
- Matters of cost, risk, and opportunity
- Encumbrances such as seeking of consents and approvals (e.g. Asset of Community Value, playing field etc.)

2.2. The surplus asset is placed onto the disposals programme list. All due diligence is carried out to determine what is likely the best approach to disposal. Due diligence will include legal, planning, any identified areas of consultation (where matters of social/policy/community return may arise), adjoining interests, estimate of open market value, vacant holding costs and risk etc. Options and a recommendation are considered by the Director of Infrastructure, Cabinet Member, Property Board etc. as appropriate, depending on the complexity of options and issues that the disposal may pose. A decision is then made on how to take the disposal of the asset forward.

Exposure to Market / Preferred Applicant Phase

2.3. Each asset will have its own bespoke pathway based upon the outcomes arising from the appraisal stage. This stage will include the following:

- Consultation Requirements
- Procurement of appropriate professional expertise (e.g. planning, legal, valuation and agency) to support the disposal process including any purchaser selection and decision processes.
- A transparent marketing process in most cases, unless there is a case approved by the Director of Infrastructure to sell to a purchaser without exposing the asset to the open market.
- Minimum advertising requirements for a disposal.
- A pre-disposal valuation that determines KCC's open market value expectations

2.4. There are 5 main routes to disposal:

(1) Actions to dispose where KCC has declared the asset surplus and the asset is to be marketed - The asset will be exposed to the market via an agent with market location and /or sector competency for a minimum period that ensures a good level of interest. The method of marketing (i.e. private treaty by negotiation, informal tender, formal tender or auction) will be appropriate to the asset as determined at the appraisal stage and consistent with its disposal strategy.

(2) Actions to dispose where KCC has declared the asset surplus and will sell to a special purchaser - The asset will be offered to an identified special purchaser either immediately following the appraisal process or following the withdrawal of the asset from a marketing process:

- Ensure there is good reason to offer the asset directly to a third party and bypass open marketing.
- Consider any comments received from an appropriate public notice/ advertisement that there is an intention to sell to an individual.
- Justify the terms of any proposed transfer of asset with the appropriate professional advice including valuations.

(3) Actions to dispose where a third party has requested that KCC dispose of its asset to them - An asset which is potentially not being used by KCC but is brought to its attention by a third party who has an intention to acquire it. In order to sell the asset in this way, KCC will:

- Determine whether it should or not declare the asset surplus.

- Ensure there is good reason to offer the asset directly to a third party and bypass open marketing.
- Consider whether the asset should be openly marketed (particularly relevant if the asset could be of interest to more than one applicant e.g. a neighbour).
- Advertise the intention to sell the property if it is to the individual.
- Justify the terms of the transfer with a valuation and any other professional advice and consultations needed.
- Since this is likely to be for the benefit of a sole third party, fee coverage for the whole or part of the process may be sought.

(4) Actions to Dispose for statutory purposes - Assets held by KCC are sometimes subject to statutory transfers to other organisations such as in Local Government Re-organisations, School asset transfers under relevant legislation or where there is a Compulsory Purchase Order. In these cases:

- KCC will only transfer the extent of the asset required and will retain parts of the title that are not required under the statute to be transferred.
- KCC will obtain whatever maximum value is due in these circumstances and seek where relevant disturbance compensation, costs, and any other claimable items.

(5) Actions to Rectify Historic Boundary and Title Matters - KCC holds an extensive freehold estate and from time-to-time historic issues are identified in respect of boundaries or small land parcels. In such instances, the overall case should be assessed on its facts and the rectification proceed as required within the delegation framework of the Constitution.

Assets of Community Value

2.5 KCC assets are nominated from time to time under Assets of Community Value (England) Regulations 2012. KCC retains a list of all nominated assets and where the asset is declared surplus and placed into its Disposals Programme, it will follow the Asset of Community Value Process with the relevant District Authority and respect any timescale requirements before an asset is placed on to the open market.

2.6 In the interests of transparency, qualifying organisations under the legislation will be required to bid/offer for the asset, following any moratorium period, along with all other interested parties and their offer / bid assessed alongside the other parties' offers.

Community Asset Transfer

2.7. KCC has no Community Asset Transfer Policy and prefers to exercise an open marketing approach to determine where it will obtain the best outcome for its assets and ensure an even-handed and transparent approach.

2.8. Organisations delivering Community Outcomes are still encouraged to bid / offer on KCC assets, particularly but not limited to those organisations who are qualifying organisations under the Asset of Community Value Regulations.

2.9. Any organisation who wishes to bid / offer and would like KCC to consider community return as a factor will have to provide supporting information including:

- A business case for the proposal
- An estimate of financial value for the outcomes of community return with supporting evidence / information as to the delivery against KCC statutory service requirements so that it may be verified and compared alongside any other bids / offers.

Evaluation and Decision Phase

2.10. Following on from the process to receive offers / bids or offer to a single applicant, a decision to dispose will need to be considered. The following will be weighed up to evaluate KCC's best position in respect of the disposal:

- Time, cost & risk of continuing to hold the asset.
- Confirmation / demonstration that all statutory requirements have been satisfied.
- The financial consideration being offered.
- The conditions precedent, if any, of the offers being held.
- The estimated time until conditions are satisfied.
- Ability and likelihood of applicant to complete.
- Additional non-monetary returns.
- Assessment against other due diligence as required.
- Where it is to be transferred to a special purchaser, that the transparency conditions have been met.
- Any comments following on from consultation activity.

2.11. These evaluation criteria will follow the principles set out in the Property Assets Disposal Policy as outlined in the report. The weighting of these criteria to a degree will depend upon a number of asset specific factors, stemming from the risk of continuing to hold a property, obtain completion, critical dates affecting the holding strategy, value, Council specific matters like budget balancing and external influencing factors such as planning cycles etc.

Decision to Dispose

2.12. Once the evaluation process is completed, a recommendation will be placed before the Decision Maker in accordance with Constitutional Requirements and delegated limits.

Disposal Transfer

2.13 Once terms are finalised and agreed in accordance with the decision above, the matter will exchange and complete via a legal process. Where offers are conditional, the conditions will have to first be satisfied before completion takes place.

Policy and Resources Cabinet Committee Report – 4th May 2022

Item: Kent County Council Freehold Property Assets Disposal Policy

Appendix B

KENT COUNTY COUNCIL DISPOSAL POLICY

Policy	Kent County Council Freehold Property Assets Disposal Policy
Description	<p>Kent County Council (KCC) holds building and land assets for the purposes of delivering and supporting service delivery and deriving a financial return (capital and/or revenue) to support KCC’s financial position.</p> <p>Where KCC has no further use or redeployment of these assets they are declared surplus. Surplus assets should be disposed of, which means sell or transfer them on to a new owner.</p> <p>Whilst KCC has a main statutory duty to transfer at best consideration (s123 Local Government Act 1972), there are other considerations and a degree of discretion as to the operation of a disposal.</p> <p>Any receipt arising from the disposal of KCC’s asset is used to support KCC’s capital investment priorities.</p> <p>This policy is devised to ensure that treatment of disposals is consistent, even-handed and aligned to KCC’s duties, service requirements and wider objectives.</p>
Requirements of the Policy	<ol style="list-style-type: none"> i. Sets out KCC’s position ensuring an even-handed and transparent approach and meeting all its statutory and fiduciary requirements. ii. Prioritise a receipt to support KCC’s Capital Programme and Service Investment requirements in line with the executives’ priorities. iii. Recognise that opportunity cost may exist within offers that support wider community and social outcomes and consider them where they do not conflict with point ii. iv. Ensure there are clearly defined routes for KCC’s disposal types and that statutory disposals (e.g. property required under a CPO or under Education or Academies Acts) may not be subject to the same evaluation criteria identified in the policy but will be treated in accordance with the statutory requirements. v. Able to effectively respond to KCC’s Future Assets Strategy.
Impact	<ul style="list-style-type: none"> • Supports and demonstrates KCC’s transparency and an even-handed approach to disposals. • Prioritises clearly KCC’s requirement to use capital raised through the disposals programme for its re-investment requirements. • In the absence of a community asset transfer process, ensures that community and social outcomes can be considered in terms of “opportunity cost” to the Council if it is clearly demonstrated. • Improves the speed in responding to disposal challenges.

	<ul style="list-style-type: none"> • Become a basis for measuring the success of KCC’s disposals programme and identify any areas where further improvement is necessary.
EQIA	<p>Disposal of assets do not have any negative impact on any group screened under the EQIA. On transfer, a purchaser may reuse a property that may have positive impacts on groups screened under the EQIA.</p>
Policy Operating Principles	<p>The process up to Evaluation of Disposal</p> <ol style="list-style-type: none"> 1. Disposals will comply with KCC’s statutory and fiduciary duties and consider the use of powers it has under various instruments. 2. Management and decisions relating to a disposal asset will be conducted in accordance with KCC’s constitution and more specifically (but not limited to) its Property Management Protocol. 3. Assets for disposal must first be declared surplus. Before an asset can be declared surplus, a process that examines whether there is a purpose to continue holding the asset must be completed. 4. All disposal assets will be properly assessed to understand potential and the most appropriate action necessary to meet it. 5. Depending on the asset type, 5 main routes to disposal are identified with slightly differing approaches. These are assets to be: <ul style="list-style-type: none"> • openly marketed • sold to a special purchaser • sold because a third party has requested it and the value is considered De Minimis • transferred/sold under statutory requirements • transferred to rectify matters arising from historical reasons. 6. All routes must satisfy minimum consultation, transparency, advertising and due diligence requirements. <p>Criteria Considered at Evaluation</p> <ol style="list-style-type: none"> 1. Time, cost and risk of continuing to hold the asset. 2. Confirmation / demonstration that all statutory requirements have been satisfied. 3. The financial consideration being offered. 4. The conditions precedent, if any, of the offers being held. 5. The estimated time until conditions being satisfied. 6. Ability and likelihood of applicant to complete. 7. Additional non-monetary returns. 8. Assessment against other due diligence as required. 9. Where it is to be transferred to a special purchaser, that the transparency conditions have been met. 10. Any comments following on from consultation activity. <p>Evaluation Criteria</p> <ol style="list-style-type: none"> 1. Ability to Complete the transaction within accepted timescales – ensuring KCC does not hold surplus assets with their associated costs and risks longer than necessary or have to remarket and sell incurring additional costs. 2. Financial Case – KCC will prioritise best financial consideration - ensuring that resources generated and saved can be redirected to KCC’s statutory service and policy priorities as much as possible. 3. Social / Community Value Considerations – will be considered as an

	<p>“opportunity cost” where there is a proven case that there is an opportunity for KCC to save or reallocate its budget to deliver its statutory services. This is assessed as follows:</p> <p>(Highest Acceptable Offer) – (Social Value Offer) = (Benefit Cost)</p> <p><i>Where (Benefit Cost) must be at least equal to a sustainable service saving or budget reallocation plus demonstratable additional Social / Community benefit.</i></p> <p>This is to ensure that investment is prioritised towards KCC’s statutory and policy requirements as a first call, but that where Social / Community return can demonstrate added value over and above this, that it will be considered.</p>
Period of Operation	5 years from date of policy implementation, whereupon it will be reviewed and renewed, or sooner where instructed by the Leader or Cabinet Member responsible for KCC’s Property Estate.
Review	The policy will also be reviewed at year 1 and 3 to determine any impact on KCC’s wider objectives and statutory requirements and to consider whether the policy should be amended to take account of changing circumstances and/or consider improvement opportunities.
Policy Ownership	<p>Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services.</p> <p>Rebecca Spore, Director of Infrastructure</p> <p>Contact: Mark Cheverton MRICS Infrastructure Property Policy & Strategy Manager 03000 415940 mark.cheverton@kent.gov.uk</p>

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

To be allocated by Democratic Services

For publication

Key decision: Yes

Subject: KCC Freehold Property Assets Disposal Policy

Decision:

As Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services I agree to:

1. Adopt the Freehold Property Assets Disposal Policy attached to this decision, which reflects the Executives priorities in the delivery of the Council's objectives.
2. Delegate authority to the Director of Infrastructure to take such actions as are necessary to implement this decision, including but not limited to finalising the terms of and entering into contracts or other legal agreements; and
3. Delegate authority to the Director of Infrastructure for ongoing maintenance, management, and review of the Policy.

Reason(s) for decision:

1. A policy is required to support the Disposals Programme over the next 5 years which reflects the executive priorities in the delivery of the Council's objectives.
2. The policy will ensure that KCC's disposal assets are treated in the interests of KCC's key priorities and reinvestment requirements.
3. The Policy will facilitate consistent and transparent decision making in respect of Disposal assets.

Cabinet Committee recommendations and other consultation:

To be discussed at the Policy and Resources Cabinet Committee, 4th May 2022.

Any alternatives considered and rejected:

The Policy reflects the executive priorities so that whilst alongside financial capital return, disposals can benefit the wider community sector. Opportunity cost evaluation will be undertaken where this can demonstrate a tangible reduction in the costs of KCC statutory services, so the final disposal decision will be based on the offer that presents the best financial return to the Council.

Other approaches were considered, such as preference or increased weighting during evaluation to be given to community or other policy objectives and organisations, such as affordable housing. These approaches often lead to a reduced capital receipt to the Council or increased risk. Given the financial position of the Council, these options have not been progressed and are considered financially unviable at this time. Any proceeds from the disposal of assets is to be reinvested into the Council's Medium-Term Financial Plan against the executive priorities, such as School Places and to reduce the need for borrowing and associated revenue costs.

The process is based upon KCC's statutory and fiduciary requirements, property disposal management and best practice.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: None.

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signed

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date

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 – 4 May 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)

16 of the 25 KPIs achieved target for the latest month and were RAG rated Green, 2 were below target but did achieve the floor standard (Amber) and 6 did not achieve the floor standard (Red). 1 KPI remains suspended due to Coronavirus.

Recommendation(s):

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

1. Introduction

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

2. Performance Dashboard

2.1. The current Strategic and Corporate Services Performance dashboard provides results up to February/March 2022 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:

- 16 are rated Green – the target was achieved or exceeded;
- 2 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;
- 6 are rated Red – performance did not meet the expected floor standard:
 - CS04a: Daytime calls to Contact Point answered.
 - CS04b: Out of hours 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.
 - FN06: Sundry debt due to KCC outstanding over 6 months old.
- 1 is currently suspended due to Coronavirus and has no RAG rating.

3. Recommendation(s)

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

4. Contact details

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Strategic and Corporate Services Performance Dashboard

Financial Year 2021/22

Results up to February/March 2022

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Produced by Kent Analytics

Publication Date: April 2022



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	RED	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	GREEN	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	AMBER	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	GREEN	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	Nov-21	Dec-21	Jan-22	Feb-22	Month RAG	Feb-22 YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	98%	98%	97%	GREEN	97%	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	86%	97%	96%	88%	RED	87%	RED	95%	90%	96%
CS04b	Percentage of out of hours calls to Contact Point answered	98%	94%	96%	87%	RED	92%	AMBER	95%	90%	98%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	74%	74%	73%	*	GREEN	76%	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	83%	97%	79%	*	GREEN	82%	GREEN	70%	65%	74%

* Not yet available

CS04a&b – There was a recovery in performance in December and January which may reflect changes brought in to address staffing issues. However, in February performance fell back to below floor standard, this was largely due to two issues that occurred close together and generated increased call volumes. Firstly, storm Eunice on 18th February resulted in a spike in calls as various hazards on roads were reported. This continued throughout the weekend with Storm Franklin following up a couple of days later. Coinciding with the Storms, a large volume of calls were received from parents of Special Educational Needs children whose school transport was due to change from Monday 21st February, but who were not aware of their new individual arrangements. Absence due to Covid also continues to negatively impact performance.

Activity Indicators

Ref	Indicator description	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Year to Date	In expected range?	Expected Range Upper Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	36,181	36,109	29,672	39,385	38,766	411,436	Yes	528,135	361,887	423,148

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

Key Performance Indicators – Quarterly

Ref	Indicator description	Mar-21	Jun-21	Sep-21	Dec-21	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	83%	82%	75%	72%	RED	76%	RED	85%	80%	82%
HR25	Percentage of corporate themed Health and Safety audits sent in 7days								90%	85%	N/a

CS07 –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 improve performance where possible, however it may take some time as the backlog of cases is dealt with. CYPE had the lowest percentage within timescale of the four Directorates at 57%.

Key Performance Indicators – Monthly

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	98%	99%	100%	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		Prev. Year YTD
									Upper	Lower	
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 –Due to a review of KCC's use of cookies on kent.gov.uk no visitor data was not available from October until February. This information is now being collected again and will be reported on from March 2022 onwards.

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

Activity Indicators

Ref	Indicator description	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	In expected range?	Expected Range		Prev. Yr YTD
								Upper	Lower	
HR12	Number of current change activities being supported	107	109	97	90	88	Above	75	65	80
HR13	Total number of e-learning training programmes completed (YTD)	37,369	43,206	48,306	55,582	61,714	Above	55,000	45,833	57,469
HR16	Number of registered users of Kent Rewards	24,655	24,498	24,576	24,668	24,794	Yes	25,000	24,000	24,302
HR21	Number of current people management cases being supported	120	123	118	127	108	Above	100	90	98
HR23	Percentage of staff who have completed all 3 mandatory learning events	82%	80%	80%	80%	80%	Yes	90%	80%	77%

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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	Nov-21	Dec-21	Jan-22	Feb-22	Month RAG	YTD	YTD RAG	Target	Floor	Mar-21
FN01	Pension correspondence processed within 15 working days	99%	99%	99%	100%	GREEN	98%	GREEN	98%	95%	99%
FN02	Retirement benefits commenced within 20 working days of all paperwork received	59%	78%	97%	98%	GREEN	67%	RED	90%	85%	93%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	90%	89%	83%	86%	GREEN	85%	GREEN	85%	80%	82%
FN11	Percentage of financial assessments completed within 15 days of referral	71%	89%	95%	98%	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, and system issues experienced in August. 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 was applied to these tasks and the KPI has been exceeding target for the last 2 months.

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. Performance then improved for the KPI until high demand in November saw another temporary drop below floor standard, but the KPI recovered to move above target in January and February

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

Activity Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	Year to date	Previous Year YTD
FN01b	Number of pension correspondences processed	601	469	594	606	6,640	4,071
FN02b	Number of retirement benefits paid	360	218	233	221	2,572	2,105
FN07b	Number of invoices received by KCC	10,827	9,726	11,241	9,697	104,660	91,685
FN11b	Number of financial assessments received	787	656	706	577	7,598	7,041

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 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; a change in the transfer-out process which now requires a form to be completed; finally, more people retiring will result in more correspondence shown in FN02b with a 22% increase in the number of retirement benefits being paid compared to last year.

FN07b – Although the number of invoices received is 14% higher than the previous year this reflects a return to more usual numbers with the previous year having a lower than expected number of invoices received.

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

Key Performance Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	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%	64%	65%	AMBER	n/a		75%	57%	79%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	50%	45%	33%	33%	RED	n/a		15%	20%	6%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	97%	97%	98%	GREEN	97%	GREEN	97%	94%	98%

FN05 - There are 2 large debts totalling £12.8m equating to 28% of the total debt figure. Both of these relate to a s106 agreement with Hodson Developments Ltd. These are subject to on-going discussions regarding the development of a school in Ashford and once the position on the development is finalised, these debts will be superseded, and new invoices issued (which will not be outstanding). Without these 2 debts the overall debt value would be £34.0m and the under 60-day KPI would increase to 89%, 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 £2.6m, and the KPI would decrease to 7.7%, moving the KPI to a Green RAG rating.

Activity Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	Previous Year YTD
FN05b	Value of debt due to KCC (£000s)	32,034	34,996	45,977	46,834	44,750

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	Nov-21	Dec-21	Jan-22	Feb-22	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	77%	79%	83%	80%	RED	77%	RED	92%	90%	82%
GL03	Data Protection Act Subject Access requests completed within timescales	69%	71%	61%	79%	RED	63%	RED	90%	85%	65%

Page 28 GL02 – In the year to February, for those services with most requests, of all requests completed 27% were related to Highways, Transportation and Waste (79% completed in timescale), 12% related to Education (77% completed in timescale), and 9% for each of Finance (75% in timescale), Infrastructure (78% in timescale), and Children’s Social Care (72% in timescale), with various other services making up the remainder. This shows difficulties meeting target are KCC wide.

GL03 - The majority of Subject Access Requests relate to Children’s Social Care (69%) of which 58% were completed within timescale

Activity Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	YTD	In expected range?	Expected Activity		Previous Year YTD
								Upper	Lower	
GL01b	Committee meetings	16	13	17	8	134		N/a		113
GL02b	Freedom of Information requests	204	142	138	153	1,779	Below	2,383	1,833	1,590
GL03b	Data Protection Act Subject Access requests	49	38	33	47	520	Above	477	403	379

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

Key Performance Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	73%	71%	79%	78%	GREEN	72%	GREEN	70%	65%	76%
ICT02	Positive feedback rating with the ICT help desk	95%	93%	94%	95%	GREEN	94%	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	100.0%	100%	99.9%	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%

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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	Nov-21	Dec-21	Jan-22	Feb-22	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	8,517	6,621	6,970	6,714	74,194	67,959
ICT02b	Feedback responses provided for ICT Help Desk	457	446	527	460	5,141	6,823

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

Key Performance Indicators

Ref	Indicator description	Nov-21	Dec-21	Jan-22	Feb-22	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	1.7%	2.7%	2.1%	1.7%	GREEN	5%	15%	2.1%

Activity Indicator

Ref	Indicator description	Dec-21	Jan-22	Feb-22	Mar-22	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	84.4	148.0	389.8	*	2,341.6	3,388
PI03c	Capital receipts banked (£000s)	1,220.0	0.0	0.0	5,470.0	7,086.2	6,080

* Not available at time of reporting

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

Key Performance Indicators

Ref	Indicator description	Oct-21	Nov-21	Dec-21	Jan-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	80%	81%	85%	86%	AMBER	84%	AMBER	90%	80%	89%

PI04 – Whilst the performance data for January 2022 maintains a position of “Amber”, there has been a gradual improvement in the figures since a low point in October 2021. We foresee that this performance indicator is unlikely to achieve a “Green” position in the near term as additional pressures regarding the provision of parts and labour intensifies due to external factors, but our contract management staff will be maintaining close attention to contractor performance as the current contracts are wound up and services are transferred to suppliers under the newly awarded contracts in November 2022.

Activity Indicator

Ref	Indicator description	Oct-21	Nov-21	Dec-21	Jan-22	Year to Date	Previous Year YTD
PI04b	Number of reactive tasks responded to	1,001	1,156	836	896	8,851	7,687

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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 – 4 May 2022

Subject: Strategic and Corporate Services Key Performance Indicators 2022/23

Classification: Unrestricted

Summary:

The Strategic and Corporate Services Performance Dashboard Key Performance Indicators (KPIs) are reviewed annually. The KPIs and targets suggested for 2022/23 are attached in appendix 1.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to COMMENT on the proposed KPIs and targets for 2022/23

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. The KPIs attached in appendix 1 are those recommended to be reported to this Committee in 2022/23.

2. KPI and target setting process

2.1. KPIs and targets are reviewed annually, usually between February and March, by the service responsible and are agreed by Cabinet Members and Corporate Directors. Guidance on KPI and target setting is detailed in KCC's Operating Standards, with further advice available from the Analytics team within the Strategy, Policy, Relationships and Corporate Assurance Division.

3. Recommendation(s)

The Policy and Resources Cabinet Committee is asked to COMMENT on the proposed KPIs and targets for 2022/23

4. Contact details

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Proposed KPIs and Activity indicators for 2022/23

People and Communications

Key Performance Indicators - Agilisys

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
CS01	Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	97%	97%	90%
CS04 (a)	Percentage of daytime calls to Contact Point which were answered	87%	95%	90%
CS04 (b)	Percentage of out of hours calls to Contact Point which were answered	92%	95%	90%
CS06 (a)	Percentage of daytime calls to Contact Point achieving 85% of quality scorecard	76%	70%	65%
CS06 (b)	Percentage of out of hours calls to Contact Point achieving 85% of quality scorecard	82%	70%	65%

Rationale

The above KPIs relate to our contract with Agilisys for the provision of Contact Point. They cover the core elements of good performance, i.e. that calls are answered, and then that the service provided is of good quality.

- CS04a & b, monitor the performance of Contact Point in respect of answering calls. There are separate performance measures covering daytime and out of hours calls, so that the Committee is able to gain the assurance that a high proportion of calls to Contact Point are being answered regardless of whether they are placed during or outside of core working hours.
- CS06a & b, monitors the quality of the Contact Point service provided to the public via a quality scorecard that covers aspects of calls are handled (information gathered, advice given, data protection and customer service). Again, there are separate performance measures covering daytime and out of hours calls, so that the Committee is able to gain the assurance that callers receive a high-quality service regardless of whether they contact us during or outside of core working hours.
- CS01, monitors public satisfaction with the service they receive from Contact Point *Advisors* in dealing with their calls – to provide an element of the voice of the service user in the assessment of overall performance, and to capture performance of the advisors specifically.

2022/23 Review

There is an option within our contract with Agilisys to review KPIs and their associated targets annually, but there is no intention to do so this year. The current performance targets are considered to be appropriate to provide assurance of both good and unacceptable levels of performance and are already very challenging in the current employment market and operating environment. It is also the case that cost implications are likely if targets were increased, due to more resources being needed to achieve these. Contract end date is 8th December 2025.

Key Performance Indicators – People & Communications

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
CS07	Percentage of complaints responded to in timescales	76%	85%	80%
HR25	Percentage of completed Health and Safety audits sent to recipients within 7 working days	*	90%	85%
HR09	Percentage of training evaluated by responding participants as having delivered stated learning outcomes	99%	97%	95%

*Audits suspended in 2020/21 due to Covid-19. They have now restarted.

Rationale

The above KPIs relate to our performance in the key areas of complaint handling, Health & Safety auditing and training.

- CS07, monitors our performance around complaint handling through the extent to which KCC is meeting complaint service standards as advertised to the public. These are that complaints are answered within 20 days, which is a service standard in the KCC customer feedback policy.
- HR25, monitors our performance around Health & Safety audits through the extent to which audits are communicated within 7 working days of completion of the audit. Ensuring the outcomes of health and safety audits are communicated quickly provides assurance that any issues highlighted can then be acted upon in a timely way.
- HR09, provides assurance around the quality and purposefulness of the training received by staff by monitoring the extent to which staff feel that each piece of training they have received meets the stated learning outcomes of the course/activity.

2022/23 Review

The current KPIs and targets were reviewed by the People & Communications Divisional Management Team and considered appropriate to be carried forward to 2022/23. HR25 was suspended in 2020/21 due to Coronavirus, but audits have now restarted and the KPI will be reported on from April 2022.

Activity Indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2022-23 Total
CS08	Number of calls answered by Contact Point	Upper	133,000	145,000	123,000	138,000	539,000
		Lower	110,000	119,000	102,000	113,000	444,000
CS12	Number of visits to KCC website (000s)	Upper	2,250	2,250	2,250	2,250	9,000
		Lower	1,750	1,750	1,750	1,750	7,000
HR12	Number of current change activities being supported	Upper	95	95	95	95	95
		Lower	85	85	85	85	85
HR13	Total number of E-learning training programmes completed	Upper	16,250	16,250	16,250	16,250	65,000
		Lower	13,750	13,750	13,750	13,750	55,000
HR16	Number of registered users of Kent Rewards	Upper	25,000	25,000	25,000	25,000	25,000
		Lower	24,000	24,000	24,000	24,000	24,000
HR21	Number of current people management cases being supported	Upper	110	110	110	110	110
		Lower	100	100	100	100	100
HR23	Percentage of staff who have completed all 3 mandatory learning events	Upper	90	90	90	90	90
		Lower	80	80	80	80	80

Rationale

Activity indicators provide the relevant context around the volume of demand being seen by services covered by the performance indicators, as well as providing oversight of activity & demand levels in the key services falling under the People & Communications Division. Expected activity levels are articulated through the upper and lower thresholds, which provide an aid to interpretation of demand levels vs expectations.

- CS08, provides context for the Contact Point performance indicators (particularly CS04a & b), and evidences demand for the service vs expectations
- CS12 measures how many visits the website receives so that the council can monitor digital take-up and web traffic vs expectations
- HR12, 13, 16, 21 & 23 monitor demand and uptake vs expectations for key services provided by the People and Communications Division.

2022/23 Review

The services covered by the activity indicators remain relevant and so no changes to the measures themselves are proposed. Thresholds are based on past trends and future expectations.

FinanceKey Performance Indicators

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
FN01	Percentage of pension correspondence completed within 15 working days	98%	98%	95%
FN02	Percentage of retirement benefit paid completed within 20 working days from receipt of required paperwork	67%	90%	85%
FN05	Percentage of sundry debt due to KCC under 60 days old	65%	75%	70%
FN06	Percentage of sundry debt due to KCC over 6 months old	33%	15%	20%
FN07	Percentage of invoices received by accounts payable within 30 days of KCC received date	85%	85%	80%
FN08	Percentage of invoices received by accounts payable on time processed within 30 days	97%	98%	95%
FN11	Percentage of financial assessments fully completed within 15 days of receipt of the referral	88%	90%*	85%*

* April target is 70%, Floor 55%.

Rationale and review for 2022/23

The above KPIs cover the core, measurable elements of good performance for the Finance Division, i.e. that we are performing well in terms of processing times for key tasks (including processing invoices) and that debt levels are being managed.

- FN01 & 02, monitor the timeliness of dealing with correspondence and payments of retirement benefits. Target levels are set by the Superannuation Committee to maintain good levels of customer service. The 2021/22 target for FN01 is already high (at 98%) and the target of 90% for FN02 has proved challenging and so both targets have been recommended to remain at the same levels for 2022/23.
- FN05 & 06, monitor the effectiveness of the management of Council finances in recovering, writing back or writing off debts promptly. The 2021/22 targets proved challenging and have been recommended to stay the same, but Floor for FN05 has been raised to 70%.

Appendix 1

- FN07, measures the percentage of invoices that reach accounts payable within the authority's preferred payment term of 30 days. This has been identified as a key determinant of overall performance in respect of making payments on time. Performance is currently meeting the 85% exactly and so is recommended to stay the same.
- FN08, measures the percentage of invoices that reach accounts payable within our preferred payment terms of 30 days that are processed by accounts payable by the KCC due date. This provides a measure of performance for the Cantium element of the process. Whilst performance is currently meeting the high target of 97%, it is recommended to increase this to 98%.
- FN11, financial assessments need to ensure income has been maximised (indexed linked to payments of Benefits) for the authority and the financial assessment has been accurately entered onto MOSAIC/ContrOCC within 15 working days of a complete referral being received into Client Financial Services. Due to the pressures on the service in April when officers are required to support the reassessment process, the target has been lowered for that month.

Activity indicators - reported against previous year actuals

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

FN01b, 02b, 07b & 11b show level of demand for each of these activities and help contextualise the respective KPIs.

FN05b, helps contextualise FN05.

Governance and Law

Key Performance Indicators

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	96%
GL02	Requests for information under FOI/EIR* completed within 20 working days	75%	92%	90%
GL03	Data Protection Act Subject Access requests, completed within one month	60%	90%	85%

*FOI/EIR stands for Freedom of Information / Environmental Information Regulations

Rationale

The above KPIs cover core, measurable statutory requirements that fall under the Governance & Law Division, i.e. that we are performing well in terms of publishing Council and Committee papers and processing FOI/EIR and SARs to statutory timescales.

- GL01, is a statutory requirement and supports the smooth running of the democratic process. The current target of 100% published on time is proposed to remain.
- GL02 & 03, are statutory requirements; adherence with the Act reduces the risk of enforcement action against KCC by the Information Commissioner who oversees and monitors compliance. Targets are already challenging and will remain at the same level for 2022/23.

Activity indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2022-23 Total
GL01b	Number of Committee meetings	Actuals reported against last year's figures					
GL02b	FOI/EIR requests completed	Upper	550	550	550	550	2,200
		Lower	450	450	450	450	1,800
GL03b	Data Protection Act Subject Access requests	Upper	130	130	130	130	520
		Lower	110	110	110	110	440

These show level of expected demand for each of these activities and help contextualise the KPIs.

Infrastructure - ICT

Key Performance Indicators

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
ICT01	Calls to ICT Help Desk resolved at the first point of contact	70%	70%	65%
ICT02	Positive feedback rating with ICT help desk	93%	95%	90%
ICT03	Working hours where Kent Public Sector Network available to staff	100%	99.8%	99.0%
ICT04	Working hours where ICT Service available to staff	99.8%	99.0%	98.0%
ICT05	Working hours where email is available to staff	100%	99.0%	98.0%

Rationale

The above KPIs relate to our performance around ICT, some aspects of which are included within our Service Level Agreement with Cantium. They cover the core elements of good performance, i.e. that the help desk is performing well (in terms of resolving issues and securing positive feedback) and that core ICT services/systems are available to staff.

- ICT01, measures to what extent service disruptions to staff and KCC are minimised by issues being dealt with at first point of contact.
- ICT02, measures to what extent the service provided to our customers is of a high quality, by enabling them to appraise the service received at point of ServiceNow ticket closure.
- ICT03, measures the quality of service provided by a third party, which is fundamental to the provision of data and voice networking to all KCC and many partner buildings. As a key foundation to ICT services, monitoring network availability is critical.
- ICT04, ICT service availability is fundamental to the delivery of many of the services that KCC provides and as such, this indicator is a measure of how effectively ICT are able to support the Council.
- ICT05, Email is a business-critical communications tool that supports the whole of KCC's operations in delivering their strategic objectives.

2022/23 Review

A new Director of Technology was appointed in March 2022, with a decision being made to continue with the current KPIs for 2022/23 with a wholesale review to be undertaken this year.

Activity indicators - reported against previous year actuals

Ref	Indicator Description
ICT01b	Calls to ICT Help Desk
ICT02b	Feedback responses provided for ICT Help Desk

These show the level of demand for each of these activities and help contextualise the KPIs.

Infrastructure - PropertyKey Performance Indicators

Ref	Indicator Description	2021-22 Latest	2022-23 Target	2022-23 Floor
PI01	Invoiced Rent Outstanding at 60 Days	1.3%	5%	15%
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	84%	90%	80%

Rationale

The above KPIs support monitoring of the delivery of the Asset Management Strategy, i.e. that we are performing well in terms of securing rent receipts and meeting SLA standards on task completion.

- PI01, supports monitoring of theme 3 of the Asset Management Strategy – effective asset and estate management
- PI04, supports monitoring of the Asset Management Strategy, specifically, theme 1 – innovation and customer focus, theme 2 – safe, warm, dry and proactively compliant, and theme 3 – effective asset and estate management.

2022/23 Review

Following an audit of performance management and reporting within the services transferred back from Gen² Property Ltd in April 2020, Infrastructure is in the process of undertaking a wholesale review of its performance management arrangements and KPI reporting. Therefore, given the potential changes and improvements that this may bring, Infrastructure is looking to keep the reporting arrangements for 2022/2023 the same whilst this work is undertaken. The intended outcome of the review is that Property will have a defined Performance information Management System and improved performance metrics, from which a more considered review of changes to corporate KPI reporting can take place for 2023/24 as the system will have sufficient time to bed in and stabilise.

However please note that for the current indicator number PI04 “Percentage of reactive tasks completed within Service Level Agreement standards”, The current contract for Total Facilities Management expires at the end of October and a new contract for FM services is due to commence from 01 November 2022. As the final stages of procurement and award of the contract is still ongoing, we are not in the position of confirming reporting arrangements under the new contracts, though we would envisage a comparable Performance indicator to be available for comparison.

Activity indicators - reported against previous year actuals

Ref	Indicator Description
PI01b	Total rent invoiced
PI03	Capital receipts
PI04b	Number of reactive tasks responded to

PI01b, provides context for PI01

PI03, supports monitoring of theme 4 of the Asset Management Strategy – an efficient, adequate and appropriate estate, as well as KCC’s capital programme.

PI04b, provides context for PI04.

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From: Roger Gough, Leader of the Council
 To: Policy and Resources Cabinet Committee – 4th May
 Decision number: 22/00040
 Subject: Key decision, the domestic abuse duty 2022/23
 Classification: Unrestricted
 Past pathway of paper: None
 Future pathway of paper: Cabinet Member decision
 Electoral Division: All

Summary:

The Government has provided £3.1m to implement the Domestic Abuse Act in 2022/23. The key decision is to accept these funds.

Recommendation(s):

The Cabinet Committee are asked to consider and endorse or make recommendations to the Leader on the proposed decision to:

- a) accept £3,112,501 domestic abuse funding (2022/23) for delivery of domestic abuse support in safe accommodation duties as defined by the Domestic Abuse Act,
- b) delegate authority to the Corporate Director of Strategic and Corporate Services, in consultation with the Leader, the Corporate Director of Adult Social Care & Health and the Corporate Director for Children, Young People and Education to accept future years' allocations of safe accommodation funding, provided funding is given on similar terms,
- c) continue to delegate authority to the Corporate Director of Strategic and Corporate Services to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement this decision.

1. Background:

1.1 Domestic abuse impacts over 2.3 million people (aged between 16 and 74) a year in England and Wales¹ over a 12-month period. The Home Office estimates that between three to four million children are exposed to domestic abuse at

¹ ONS – Domestic abuse prevalence and trends, England and Wales year ending March 2021
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/domesticabuseprevalenceandtrendsenglandandwales/yearendingmarch2021>

some point in their lives², and in 2020 in Kent, 44% of domestic abuse incidents reported to the police were recorded as either having a child present, within hearing shot or involved a victim and/or suspect with children³.

1.2 The impact of abuse can result in a range of negative and harmful effects on health, wellbeing, and outcomes in life. Domestic abuse impacts future generations and their ability, capacity, and attitude towards relationships, parenting, self-esteem, and mental health.

2. The Domestic Abuse Act:

2.1 In April 2021 the Domestic Abuse Act was passed. Part 4 of the Act gives Tier 1 authorities statutory requirements linked to safe accommodation services, the definition includes refuge (communal and individual placements), sanctuary (security measures within existing homes), and move on accommodation (as people move out of refuge or other safe accommodation into longer-term homes).

2.2 The statutory guidance supporting the Act was published on the 1 October 2021.

3. 2021/22 Allocation

3.1 In 2021/22 a Key Decision was made to accept the first tranche of safe accommodation funding (£3,103,909).

3.2 In accordance with the Memorandum of Understanding (MoU), funding could only be spent on revenue projects to support those in safe accommodation services. This is replicated within the MoU for 22/23.

3.3 Funding from 2021/22 has allowed for the development of a range of support within safe accommodation services.

4. 2022/23 funding and key decision

4.1 The Leader is asked to make a second key decision to accept the 2022/23 financial allocation from the Department of Levelling Up, Housing and Communities to allow for the continuation of this work and to delegate authority to the Corporate Director of Strategic and Corporate Services, in consultation with the Leader and relevant Corporate Directors to accept future funding allocations provided this funding is on similar terms.

4.2 KCC has received an extension from DLUHC to return the MoU by 27 May 22.

4.3 The key decision is listed within the recommendations of this report.

5. Options considered but rejected

² Home Office, 2019a. The Economic and social costs of Domestic Abuse. Research Report 107.

³ Domestic Abuse Needs Assessment (2021) Kent Public Health Observatory
https://www.kpho.org.uk/__data/assets/pdf_file/0011/128468/Domestic-Abuse-Needs-Assessment-2021-Update.pdf

5.1 The option of turning down the grant was discarded as there are many people in Kent who would benefit from this resource.

6. Financial Implications

6.1 The decision is to accept the £3.1m in full, and there should be no direct impact on the council's budget.

7. Legal implications

7.1 Funding must be used in accordance with the statutory guidance set by the government, and the terms and conditions of the grant. KCC will apply appropriate legal mechanisms as part of issuing or deploying any grant monies to ensure any partners or third parties in receipt of grant funding remain compliant.

8. Equalities Implications

8.1 The funding supports the delivery of the council's key priorities within the Kent and Medway Domestic Abuse strategy.

8.2 An Equality and Impact Assessment (EqIA) has been completed which finds the impact of this work to be positive across all groups.

9. Data Protection implications

9.1 There are no direct Data Protection implications.

10. Conclusion:

10.1 KCC has made strong progress against the new duties under the Domestic Abuse Act 2021. The key decision requests that the Council accept the second-year allocation of safe accommodation funding to enable the authority to continue to develop and deliver support within safe accommodation services while recognising and maintaining crucial community-based support.

Recommendation(s):

The Cabinet Committee are asked to consider and endorse or make recommendations to the Leader on the proposed decision to:

- a) accept £3,112,501 domestic abuse funding (2022/23) for delivery of domestic abuse support in safe accommodation duties as defined by the Domestic Abuse Act,
- b) delegate authority to the Corporate Director of Strategic and Corporate Services, in consultation with the Leader, the Corporate Director of Adult Social Care & Health and the Corporate Director for Children, Young People and Education to accept future years' allocations of safe accommodation funding, provided funding is given on similar terms,
- c) continue to delegate authority to the Corporate Director of Strategic and Corporate Services to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement this

decision.

11. Background documents

2020/21 Decision report, Domestic Abuse Act, New Burdens Funding

<https://democracy.kent.gov.uk/documents/s103116/21-00040%20-%20Decision%20Report.pdf>

Appendix A: Grant determination letter

Report Authors:

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Relevant Director

David Whittle,

Director of Strategy, Policy, Relationships and Corporate Assurance,

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Department for Levelling Up,
Housing & Communities

Our Ref: **31/6070**

Your Ref:

04 April 2022

Dear Colleague,

New Burdens Funding for Accommodation-based support provided by Local Authorities to victims of domestic abuse under Part 4 of the Domestic Abuse Act 2021(2022-23): agreement to pay local authorities under the power in s31 of the Local Government Act 2003 No. 31/6070

Thank you for your authority's on-going work on deliver the new duties to provide support to domestic abuse victims and their children within safe accommodation. You will be aware that the Department for Levelling Up, Housing and Communities (DLUHC) is providing £124.6 million to cover the cost of new burdens placed upon local authorities in England to carry out their statutory duties/functions relating to the provision of support within domestic abuse safe accommodation (which is contained within Part 4 of the Domestic Abuse Act 2021) during 2022/23.

The purpose of this funding is set out in detail within the Memorandum of Understanding attached at Annex B. We would be grateful if you would sign and return the Memorandum of Understanding by 8th May 2022.

I enclose a Determination made under section 31 of the Local Government Act 2003, for the purpose of providing grant support to the local authorities listed in Annex A in England towards expenditure lawfully incurred or to be incurred by them in meeting the statutory duties relating to the provision of support within domestic abuse safe accommodation, and to enable them to fulfil their functions under Part 4 from 1 April 2022 to 31 March 2023.

Yours sincerely

A handwritten signature in black ink that reads "Cathy Lopez". The signature is written in a cursive style with a horizontal line crossing through the bottom of the letters.

Deputy Director of Housing with Care and Support

**SUPPORT TO VICTIMS OF DOMESTIC ABUSE WITHIN SAFE-
ACCOMMODATION: FUNDING, 2022 TO 2023 GRANT DETERMINATION (2022-
23): NO 31/XX [No. 31/6070]**

The Minister of State for Minister for Rough Sleeping and Housing in exercise of the powers conferred by section 31 of the Local Government Act 2003 hereby makes the following determination: -

Citation

- 1) This determination may be cited as the specialist accommodation-based support and service reform to meet the Priorities for Domestic Abuse Services Determination (2022-23) [No. 31/6070].

Purpose of the grant

- 2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

Determination

- 3) The Minister determines as the authorities to which grant is to be paid and the amount of grant to be paid as set out in Annex A of this determination.

Treasury consent

- 4) Before making this determination in relation to local authorities in England, the Minister obtained the consent of the Treasury

Signed by authority of the Minister of State for Minister for Rough Sleeping and Housing.

Deputy Director for Housing with Care and Support
Department for Levelling Up, Housing and Communities



04 April 2022

Annex A

Name	DA duties 2022/23 allocation
Adur	£32,556
Allerdale	£32,057
Amber Valley	£32,926
Arun	£32,132
Ashfield	£32,020
Ashford	£33,611
Babergh	£32,646
Barking and Dagenham	£34,736
Barnet	£36,189
Barnsley	£587,832
Barrow-in-Furness	£33,075
Basildon	£34,126
Basingstoke and Deane	£35,154
Bassetlaw	£31,943
Bath and North East Somerset	£312,242
Bedford	£336,708
Bexley	£33,822
Birmingham	£3,272,039
Blaby	£33,318
Blackburn with Darwen	£383,175
Blackpool	£412,738
Bolsover	£32,275
Bolton	£684,481
Boston	£31,503
Bournemouth, Christchurch and Poole	£752,334
Bracknell Forest	£204,331

Bradford	£1,385,389
Braintree	£32,291
Breckland	£31,476
Brent	£35,731
Brentwood	£34,779
Brighton and Hove	£607,966
Bristol, City of	£1,082,414
Broadland	£33,104
Bromley	£34,921
Bromsgrove	£32,859
Broxbourne	£34,132
Broxtowe	£32,965
Buckinghamshire	£857,284
Burnley	£31,805
Bury	£402,476
Calderdale	£457,228
Cambridge	£37,120
Cambridgeshire	£1,143,474
Camden	£42,438
Cannock Chase	£31,765
Canterbury	£33,204
Carlisle	£32,341
Castle Point	£32,464
Central Bedfordshire	£471,557
Charnwood	£32,322
Chelmsford	£34,206
Cheltenham	£33,552
Cherwell	£34,413

Cheshire East	£650,126
Cheshire West and Chester	£649,507
Chesterfield	£32,327
Chichester	£34,088
Chorley	£31,060
City of London	£48,629
Colchester	£33,674
Copeland	£34,852
Cornwall	£1,176,817
Cotswold	£33,818
County Durham	£1,170,400
Coventry	£852,283
Craven	£32,641
Crawley	£35,701
Croydon	£34,948
Cumbria	£998,535
Dacorum	£34,179
Darlington	£222,980
Dartford	£35,026
Derby	£602,858
Derbyshire	£1,475,275
Derbyshire Dales	£32,410
Devon	£1,425,843
Doncaster	£734,770
Dorset	£652,531
Dover	£33,044
Dudley	£665,810
Ealing	£35,765

East Cambridgeshire	£34,010
East Devon	£31,985
East Hampshire	£34,067
East Hertfordshire	£34,117
East Lindsey	£31,778
East Riding of Yorkshire	£575,032
East Staffordshire	£33,414
East Suffolk	£32,465
East Sussex	£1,072,232
Eastbourne	£32,764
Eastleigh	£33,865
Eden	£33,382
Elmbridge	£35,925
Enfield	£35,057
Epping Forest	£35,539
Epsom and Ewell	£34,236
Erewash	£31,343
Essex	£2,771,108
Exeter	£33,267
Fareham	£34,631
Fenland	£31,840
Folkestone and Hythe	£32,506
Forest of Dean	£31,775
Fylde	£33,224
Gateshead	£460,881
Gedling	£31,971
GLA	£20,745,496
Gloucester	£32,666

Gloucestershire	£1,108,722
Gosport	£31,613
Gravesham	£33,118
Great Yarmouth	£32,392
Greenwich	£35,128
Guildford	£36,960
Hackney	£37,536
Halton	£327,883
Hambleton	£32,712
Hammersmith and Fulham	£39,616
Hampshire	£2,306,590
Harborough	£33,576
Haringey	£35,684
Harlow	£34,367
Harrogate	£33,014
Harrow	£35,230
Hart	£34,719
Hartlepool	£237,727
Hastings	£31,870
Havant	£33,367
Havering	£35,096
Herefordshire, County of	£362,913
Hertfordshire	£2,019,233
Hertsmere	£35,366
High Peak	£32,013
Hillingdon	£37,221
Hinckley and Bosworth	£32,757
Horsham	£34,033

Hounslow	£38,070
Huntingdonshire	£32,930
Hyndburn	£30,891
Ipswich	£32,742
Isle of Wight	£292,848
Isles of Scilly	£63,000
Islington	£41,073
Kensington and Chelsea	£43,842
Kent	£3,112,501
King's Lynn and West Norfolk	£32,891
Kingston upon Hull, City of	£734,872
Kingston upon Thames	£36,150
Kirklees	£921,466
Knowsley	£461,040
Lambeth	£38,351
Lancashire	£2,500,429
Lancaster	£31,372
Leeds	£1,851,227
Leicester	£859,737
Leicestershire	£1,130,326
Lewes	£32,867
Lewisham	£35,634
Lichfield	£32,633
Lincoln	£32,246
Lincolnshire	£1,458,158
Liverpool	£1,511,925
Luton	£504,096
Maidstone	£33,361

Maldon	£34,303
Malvern Hills	£31,912
Manchester	£1,657,572
Mansfield	£31,264
Medway	£593,765
Melton	£32,364
Mendip	£32,491
Merton	£35,722
Mid Devon	£32,482
Mid Suffolk	£31,859
Mid Sussex	£33,660
Middlesbrough	£395,958
Milton Keynes	£536,671
Mole Valley	£36,023
New Forest	£33,262
Newark and Sherwood	£31,081
Newcastle upon Tyne	£737,705
Newcastle-under-Lyme	£32,242
Newham	£36,076
Norfolk	£1,811,177
North Devon	£32,665
North East Derbyshire	£31,508
North East Lincolnshire	£374,951
North Hertfordshire	£33,516
North Kesteven	£32,644
North Lincolnshire	£343,564
North Norfolk	£32,164
North Northamptonshire	£666,134

North Somerset	£379,351
North Tyneside	£421,687
North Warwickshire	£34,896
North West Leicestershire	£32,598
North Yorkshire	£1,044,653
Northumberland	£642,924
Norwich	£32,706
Nottingham	£873,640
Nottinghamshire	£1,544,354
Nuneaton and Bedworth	£31,970
Oadby and Wigston	£32,328
Oldham	£580,117
Oxford	£36,819
Oxfordshire	£1,144,310
Pendle	£31,520
Peterborough	£478,695
Plymouth	£591,456
Portsmouth	£498,184
Preston	£32,749
Reading	£342,933
Redbridge	£33,381
Redcar and Cleveland	£316,386
Redditch	£32,788
Reigate and Banstead	£34,790
Ribble Valley	£33,379
Richmond upon Thames	£37,197
Richmondshire	£33,725
Rochdale	£567,203

Rochford	£32,668
Rossendale	£31,176
Rother	£32,476
Rotherham	£619,679
Rugby	£34,268
Runnymede	£37,084
Rushcliffe	£32,256
Rushmoor	£35,571
Rutland	£63,000
Ryedale	£32,325
Salford	£679,476
Sandwell	£844,142
Scarborough	£32,052
Sedgemoor	£32,085
Sefton	£607,271
Selby	£32,858
Sevenoaks	£34,274
Sheffield	£1,329,538
Shropshire	£580,151
Slough	£341,724
Solihull	£423,586
Somerset	£1,044,423
Somerset West and Taunton	£32,064
South Cambridgeshire	£36,632
South Derbyshire	£32,780
South Gloucestershire	£469,267
South Hams	£32,288
South Holland	£32,064

South Kesteven	£31,947
South Lakeland	£33,099
South Norfolk	£33,363
South Oxfordshire	£33,568
South Ribble	£31,908
South Somerset	£32,479
South Staffordshire	£32,660
South Tyneside	£355,502
Southampton	£588,637
Southend-on-Sea	£373,120
Southwark	£39,585
Spelthorne	£36,116
St Albans	£34,783
St. Helens	£437,733
Stafford	£32,810
Staffordshire	£1,558,673
Staffordshire Moorlands	£31,323
Stevenage	£34,595
Stockport	£578,030
Stockton-on-Tees	£423,765
Stoke-on-Trent	£649,351
Stratford-on-Avon	£34,444
Stroud	£32,467
Suffolk	£1,415,752
Sunderland	£668,720
Surrey	£1,922,270
Surrey Heath	£34,311
Sutton	£34,087

Swale	£32,736
Swindon	£431,517
Tameside	£549,143
Tamworth	£32,741
Tandridge	£33,941
Teignbridge	£32,291
Telford and Wrekin	£390,611
Tendring	£31,710
Test Valley	£33,324
Tewkesbury	£34,844
Thanet	£32,038
Three Rivers	£36,230
Thurrock	£367,545
Tonbridge and Malling	£34,271
Torbay	£309,395
Torridge	£32,133
Tower Hamlets	£41,978
Trafford	£433,894
Tunbridge Wells	£33,389
Uttlesford	£34,886
Vale of White Horse	£35,196
Wakefield	£802,081
Walsall	£692,061
Waltham Forest	£34,602
Wandsworth	£36,890
Warrington	£401,064
Warwick	£34,527
Warwickshire	£1,043,011

Watford	£33,985
Waverley	£34,937
Wealden	£32,381
Welwyn Hatfield	£35,763
West Berkshire	£250,793
West Devon	£32,110
West Lancashire	£32,944
West Lindsey	£31,812
West Northamptonshire	£767,196
West Oxfordshire	£33,450
West Suffolk	£32,856
West Sussex	£1,502,321
Westminster	£48,010
Wigan	£717,767
Wiltshire	£832,348
Winchester	£34,415
Windsor and Maidenhead	£241,046
Wirral	£751,896
Woking	£37,023
Wokingham	£248,061
Wolverhampton	£652,704
Worcester	£32,943
Worcestershire	£1,095,728
Worthing	£32,776
Wychavon	£32,015
Wyre	£31,303
Wyre Forest	£31,078
York	£335,432

Annex B

Memorandum of Understanding (MOU)

The Secretary of State for Levelling Up, Housing and Communities has determined under Section 31 of the Local Government Act 2003 that a grant of £125 million should be paid to local authorities detailed at Annex A (Grant Determination Reference: 31/6070).

The Treasury has consented to payment of this grant.

Definitions

2. In this memorandum of understanding ('MoU'):

'DLUHC' means the Department for Levelling Up, Housing and Communities.

'Act' means the Domestic Abuse Act 2021.

'Tier 1 Local Authorities' means county and unitary councils (other than London Boroughs), the Greater London Authority and the Council of the Isles of Scilly.

'Tier 2 Local Authorities' means district, borough and city councils and London Boroughs.

'LPB' means the Domestic Abuse Local Partnership Board described in Part 4 of the Domestic Abuse Act 2021.

3. The 'statutory duty' is: the new statutory duties on Tier 1 Local Authorities relating to the provision of support for victims of domestic abuse and their children within safe accommodation as set out in Part 4 of the Domestic Abuse Act.

4. 'Eligible expenditure' means the payment of £125 million.

5. 'Funding Period' means the period commencing on 01 April 2022 and ending on 31 March 2023.

6. 'Grant Recipient' means Local Authorities.

Purpose of the Memorandum of Understanding

The purpose of the Memorandum of Understanding (MOU) is to formalise the working relationship and expectations relating to the payment of £125 million from the Department for Levelling Up, Housing and Communities (DLUHC) to local authorities detailed at Annex A for the purposes of exercising their functions under Part 4 of the Domestic Abuse Act 2021 ('the Act') relating to the provision of support to victims of domestic abuse and their children residing within safe accommodation.

This MoU has been drafted to set out the principles and practices that will apply to the working relationship between DLUHC and local authorities detailed at Annex A with regard to delivering the new functions under Part 4 of the of the Act (as described above).

While this document is not a legal or binding agreement, all parties enter into the MOU committed to honouring all their obligations within it.

About the Grant

7. The Secretary of State has determined that to ensure that local authorities are able to deliver the duties under Part 4 of the Act the grant funding for 2022/23 is to be paid on 08 April based on the understanding that:

- a) The grant only covers revenue expenditure relating to the functions set out in Part 4 of the Act on Tier 1 Local Authorities relating to the provision of accommodation-based support to victims of domestic abuse and their children and on Tier 2 Local Authorities to co-operate with Tier 1 Local Authorities as far as reasonably practicable.
- b) The grant is distributed to Local Authorities for the period from 01 April 2022 to 31 March 2023 for the purpose of fulfilling the functions of the duties in line with the Act.

(c) Where it has been agreed to delegate commissioning decisions to Tier 2 Local Authorities, Tier 1 Local Authorities should ensure adequate funding is passed to Tier 2 Local Authorities.

Amount of Grant until the end of March 2023

8. The maximum amount of grant payable for the funding period between 01 April 2022 and 31 March 2023 will be £125 million.

Eligibility criteria

9. Payment of grant cannot be offered unless the Grant Recipient is a local authority in England.

SIGNED for on behalf of

The Secretary of State for the Ministry of Housing, Communities and Local Government

Name Cathy Page

Position Deputy Director



Signature

Date 04/04/2022

SIGNED for on behalf of

Local Authority:

Name:

Position:

Signature

Date

From: Roger Gough, Leader of the Council
Zena Cooke, Corporate Director for Finance
Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 4 May 2022

Subject: Decisions taken between Cabinet Committee Meetings

Classification: UNRESTRICTED

Electoral Division/s: All

FOR INFORMATION ONLY

Summary:

An urgent decision was taken outside of the Policy and Resources Cabinet Committee as it could not reasonably be deferred to the next programmed committee for the reason(s) set out in paragraph 1.3 below.

Recommendation:

The Policy and Resources Cabinet Committee is asked to note that Decision No. 22/00037, Homes for Ukraine Scheme in Kent, was taken in accordance with sections 12.32 and 12.35 of the Council's constitution.

1. Background

- 1.1 In accordance with the new governance arrangements, all significant or Key Decisions must be listed in the Forthcoming Executive Decision List and should be submitted to the relevant Cabinet Committee for endorsement or recommendation prior to the decision being taken by the Cabinet Member or Cabinet.
- 1.2 For the reason set out below it has not been possible for this decision to be discussed by the Cabinet Committee prior to it being taken by the Leader of the Council. Therefore, in accordance with the process set out in the Council's Constitution, the Chairman and Group Spokespersons for this Cabinet Committee, the Chairman and Spokesmen for the Scrutiny Committee were informed prior to the decision being taken and their views were recorded on the Record of Decision (attached at Appendix A). After the decision was taken, it was published.
- 1.3 The deadlines and dates of the Policy and Resources Cabinet Committee would have delayed the decision. To delay the decision would have meant that Kent County Council (KCC) would not have been able to implement the

scheme and ensure that appropriate infrastructure was in place within the required timescale, to support the delivery of the programme in the county. Compliance with the standard executive decision timeframes would significantly delay the delivery of vital support to Ukrainian refugees coming to the UK to hosts in Kent, or those who are sponsors as part of the Homes for Ukraine National Programme.

2. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note that Decision No. 22/00037, Homes for Ukraine Scheme in Kent, was taken in accordance with sections 12.32 and 12.35 of the Council's constitution.

3. Background documents - Appendices

- 3.1. Appendix A - Record of Decision No. 22/00037
- 3.2. 22/00037 Decision Report
- 3.3. 22/00037 Equality Impact Assessment

5. Contact details

Report Author: James Sanderson Head of Property Operations James.sanderson2@kent.gov.uk 03000 417606	Relevant Directors: Zena Cooke Corporate Director for Finance Zena.cooke@kent.gov.uk 03000 419205 Rebecca Spore Director of Infrastructure Rebecca.spore@kent.gov.uk 03000 416716
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KENT COUNTY COUNCIL – URGENT RECORD OF DECISION

DECISION TAKEN BY:

**Roger Gough
Leader of The Council**

DECISION NO:

22/00037

For publication**Key decision: YES**

The decision will:

- a. result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or*
- b. be significant in terms of its effects on a significant proportion of the community living or working within two or more electoral divisions.*

Subject: Homes for Ukraine Scheme in Kent**Decision:**

As Leader of the Council, I agree to:

1. accept the funding from Government required to deliver the 'Homes for Ukraine Scheme' in Kent;
2. approve the establishment of the infrastructure and other necessary arrangements required to support the implementation of the scheme;
3. authorise the Corporate Director for Finance to allocate funding in accordance with the Homes for Ukraine Scheme government guidance and implement the payments as set out by the scheme to enable delivery in Kent in accordance with the principles set out in the decision report and the proposed Funding Framework;
4. delegate authority to the Corporate Director for Finance, after consultation with the Leader, to update, review and amend the distribution of funding to deliver the Homes for Ukraine Programme and/or in response to changing need;
5. delegate authority to the Corporate Director for Finance, after consultation with the Leader, to accept additional subsequent funding made available by Government where it is designed to support this and closely related Schemes, for deployment in accordance with relevant funding frameworks; and
6. delegate authority to the Corporate Director for Finance to take other appropriate actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision.

Reason(s) for decision:

The Russian invasion of Ukraine has seen the largest humanitarian crisis since the Second World War, with approximately 4 million Ukrainian refugees leaving Ukraine to neighbouring countries to flee the conflict. The UK Government has positively responded with the development of two key pathways to enable Ukrainian refugees to enter the UK. The two key schemes which are

operating are the 'Extended Family Scheme', where family members can come to the UK where they have existing family in the UK, and the 'Homes for Ukraine Scheme' which is where Ukrainian Refugees are sponsored to come to the UK by a host family or individual. Initially, individual members of the public can sponsor a guest(s) from Ukraine who meet the eligibility criteria for this scheme. In later phases, organisations and community groups will be able to sponsor multiple guests.

As part of the Homes for Ukraine Scheme, the government requires local government to undertake a number of checks and provide support to both the sponsor and Ukrainian guests. In two tier areas responsibilities fall to both County and District councils and Kent County Council (KCC) is working closely with its partners to ensure a coordinated response is provided. In addition, a number of KCC services in particular Children's and Adult Social Care, have a statutory obligation to provide necessary support. The government is funding £10,500 per guest and an ongoing monthly "thank you" payment of £350 to sponsors to support the Homes for Ukraine Scheme. Additional funding is also being made available in respect education services and may also be made available to cover exceptional costs, which are outside of the funding allowance but are necessary to deliver the scheme and support both the Sponsors and Ukrainians coming into the UK under the Homes for Ukraine Scheme.

Financial Implications:

Under the Homes for Ukraine scheme, the government has confirmed it will provide funding at a rate of £10,500 per guest to Councils to enable them to provide support to refugee families, to rebuild their lives and fully integrate into communities. The £10,500 funding for supporting Ukrainian nationals is for the first year at this stage with future years to be reviewed. The £10,500 includes the initial £200 payment per guest which is payable to those accessing the scheme. This funding will be un-ringfenced, but with a number of conditions attached.

Councils are being asked to administer 'Thank You' payments of £350 per sponsoring household per month. Additional funding will be allocated for these payments, but councils will be expected to absorb administration costs.

The government is also providing additional funding to councils to provide education services for children from families arriving from Ukraine under this scheme. The Department for Education (DfE) will allocate funding on a per pupil basis for the three phases of education at the following annual rates:

- Early years (ages 2 to 4) - £3,000
- Primary (ages 5 -11) - £6,580
- Secondary (ages 11-18) - £8,755

These tariffs include support for children with special educational needs and disabilities (SEND).

Collaboration with key partners such as District and Borough Councils will ensure funding is allocated equitably across organisations as required and will support emerging approaches which enable the Council to respond as the Scheme develops, and the partner best placed to support the different elements of the scheme is able to put the appropriate measures in place. This may be at a District/ Borough level or at a county level should Countywide infrastructure or services be required and considered most efficient and effective. The proportion of guests and sponsors is not known at this stage and the detail of scheme and related government guidance is still emerging. There is a risk that the initial grant funding will prove to be inadequate, should this be the case, KCC will seek to recover all additional costs from Central Government.

Legal Implications:

The Council owes a number of existing legal duties to arriving adults and children irrespective of their country of origin or where they may eventually reside within the County. These duties exist pursuant to a number of pieces of legislation that apply to Children and Adults. Legal advice will be sought as the Funding Framework is developed further and implemented.

It is important to note that the possibility of increasing pressure on existing service delivery. This in turn may present challenges for KCC in its ability to discharge its legal duties to existing and new service users. This will be kept under review through the mechanisms set out in this report.

The intention is to use existing contracting and commissioning processes where possible or there may be a need to put new contractual arrangements in place. Due to the urgency and fast-moving nature of the delivery of the scheme it may be necessary to make use of appropriate procurement and contractual mechanisms that enable emergency contracting.

Reason for Urgency:

The Homes for Ukraine scheme has been launched by the government following the Russian invasion of Ukraine and the subsequent humanitarian crisis, as those in Ukraine seek to flee the conflict. An urgent decision is needed to enable the Council to implement the scheme and ensure that the appropriate infrastructure is in place to support the delivery of the Programme in the County. Compliance with the standard Executive Decision timeframes would significantly delay the delivery of vital support to those Ukrainian refugees coming to the UK to hosts in Kent, or those who are sponsors as part of the Homes for Ukraine National Programme.

Member and other consultation:

No Cabinet Committee consultation possible due to urgency process.

The Chair of the Scrutiny Committee, in addition to agreeing that the decision could not be reasonably deferred provided the following comments:

Mr Booth was supportive of the decision.

The Group Spokespeople of the Scrutiny Committee providing the following comments:

Mr Stepto was supportive of the decision.

Dr Sullivan commented as follows:

“I want to thank the officers for providing me with a briefing on this matter. I want to thank families in the Kent for volunteering to be sponsors for families and people fleeing Ukraine.

I do however wish to raise the following points of concern:

- I have concern for the risk that may occur, in some instances, of exploitation of people fleeing conflict, in particular, the vulnerable nature of the refugee cohort mainly being women and children cannot be understated. Based on the sponsorship-family matching program it is likely the family will be separated from friends and family and could be and feel very isolated. In relation to this matter, further work should be done to ensure all the people are safe and protected, prior to arrival, with more power to Councils to refuse potential sponsors if there are safeguarding and welfare concerns.
- I have some concerns about the planning capacity of this Council, based on the lack of knowledge or communication from Government of when and how many refugees will arrive in Kent, making it difficult to increase services and provision where needed, this extends to schools

also and early years provision. Strong communication back to Government needs to be made here to assist Councils with planning and executing support arrangements.

- I have great concerns that money allocated by Government will not fully cover the expense of the additional support required to support these families.
- I am also concerned about potential break-down in Sponsorships and families and where that leaves both the sponsor and the family and the Council's duties."

The Chair and Spokespeople of the Policy & Resources Cabinet Committee provided the following comments:

See above for Spokespeople comments (Mr Stepto and Dr Sullivan)

No other comments received.

Any alternatives considered:

Alternatives could have included passporting the grant funding and data to districts with KCC only keeping the funding related to education and other KCC related services. This option was discounted as a multiagency coordinated consistent response is needed across the County, which pulls on the strengths across partners.

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

N/A



5 April

.....
signed

.....
date

From: Zena Cooke, Corporate Director for Finance

To: Roger Gough, Leader of the Council

Subject: Urgent Decision implementation of Homes for Ukraine Scheme in Kent

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

The Russian invasion of Ukraine has seen the largest humanitarian crisis since the Second World War with approximately 4 million Ukrainian refugees leaving Ukraine to neighbouring countries to flee the conflict. The UK Government has positively responded with the development of two key pathways to enable Ukrainian refugees to enter the UK. The two key schemes which are operating are the 'Extended Family Scheme', where family members can come to the UK where they have existing family in the UK, and the 'Homes for Ukraine Scheme' which is where Ukrainian Refugees are sponsored to come to the UK by a host family or individual. Initially, individual members of the public can sponsor a guest from Ukraine who meet the eligibility criteria for this scheme. In later phases, organisations and community groups will be able to sponsor multiple guests.

As part of the Homes for Ukraine Scheme, the government requires local government to undertake several checks and provide support to both the sponsor and Ukrainian guests. In two tier areas responsibilities fall to both County and District councils and KCC is working closely with its partners to ensure a coordinated response is provided. In addition, several KCC services, in particular Children's and Adult Social Care have a statutory obligation to provide the necessary support. The government is funding £10,500 per guest and an ongoing monthly "thank you" payment of £350 to sponsors to support the Homes for Ukraine Scheme. Additional funding is also being made available in respect of education services and may also be made available to cover exceptional costs which are outside of the funding allowance but are necessary to deliver the scheme and to support both the Sponsors and Ukrainians coming into the UK under the Homes for Ukraine Scheme.

This report sets out the considerations and the urgent decision which is required to implement the Homes for Ukraine Scheme in Kent.

Recommendation(s):

It is recommended that the Leader agrees to:

1. accept the funding from Government required to deliver the 'Homes for Ukraine Scheme' in Kent;
2. approve the establishment of the infrastructure and other necessary arrangements required to support the implementation of the scheme;
3. authorise the Corporate Director for Finance to allocate funding in accordance with the Homes for Ukraine Scheme government guidance and implement the payments as set out by the scheme to enable delivery in Kent in accordance with the principles set out in the decision report and the proposed Funding Framework;
4. delegate authority to the Corporate Director for Finance, after consultation with the Leader to update, review and amend the distribution of funding to deliver the Homes for Ukraine Programme and/or in response to changing need;
5. delegate authority to the Corporate Director for Finance, after consultation with the Leader, to accept additional subsequent funding made available by Government where it is designed to support this and closely related Schemes, for deployment in accordance with relevant funding frameworks; and
6. delegate authority to the Corporate Director for Finance to take other appropriate actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision.

1. Introduction

The Russian invasion of Ukraine has seen the largest humanitarian crisis since the Second World War with approximately 4 million Ukrainian refugees leaving Ukraine to neighbouring countries to flee the conflict. The UK Government has positively responded with the development of two key pathways to enable refugees to enter the UK.

The two key schemes which are operating are the 'Extended Family Scheme', where family members can come to the UK where they have existing family in the UK, and the 'Homes for Ukraine Scheme' which is where Ukrainian Refugees are sponsored to come to the UK by a host family or individual. Initially, individual members of the public can sponsor a guest from Ukraine who meet the eligibility criteria for this scheme. In later phases, organisations and community groups will be able to sponsor multiple guests.

Under the scheme, the sponsor receives a £350 per month 'Thank You' payment provided that they meet the scheme requirements. Numbers are uncapped and restricted only by the number of eligible sponsors that come forward. Those accessing the scheme will be able to live and work in the UK for up to three years and access benefits, healthcare, employment, and other support. Those arriving need to meet standard security checks prior to being issued with a visa.

2. Requirement of Local Government as part of the Homes for Ukraine Scheme

2.1. The government have issued guidance which sets out the following roles for Councils:

- i. The establishment of welcome point arrangements to support any short-term arrival needs at key arrival points in the UK. In the case of Kent consideration is needed for the portal points at both Dover and Folkestone.
- ii. Receipt and onward sharing of data.
- iii. Accommodation, DBS, Safeguarding and Welfare Checks.
- iv. £200 payment for each guest.
- v. Provision of school places.
- vi. Service referrals to specialist services.
- vii. Support to access local Job Centre Plus appointments for benefit assessments and job-seeking.
- viii. Homelessness support should the sponsor/guest relationship break down.
- ix. Supporting community integration.
- x. Administering 'Thank you' payments to sponsorships.

2.2 Detailed government guidance is expected and KCC is working closely with districts and other partners to ensure that appropriate arrangements are put in place. For KCC, there are a number of services which will have a key role to play in the delivery of the scheme in relation to the safeguarding checks and providing access and support to key services such as education provision and countywide infrastructure which is necessary to support the delivery of the scheme.

3. Financial Implications

3.1. The full extent of the financial implications is currently being established, however Under the Homes for Ukraine Scheme, the government has confirmed it will provide grant funding to councils at a rate of £10,500 per guest, to enable councils to provide support to families to rebuild their lives and fully integrate into communities. The £10,500 for each Ukrainian refugee is for the first year at this stage with future years to be reviewed. The £10,500 includes the initial £200 payment which is payable to each guest accessing the scheme. This funding will be un-ringfenced, but with several conditions attached.

3.2. Councils have been asked to administer 'Thank You' payments of £350 per sponsoring household per month. Additional funding will be allocated for these payments, but councils will be expected to absorb administration costs.

3.3. The government is also providing additional funding to councils to provide education services for children from families arriving from Ukraine under this scheme. The Department for Education (DfE) will allocate funding on a per pupil basis for the three phases of education at the following annual rates:

- Early years (ages 2 to 4) £3,000

- Primary (ages 5 -11) - £6,580
- Secondary (ages 11-18) - £8,755

3.4 These tariffs include support for children with special educational needs and disabilities (SEND).

3.5 The allocation and administration of the education funding will be undertaken in consultation with the Director of Education and the Cabinet Member for Education and Skills.

3.6 Collaboration with key partners such as District and Borough Councils will ensure funding is allocated equitably across organisations as required and will support emerging approaches that support the Council to respond as the Scheme develops and to ensure the partner best placed to support the different elements of the scheme, is able to put appropriate measures in place, this may be at a district, borough or at a county level, should countywide infrastructure or services be required an considered most efficient and effective.

3.7 The proportion of guests and sponsors is not known at this stage and the detail of scheme and related Government guidance is still emerging. There is a risk that the initial grant funding (the £10,500 per person and the education funding) will prove to be inadequate. Should this be the case KCC will seek to recover all additional costs from Government.

3.8 The use of any grant funding will be monitored closely, not only to provide update reports to Cabinet and the Policy and Resources Cabinet Committee but also to flex the response as the scheme develops and need and demand changes across the County.

4. The Funding Framework

4.1. A funding framework will be developed to ensure a consistent process for decision-making that aligns with the requirements of the Homes for Ukraine grant funding and the expectations Government has of councils having regard to KCC's statutory duties. The Framework will be reviewed and updated as required, in consultation with the Leader, subject to changes in the relevant government guidance relating to administration and management of the scheme.

4.2. The key elements of the framework are set out below:

- All spend should align with the conditions of the grant funding and / or the delivery of KCC's statutory responsibilities as part of the Homes for Ukraine Scheme.
- A consistent decision-making process in line with the delegated authority will be applied to all spend with grant approval by the Corporate Director for Finance
- Any organisation in receipt of the grant will be required to regularly report on the use of the funding and return any unspent funding if requested by KCC.
- A written summary of all funded activities will be recorded to provide an auditable process.

- The Director of Infrastructure or delegated officer will chair the monitoring group to be established called the Homes for Ukraine Monitoring Group (HfUMG) and be responsible for ensuring the framework is applied consistently. The HfUMG will also take account of the proposals made for funding by the working group representing district or borough councils.
- The Corporate Director for Finance will deploy the funding in a flexible way under officer delegation according to need subject to compliance with the Funding Framework.
- The spend will be regularly report to Cabinet and the Policy and Resources Cabinet Committee.

5. Governance and Legal Implications

- 5.1. The Council owes a number of existing legal duties to arriving adults and children irrespective of their country of origin or where they may eventually reside within the County. These duties exist pursuant to a number of pieces of legislation that apply to Children and Adults. Legal advice will be sought as the Funding Framework is developed further and implemented.
- 5.2. It is important to note that the possibility of increasing pressure on existing service delivery. This in turn may present challenges for KCC in its ability to discharge its legal duties to existing and new service users. This will be kept under review through the mechanisms set out in this report.
- 5.3. The intention is to use existing contracting and commissioning processes where possible or there may be a need to put new contractual arrangements in place. Due to the urgency and fast-moving nature of the delivery of the scheme it may be necessary to make use of appropriate procurement and contractual mechanisms that enable emergency contracting.
- 5.4. The delegations put in place by the key decision will confirm ongoing management of grant funding and spend will be vested in the Corporate Director for Finance, in accordance with the agreed funding framework. This delegation includes reviewing and where necessary revising the spend arrangements after consultation with the Leader.
- 5.5. All spend will be monitored as part of compliance checks to ensure adherence to the funding framework associated with the allocation of any funding.
- 5.6. A key decision is required to enable the implementation of the Homes for Ukraine Scheme in Kent and to ensure that the Council can meet its statutory duties. The decision asks the Leader to approve the approach set out in the report and delegate authority to the Corporate Director for Finance to implement the proposed arrangements.
- 5.7. A Homes for Ukraine Monitoring Group (HfUMG) will be established and meet regularly to oversee and apply the funding framework to ensure consistency of all spend.

5.8. Internal and External contracts may need to be put in place along with the utilisation of existing contracts. These will be completed in consultation with Strategic Commisisioning and the Head of Law.

5.9. Relevant due diligence will be undertaken at project level including in relation to Data Management and Equalities Impacts. Completion of these where appropriate will be monitored by the HfUMG.

5.10. An offer will be made to provide an update to the Scrutiny Committee in 3 months on the use of funding.

6. Reason for Urgency

6.1. The Homes for Ukraine scheme has been launched by the government following the Russian invasion of Ukraine and the subsequent humanitarian crisis as those in Ukraine seek to flee the conflict. Initial guidance was issued on the 18th March 2022 setting out the Government's intention and the expected role of Councils, this is continuing to be developed. An urgent decision is needed to enable the Council to implement the scheme and ensure that the appropriate infrastructure is in place to support the delivery of the Programme in the County. Compliance with the standard Executive Decision timeframes would significantly delay the delivery of vital support to those who are coming to the UK in Kent or are sponsors as part of the Homes for Ukraine national programme.

7. Equality Implications

7.1. An equality impact screening assessment has been undertaken.

8. Other Corporate Implications

8.1. Given the need to implement quickly, the Council will operate within existing data sharing protocols whilst in parallel developing data sharing arrangements.

9. Conclusions

9.1. The Homes to Ukraine scheme sets out the expectations of local Councils and whilst government guidance is being finalised, the Council must be able to respond to implement the scheme at a local level with partners. The scale of funding and the level of Council activity involved is such that a Key Decision is required. The speed of implementation required, and dynamic nature of the scheme is such that the key decision must allow for appropriate preparations via the establishment of a suitable framework that will ensure that the Council response can commence at speed.

9.2. Funding will be used in accordance with the funding framework as set out in this report and the Council will apply appropriate legal mechanisms where necessary, in relation to the implementation of the Homes for Ukraine

Scheme. The Council will record, monitor and report on the deployment of any grant or other funding, in accordance with its formal budget monitoring and reporting arrangements.

10. Recommendation(s)

Recommendation(s):

It is recommended that the Leader agrees to:

1. accept the funding from Government required to deliver the 'Homes for Ukraine Scheme' in Kent;
2. approve the establishment of the infrastructure and other necessary arrangements required to support the implementation of the scheme;
3. authorise the Corporate Director for Finance to allocate funding in accordance with the Homes for Ukraine Scheme government guidance and implement the payments as set out by the scheme to enable delivery in Kent in accordance with the principles set out in the decision report and the proposed Funding Framework;
4. delegate authority to the Corporate Director for Finance, after consultation with the Leader to update, review and amend the distribution of funding to deliver the Homes for Ukraine Programme and/or in response to changing need;
5. delegate authority to the Corporate Director for Finance, after consultation with the Leader, to accept additional subsequent funding made available by Government where it is designed to support this and closely related Schemes, for deployment in accordance with relevant funding frameworks; and
6. delegate authority to the Corporate Director for Finance to take other appropriate actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision.

11. Background documents

11.1. Equalities Impact Assessment

12. Contact details

Report Author Rebecca Spore, Director of Infrastructure rebecca.spore@kent.gov.uk 03000 416716	Relevant Director Zena Cooke, Corporate Director for Finance Zena.cooke@kent.gov.uk 03000 419205
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EQIA Submission – ID Number

Section A

EQIA Title	Homes for Ukraine Scheme in Kent
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Responsible Officer	Jennie Hocken - ST INF
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Type of Activity

Service Change	No
Service Redesign	No
Project/Programme	Project/Programme
Commissioning/Procurement	No
Strategy/Policy	No
Details of other Service Activity	No

Accountability and Responsibility

Directorate	Strategic and Corporate Services
Responsible Service	Finance and Infrastructure divisions
Responsible Head of Service	Rebecca Spore - ST INF
Responsible Director	Rebecca Spore - ST INF

Aims and Objectives

Context

The Russian invasion of Ukraine has seen the largest humanitarian crisis since the Second World War with approximately 4 million Ukrainian refugees leaving Ukraine to neighbouring countries to flee the conflict. The UK Government has positively responded with the development of two key pathways to enable refugees to enter the UK.

The two key schemes which are operating are the 'Extended Family Scheme', where family members can come to the UK where they have existing family in the UK, and the 'Homes for Ukraine Scheme' which is where Ukrainian Refugees are sponsored to come to the UK by a host family or individual. Initially, individual members of the public can sponsor a guest from Ukraine who meet the eligibility criteria for this scheme. In later phases, organisations and community groups will be able to sponsor multiple guests.

Under the scheme, the sponsor receives a £350 per month 'Thank You' payment provided that they meet the scheme requirements. Numbers are uncapped and restricted only by the number of eligible sponsors that come forward. Those accessing the scheme will be able to live and work in the UK for up to three years and access benefits, healthcare, employment, and other support. Those arriving need to meet standard security checks prior to being issued with a visa.

Requirement of Local Government as part of the Homes for Ukraine Scheme

The government have issued guidance which sets out the following roles for Councils:

1. The establishment of welcome point arrangements to support any short-term arrival needs at key arrival points in the UK. In the case of Kent consideration is needed for the portal points at both Dover and Folkestone.
2. Receipt and onward sharing of data
3. Accommodation, DBS, Safeguarding and Welfare Checks
4. £200 payment for each guest
5. Provision of school places
6. Service referrals to specialist services
7. Support to access local Jobcentre Plus appointments for benefit assessments and job-seeking.
8. Homelessness support should the sponsor/guest relationship break down.
9. Supporting community integration

10. Administering 'Thank you' payments to sponsorships

Detailed government guidance is expected and KCC is working closely with Districts and other partners to ensure that appropriate arrangements are put in place. For KCC, there are a number of services which will have a key role to play in the delivery of the scheme in relation to the safeguarding checks and providing access and support to key services such as education provision and Countywide infrastructure which is necessary to support the delivery of the scheme.

Aims and Objectives in Kent

- to ensure that Ukrainian refugees have equality of access to the financial support delegated by the Government
- to implement a consistent approach to the management of the payments to Ukrainian refugees and to their sponsors
- to ensure that risks around fraudulent access to the funding are assessed and mitigated
- to identify the proposed timescales for the time-limited activity and develop a clear exit strategy for this one-off funding

Summary of Equality Impact

The refugees who will be part of the scheme will be from a wide diversity of groups, with no impact on the funding relating to any protected characteristic.

The scheme is Government funded so will not financially negatively impact any Kent residents.

This EQIA Screening has been completed and found that there is a limited negative impact on protected characteristics.

Adverse Equality Impact Rating: Low

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?	Yes
It is possible to get the data in a timely and cost effective way?	Yes
Is there national evidence/data that you can use?	Yes
Have you consulted with stakeholders?	Yes

Who have you involved, consulted and engaged with?

Yes – Members are aware of this Government scheme, and a Key decision is being requested. We are liaising closely with District and Borough Councils regarding the provision of the scheme.

Engagement with the Ukrainian refugees at this stage is not possible, the scheme is aimed at supporting them and the sponsors offering homes but no negative impact on these groups is currently identified.

This is a Government scheme with statutory responsibility for the provision devolved to local authorities, we are continuing to follow the emerging guidance from Government and liaise with them as appropriate. Members of the public have been made aware of the scheme through government communication. No local consultation with members of the public is appropriate at this time.

Corporate Management team and involved officers.

Due to the fast moving nature of the situation consultation with any public groups at this stage would have a severe negative impact on those we are supporting, and there are no identified Equality or Diversity issues identified at this time.

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

No

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

No

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

The provision of financial support to Ukrainian refugees through the scheme and the ability to match those volunteering their homes to refugees and allow them to fulfil their desired contribution.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No

Details of negative impacts for Age

Not Applicable

Mitigating Actions for Age

Not Applicable

Responsible Officer for Mitigating Actions – Age

Not Applicable

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No

Details of negative impacts for Sex

Not Applicable

Mitigating actions for Sex

Not Applicable

Responsible Officer for Sex

Not Applicable

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender

No

Negative impacts for Gender identity/transgender

Not Applicable

Mitigating actions for Gender identity/transgender	
Not Applicable	
Responsible Officer for mitigating actions for Gender identity/transgender	Not Applicable
23. Negative impacts and Mitigating actions for Race	
Are there negative impacts for Race	No
Negative impacts for Race	
Not Applicable	
Mitigating actions for Race	
Not Applicable	
Responsible Officer for mitigating actions for Race	Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief	
Are there negative impacts for Religion and belief	No
Negative impacts for Religion and belief	
Not Applicable	
Mitigating actions for Religion and belief	
Not Applicable	
Responsible Officer for mitigating actions for Religion and Belief	Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation	
Are there negative impacts for Sexual Orientation	No
Negative impacts for Sexual Orientation	
Not Applicable	
Mitigating actions for Sexual Orientation	
Not Applicable	
Responsible Officer for mitigating actions for Sexual Orientation	Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity	
Are there negative impacts for Pregnancy and Maternity	No
Negative impacts for Pregnancy and Maternity	
Not Applicable	
Mitigating actions for Pregnancy and Maternity	
Not Applicable	
Responsible Officer for mitigating actions for Pregnancy and Maternity	Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships	
Are there negative impacts for Marriage and Civil Partnerships	No
Negative impacts for Marriage and Civil Partnerships	
Not Applicable	
Mitigating actions for Marriage and Civil Partnerships	
Not Applicable	
Responsible Officer for Marriage and Civil Partnerships	Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities	
Are there negative impacts for Carer's	No

responsibilities	
Negative impacts for Carer's responsibilities	
Not Applicable	
Mitigating actions for Carer's responsibilities	
Not Applicable	
Responsible Officer for Carer's responsibilities	Not Applicable

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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 – 4 May 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

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.

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

6. Background Documents

None.

7. Contact details

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POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2022

13 July 2022 - 10 am		
<ul style="list-style-type: none"> • Contract Management Review Group update (Exempt) 	<p>Clare Maynard Chris Wimhurst</p>	<p>Bi-annual – standing item <i>Moved from March</i> <i>Chair agreed on 22 April to move to July</i></p>
<ul style="list-style-type: none"> • HoldCo Transformation Strategy update – broader update than given in March 	<p>Vincent Godfrey Jenny Dixon-Sherreard David Whittle</p>	
<ul style="list-style-type: none"> • Invicta Law Commissioning Strategy 	<p>Ben Watts</p>	<p><i>Deferred from May meeting</i></p>
<ul style="list-style-type: none"> • Covid Finance update 	<p>Jon Betts Dave Shipton</p>	<p><i>Deferred from May meeting</i></p>
<ul style="list-style-type: none"> • Interim Corporate Strategy 	<p>David Whittle</p>	<p><i>Deferred from May meeting</i></p>
<ul style="list-style-type: none"> • Update on Asset Management Plan 	<p>Karen Frearson Mark Cheverton</p>	<p><i>Deferral from May to July, requested by INF on 29 March</i></p>
<ul style="list-style-type: none"> • Disposal of Phase II Youth Centre Site, Station Road, New Romney – decision • 	<p>Karen Frearson Alister Fawley</p>	<p>Moved from Jan to March at 24 Nov agenda setting <i>Deferral from May to July, requested by INF on 29 March</i></p>
<ul style="list-style-type: none"> • Professional consultancy and minor work framework 	<p>TBC</p>	<p><i>New item requested by INF on 29 March 2022</i></p>
<ul style="list-style-type: none"> • Report on Covid Decisions - Covid increase in costs and the Rent deferment policy 	<p>TBC</p>	<p><i>New item requested by INF on 29 March 2022</i></p>
<ul style="list-style-type: none"> • Disposal of Saxon House 	<p>Karen Frearson, Alister Fawley</p>	<p><i>New item requested by INF on 29 March 2022</i></p>
<ul style="list-style-type: none"> • Kent Public Service Network (KPSN) Procurement update 	<p>Dave Lindsay, Stuart Cockett</p>	<p><i>New item requested by INF on 29 March 2022</i></p>
<ul style="list-style-type: none"> • Work Programme 2022 		

SEPTEMBER OR NOVEMBER MEETING		
• Property Accommodation Strategy –Strategic Headquarters Decision		<i>New item requested by INF on 29 March 2022 – timing TBC later</i>

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

Page 90	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
		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	Lisa Gannon
	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 – frequency TBC after December 2021 County Council	Clare Maynard
	JULY			

SEPTEMBER	Annual	Annual Equality and Diversity Report (in 2022 moved 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
NOVEMBER/ DECEMBER			

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