

# **POLICY AND RESOURCES CABINET COMMITTEE**

**Wednesday, 14th September, 2022**

**10.00 am**

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







## **AGENDA**

### **POLICY AND RESOURCES CABINET COMMITTEE**

**Wednesday 14 September 2022, at 10.00am**  
**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 13 July 2022 (Pages 1 - 10)
- 5 Domestic Abuse – The Kent Picture (Pages 11 - 30)
- 6 Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (Pages 31 - 44)
- 7 Council Tax Update (Pages 45 - 58)

- 8 Strategic Headquarters update (Pages 59 - 66)
- 9 22/00027 - Disposal of Saxon House, Tina Gardens, Broadstairs, CT10 1BJ (Pages 67 - 78)
- 10 Facilities Management Update (Pages 79 - 86)
- 11 Corporate Estate - 10 year planned maintenance predicted spend (Pages 87 - 92)
- 12 Work Programme 2022/23 (Pages 93 - 98)

**Motion to exclude the press and public for exempt business**

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

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

**EXEMPT ITEMS**

*(During these items the meeting is likely NOT to be open to the press and public)*

- 13 Legal Commissioning Verbal Update

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 6 September 2022**

## KENT COUNTY COUNCIL

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### POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 13 July 2022

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

ALSO PRESENT: Mr P J Oakford and Mr P Dearing

IN ATTENDANCE: Mr D Cockburn (Chief Executive), Mrs A Beer (Deputy Chief Executive), Mr B Watts (General Counsel), Mr J Betts (Interim Corporate Director of Finance), Mr M Cheverton (Property Strategy and Policy Manager), Mr S Cockett (Interim Head of Kent Public Service Network), Mr H D'Alton (Investment and Disposal Surveyor), Ms L Gannon (Director of Technology), Mr V Godfrey (Director, Kent Holdco Ltd), Ms C Harrington (Procurement and Commercial Manager, Strategic Commissioning), Mr D Lindsay (Interim Head of Technology Commissioning and Strategy), Ms C Maynard (Head of Commissioning Portfolio - Outcome 2 and 3), Mr S Pleace (Revenue and Tax Strategy Manager), Mr J Sanderson (Head of Property Operations), Mr D Shipton (Head of Finance Policy, Planning and Strategy), Ms J Taylor (Head of Capital Works), Mr A White (Estates Surveyor), Miss T A Grayell (Democratic Services Officer) and Mrs A Taylor (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

#### **85. Apologies and Substitutes**

*(Item 2)*

1. Apologies for absence had been received from Mr T Cannon and Mr N J D Chard.
2. Mr N Baker was present as a substitute for Mr Cannon and Mr H Rayner as a substitute for Mr Chard.
3. The committee noted that Mr P Barrington-King and Mr R Love were joining the meeting remotely.

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

*(Item 3)*

In relation to item 12, Dr L Sullivan declared that she served on the Ebbsfleet Planning Committee.

In relation to item 13, Mr P Bartlett declared that he was an elected Member of Ashford Borough Council and, in this role, had been involved in previous discussions about the site.

In relation to item 16, Mr H Rayner declared that he had been a customer of Kent Holdco Ltd for many years.

#### **87. Minutes of the meeting held on 4 May 2022**

*(Item 4)*

It was RESOLVED that the minutes of the meeting held on 4 May 2022 are correctly recorded and they be signed by the Chair. There were no matters arising.

#### **88. Future Meeting Dates**

*(Item 5)*

The committee NOTED that the following dates had been reserved for its meetings in 2022/23:

Wednesday, 14 September 2022

Thursday, 10 November 2022

Wednesday, 18 January 2023

Thursday, 9 March 2023

Thursday, 11 May 2023

Tuesday, 4 July 2023 – 2.00 pm

*All meetings, except July 2023, will start at 10.00 am at County Hall, Maidstone*

#### **89. Update from the Contract Management Review Group (CMRG)**

*(Item 6)*

1. Ms Maynard introduced the report and Mr Oakford and Mr Watts responded to comments and questions from the committee, including the following:-
  - a) concern was expressed about the language used in the report, which made some Members uncomfortable, and there appeared to be no policy document about sub-contracting;
  - b) concern was expressed that some decision reports on today's agenda did not include detail of costs and funding, despite such detail having previously been requested by the committee. Mr Watts advised that extra governance checks would be made to ensure that future reports would include full cost details, and that compliance with this requirement would be monitored. He undertook to liaise with Ms Maynard to ensure that all costing details for current decisions had been or would be provided to Members; and
  - c) a view was expressed that the role of the Contract Management Review Group could be broadened, for example, to include more work on commissioning and update the commissioning framework. Mr Oakford advised that the group had been set up for a very specific purpose and was not looking to expand its remit. Any shortfalls in information or practice

identified should be considered by the Cabinet Committee and not by an informal group.

2. It was RESOLVED that the update be noted, with thanks.

## **90. Covid-19 Financial Monitoring**

*(Item 7)*

1. Mr Shipton introduced the report and advised the committee that, since writing the report, the latest return on spending from the grants from Contain Outbreak Management Fund and Test and Trace for the first quarter had been submitted with total spend to date of £54m out of total grant of £54.4m, so there would be a small repayment. There were no questions.

2. It was RESOLVED that the report be noted, with thanks.

## **91. Budget Consultation Process**

*(Item 8)*

1. Mr Pleace introduced the report and advised that the budget consultation would be launched on 19 July and run until 5 September 2022. He and Mr Shipton responded to comments and questions from the committee, including the following:-

- a) asked about the drop in response rate since last year's consultation, and how this would be addressed, Mr Pleace advised that this year there was a new way to respond to the consultation and contribute via a savings ideas board. Council staff would be engaged via various staff groups and the consultation would also include unions. Mr Pleace undertook to look into the issue of staff responses being able to be totally anonymous, as some basic data capture from respondents was required for analysis;
- b) concern was expressed that some people might be put off by the need to create an online account in order to be able to respond, and Mr Pleace advised that registration would allow the respondent to be contacted for further feedback and to be invited to take part in future consultations, although they could opt out of this. He confirmed that the consultation would only accept responses submitted via its website and not comments posted on social media;
- c) asked how checks could be made to see if respondents represented a balanced or representative statistical sample, Mr Shipton advised that a market research company had been engaged in the past to engage with a representative cross-section of the Kent population. This option could be explored but would have some cost, and there was no budget provision for market research;
- d) asked if the consultation would include questions on all areas of the budget, Mr Pleace advised that, to keep the consultation short, questions about front-line services would not be included because a consistent picture on views on front-line services was already known from previous consultations; and

- e) it was important to consider what was being asked and the way in which it was being asked and that respondents were not being steered in a certain direction via the savings ideas board. Members should be able to see the list of questions being asked.
2. It was RESOLVED that the committee's comments on this year's budget consultation process, set out above, be noted.

## **92. Construction Consultancy Services Framework Commission - Update** *(Item 9)*

1. Ms Harrington and Mr Sanderson introduced the report and responded to comments and questions from the committee, including the following:-
- a) a view was expressed that the County Council needed good quality consultants that it could call on for specialist projects, however, if they were to be used regularly, a balance would need to be struck between engaging externally, as and when required, and recruiting consultants to work in-house, and the comparative costs of these two options. The Council would need to have the technical expertise to be able to judge the quality of the consultants engaged on the framework. Mr Sanderson advised that the main area for which consultants were required was multi-discipline building surveying services to support the minor works programme. The design for major projects would be in the domain of the contractor, under Design and Build Contracts, through the Construction Partnership Framework being established. Mr Sanderson noted that, within the capital function, the Council was looking to establish two technical advisor roles, which would give technical expertise, working alongside its professional and contractor suppliers. The aim was to work with a selected smaller group of key partners, in the same way as for the Construction Partnership Framework. Regarding comparative costs of in-house and external commission, assuming a £100m capital programme, and using a Quantity Surveyor as the example, the Council would need a team of 6 in-house quantity surveyors of various levels of experience, with salaries ranging between £30 and £80k. Commissioning externally across the same £100m capital programme, based on typical fees, this would equate to approx. £500k, approximately £70k more than the in-house option, however this does not take account of new administration and IT support systems. Mr Sanderson also raised some concern around general recruitment appetite for the in-house posts, which were thought to be less attractive to good candidates, compared to private consultancy practices; and
  - b) asked for reassurance about liability when contracting, and if the Council had always had its costs covered when it had passed liability for design on to a contractor, Ms Harrington advised that the Council would indeed seek to recover its costs in such circumstances. Mr Watts added that the Council had indeed brought litigation against third parties where project design had proved to be flawed, and the committee had recently considered an example of such a case. However, such litigation was very expensive to pursue and would need to be very carefully weighed against the potential gains, particularly in the case of lower-costs schemes. It was vital to make



a carefully considered decision at the outset and avoid such situations arising;

- c) concern was expressed that full details of procurement costs were not included in the report but would be needed for Members to take an informed view;
- d) asked if the Council would pay a retainer fee for consultants, for how long a period they would be retained at a time and how the rotation would work, Ms Harrington advised that the consultants would not be on a retainer as the framework would not have any guaranteed workload. This was not unusual in the industry. Successful consultants would all be used for the duration of the framework and the rotational basis would typically be on a project-by-project basis, subject to satisfactory performance, ensuring suppliers had broadly the same amount of work per discipline. Ms Harrington explained that there could be a maximum of 21 consultants across all the disciplines but thought it more likely to be around 15 – 20 if they bid for more than one lot; and
- e) asked if smaller local companies, small and medium-sized enterprises (SMEs) would be able to bid for work, Ms Harrington confirmed that the lotting strategy proposed looked to support SMEs being able to bid, should they wish, and the programme needed to allow plenty of time for SMEs to put forward their best bid proposal. In addition to this, questions such as “social value” needed to be written so as not to disadvantage SMEs.

- 2. It was RESOLVED that the proposal, the preferred option (option 3) and the procurement programme be noted.

*Mr A Brady and Dr L Sullivan asked that their abstentions from this resolution be recorded in the minutes.*

### **93. Update on Capital Construction Programmes as a result of COVID-19** (Item 10)

- 1. Mr Sanderson introduced the report, about which there were no questions.
- 2. It was RESOLVED that the update be noted, with thanks.

### **94. Update on Rent Management as a result of COVID-19** (Item 11)

- 1. Mr Sanderson and Mr Cheverton introduced the report and responded to comments and questions from the committee.
- 2. Asked how many of the 173 tenants had experienced difficulty in paying their rent, how they were being supported and what the outcome had been, Mr Cheverton advised that 25 tenants had initially applied for rent deferment and 17 had subsequently left the scheme as they no longer needed it. The County Council always sought to be proactive in its policy and offer a managed programme of rent deferment to avoid tenants being affected by the pandemic. Mr Cheverton confirmed

that he was not aware of any tenants who had been forced to cease trading during the pandemic but that the Council would not necessarily be party to that information.

3. It was RESOLVED that the report be noted, with thanks.

**95. Agreement for a lease and subsequent formal lease for new primary and secondary school at Alkerden, Eastern Quarry, Ebbsfleet.**

*(Item 12)*

*Dr L Sullivan declared that she served on the Ebbsfleet Planning Committee.*

1. Mr White and Mr Sanderson introduced the report and responded to comments and questions from the committee, including the following:-

- a) asked for an assurance that facilities for community use would be included in the development, Mr White confirmed that the County Council was keen to see these included from the outset and would include this in the terms of the lease; and
- b) asked about a comparison of options for lease and transfer of the site, Mr White confirmed that the Council had explored both options with the developer and would include lease covenants rather than transfer covenants.

2. It was RESOLVED that the decision proposed to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

- 1. authorise the taking of an agreement for a lease for a term in excess of 20 years, in order that a new primary and secondary school can be built for use and occupation, the lease term to formally commence upon completion of the new schools in 2024;
- 2 agree that, upon completion and satisfactory handover of the new primary and secondary school, Kent County Council shall take a formal lease of the new schools for a term of 999 years, commencing in 2024;
- 3. agree that, upon completion and satisfactory handover of the new primary and secondary school, and taking of a formal lease, the Director of Infrastructure be authorised to enter into a 125-year lease to the Academy Trust;
- 4. note that the main heads of terms for the leases are already agreed and recorded within a section 106 agreement, to which Kent County Council is already a party; and
- 5. authorise the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to take necessary actions, including, but not limited to, entering into relevant contracts or other legal agreements, as required to implement this,

be endorsed.

**96. Disposal of former Conningbrook Depot, Kennington Road, Ashford, TN24 0LS**

*(Item 13)*

*Mr P Bartlett declared that he was an elected Member of Ashford Borough Council and, in this role, had been involved in previous discussions about the site.*

1. Mr D'Alton introduced the report and he and Mr Oakford responded to comments and questions from the committee, including the following:-

- a) concern was expressed that, when deciding to dispose of any property, consideration seemed to be given only to the monetary value of the site. Its community and social value could be difficult to assess and demonstrate but this was also an important consideration. Mr Oakford advised that the County Council did consider the community value of a site as part of its new disposals policy, which had been discussed by the committee at its previous meeting. However, he added that the Council faced a very large financial challenge to its capital budget, for example, in terms of the rising costs of materials, so had to place a lot of weight on a site's monetary value;
- b) asked if the option of a long-term lease, instead of sale, had been considered, Mr D'Alton advised that the site was in a poor state of repair, so would not attract a favourable rent, and the Council had been advised that selling the freehold was the better option. In response to further concern expressed about fully investigating all options before committing, he undertook to re-investigate the lease option;
- c) Mr Watts advised that the proposed key decision under discussion was for 'disposal', but the method of disposal would need to be decided and set out clearly in the decision paperwork before a key decision could be taken by Mr Oakford. There would not be time for the committee to consider the issue again before a key decision was taken so it was important that the committee understood and was happy with the proposal at today's meeting. He suggested that a copy the new disposals policy be sent to every Member of the committee; and
- d) a view was expressed that any consideration of the value of a site should be concerned with its best value on behalf of County Council service users.

2. Mr T Bond proposed and Mr G Cooke seconded that the wording of recommendation 1. be amended to read '*...to finalise the terms of the disposal, either by sale or long-term lease*'. Mr Oakford confirmed he was happy with this and the new wording was generally supported by the committee.

3. It was RESOLVED that the decision proposed to be taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to authorise the disposal of the property, the former Conningbrook Depot, Kennington Road, Ashford, TN24 0LS, and delegate authority to:

1. the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the disposal, either by sale or long-term lease; and
2. the Director of Infrastructure, to authorise the execution of all necessary or desirable documentation required to implement the above,

be endorsed.

**97. Kent Public Service Network Re-Procurement Update**  
(Item 14)

1. Mr Lindsay introduced the report and advised that, although costs had not been included in the text, they would be included in future reports. He then responded to comments and questions from the committee, including the following:-
  - a) the network was welcomed as a great asset for all partners, and it would be good to be able to develop this to bring in more partners. Mr Lindsay advised that the County Council always sought to develop its networks to include other functions (for example, to support health and social care integration) and would share the costs with new partners. A network offered a more cost-effective way to deal with procurement;
  - b) a view was expressed that the network may not be as necessary and current as it once was, and other authorities may be finding more modern solutions. Another speaker expressed concern that, if other partners chose to leave the network, the Council could be left bearing the costs alone and may have to build in an exit clause. Mr Lindsay advised that contracts with providers were currently committed only until March 2024 as technology moved on quickly and frequent refreshes allowed the Council to move on to newer models and keep the partnership as flexible and applicable as possible. Mr Watts added that partners joining the network entered into a legally binding agreement and the Council had worded the contracts to protect itself. He added that the report was an early advisory report to seek Members' comments and that a formal decision report would come later;
  - c) asked about the implications of many staff continuing to work from home, and the potential security risks of this, Mr Lindsay advised that home broadband was not generally as resilient as the Council's broadband due to the use of a range of different providers. It would be possible to make this more robust but this would carry a cost; and
  - d) asked if externally-commissioned providers would have access to the network, Mr Lindsay advised that some NHS partners already could and that others would be able to.
2. It was RESOLVED that the report be noted, with thanks.

**98. Work Programme 2022/23**  
(Item 15)

1. Mr Watts advised that Cabinet Committees would have a new way to engage and contribute to agenda planning from Autumn 2022.
2. The number of disposal decisions listed on the work programme was noted and a comment made that it would be helpful for Members to be able to see a full list of all proposed disposals. Mr Oakford advised that the committee would see only the disposals which were the subject of key decisions, on which Members would be asked to comment as usual, as part of the Council's decision making process.
3. Mr Oakford said he hoped to bring an update on the plans for Strategic Headquarters accommodation to the September meeting, although the proposed key decision would not be ready for the committee to discuss until its November meeting.
4. It was RESOLVED that the planned work programme for 2022/23 be noted.

#### **99. Motion to exclude the press and public for exempt business**

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

#### **EXEMPT ITEM**

(Open access to minute)

#### **100. Kent County Council Trading Companies - Update**

*(Item 16)*

*Mr H Rayner declared that he had been a customer of Kent Holdco Ltd for many years.*

1. Mr Oakford introduced the report and welcomed to the meeting Vincent Godfrey, Group Chief Executive Officer, and Philip Dearing, Chair, of Kent Holdco Ltd. The committee was then shown a video setting out the aims and purpose of Holdco, what services it covered and how it operated, as well as its structure and governance.
2. Mr Oakford, Mr Godfrey and Mr Dearing responded to comments and questions of detail from the committee about Holdco, including about the supply chain, product range, quality control and audit, IT resilience and cyber security, the County Council's investment in the company, recruitment and retention of staff, access to the Local Government Pension Scheme and union engagement, the company's taxation burden and social value.
3. Mr Dearing offered committee members the opportunity to visit the Kent County Supplies depot and see Holdco's work at first hand, and asked Members to let the clerk know if they wished to take up this invitation.
4. Mr Watts advised that a further report on the commissioning of legal services would be made to the committee's September meeting.
5. It was RESOLVED that the report be noted, with thanks.

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**From:** Roger Gough, Leader of the Council  
David Cockburn, Chief Executive Officer

**To:** Policy and Resources Cabinet Committee

**Date:** 14<sup>th</sup> September 2022

**Subject:** Domestic Abuse – The Kent Picture

**Classification:** UNRESTRICTED

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral divisions:** All

**Summary:**

On the 4<sup>th</sup> May 2022, Policy and Resources Cabinet Committee requested an update on domestic abuse following the key decision to accept the safe accommodation funding allocation from national government for 2022/2023.

This paper gives an update on the significant work happening across the domestic abuse agenda, including actions to meet statutory requirements related to the Domestic Abuse Act, and non-statutory provision within the community.

2021/2022 was the first year of the implementation of part 4 of the Domestic Abuse Act, with statutory requirements including strategy development, needs assessment completion, and formation and strengthening of governance structures which are detailed within this paper.

In 2021/2022 significant scoping of projects was completed and work achieved as outlined within this paper; however, it has taken time to identify gaps in provision, scope projects and programmes, understand growth capacity within the marketplace and to recruit and maintain staff. Underspend within the safe accommodation budget has been rolled forward with agreement by the Department of Levelling up, Housing and Communities (DLUHC).

The paper outlines projects and proposals relating to 2022/2023 across safe accommodation and community services and gives details on additional funding and projects gained through joint bids and partnership working.

**Recommendation:**

The Policy and Resources Cabinet Committee are asked to note and comment on work across the domestic abuse agenda.

## **1. Background**

- 1.1 Domestic abuse is prolific with around 5.5% of all adults aged 16 – 74 years (2.3 million) experiencing domestic abuse within 12 months (ONS 2021)<sup>1</sup>. The impact of domestic abuse on families is far reaching due to the physical, mental, and emotional harm suffered by victims and survivors. The 2020 needs assessment applies national estimates to the Kent and Medway population and found the cost of domestic abuse to society (including loss of productivity) as £2.6bn per year (based on 75,000 annual incidents in Kent and Medway at a cost of £34,015 per victim)<sup>2</sup>. Support in relation to prevention, interventions, and timely justice in this area is crucial.
- 1.2 Domestic abuse is multifaceted and impacts many of the council's services. Work with vulnerable children and adults, mental health and drug and alcohol support, housing, community safety and violence reduction all intersect with people who may have had experiences of domestic abuse, and where the council may be involved in provision of services. Integrated Children's Services sees approximately 80,000 contacts through the Front Door per annum, with 25% of these being direct referrals due to domestic abuse. This however is not the whole story, as many cases supported by both the Social Care and Early Help teams are directly linked to domestic abuse even though this is not the presenting reason for referral.
- 1.3 Because domestic abuse impacts so many areas of council services it also crosses cabinet portfolio areas, spanning adults and children's services, community safety, strategic partnerships, and strategic commissioning.
- 1.4 Prior to the Domestic Abuse Act the council was already committed to the domestic abuse agenda. Since 2003 the council has been funding support to survivors of domestic abuse through Supporting People grant funding. In 2009 when the ring fencing was removed from this grant funding KCC chose to continue investing in domestic abuse support services.
- 1.5 In 2016 KCC brought together partners, including KCC Adult Social Care, KCC Public Health, the Office of the Police and Crime Commissioner (OPCC), Kent Fire and Rescue Service and nine District and Borough councils to pool budgets and collaboratively commission the Kent Integrated Domestic Abuse Service (KIDAS).
- 1.6 This partnership work aligned disparately commissioned services into a flexible, holistic service model, designed to create clear client pathways and outcomes, offer greater consistency of services, deliver operational

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<sup>1</sup> Office of National Statistics (accessed 7.22) 'Domestic abuse prevalence and trends, England and Wales: year ending March 2021

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/domesticabuseprevalenceandtrendsenglandandwales/yearendingmarch2021>

<sup>2</sup> Kent Public Health Observatory (2020, page 13) 'Domestic Abuse Needs Assessment'

[https://www.kpho.org.uk/\\_\\_data/assets/pdf\\_file/0004/118651/Domestic-Abuse-Needs-Assessment,-October-2020.pdf](https://www.kpho.org.uk/__data/assets/pdf_file/0004/118651/Domestic-Abuse-Needs-Assessment,-October-2020.pdf)



efficiencies, and facilitate improved strategic oversight across services to inform future strategic, tactical, and operational decision-making.

- 1.7 The five-year KIDAS contract was awarded in 2017 (with the opportunity to apply two, two-year extensions) and includes provision of support to adults (aged 16+) both within the community and within safe accommodation services. The Public Health contribution to KIDAS is £295,000 and Adult Social Care £1,741,600 per annum. It has provided a strong platform to attract additional funding into Kent. Following a review, a key decision was taken in August 2021 to utilise the first two-year extension (link in background documents) which extends the contract to March 2024. This contract may be recommissioned at the end of the extension period. The contract has supported the council's response to the new duties under the Act.
- 1.8 KCC has long been involved in, and now manages and supports the Kent and Medway domestic abuse partnership governance structure which includes Kent Police, the Probation Service, the Police and Crime Commissioner's Office, Medway Council, Kent Fire and Rescue Service, Districts, the NHS, and other partners.
- 1.9 This governance structure includes the Kent and Medway Domestic and Sexual Abuse Executive Group, chaired by Assistant Chief Constable Tracy Harman, a Tactical Group supporting this work and the new statutory Local Partnership Board (LPB) (further detailed in 2.4 and Appendix A).
- 1.10 In 2019 Kent County Council led on the development, consultation and finalisation of the Kent and Medway Domestic Abuse Strategy (link in the background documents, this strategy is also available in Easy Read and in British Sign Language). The strategy received sign up from all public sector organisations involved with the partnership. A delivery plan has been developed and is being managed and monitored by KCC officers to ensure delivery against the priorities developed within the strategy. The delivery plan aims to bring together work from across partners to strengthen coordination and collective outcomes and seeks to identify and support work against key projects.
- 1.11 Work against the strategy and delivery plan is in close partnership with all signatories. Collectively we have worked to coordinate local and strategic responses, share research findings, host seminars and regional forums, led on multiagency reviews and sought joint funding for staff across both safe accommodation and community services.
- 1.12 In February 2022, KCC became White Ribbon accredited, formalising the council's commitment to standing up against violence towards women and girls. This work seeks to promote positive cultures through-out our teams and services while raising awareness of services available to help people.

## **2. Legislation**

- 2.1 Domestic abuse services are broadly categorised as either safe accommodation or community-based services.
- Safe accommodation support is often delivered to survivors in a residential setting which is specifically designed to meet the needs of that group. This could include refuge (communal and individual placements) and move on accommodation (as people move out of refuge or other safe accommodation into longer term homes).
    - The statutory guidance of the Domestic Abuse Act expands the definition of safe accommodation services to include Sanctuary (A3.4 of the guidance) where enhanced security measures are installed within a home (and where the perpetrator does not live in the accommodation).
  - Community-based services are provided to people in their local areas, or within their own home, and include for example specialist advocacy support, welfare and mental health support.
- 2.2 In April 2021 the Domestic Abuse Act was passed. Part 4 of the Act gives Tier 1 authorities statutory requirements linked to support within safe accommodation services.
- 2.3 Service data from the 2021/2022 Kent Integrated Domestic Abuse Service (KIDAS) shows that only 8% of service provision has been for those within safe accommodation with the majority of people, (92%), accessing provision within the community, where there remains no statutory underpinning for the funding of these services. Therefore, when considering the council's response to domestic abuse we must look both at the safe accommodation response aligned with the Domestic Abuse Act, and community provision where the majority of access sits.
- 2.4 The below gives an outline of the council's duties under the Domestic Abuse Act. Support services delivered in safe accommodation must be provided to both adult victims and survivors of abuse, and children who witness abuse. The Act gives Tier 2 authorities the duty to support this work.
- 2.5 Under the Act Tier 1, with support from Tier 2 authorities are required to;
- a) *create a Local Partnership Board with responsibility for conducting a needs assessment (forming a gap analysis on safe accommodation support).*

The Kent Local Partnership Board (LPB) is Chaired by Akua Agyepong (Assistant Director, Kent County Council) and Vice Chaired by John Littlemore (Head of Housing and Community Services, Maidstone Borough Council), and was set up in May 2021. The Local Partnership Board includes representation from every district and borough.

A voluntary sector subgroup which includes representation from approximately 20 voluntary sector organisations supports the LPB. This Board is open to all organisations working across the domestic abuse agenda and

actively informs and advises on the work of the LPBs (Kent and Medway) and other partnership groups.

A 'Lived Experience Engagement Programme' (LEEP) has been agreed and will be commissioned to ensure that the voice of those affected by domestic abuse influences the work of the LPB and other governance structures (further detailed in 5.4). Officers are also working with current providers of services to ensure those impacted by abuse shape priorities within partnership agendas.

b) *complete a Domestic Abuse Strategy on safe accommodation.*

The draft Kent and Medway Domestic Abuse Strategy was presented to the Kent Community Safety Partnership during its development (17<sup>th</sup> July 2019 and 8<sup>th</sup> October 2019) and the Policy and Resources Cabinet Committee in September 2019 (report link in background documents) and launched in March 2020 (strategy link also in background documents). This strategy predated the Domestic Abuse Act and makes within it commitments for those impacted by domestic abuse across both safe accommodation and community provision. Partnership agreement against stated commitments placed KCC and partners in a strong position to develop this work to meet statutory requirements which arose with the Act.

In April 2021 an additional section on support within safe accommodation was drafted, consulted upon, and added to the strategy, which was republished in late 2021.

The current Kent and Medway Strategy concludes in 2023 and drafting and development of the new strategy will commence in early 2023. The strategy development will be based around journey mapping of experience including barriers to support, experiences of response services and longer-term support and justice provision.

c) *to undertake commissioning activity in relation to support in safe accommodation services for both adult survivors and their children, informed by the needs assessment.*

A needs assessment was completed by the Kent Public Health Observatory (in coordination with partners including the Police and Medway) in Oct 2020 which explored cross partnership data across domestic abuse services.

With the introduction of the Domestic Abuse Act Kent Analytics created an addition which focused on safe accommodation services in Kent which was published in October 2021 (link in background documents). With the inclusion of children and young people now being recognised as victims of domestic abuse in their own right, work is currently underway to develop a 2022 refresh which will focus on the experiences of children and will be used to shape future provision.

Gaps in services identified to date have informed strategy, commissioning, safe accommodation spend and the formation of the Kent and Medway domestic abuse delivery plan.

d) *monitor delivery against the strategy.*

The Kent and Medway delivery plan has been developed in coordination with partners and covers actions which work across both safe accommodation and community services and monitors the progress against priorities identified within the strategy (managed and monitored by KCC officers). Updates on progress are overseen via the domestic abuse governance structure.

- 2.6 The Council is required under the statutory guidance of the Domestic Abuse Act (Part 4, B4.7) to ensure that provision of support in safe accommodation under this duty does not lead to cuts in community-based domestic abuse provision (i.e. prohibits the reallocation of monies from community services to safe accommodation services). Kent has significant support within the community in comparison to many local authority areas under the KIDAS contract and has worked with partners to maintain funding to support this provision. This is further detailed in section 5 of this report.

2.7 Links to the Kent Community Safety Partnership

- 2.7.1 The Crime and Disorder Act 1998 gave statutory responsibilities to local authorities, Kent Police and key partners to reduce crime and disorder in their communities. Under this legislation Crime and Disorder Reduction Partnerships (now Community Safety Partnerships) were required to carry out 3 yearly audits and to implement crime reduction strategies. A formal review of the 1998 Act took place in 2006, with the result that three-year audits were replaced with annual partnership strategic assessments and rolling partnership plans, whilst in two tier authority areas a statutory County Community Safety Agreement was introduced.

- 2.7.1 The Kent Community Safety Agreement (April 2022 – link in background documents) outlines the key community safety priorities for the county along with the cross-cutting themes that support the identified priorities. Domestic abuse is one of the eight current priorities, and the Kent Community Safety Partnership (KCSP) is updated on progress against areas identified.

- 2.7.2 Statutory guidance for the conduct of Domestic Homicide Reviews (DHRs) directs that establishing a review lies with the local Community Safety Partnership (CSP). CSPs are made up of representatives from the 'responsible authorities', police, local authorities, fire and rescue authorities, probation service and health. Since 2011, the Kent Community Safety Partnership (KCSP), has had lead responsibility for managing DHRs on behalf of all CSPs in Kent and Medway under the Kent and Medway protocol overseen by the Kent & Medway DHR Steering Group.

- 2.7.3 Since the legislation was enacted in 2011, it has been necessary to commission 40 DHRs in Kent and Medway. Of those DHRs commissioned,

the cases are distributed across all Districts/Boroughs in Kent and Medway. Nearly three quarters of the victims/deceased are female and the ages of those who have died range from late teens to those in their 80s. Over half of cases relate to intimate partner homicides, a fifth relate to suicides where there was intimate partner abuse and about a quarter are adult familial homicide. Recommendations from DHRs have impacted the development of the Kent and Medway Domestic Abuse Strategy and the actions within the delivery plan which support this. The Kent and Medway Domestic and Sexual Abuse Executive Group are responsible for meeting a number of DHR actions.

### **3. Safe accommodation funding**

- 3.1 In March 2021, following a key decision by the Leader, the council agreed to accept £3,103,909 of funding to support the meeting of new statutory duties under the Domestic Abuse Act (link within background documents). The monies were received in April 2021, and the draft statutory guidance (part 4, which relates to local authority duties) was consulted upon and finalised by DLUHC in October 2021.
- 3.2 While DLUHC confirmed that monies were to be allocated yearly, they were not able to offer assurances around amount, or clarity around when funding allocations would be announced. This has impacted the council's ability to plan spend. The 2022/2023 allocation was not announced by DLUHC until February 2022. Projects scoped therefore need to be flexible with the ability to be scaled up or down dependent on financial allocations available.
- 3.3 In 2021/2022 £2,060,467 of the safe accommodation funding was committed (projects detailed below) and £1,043,442 was unspent and rolled forward into 2022/2023. This roll over was approved by DLUHC, with many other local authorities also reporting a similar position.
- 3.4 In May 2022 the Leader made a second key decision to accept year 2 funding of £3,112,501 (link within background documents). This, combined with the underspend from 2021/2022, gives the council a total of £4,155,943 to spend in 2022/2023 on meeting the statutory duties within the Domestic Abuse Act, being aware that due to rollover this is a larger allocation than we can expect in future years.
- 3.5 Funding used to support the Domestic Abuse Act can only be spent on revenue costs, specifically support for those within safe accommodation and costs associated with meeting the duties outlined in Part 4 of the Domestic Abuse Act.
- 3.6 The council has continued to support community-based provision through Adult Social Care and Public Health funding into the Kent Integrated Domestic Abuse contract. This is detailed further under point 6 of the report.

### **4. Safe accommodation projects**

- 4.1 Proposals for safe accommodation projects were underpinned by the work and evidence gathered as part of the needs assessment. The 2021 needs assessment completed by Kent Analytics identified the following.
- Barriers to access for those with mental health or substance misuse support needs.
  - A need to help people move on from refuge and dispersed accommodation into more permanent accommodation.
  - A requirement for consistent provision for children across safe accommodation.
  - A high geographical variation in the provision of sanctuary schemes (security provision in an existing home)
  - A need for increased support options for men who have experienced abuse.
- 4.2 Funding allocations have sought to meet these gaps. The table in Appendix B illustrates 2021/2022 spend on safe accommodation projects. Appendix C shows allocations for 2022/2023 including repeat allocations (extensions of the 2021/2022 projects which are shaded in orange). Below some detail is given about these areas of spend.
- 4.3 Barriers to access
- 4.3.1 People who have multiple needs, such as mental health or substance misuse needs, may require intensive support. This can lead to longer stays in refuge and in the most severe cases, people may be declined a place in refuge due to their needs being too high to manage with the current staffing resource.
- 4.3.2 To improve access to support within safe accommodation for these individuals, Specialist Independent Domestic Violence Advisors (IDVAs) were funded across the county for 2021/2022, at a cost of £400,000.
- 4.3.3 Specialist IDVAs provide a dedicated, intensive, specialist resource delivering a joined-up, multi-agency support package, liaising with key organisations such as mental health services, substance misuse treatment services and criminal justice agencies to deliver consistency and positive outcomes for these vulnerable clients.
- 4.3.4 Throughout 2021/2022, 139 people were supported by these specialist roles. Secondary needs included alcohol or drug misuse, those from a Gypsy, Roma or Traveller heritage who have support needs, those with learning disabilities or mental health support needs and young people leaving care. This allocation is repeated in 2022/2023.
- 4.3.5 Additional funding (£80,000) has also strengthened and expedited access to trauma support for adult survivors residing in commissioned refuge to further

complement the service offer for those with multiple needs. As shown in Appendix B and C this spend is in 2021/2022 and increases to £180,000 for 2022/2023.

#### 4.4 Supporting people to move out of refuge

4.4.1 A key area highlighted by the needs assessment are the challenges related to survivors accessing appropriate 'move on' or 'secondary' accommodation. The new funding can only be spent on support within safe accommodation, not bricks and mortar, therefore Tenancy Support Workers were introduced, at a cost of £160,000.

4.4.2 These roles involve engaging with the local landlords and housing departments to raise awareness of domestic abuse and improve the opportunities available to survivors leaving refuge. This promotes the ability for survivors to move on from refuge when they are ready rather than waiting up to six months for an appropriate property to become available. This in turn increases throughput in the refuges and ability to provide support to further people in this setting. As shown in Appendix B and C this spend is in 2021/2022 and repeated for 2022/2023.

#### 4.5 Support provision for children

4.5.1 The Domestic Abuse Act identifies children who witness domestic abuse as victims in their own right. In 2021/2022 there were 182 children that accompanied their mother in refuge services delivered through KIDAS.

4.5.2 The needs assessment found that support services for children in safe accommodation were not sustainably funded or equitable across the county. Therapeutic services for children were included as an addition into the existing KIDAS contract in 2021/2022 at a cost of £200,500. This includes recruitment of play therapy workers and access to counselling and therapeutic services for children residing in commissioned refuge services.

4.5.3 A piece of research was commissioned to understand young people's experiences of domestic abuse, focusing on how young people would like to access support. Those involved in the research highlighted the importance of prevention, identification of domestic abuse through service awareness and the importance of different forms of support including one to one, group support and family support. These research findings, alongside market engagement workshops are being used to inform services from 2022/2023 onwards.

- 4.5.4 Allocation of monies in 2022/2023 to support children have been significantly increased (£700,000 Appendix C) to enable expansion of support for children into sanctuary provision. Key to this service development is both co-production with wider stakeholders and embedding the voice of young people in provision, both in initial scoping and ongoing development of service design. Additional 2022/2023 spend is explored below.

## **5. Safe Accommodation projects 2022/2023**

- 5.1 As described above spend on barriers to access (specialist IDVA provision), tenancy support, enhanced therapeutic support and support provision for children are maintained or increased within the 2022/2023 allocation.

### **5.2 Sanctuary schemes and Domestic Abuse Housing Alliance Accreditation**

- 5.2.1 Under the Act, sanctuary schemes are security items or measures applied to a person's home, improving the opportunity for them to remain in their local community, alongside the provision of support.

- 5.2.2 Existing sanctuary provisions across the county are managed locally, by Districts and Boroughs with the emphasis being around security and safety. Clients are referred into KIDAS for community-based support where required. The inclusion of sanctuary within the governmental definition of safe accommodation offers a significant opportunity to increase the breadth of those who can benefit from support under the Domestic Abuse Act.

- 5.2.3 In 2021/2022 scoping started to explore options for developing an equitable sanctuary service across all 12 districts and boroughs. This would include security measures and support to both adults and children residing in their own homes. This work is continuing in 2022/2023.

- 5.2.4 Domestic Abuse Housing Alliance Accreditation (DAHA) is also being explored with district and boroughs in partnership with the Kent Housing Group and will support geographically consistent housing team responses to those impacted by abuse.

### **5.3 Support options for male survivors**

- 5.3.1 While men who have experienced domestic abuse can access dispersed units of safe accommodation, they are unable to access communal accommodation within Kent. The needs assessment found that this was an area that could be further developed, and scoping work has been carried out in relation to a male refuge pilot.



5.3.2 In March 2021, Kent Analytics finalised research where they conducted 16 in depth interviews with men who had experienced domestic abuse and surveyed 238 respondents. Findings suggested that a refuge offer which could also accommodate children should be explored. A pilot offering male refuge accommodation is being established this financial year and the findings of the research are being incorporated into the pilot.

#### 5.4 The Lived Experience Engagement Programme (LEEP)

5.4.1 The Lived Experience Engagement Programme (LEEP) has been scoped with partners and will work to ensure that the experiences of people who have been impacted by domestic abuse influence and develop priorities. This model is shaped around a number of reference groups where membership is able to flux and change and where people who have experienced abuse are able to explore different themes. This model allows for discussion around specific experiences which may impact those with different intersectional protected characteristics.

#### 5.5 Overview of safe accommodation

5.5.1 In total, of the £3.1m new funding, £2,060,467 was committed in 2021/2022. The remaining £1,043,442 was approved by DLUHC to be rolled forward into 2022/2023 for continued delivery against the new duties. The Local Partnership Board is consulted on spend against safe accommodation duties and influences the development of spend proposals.

5.5.2 Because the majority of people are supported within the community, CMT, both in June 2021 and in July 2022 agreed to redirect the existing Adult Social Care and Public Health contribution for KIDAS support within safe accommodation into community services. This increased the budget available for support in the community and provided monies which could be utilised on capital costs.

### 6. **Community based provision**

6.1 The £2.3m partnership funded KIDAS contract includes safe accommodation and community-based provision. Of the annual funding committed to the contract, £1,380,050 is used for existing community-based provision.

6.2 KIDAS community-based support includes:

- flexible person-centred support delivered by specialist staff to both high and medium risk victims of domestic abuse,
- multi-agency access points in local communities,

- delivery of therapeutic and supportive activities to promote independence and future healthy relationships,
  - a private sector rented access scheme and
  - a countywide training, education, and awareness service, supporting campaigns which aim to raise awareness of domestic abuse and support routes.
- 6.3 A portion of the new DA Act funding (£938,295) has replaced existing KIDAS funding for support delivered within safe accommodation, allowing the same amount of ASCH funding to be released and reinvested in community-based support. As non-statutory spend there is more flexibility of options which could include capital costs, support within the community, prevention or safeguarding. Limitations are linked to B4.7 of the statutory guidance (part 4) within the DA Act, there should be no reduction in community-based provision.
- 6.4 Proposals to utilise this reinvested ASC money were scoped in 2021/2022 and informed by the needs assessment, feedback from local forums, providers, and available research. These were agreed at CMT in June 2021 and aimed to address:
- gaps in community provision,
  - areas not eligible for funding via the Act such as equipment costs for sanctuary schemes,
  - projects to support workforce and delivery including development of survivors' voice approaches and training for IDVAs
- 6.5 Due to the lack of certainty around future Domestic Abuse Act funding allocations, commissioning posts were recruited to on a fixed term basis which proved challenging. Year 2 allocations were not announced until February 2022 and late notification prevented fixed term contracts being extended in a timely manner, impacting staff retention. This has resulted in further recruitment activity and impeded progress on commissioning activity, particularly the delivery of community ambitions and expenditure of redirected funding, with £835,960 being unspent and returned to ASCH.
- 6.6 Projects have been scoped for delivery in 2022/2023 and agreed at CMT, these are detailed within Appendix D, and include:
- provision of young person's IDVAs, specialists trained to work with young people (aged 16-25 years) who are impacted by domestic abuse. This project has received 25% funding from the Ministry of Justice, awarded through the Police and Crime Commissioners Office.
  - continuation of additional outreach workers to meet an increased demand for support. This project has received 43% of funding from the Ministry of Justice awarded through the Police and Crime Commissioners Office.

- community access, working with local domestic abuse forums on projects to challenge barriers to access.
- developing a legal support pilot, legal support has been flagged by providers and domestic abuse forums as a crucial area of need. Proposals are being developed to increase the availability of high-quality legal advice and support to aid survivors and victims of abuse.
- media and communications, awareness raising around definitions, impact and service provision of abuse is essential to reduce barriers to reporting and to ensure that services are understood to be available to everyone. A wide-reaching communications campaign supports this work.
- capital costs relating to both sanctuary provision and the male refuge pilot.
- partnership projects including funding to support and strengthen multiagency risk assessment conferences (MARAC).

## **7. Additional funding and projects 2021/2022**

- 7.1 Additional funding of £631,000 was secured from other funding sources to further complement and strengthen the community-based provision. These were secured in 2021/2022. A summary is provided below and in Appendix E.
- 7.2 Successful partnership working between Adults Strategic Commissioning and the NHS has achieved £260,000 health funding to support Hospital Independent Domestic Violence Advisors (HIDVAs). This service was initiated in 2018 utilising short term grant funding and delivers support to patients and training to staff across acute hospitals in two NHS Trusts.
- 7.3 Two further bids from Adult Strategic Commissioning in partnership with KIDAS secured £206,000 from the Ministry of Justice (MoJ) to fund additional IDVA and Outreach staff within the community to meet an increase in demand seen since the COVID-19 pandemic.
- 7.4 Successful funding bids have also been made by Public Health and Children's and Young People teams in 2021/2022, for projects to support the domestic abuse agenda, these include:
  - £150,000 from the Covid Management Outbreak Funding (COMF) to deliver programmes to survivors entitled 'Understanding Trauma'.
  - £15,000 of Reconnect funding to deliver a DA Animation for Children and Young People.

## **8. Staffing**

- 8.1 The monies from the new burdens allocation have allowed for the recruitment of staff across divisions (Public Health, Strategic Commissioning

and Strategy, Policy and Corporate Assurance, including Kent Analytics), creating a multidisciplinary team which can work across skill sets to support the domestic abuse agenda. Work is ongoing to explore options for a single domestic abuse team which would bring together skill sets under one reporting management structure.

- 8.2 To date staff have developed partnership strategy, programme delivery, partnership governance management, best practice insight, research projects, a focus on both adult and children's commissioning projects, successful jointly funded bids and the utilisation of public health approaches to change.
- 8.3 Kent County Council is now managing a significant partnership governance structure focused on moving towards shared aims to improve the response to those impacted by abuse as well as coordinating regional meetings. Staff are supporting KCC's White Ribbon accreditation process, and are working collaboratively with Police, the NHS and Medway Council to complete and instigate a Multiagency Risk Assessment Conference review, and work to redevelop the model to support stronger safeguarding and information sharing.

## **9. Financial implications**

- 9.1 Due to roll over we have a larger allocation of funds through safe accommodation spend than we can expect in 2021/2022. Projects have been developed so that they can be scaled up (if more money is received, or bids are successful), or scaled down as financial allocations reduce. Decisions on how future spend should be prioritised will depend on evidence (including survivor's voice) and evaluation which is supported by staff across functions.
- 9.2 As noted in 6.4 spend in 2021/2022 has been impacted by the insecure nature of the funding allocation, late announcements of funding from DLUHC and staffing capacity.
- 9.3 While risk remains that the 2022/2023 allocation may not be spent in full within the financial year, a decision has been made to recruit on a permanent basis to support the pipeline of works. Recruitment has now been completed across the majority of posts. The council has developed positive relations with DLUHC and will continue to express the need for longer term funding settlements and options for reserve planning as regulations are not clear under current guidance.

- 9.4 Progression against activity and expenditure of safe accommodation funding is managed through the New Burdens Funding Steering Group. This is a working group which includes the Chair of the Local Partnership Board, Public Health, Strategy, Policy and Corporate Assurance, Strategic Commissioning and Finance. This group reports to a KCC Domestic Abuse Group, the Local Partnership Board and ultimately the Corporate Management Team.
- 9.5 Finance resource has also been allocated to ensure robust financial management of allocations.

## **10. Data Protection Implications**

- 10.1 Individual projects will be assessed as they progress to ensure that the council is meeting requirements in relation to information governance.

## **11. Equality Implications**

- 11.1 Protected characteristics and the intersectionality of these directly impacts risk of domestic abuse and the types of abuse which an individual may experience. This risk is documented within the Equalities Impact Assessment for the Kent and Medway Domestic Abuse Strategy (Appendix F). The data supporting this is embedded as Appendix G.
- 11.2 Equality impact screenings and (when needed) assessments will be completed for projects as they develop.

## **12. Conclusion:**

- 12.1 This paper gives an update on the significant work, which is happening across the domestic abuse agenda, including both statutory requirements, and non-statutory provision within the community.
- 12.2 Officers have worked to identify proposals for spend. The proposals are underpinned by the work and evidence base gathered as part of the needs assessment, research into domestic abuse and qualitative research conducted by Kent Analytics. Proposals are also informed by work against the strategy and multiple partnership subgroups which support this structure.
- 12.3 2021/2022 was the first year of the implementation of the Domestic Abuse Act, and as such, it has taken time to identify gaps, scope projects and programmes, understand growth capacity within the marketplace and to recruit and maintain staff. This has impacted spend for 2021/2022 with underspend being rolled forward with agreement by the Department of

Levelling up, Housing and Communities (DLUHC). Monies have been announced with short lead in times which in practice means that projects need to be scalable to financial allocations.

- 12.4 The paper provides information on 2022/2023 allocations across safe accommodation and community services. The safe accommodation projects for 2022/2023 were agreed at CMT and support the council's ambition to address the gaps identified in the 2021 needs assessment.

### **Recommendation:**

- The Policy and Resources Cabinet Committee are asked to note and comment on work across the domestic abuse agenda.

## **12. Background documents**

Key Decision, Kent Integrated Domestic Abuse Contract Extension

<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?Id=2513&txtonly=1>

Domestic Abuse Strategy: Report to Policy and Resources Committee (9.2019)

<https://democracy.kent.gov.uk/documents/s92188/Item%208%20-%20Domestic%20Abuse%20Strategy%20PR%2020.9.19.pdf>

The Kent and Medway Domestic Abuse Strategy, <https://www.kent.gov.uk/about-the-council/strategies-and-policies/community-safety-and-crime-policies/domestic-abuse-strategy>

Domestic Abuse, Full needs assessment for Kent and Medway, and 2021 needs assessment update (Kent only) <https://www.kpho.org.uk/health-intelligence/population-groups/domestic-abuse#tab1>

[Kent Community Safety Agreement April 2022](#)

2021 Key decision: new burdens funding

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

2022 Key decision, domestic abuse duty 2022/2023

<https://democracy.kent.gov.uk/documents/s110617/Item%209%20-%20Report%20DA%20Safe%20accommodation%20PR%20V3.pdf>

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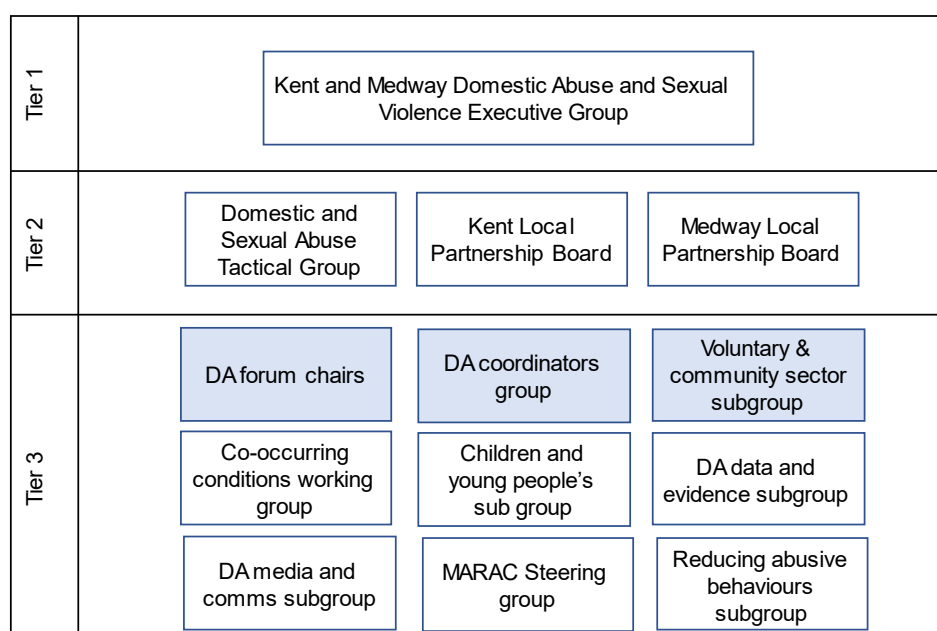
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## Appendix A: Kent and Medway Domestic Abuse Partnership Structure



## Appendix B:

2021/2022 spend, safe accommodation (DA Act) funding.

Specialist IDVAs	£400,000
Additional trauma support for victims residing in commissioned refuge	£80,000
Tenancy support officers	£160,000
Support for children residing in commissioned refuge	£200,500
Research into children's experiences of domestic abuse	£7,305.50
Strategy costs	£1,100
Redirected funding to community support (spend on existing refuge provision in KIDAS)	£938,295
Staffing	£273,269
<b>Total spent</b>	<b>£2,060,467</b>

## Appendix C:

Safe accommodation 2022/2023, planned spend:

Specialist IDVA provision (as 21/22)	£400,000
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Enhanced adults therapeutic support (as 21/22)	£180,000
Tenancy support (as 21/22)	£160,000
Children's support – robust and equitable therapeutic provision for children residing in all forms of safe accommodation	£700,000
Support in Sanctuary – robust outreach support for individuals residing in their home where increased security/sanctuary measures have been applied.	£350,000
Domestic Housing Alliance Accreditation (DAHA)	£78,000
Male safe accommodation pilot (18 months)	£300,000
Refuge, co-occurring conditions pilot	£200,000
Voice of the survivor (LEEP and Research Programme funds)	£125,000
Cyber support for those accessing refuge	£15,000
Spend to be allocated via the Local Partnership Board	£68,000
Staffing	£640,789
Redirected funding to community support (spend on existing refuge provision in KIDAS) (as 21/22)	£938,295
Unallocated	£859
<b>Total</b>	<b>£4,155,943</b>

#### **Appendix D:**

Communities 2022/2023, planned spend:

KIDAS Community Support	£1,380,050
Complement PCC funding for young person IDVAs	£84,000
Complement PCC funding for additional outreach workers	£73,500
Community access projects	£120,000
Legal support pilot	£75,000
Enhanced media and communications	£55,000
Sanctuary schemes	£400,000
Male refuge pilot	£10,000
Partnership projects	£120,000
<b>Total</b>	<b>£2,317,550</b>

#### **Appendix E: Additional funding 2021/2022**

Hospital IDVAs (CCG)	£260,000
Additional IDVA and Outreach posts (Ministry of Justice)	£206,000
Understanding Trauma (Covid Management Outbreak Funding)	£150,000
CYPE Domestic Abuse animation (Reconnect)	£15,000
<b>Total</b>	<b>£631,000</b>

## **Appendix F: Equality Impact Assessment**

### **Equality Impact Assessment – Domestic Abuse Duty 2022 to 2023**



2022-04-14

Domestic Abuse Duty

## **Appendix G: Data & Evidence for Equality Impact Assessment**



Data & Evidence for  
Equality Analysis.docx

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, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 14 September 2022

Subject: Performance Dashboard for the Chief Executive's Department and  
Deputy Chief Executive's Department

Classification: Unrestricted

**Summary:**

The Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department shows progress made against targets set for Key Performance Indicators (KPIs).

15 of the 25 KPIs achieved target for the latest month and were RAG rated Green, 5 were below target but did achieve the floor standard (Amber) and 4 did not achieve the floor standard (Red). 1 KPI, which was suspended during the pandemic, will recommence in the next report.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

## 1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role performance dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the first report for the 2022/23 financial year.

## 2. Performance Dashboard

- 2.1. The current Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department provides results up to June/July 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 2022/23. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

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

- 15 are rated Green – the target was achieved or exceeded;
- 5 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;
- 4 are rated Red – performance did not meet the expected floor standard:
  - CS04a: Daytime calls to Contact Point answered.
  - CS07: Complaints responded to in timescale.
  - GL02: Freedom of Information Act requests completed within 20 working days.
  - GL03: Data Protection Act Subject Access requests completed within statutory timescales.
- 1 was suspended during the pandemic and will recommence in the next report.

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

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

### **4. Contact details**

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# **Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department**

## **Financial Year 2022/23**

### **Results up to June/July 2022**

Page 33

**Produced by Kent Analytics**

**Publication Date: August 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 May 2022.

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	GREEN	GREEN
CS06a: Daytime calls achieving 85% of quality scorecard	GREEN	GREEN
CS06b: Out of hours calls achieving 85% of quality scorecard	GREEN	GREEN
CS07: Complaints responded to in timescale	RED	RED
HR25: Completed corporate themed Health and Safety audits sent within timescale	To be reported in next report	
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	GREEN
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	AMBER	GREEN
FN11: Financial assessments fully completed within 15 days of referral	AMBER	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	GREEN	n/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	AMBER	GREEN

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

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

### Key Performance Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	Month RAG	Jun-22 YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	98%	97%	97%	GREEN	97%	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	91%	87%	77%	79%	RED	81%	RED	95%	90%	87%
CS04b	Percentage of out of hours calls to Contact Point answered	94%	94%	95%	96%	GREEN	95%	GREEN	95%	90%	92%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	73%	73%	75%	*	GREEN	74%	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	79%	86%	82%	*	GREEN	83%	GREEN	70%	65%	82%

\* Not yet available

CS04a – Sickness levels continue to increase, and recruitment has become an issue despite improvements in pay and career pathways being implemented last year. Discussions are underway between Agilisys and KCC to create a robust plan to improve performance and ensure the centre has time to train new staff to ensure they are fully utilised across multiple service types. A new induction of staff occurred in June.

### Activity Indicators

Ref	Indicator description	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year to Date	In expected range?	<u>Expected Range</u> Upper   Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	38,766	43,262	35,856	36,739	36,117	108,712	Below	133,000	110,000	109,312

CS08 – Whilst the year-to-date figure is below the expected threshold it is very similar to last year and reflects shifts from phone calls to web interactions with KCC.



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

### Key Performance Indicators – Quarterly

Ref	Indicator description	Sep-21	Dec-21	Mar-22	Jun-22	Qtr RAG	Year to Date	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	75%	72%	77%	75%	RED	75%	RED	85%	80%	77%

CS07 – Although this remains below floor standard, we are seeing an increase in performance in all directorates excluding Children, Young People and Education. Reaching the target continues to be challenging, particularly within Special Educational Needs, where staff are working towards responding to a significant backlog of complaints. Discussions are ongoing with services to implement action plans designed to improve response times to customers and clients.

### Key Performance Indicators – Monthly

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-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	Feb-22	Mar-22	Apr-22	May-22	Jun-22	YTD	In expected range?	Expected Activity Upper   Lower		Prev. Year YTD
CS12	Number of visits to the KCC website, kent.gov (000s)	*	*	696	735	747	2,178	Yes	2,250	1,750	2,558

\* We were unable to collect data on web visits numbers during the review of KCC's use of cookies on kent.gov.uk.

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

### Activity Indicators

Ref	Indicator description	Feb-22	Mar-22	Apr-22	May-22	Jun-22	In expected range?	<u>Expected Range</u> Upper Lower		Prev. Yr YTD
HR12	Number of current change activities being supported	88	78	72	78	<b>86</b>	Yes	95	85	92
HR13	Total number of e-learning training programmes completed (YTD)	61,714	67,833	4,739	9,715	<b>14,478</b>	Yes	16,250	13,750	16,032
HR16	Number of registered users of Kent Rewards	24,794	24,902	25,055	25,205	<b>25,365</b>	<b>Above</b>	25,000	24,000	24,378
HR21	Number of current people management cases being supported	108	107	115	107	<b>113</b>	<b>Above</b>	110	100	97
HR23	Percentage of staff who have completed all 3 mandatory learning events	80%	81%	80%	74%	<b>82%</b>	Yes	90%	80%	81%

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

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

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

### Key Performance Indicators

Ref	Indicator description	Apr-22	May-22	Jun-22	Jul-22	Month RAG	YTD	YTD RAG	Target	Floor	Mar-22
FN01	Pension correspondence processed within 15 working days	98%	100%	100%	99%	GREEN	99%	GREEN	98%	95%	98%
FN02	Retirement benefits processed within 20 working days of all paperwork received	94%	95%	93%	90%	GREEN	93%	GREEN	90%	85%	70%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	87%	86%	89%	84%	AMBER	86%	GREEN	85%	80%	85%
FN11	Percentage of financial assessments completed within 15 days of referral	77%	85%	92%	86%	AMBER	86%	AMBER	90%	85%	89%

FN07 – There was an increase in the number of invoices being sent after the 30-day target in July, resulting in the KPI moving to Amber for this month.

FN11 – Client Financial Services are currently not able to achieve the KPI due to the impact of the Savings Credit Project which requires re-assessments of 2,079 cases.

### Activity Indicators

Ref	Indicator description	Apr-22	May-22	Jun-22	Jul-22	Year to date	Previous Year YTD
FN01b	Number of pension correspondences processed	483	683	549	623	2,338	2,440
FN02b	Number of retirement benefits paid	218	263	174	245	900	845
FN07b	Number of invoices received by KCC	10,398	12,679	8,778	9,954	41,809	37,295
FN11b	Number of financial assessments received	482	969	710	733	2,894	2,785

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

### Key Performance Indicators

Ref	Indicator description	Apr-22	May-22	Jun-22	Jul-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	69%	60%	49%	74%	AMBER	n/a		75%	70%	76%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	28%	31%	40%	11%	GREEN	n/a		15%	20%	22%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	98%	98%	97%	AMBER	98%	GREEN	98%	95%	98%

FN05 – This is now just one percentage point below target following the cancellation of two large debts.

FN08 – Of the 9,954 received, 8,355 (83.9%) were received within 30 days of KCC's received date, and 8,131 (97.3%) of which were entered onto AP systems by the KCC due date. Of the 224 invoices not entered on time 125 were received on either day 29 or 30 and were not input within 30 days. The KPI would be 98.8% without these 125 invoices.

### Activity Indicators

Ref	Indicator description	Apr-22	May-22	Jun-22	Jul-22	Previous Year YTD
FN05b	Value of debt due to KCC (£000s)	55,116	50,363	39,661	29,164	31,304

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	Mar-22	Apr-22	May-22	Jun-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%	100%
GL02	Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	73%	71%	76%	72%	RED	73%	RED	92%	90%	76%
GL03	Data Protection Act Subject Access requests completed within timescales	55%	74%	70%	69%	RED	72%	RED	90%	85%	63%

GL02 – In the three months to June, most requests were received by Growth, Environment and Transportation and Waste (75% completed in timescale), followed by Children, Young People and Education (70% completed in timescale), then Chief Executive's Department (77% completed in timescale), then Deputy Chief Executive's Department (77% completed in timescale), and finally Adult Social Care and Health, who had the fewest requests (65% completed in timescale). It continues to be challenging for services to prioritise responses ahead of their day-to-day work.

GL03 - The majority of Subject Access Requests in the 3 months to June relate to Children's Social Care (72%) of which 73% were completed within timescale. Requests can include the need to access multiple historic records and the use of redacting tools for records held electronically which can add significant time when responding to requests.

### Activity Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	YTD	In expected range?	Expected Activity Upper   Lower		Previous Year YTD
GL01b	Committee meetings	20	7	16	10	33	N/a			37
GL02b	Freedom of Information requests	187	147	177	160	484	Yes	550	450	527
GL03b	Data Protection Act Subject Access requests	62	47	30	32	109	Below	130	110	161

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

### Key Performance Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-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	75%	73%	77%	74%	GREEN	75%	GREEN	70%	65%	72%
ICT02	Positive feedback rating with the ICT help desk	93%	92%	93%	94%	AMBER	93%	AMBER	95%	90%	94%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	100%	100%	GREEN	100%	GREEN	99.8%	99.0%	100%
ICT04	Working hours where ICT Services are available to staff	99.9%	100%	99.9%	100%	GREEN	99.9%	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where email is available to staff	100%	100%	100%	100%	GREEN	100%	GREEN	99.0%	98.0%	100%

ICT02 – Cantium has recently appointed a new leadership team. This team is currently developing a service improvement plan, there is a lot of work to do and we expect this KPI to start to improve by the end of the financial year.

### Activity Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	7,866	5,679	6,961	6,885	19,525	18,277
ICT02b	Feedback responses provided for ICT Help Desk	427	365	424	389	1,178	1,471

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

### Key Performance Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	2.1%	0.0%	0.0%	0.0%	GREEN	5%	15%	2.1%

### Activity Indicator

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	56	37	425	74	535	755
PI03c	Capital receipts banked (£000s)	5,470	1,766	0	575	2,341	107

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

### Key Performance Indicators

Ref	Indicator description	Mar-22	Apr-22	May-22	Jun-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	81%	94%	96%	95%	GREEN	95%	GREEN	90%	80%	83%

### Activity Indicator

Ref	Indicator description	Feb-22	Mar-22	Apr-22	May-22	Year to Date	Previous Year YTD
PI04b	Number of reactive tasks responded to	1,054	1,065	1,010	1,081	2,091	1,515



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

John Betts, Interim Corporate Director of Finance

To: Policy & Resources Cabinet Committee – 14 September 2022

Subject: Council Tax Update

Key decision: No

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

### **Summary:**

The attached report provides an update on the council tax precept for 2022-23 including how the tax base estimate is determined, progress on monitoring council tax collection, details of local council tax reduction schemes and support/incentives KCC provides towards increasing the tax yield.

### **Recommendations**

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

- a) Approaches to increasing future years' tax base
- b) Approach to monitoring council tax collection and factors affecting future tax base
- c) Review of Local Council Tax Reduction Schemes
- d) Review the support/incentive payments KCC provides to district councils
- e) KCC response to the proposed changes to council tax under the Levelling Up and Regeneration Bill
- f) Risk to council tax from economic recession

### **Contact details**

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# Council Tax Update

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Relevant Director	Interim Corporate Director Finance, John Betts
Report author(s)	Head of Finance Policy Planning and Strategy, Dave Shipton
Classification	Unrestricted

## Background Documents

## 1. Summary

Council Tax precept for 2022-23 is £823.1m	Council Tax is now the most significant funding source for Council services. The County Council sets the Council Tax precept based on the estimated net Council Tax band D equivalent base (derived from number of eligible dwellings after exemptions, discounts, estimated growth and collection losses) determined by districts and annual household charge (determined by KCC in accordance with Council Tax Referendum principles set by Parliament). This report provides more detail on Council Tax for 2022-23.
Council Tax monitoring arrangements are in place based on information from district Councils	Bearing in mind the significance of Council Tax it is essential the Council has up to date information on Council Tax collection and other significant changes such as new dwellings, changes in discounts, etc. as these will affect collection fund balances and future years' tax base. Monitoring of key Council Tax information is included in quarterly reports to Cabinet.
Local schemes determine discounts for low income households	All districts in Kent offer less than 100% discount for low income working age households. Schemes were initially introduced in 2013 and reviewed in 2017. Most districts now operate banded schemes, where the Council Tax reduction discount does not change in line with changes in household income unless the change leads to a change in band.
KCC has provided incentives for local reduction schemes and Council Tax on empty properties	KCC historically offered an incentive for districts to reduce second homes discounts. With the introduction of local Council Tax reduction schemes in 2013 this was absorbed along with halving the discount on empty and unfurnished properties into a payment to administer local schemes. KCC has offered further incentives on local reduction schemes and empty property discounts. The Council Tax support payments and incentives from KCC to districts currently total over £2.5m.
New powers on second homes and empty properties planned for 2024	The Levelling Up and Regeneration Bill proposes Councils to be able to introduce a new discretionary Council Tax premium on second homes and properties empty for more than a year of up to 100%.

## 2. Estimated Council Tax Base for 2022-23

The estimated Council Tax base shows 2.63% growth compared to 2021-22	<p>The estimated Council Tax base from the number of registered dwellings after exemptions, discounts and estimated collection rates increased by 2.63% compared to 2021-22. The estimated tax base for 2021-22 showed an unprecedented reduction of 1.04% due to the impact of Covid-19 pandemic on household incomes and collection rates. In the preceding two year the estimated tax base grew by just over 1.5%.</p> <p>Around 60% of the increase in 2022-23 (around 1.6% growth) is new dwellings registered by Valuation Office Agency (VOA)</p> <p>The number of households claiming low-income discounts has reduced to pre pandemic levels following the increase in claimants during the Covid-19 pandemic. However, estimated Council Tax collection rates have not yet fully recovered to pre pandemic levels with losses estimated at 1.2% before the pandemic, increasing to 2.2% in 2021-22 before recovering partially to 1.8% in 2022-23.</p>
Discounts and exemptions reduce the tax yield to KCC by around £173m	<p>The most significant discounts are 25% mandatory discount for single occupancy households (£74.2m) and discounts for low-income pensioner and working age households (£77.8m).</p> <p>Pensioner discounts are determined under national criteria. Discounts for working age households are determined under local Council Tax Reduction Schemes (LCTRS) agreed by the 12 collection authorities (district and borough Councils).</p>
Estimated collection losses average 1.84%	Estimated collection losses range from 1% to 3.5% across the 12 districts. Estimated collection losses reduce KCC's share of tax yield by £15.4m.
KCC precept for 2022-23 is £823.1m	<p>The precept is based on net estimated band D equivalent tax base (563,284.89 BDE) multiplied by KCC band D Council Tax charge (£1,461.24). Of the total precept £97.6m comes from the adult social care levy (£173.25 within the KCC charge).</p> <p>The total precept has increased by £44.4m compared to 2021-22. £20.5m of this is from the 2.63% increase in the estimated tax base, and £23.9m from the increase in the household charge (just under 2% for the general level and 1% for adult social care levy).</p>
Increase in KCC tax base over 3 years slightly above average shire county increase	KCC tax base has increased by 3.09% over the three-years 2020-21 to 2022-23. The average increase across all shire areas over this period was 3.01%. The largest increase was 5% and the smallest 1.4% over this period.

## 2. Estimated Council Tax Base for 2022-23 (cont'd)

The table below shows the main components of 2022-23 estimated tax base on the overall Council Tax precept and the number of band D equivalents. The table also shows the change in individual elements from 2021-22 in band D equivalents.

	2022-23 Tax Yield £m	2022-23 Taxbase Band D equivalent	Change from 2021-22 Band D equivalent
Total Dwellings (692,361)	1,001.8	685,572.00	8,658.56
Less			
Exemptions & Disabled Discounts	-21.0	-14,338.10	732.78
Single Person Discount	-74.2	-50,801.21	-863.10
Council Tax Reduction Discounts	-77.8	-53,216.26	2,811.63
Plus			
Estimated in year growth	8.5	5,804.11	256.54
Other taxbase changes	1.2	823.85	1,008.05
Estimated collection losses (1.84%)	-15.4	-10,559.49	1,817.95
Final Precept and Tax Base 2022-23	823.1	563,284.89	14,422.41

### 3. Council Tax Monitoring

Council Tax collection monitoring will be undertaken on a quarterly basis	Throughout the Covid-19 pandemic, regular Council Tax collection monitoring was undertaken by KCC, with support and information provided by the twelve collection authorities (district and borough Councils). The conclusions for the potential impact on collection fund and future tax base estimates are included in quarterly budget monitoring reports to Cabinet. The monitoring returns provide information on Council Tax collection rates and LCTRS discounts.
Initial monitoring returns show a shortfall against budgeted collection rates	<p>Across the 12 Kent districts 29.2% of the total collectable tax base has been collected in quarter 1. Projecting this forward for the remainder of the year (assuming the remaining quarters' collections rates are similar to pre pandemic levels) results in a forecast collection rate 97.94% (equivalent to a deficit of £2.5m on the 98.16% assumed in the estimated tax base). Of this KCC's pro rata share would be £1.8m.</p> <p>The forecast collection rates do not take into consideration any payments against 2021-22 arrears or the change allowing households to opt to pay Council Tax in 12 monthly instalments rather than 10 instalments. This will change the profile of payments from pre pandemic levels although we do not have sufficient information to forecast the impact as the change at this stage. However, the change to 12 monthly instalments taken up by some households is likely to reduce the forecast collection fund deficit by the end of the year.</p> <p>The forecasts do not include any assumption about future impact on Council Tax collections of the current cost of living crisis. A clearer picture of the impact of cost of living will emerge in subsequent quarterly returns. There is a risk this could increase collection losses.</p>
Initial monitoring returns show slightly lower level of LCTRS discounts than budgeted	The overall impact across all districts is marginal although the variances differ between individual districts. The effect is a slightly lower number of LCTRS claimants than budgeted (0.1% less). This results in a forecast small surplus of £67k, of which KCC's share is £38k.
Council Tax remains significant source of income to the Council	Council Tax funds nearly a half of KCC gross revenue expenditure (excluding schools), and over 70% of the net revenue budget (after deducting income and specific grants). Monitoring of the key components affecting collection and future tax base estimates is vital to the Council's financial strategy and resilience.

#### 4. Local Council Tax Reduction Schemes

Responsibility for Council Tax benefits (CTB) transferred from DWP in 2013-14	<p>Previously households on low incomes received welfare benefits from the Department for Work and Pensions (DWP) which for the lowest households amounted to 100% of Council Tax liability for eligible households. The value of CTB depended on individual local and household circumstances such as Council Tax banding, average income, number of dependent children, other non-dependent adults in the household, savings, etc.</p> <p>For example, a person aged over 25 whose only income was working age benefits would have paid no Council Tax. Those whose income was low but above the benefit level paid a proportion of Council Tax on a taper until income reached a threshold beyond which individuals paid full Council Tax.</p>
Funding initially transferred to Local Government included 10% reduction	<p>Funding for the transfer of responsibility was included in the 2013-14 settlement split between the elements for locally retained business rates (business rate baseline and top-up) and Revenue Support Grant (RSG) from centrally retained share of business rates. The total funding included a 10% reduction compared to the cost of forecast Council Tax benefits.</p>
RSG element was not protected from further reductions	<p>RSG has been significantly reduced since the business rate retention funding arrangements and LCTRS were introduced in 2013-14. The element for Council Tax support was not protected. Following further changes to the allocation of RSG in 2016 it is no longer possible to identify separate amounts within the overall settlement for Council Tax reduction scheme funding.</p>
Local schemes for working age households	<p>Collection authorities were required to consult on and implement local schemes for working age households from April 2013. A default scheme offered the same eligibility and benefits as CTB.</p> <p>All Kent districts agreed to reduce the discount on empty and unfurnished properties from 6 months to 3 months as part of the compensation for working age discounts. The major precepting authorities agreed to pay £1.5m (£125k per district) from the proceeds towards the costs of setting up and administering local schemes.</p> <p>Half of Kent districts adopted a common scheme that allowed a maximum discount of 81.5% for the lowest income working age households to offset the 10% reduction in funding. The other half offered higher maximum discounts for working age households (and in some cases disabled claimants). These districts further reduced other discounts e.g. empty property discounts, to compensate for the higher working age Council Tax reduction discounts.</p>



#### 4. Local Council Tax Reduction Schemes (cont'd)

Local schemes reviewed 2017-18	<p>A new three-year agreement was developed for implementation in 2017-18. This consisted of reducing the standard maximum discount to 80% (with the option remaining to offer a higher discount compensated by reductions in other discounts) and changing aspects of the eligibility criteria to be consistent with other welfare reforms.</p> <p>The 2017-18 agreement included hardship schemes with the impact shared between collection and major precepting authorities based on pro rata shares of over Council Tax yields.</p> <p>Preceptors continued to make £1.5m available to administer schemes although the allocation was amended to a £70k fixed amount per district (amounting to £840k in total) and the balance (£660k) allocated according to working age/pensioner caseloads.</p> <p>KCC offered an additional £0.5m incentive fund where districts agreed a lower maximum discount and/or further changes to eligibility criteria.</p> <p>A summary of the 2017 schemes is attached as appendix A.</p>
Further reviews of have simplified schemes via income bands	<p>Most districts have now adopted banded schemes (albeit with varying number of bands and income values so that there is no detrimental impact on the overall tax yields compared to previous schemes). Under a banded scheme the Council Tax reduction discount does not change in line with changes in household income unless the change leads to a change in band. Banded schemes offer additional security for low-income households and reduce administration costs.</p>
Economic conditions are a key factor affecting Council Tax yields	<p>The localisation of Council Tax reduction schemes means Councils are exposed to the impact of higher discounts during an economic recession. Collection rates are also more volatile during a recession.</p> <p>During the Covid-19 pandemic Councils were partially compensated for irrecoverable losses (and could accrue deficits over 3 years) and additional grant was provided for the impact on Council Tax reduction schemes. At this stage it is unclear whether further support would be available in any future recession.</p>

## 5. Other Council Tax Discounts

KCC has previously shared proceeds from reducing Council Tax discounts on second homes	<p>Historically second homes attracted a 50% discount. When the option to reduce the discount was introduced KCC agreed with Kent districts in 2006-07 that all districts reduce the discount to 10%. This increased the KCC share of Council Tax by around £2.5m. KCC retained a fixed £2m and any remaining additional Council Tax levied from the reduction was paid to districts pro rata to the value of the reduction in each district. Districts could spend this on projects agreed with KCC. Districts and other precepting authorities retained a share of the reduction within their individual tax base shares.</p> <p>The second homes scheme was revised and simplified in 2011-12 with the KCC proceeds shared 75% to the County Council and 25% paid to districts (again pro rata the value of the reduction in each district). Districts no longer required KCC consent to the spending on projects.</p> <p>In 2013-14 legislation allowed the second homes discount to be removed entirely. As part of the compensation for LCTRS discounts KCC and major preceptors agreed with all districts that the second homes discount be removed. The previous arrangements to share the KCC proceeds from reducing second homes discounts were absorbed into the £1.5m payment to support Council Tax reduction schemes.</p>
Flexibility on empty property discounts and premiums incentivised	<p>Legislative changes in 2013-14 allowed discretion to charge Council Tax on empty properties where unoccupied and substantially unfurnished (previously 6 month full exemption) or where a property requires major repairs or structural alterations to render it habitable (previously 12 month full exemption).</p> <p>The legislation allowed local Councils to introduce local arrangements to apply a % discount, reduce the length of discounts compared to previous exemptions or adopt local criteria limit discounts to certain specified circumstances e.g. natural disasters.</p> <p>The legislation also allowed Councils to charge a 50% premium on long term empty properties unoccupied for more than 2 years other than annexes or armed forces accommodation. Further legislative changes in 2019 enabled the premium to be increased to 100% after two years, and to up to 400% for properties unoccupied for more than 10 years.</p>
KCC incentives on empty properties	<p>KCC offered an incentive to Councils to reduce empty property discounts or introduce long term empty property premiums of 25% of the County Council's share of the estimated increased Council Tax (other than where discounts were reduced/premiums used to offset higher working age Council Tax reduction discounts).</p>

## 5. Other Council Tax Discounts (cont'd)

KCC incentives on empty properties	KCC has agreed empty property incentive payments with seven out of 12 districts. In total payments amount to £830k and are largely based on historical estimated additional Council Tax from reducing discounts and introducing premiums.
Council Tax (or premiums) cannot be charged on some empty properties	<p>Empty properties subject to probate are not liable for Council Tax until probate is granted. Councils can apply a further 6 month discount after probate is granted under local agreement if the property remains unoccupied and is still owned and in the name of the person who died.</p> <p>Other properties exempt for empty property charges include homes:</p> <ul style="list-style-type: none"><li>• of someone in prison (except for not paying a fine or Council Tax)</li><li>• of someone who's moved into a care home or hospital</li><li>• that have been repossessed</li><li>• that cannot be lived in by law, for example if they're derelict</li><li>• that are empty because they've been compulsory purchased and will be demolished</li></ul>
New powers to charge premiums on second homes and long term empty properties	<p>The 2022 Queen's Speech included proposed legislation under the Levelling Up and Regeneration Bill that would allow Councils to be able to introduce a new discretionary Council Tax premium on second homes of up to 100%. The Bill would also enable Councils to start charging long term empty premiums on homes that have remained empty for longer than a year.</p> <p>The Bill is anticipated to receive Royal Assent next year for implementation in 2024.</p>

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## Details of Local Council Tax Reduction Schemes 2017

	Maximum Working Age Discount	Minimum Self Employed income	Cap Support	Savings Limit	Non Dependent Deductions	Second Adult Rebate
Ashford	82.50%	NLW @ 35/16hrs per week New deferred 1 year	Band D	Reduce to £10k	£10 per week reduction to CTR per non dependent	Removed
Canterbury	90%	NLW @ 35hrs per week (with p/t variation) New deferred 1 year	Band D	Reduce to £6k		
Dartford	80%	NLW @ 35hrs per week (with p/t variation) New deferred 2 year				
Dover		NLW @ 35hrs per week (with p/t variation) New deferred 1 year	Band D	Reduce to £6k		
Gravesham	80%				£10 per week reduction in CTR per non dependent	Removed
Maidstone	80%					
Sevenoaks	80%	NLW @ 35hrs per week (with p/t variation) New deferred 2 years				
Folkestone & Hythe	75%	NLW @ 35hrs per week (with p/t variation) New deferred 1 year	Band D	Reduce to £6k	£10 per week reduction in CTR per non dependent	Removed
Swale	80%	NLW @ 35hrs per week (with p/t variation) New deferred 18 months	Band D		£15 per week reduction in CTR per non dependent	Removed
Thanet	90%	NLW @ 35hrs per week (with p/t variation) New deferred 1 year	Band D	Reduce to £6k		
Tonbridge & Malling	80%				£10 per week reduction in CTR per non dependent	Removed
Tunbridge Wells	80%	NLW @ 35hrs per week (with p/t variation) New deferred 18 months	Band D	Reduce to £10k	£10 per week reduction in CTR per non dependent	Removed

The cells highlighted in amber are the standard scheme. Cells highlighted in blue are the additional changes which attracted incentive funding from KCC. The darker blue cells are additional incentives where schemes went further.

The standard scheme was based on 80% maximum working age discount. The standard scheme also required that work related activity within employment support allowance was removed for new applicants, backdated claims limited to one month, absence from UK limited to 4 weeks, family premium removed, and number of dependent children limited to 2.

Under the original schemes Ashford, Canterbury, Dover, Maidstone, Swale and Thanet opted to offer a higher maximum working age discount and to compensate reduced empty property discounts and applied empty property premiums.



# Strategic Headquarters Update Policy and Resources Cabinet Committee 14 September 2022

- Masterplan
- Marketing update –  
Blocks A/E and B
- Invicta House Refurb
- Sessions House:  
Blocks C/D Refurb
- Key dates





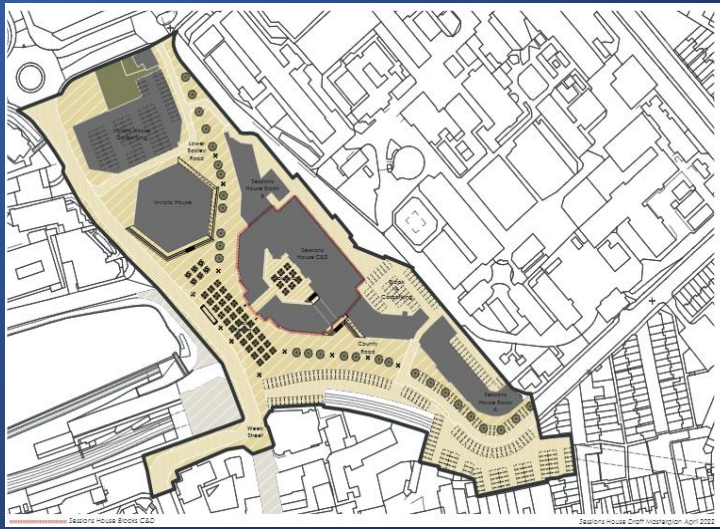
# SHQ Masterplan





# Marketing update

- Marketing commenced in July 2022, with Montagu Evans appointed to provide disposal, marketing and strategic asset advice.
- Over 80 interested parties including targeted parties with known requirements, 15 of which have requested access to data room and accompanied viewings have commenced.
- Initial offers of interest to be expressed by 9 September 2022.
- Round of 'Best and Final' bids anticipated to follow.
- Positive engagement with MOJ regarding restrictive covenants however this remains a key risk .
- Any opportunities to include One Public Estate (OPE) where possible will be considered, but limited interest to date.



- RIBA Stage 2 completed including designs and proposals, updated programme and risk register.
- Value engineering / Phasing approach developed to split the works into multiple phases implemented over a longer programme. The stage 2 cost plan indicates a significant legacy maintenance element beyond that previously identified.

# Sessions House Blocks C and D

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# Invicta House



# Key Dates

Current master programme dates below to be reviewed as part of the Business Case for implementation of the project:

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Activity	Target Completion
Masterplan RIBA stage 1+	April 22
Invicta and Blocks C/D Stage 2	April 22
Decant Options & Strategy	April 22
Marketing Exercise of Blocks A/E & B	September 22
Procurement exercise of coworking partner for Block B	September 22
Evaluation of Bids (including coworking proposals for block B)	November 22
<b>Key Decision Invicta, Sessions Blocks C/D Contract Award, Block A Disposals and Block B procurement Award.</b>	<b>October/ November 22</b>
Appoint coworking partner	February 23
Invicta and Blocks C/D Stage 3	March 23
Conditional Exchange (subject to planning) with developer for block A/E	April 23
Invicta and Blocks C/D Stage 4	July 23
Planning/Listed Building Consent (July 23)	July 23
Invicta and Blocks C/D Contract Award (December 23)	December 23
Invicta Complete	July 24
Complete disposal of Block A/E	August 24
Blocks C/D Complete	March 25

Completion date can be brought forward for Blocks C/D by entering into enabling works contract(s)

# Next steps:

- Evaluation of bids received from the marketing exercise (Bid return currently scheduled for 9<sup>th</sup> Sept).
- Agreement on design options to be developed for Sessions Blocks C/D and Invicta House, with consideration given to current proposed phasing.
- Review of economic and social impacts on the Business Case to support funding decisions.
- Review of external funding opportunities to support project funding (i.e. SALIX De-Carbonisation Programme).
- Preparation and finalisation of Business Case for Policy and Resources Cabinet Committee consideration planned for 10 November 2022.

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

Rebecca Spore, Director of Infrastructure

**To:** Policy and Resources Cabinet Committee – 14 September 2022

**Subject:** Decision Number 22/00027 – Disposal of Saxon House, Tina Gardens, Broadstairs CT10 1BJ

**Key decision:** Yes, Involves expenditure or savings of over £1m

**Classification:** UNRESTRICTED Report

EXEMPT Appendix B – not for publication. Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, refers. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Electoral Division:** Broadstairs, local Member, Rosalind Binks

### **Summary:**

The report considers the disposal of Saxon House, Tina Gardens, Broadstairs, CT10 1BJ.

### **Recommendations:**

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to the disposal of the site and delegate authority to:

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

## **1. Introduction**

1.1. This paper relates to Kent County Council's (KCC) intention to dispose of a c.0.59 hectares (c.1.46 acres) site known as Saxon House, Tina Gardens, Broadstairs CT10 1BJ ("the site").

1.2. The site is rectangular in shape and level. It comprises a c.223 sqm (c.2,400 sqft) single storey former education building of 1980/90s brick construction under a pitched tiled roof in fair condition, together with an outbuilding and a grassed area of open space.

1.3. The site was last used as a Special Education Needs (SEN) facility which closed in 2017 following the relocation of the school to a new site. The property has since been vacant and is surplus to the Council's operational requirements.

1.4. The site is allocated for residential development within the Thanet Local Plan that was adopted in July 2020. The allocation suggests a site capacity of c.14 dwellings.

1.5. The site contains several mature trees and hedgerows to the boundaries and is subject to a blanket Tree Protection Order (TPO) of the trees along the northern and western boundaries.

## **2. Location**

2.1 As illustrated and outlined in red on the site plan attached at appendix A.

2.2 The site is situated in the northern part of the popular coastal town of Broadstairs and under half a mile from the sandy beach at Stone Bay.

2.3 The immediate surrounding area is characterised by a mix of bungalows and 1970s houses in and around Tina Gardens, and large detached properties along Lanthorne Road and Newmans Close.

2.4 Lanthorne Court, an adjacent site to the east, has been allocated for 56 dwellings, and Millwood Designer Homes Ltd secured planning permission for up to 53 1,2,3 & 4-bed dwellings (Ref: OL/TH/19/1761), all private tenure due to the viability of the site. This scheme is currently under construction.

## **3. Marketing**

3.1. An open marketing campaign was undertaken on behalf of KCC by appointed agents during Spring/Summer 2022 seeking both unconditional and conditional (subject to planning) offers by way of informal tender with rights reserved to have a second round of best and final bids.

3.2. The sales particulars for the site and other relevant information were advertised online and a marketing email was sent to the appointed agents' developer/investor database to ensure the site was aired to the widest possible market.

3.3. Best and final bids were sought from bidders and supporting information was requested for their proposed schemes including any allowances (s.106, abnormal development costs etc); the extent of bidders' pre-exchange surveys, due diligence, etc. to obtain the best outcome for the Council.

3.4. Following ongoing bid analysis and due diligence, an emerging preferred bidder has been identified as set out in the exempt appendix B.

3.5. The ultimate selection of the preferred bidder will follow the process set out in the Council's Freehold Asset Disposal Policy.

## **4. Financial Considerations**

4.1. The site is surplus to KCC requirements and disposal will generate a capital receipt to support the Medium-Term Financial Plan (MTFP) and the delivery of KCC's Capital



Programme.

4.2. Planning development fees are kept to a minimum due to the structuring of a conditional contract with planning consultant fees being borne by the prospective purchaser.

4.3. Once the transaction completes, KCC will no longer be liable for the ongoing holding costs and other liabilities associated with this vacant property. The annual holding cost is approximately £53,350 per annum.

## **5. Legal implications**

5.1. The Council has a duty under s123 of the 1972 Local Government Act to obtain not less than best consideration in the disposal of property assets.

5.2. External legal advisors will be appointed in consultation with General Counsel to finalise the contracts.

## **6. Equalities implications (EQIA)**

6.1. An EQIA is not required.

6.2. The Key Decision to be taken by the Cabinet Member does not relate to a service delivery or change.

6.3. The site has been vacant since 2017.

6.4. No direct impact on any groups with protected characteristics have been identified in relation to the proposed decision to authorise disposal.

## **7. Other corporate implications**

7.1. None.

## **8. Governance**

A Key Decision is being sought in line with the Constitution and the Council's governance processes. The views of the local Member in accordance with the property management protocol have been sought.

## **9. Consultations**

9.1. Local Member consultation has been undertaken with Rosalind Binks, the local Member for Broadstairs, which noted the existing access arrangement to the site and a desire for an alternative access point to be carefully considered as part of any new scheme coming forward.

9.2. The decision in terms of any access solution will be considered and decided upon by the Local Planning Authority, in this case Thanet, in consultation with Highways as part of the planning process.

## 10. Recommendations

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to the disposal of the site and delegate authority to:

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

## 11. Background documents

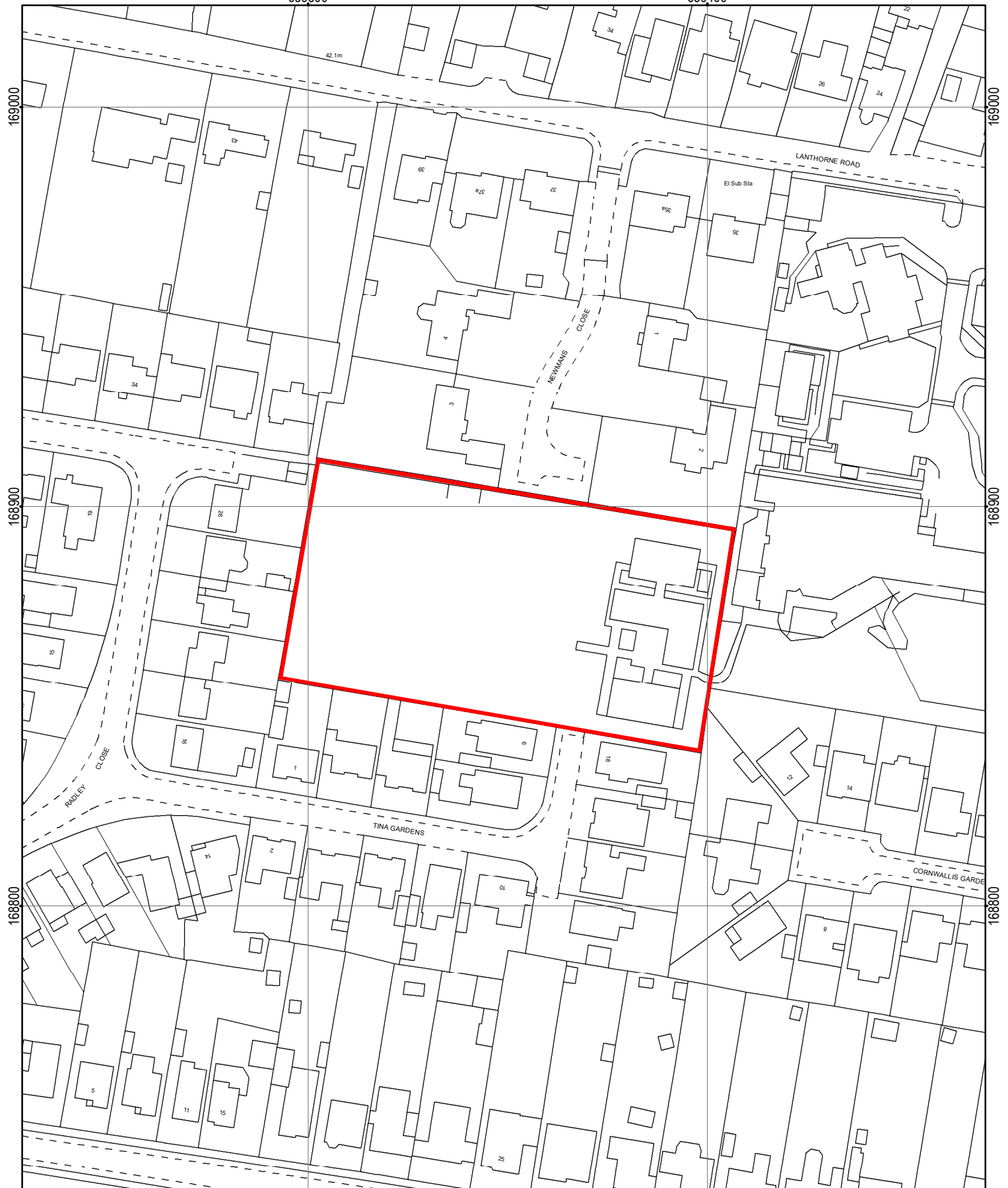
Appendix A – Site plan  
Appendix B – EXEMPT Report  
Appendix C - PRoD

## 12. Author Details

<b>Report Author:</b>	<b>Relevant Director:</b>
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Investment & Development Consultant	Director of Infrastructure
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FORMER SAXON HOUSE  
TINA GARDENS  
BROADSTAIRS  
CT10 1BJ

UPRN: 85170100

MasterMap

639400

**Kent**  
County  
Council  
kent.gov.uk



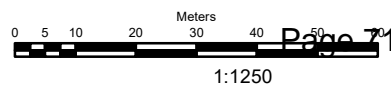
PROPERTY AND  
INFRASTRUCTURE SUPPORT  
SESSIONS HOUSE  
COUNTY HALL  
ME14 1XQ

Drawn By

MY

Date

FEB 2022



Page 71

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

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

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

**DECISION NO:**

**22/00027**

**For publication****Key decision: YES**

*Key decision criteria. The decision will 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);*

**Subject Matter / Title of Decision:** Disposal of Saxon House, Tina Gardens, Broadstairs CT10

**Decision:**

As the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, I agree to the disposal of the sites and delegate authority to:

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

**Reason(s) for decision:**

The property is surplus to the Council's requirements with an estimated transaction value in excess of £1million and is therefore a key decision.

The eventual sale of the property will result in a capital receipt for Kent County Council (KCC) which will be used to support the Council's Capital Programme.

Proposed surplus property disposal in line with Council's S.123 best consideration obligations.

**Cabinet Committee recommendations and other consultation:**

The proposed decision is due to be considered by the Policy and Resources Cabinet Committee 14<sup>th</sup> September 2022.

The views of the Local Member will be sought and reported to the Cabinet Committee and the decision taker.

**Any alternatives considered and rejected:**

The former Special Education Needs facility is surplus to the Council's operational requirements and

consent has been granted by the Secretary of State for Education to allow for KCC to dispose of the site.

Kent County Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. The selection of a preferred bidder will take place in accordance with its Freehold Asset Disposal Policy.

The site is allocated for residential development within the Thanet Local Plan that was adopted in July 2020. The allocation suggests a site capacity of c.14 dwellings.

The site has been openly marketed by an experienced Kent based land agent. Bids have been received.

In securing the best consideration for the site, the planning position underpins the value. In this case, the best chance of optimising the planning position is to work with the preferred developer under a conditional sale contract, which also reduces KCC's exposure to the risk of abortive costs.

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

None.

.....  
signed

.....  
date



From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,  
Corporate and Traded Services  
Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 14 September 2022

Subject: Facilities Management Update

Classification: UNRESTRICTED

Past Paper Pathway: Policy and Resources Cabinet Committee, 20 March and 29 July  
2020

Policy and Resources Cabinet Committee, 14 January and 9  
November 2021

Policy and Resources Cabinet Committee 24 March 2022

Future Pathway of Paper: None

Electoral Division: All

**Summary:** This report provides the Policy and Resources Cabinet Committee the bi-annual update on Kent County Council's (KCC) facilities management. It includes an update on the performance of the current contract, the procurement of a new contract, an introduction to the new service providers and contract mobilisations.

**Recommendation:** The Policy and Resources Cabinet Committee is asked to note the report and progress.

## 1. Background

1.1. The Council currently commissions Total Facilities Management (TFM) services with two providers, Amey and Skanska, for the KCC corporate landlord estate, and some statutory compliance for schools which are the responsibility of KCC. The Council also makes available waste services, cleaning, and catering services to schools through separate contracts, which are not part of the TFM service.

1.2. The current TFM contracts were extended to 31 October 2022. A new facilities management delivery model has been implemented which includes one countywide hard FM contract (including statutory compliance, planned preventative maintenance, project services, helpdesk, handypersons, landscaping, and ground maintenance services) and multiple countywide soft FM contracts (including cleaning and feminine hygiene, waste, landscaping and pest control and reception and security).

## 2. Current TFM Performance (Contractual including Key Performance Indicators (KPIs))

2.1. Overall Mid-Kent compliance performance (Amey) is shown in the table overleaf:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	97%	100%	99%	95%	99%	92%	98%
Reactive Task Completion Performance	CLL	97%	92%	91%	93%	95%	89%	94%
Number of Repeat Requests	CLL	0	0	0	0	0	0	0
Statutory Compliance Level	School	97%	99%	99%	97%	92%	92%	100%
Reactive Task Completion Performance	School	99%	94%	96%	97%	98%	92%	97%

2.2. Overall East-Kent compliance performance (Skanska) is shown in the table below:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	100%	100 %	99%	100 %	99%	99%	100 %
Reactive Task Completion Performance	CLL	99%	100 %	100 %	99%	98%	97%	100 %
Number of Repeat Requests	CLL	1	2	1	1	2	2	1
Statutory Compliance Level	School	100%	100 %	100 %	100 %	99%	100 %	100 %
Reactive Task Completion Performance	School	100%	99%	100 %	100 %	100 %	96%	98%

2.3. Overall West-Kent compliance performance (Skanska) is shown in the table below:

Performance Area	Corporate Landlord (CLL) or School	Previous 8 month Average	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
Statutory Compliance Level	CLL	100%	99%	99%	100 %	99%	100 %	100 %
Reactive Task Completion Performance	CLL	100%	99%	99%	99%	95%	97 %	100 %
Number of Repeat Requests	CLL	1	1	0	1	1	2	1
Statutory Compliance Level	School	100%	100 %	100 %	100 %	99%	100 %	100 %
Reactive Task Completion Performance	School	100%	99%	99%	100 %	100 %	94 %	99%

2.4. The statutory compliance KPI is sourced from two KPIs; statutory maintenance and inspections, and updating statutory records. In summary, this is measuring how many statutory tasks were due in the month and comparing these to how many were completed on time. This includes all level of testing, not just key compliance areas.

The measurement methodology is that each task is only considered as complete and having passed its KPI if it was completed on time and evidence of completion i.e. certification, is available on the Computer Aided Facilities Management System (CAFM).

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

### **3. Current TFM Performance (Non KPI related)**

3.1. Although the impact of COVID-19 is reducing, the last several months have presented some service challenges for both KCC and the TFM contractors, creating a changed operating environment and service delivery. The challenges have presented a platform for Skanska, Amey and KCC to continue to build, maintain and enhance the ongoing partnership now and in the future.

3.2. This approach is demonstrated through the continuous engagement, staff attitude, and the providers taking on additional duties, at no cost to KCC, whilst supporting a considerable de-scope in service and delivering cost savings to the Council. Both of the TFM contractors have managed to maintain staffing levels within Kent to continue business as usual.

3.3. Both TFMs are committed to acting as responsible members of UK society and in the communities that they operate. Skanska and Amey are involved with many communities through their employees and supply chain. For example, in February 2022, Skanska ran an event jointly with the Construction Youth Trust from 14-16 February. Fifteen 16-18 year olds attended the event from a mixture of backgrounds with some young people having clear aspirations and others not so sure what they would like to do. The event was held at Northfleet Youth Centre and the aim of the event was to raise awareness of professional careers in the construction, build and FM industry and the progression routes into these careers, and to give students the opportunity to meet and interact with the professionals, develop employability skills and interview for potential work placement. Furthermore, it was to develop students' confidence, aspirations, and employability skills (presentation, teamwork, communication, interview skills etc) all whilst meeting new people from a diverse range of backgrounds.

### **4. Update on the new Hard FM Services Contract**

4.1 The hard service contract following a competitive process has been awarded to Skanska. Skanska have previously provided total facilities management (TFM) services to KCC since 2014 in West Kent and in East Kent from 2020.

4.2 The new hard service contract includes a number of lessons learned from the current TFM contract. Skanska are approaching the delivery of the service as a new contract and understand the requirement for a new approach to the delivery and management of the service. Included within the Hard FM contract:-

- 4.2.1 Alignment with KCC strategic objectives including those such as achieving carbon net zero.
- 4.2.2 Strategic asset management & planning – including maintaining an understanding of the authority’s estate strategy, asset tracking and trend analysis and forward maintenance planning.
- 4.2.3 Helpdesk provision – single help desk through which stakeholders will access all services.
- 4.2.4 Provision of a CAFM system and the requirement for dashboard analytics.
- 4.2.5 Routine maintenance delivery – maintaining assets on site to meet legal and best practice requirements and to assist KCC in meeting its statutory duties.
- 4.2.6 Reactive activities – includes priority response target times as well as first time fix and stakeholder holder communication requirements.
- 4.2.7 Ad hoc services – a mobile caretaking solution for all services to access
- 4.2.8 Service user satisfaction surveys as well as senior stakeholder surveys will be undertaken to ensure feedback from all levels of the authority.
- 4.3 Skanska and KCC are working together to ensure a smooth mobilisation and transition to the new contract, which commences on 1 November 2022. Weekly and monthly mobilisation meetings are held which form part of the mobilisation governance and the TUPE consultation has commenced.
- 4.4 Skanska are currently visiting all sites, including those not currently under their remit to perform a number of validation exercises to ensure they have a detailed understanding of the site-specific requirements.
- 4.5 As part of the mobilisation programme, there are various communication and engagement activities planned with stakeholders, to ensure contract efficiency and effectiveness from service commencement.
- 4.6 Where required, KCC’s Infrastructure division liaise with the wider KCC functions for expertise, such as, Human Resources, Communications, Design and Branding, and Finance to ensure early engagement and best practice is followed.

## **5. Update on the new Soft FM Services Contracts**

### **5.1 Waste Services**

- 5.1.1 The waste contract has been awarded to Countrystyle who will provide waste collection services to both the corporate and school sites for 3 years, with a potential 2 year extension.
- 5.1.2 The schools are not mandated to use this contract as they have freedom of choice for their waste carriers and so must opt into this service as they hold their own budgets.

5.1.3 There is a staggered mobilisation and start date for this contract with the schools in phase 1 and other sites following on 1 November 2022, in line with the other corporate building contracts. This will ensure that the schools have continuity of service as the current contract ends this summer.

5.1.4 Countrystyle are the incumbent supplier in East Kent for corporate as well as for schools and have started the mobilisation of the contract.

## 5.2 Cleaning Services

5.2.1 The cleaning services procurement has been concluded, with Churchill Cleaning successfully awarded the contract.

5.2.2 An initial mobilisation meeting took place in August with contract commencement on 1 November 2022 in line with the other new contracts.

## 5.3 Landscape and Pest Control Services

5.3.1 KCC Infrastructure and Procurement teams are working with our consultants, Gardiner and Theobald and Browne Jacobson, to produce a suite of contract documents suitable for the KCC estate. Subject to agreeable terms being reached, it is proposed for Kent Landscape Services, part of the Commercial Services Group, to perform this function.

## 5.4 Security, Reception and Other Services

5.4.1 This procurement did not result in the identification of a suitable contractor and therefore no contract has been awarded. Options for the provision of security and reception services are being considered to ensure continuity of service.

5.4.2 The preferred option for security and reception services is to procure a short-term, up to 24 month, contract, whilst we review our position and route to market.

5.4.3 The post room and portage service is being reviewed to be transferred to KCC Facilities Management Team. Infrastructure can then support the future transformation of these services.

5.4.4 The courier service is currently being provided by Amey and is being reviewed for its ongoing viability and effectiveness.

## 5.5 Demobilisation

5.5.1 All contractors are liaising with the new providers to provide information and transfer of services where appropriate.

5.5.2 There will be TUPE considerations across all these contracts largely due to the fact we have chosen to disaggregate the contracts. There will be movements between contractors, sub-contractors and with some staff coming to KCC. Infrastructure is working closely with our selected contractors to ensure early engagement and consultation occurs. In addition, we are working closely with

our colleagues in Human Resources who support us in the consultation of those staff identified as joining KCC.

## 5.6 Further Reporting to the Policy and Resources Committee

5.6.1 Moving forward as the new delivery models are put in place, it will be necessary to revisit the Corporate KPI's that are reported as part of the dashboard to the Policy and Resources Cabinet Committee and the format of the ongoing reporting to the committee.

## 6. Equalities and Data Protection Implications

6.1 An Equalities Impact Assessment has been carried out and no adverse impact has been identified.

6.2 A Data Protection Impact Assessment was completed in March 2020 and has been updated. Appropriate steps have been taken to ensure that personal data is handled correctly.

## 7. Governance

7.1. External legal and technical advice has been provided to ensure that the contracts are robust and protect KCC's position. The external legal team advice has also included procurement regulations and general data protection regulation (GDPR).

7.2. Regular updates have also been provided to Finance and the Office of the General Counsel at Property Procurement Board meetings.

## 8. Recommendation

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

## 9. Background documents

None

## 10. Contact details

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

Rebecca Spore, Director of Infrastructure

**To:** Policy and Resources Cabinet Committee – 14 September 2022

**Subject:** Corporate Estate – 10 year planned maintenance predicted spend

**Classification:** Unrestricted

**Electoral Division:** All

**Summary:**

This report provides an update on the output from condition surveys being carried out on Kent County Council's Corporate Estate portfolio.

**Recommendation:**

The Policy and Resources Cabinet Committee is asked to note progress and the current cost data based on the surveys completed.

## **1. Introduction**

1.1. Kent County Council (KCC) commissioned a county-wide stock condition survey of buildings in the Corporate Estate to support a programme of works required for the next ten years to maintain properties in its portfolio.

1.2. Buildings within the Corporate Estate includes libraries, adult education centres, offices, youth clubs, children's centres and community centres. Please note, this report excludes any costs associated with Sessions House or Invicta House.

1.3. The condition surveys provide information on the internal and external condition of all KCC corporate buildings as well as identifying works required to maintain the buildings in full functioning order.

1.4. This information allows KCC to implement a strategic property portfolio management ten-year plan, with accurate budgets allocated to plan maintenance required for the next 10 years which are aligned to the property estates that the Council currently utilises to support its service delivery.

1.5. The KCC property portfolio maintenance is currently overseen by the KCC Asset Board through the Asset Review Programme (ARP).

1.6. The Asset Management Plan includes all strategic asset management matters across KCC, including service need and delivery, investment and divestment, income generation and overall capital and revenue budget improvement. The asset management plan sets out KCC's current approach, which is focused on Warm, Safe and Dry (WS&D). This approach ensures that the minimum maintenance is prioritised

to ensure that the KCC complies with its statutory duty. This approach has been in place for at least 10 years and as a result due to funding levels has meant a move towards a reactive maintenance approach.

1.7. The condition survey information will enable the production of 10-Year Plan reports, identifying modernisation works required on the following components for each of the properties in the portfolio:

- roofs
- external and internal walls
- windows
- doors
- floors
- ceilings
- redecorating works
- sanitary services
- electrical, mechanical, and plumbing services
- external areas of the property.

1.8. This report provides a summary of the current status of the condition surveys and the 10-Year Plan. The detail behind the data presented has been collated and uploaded on KCC asset system ( K2). The data is detailed and includes site plans, floor plans and room data sheets with specific works required.

1.9. The purpose of this report is to report on the budgetary deficit that existed for the maintenance of the KCC property portfolio in previous years and the resultant budgetary requirements for the 10-Year Plan for the property maintenance and modernisation programmes.

## **2. Condition survey and the 10-Year Plan**

2.1. The KCC corporate property portfolio includes libraries, adult education centres, offices, youth clubs, children's centres and community centres.

2.2. These individual building reports provided estimates of budget requirements for the KCC Corporate Estate 10-Year Plan, based on the information that was available at each period.

2.3. The current position is based on completion of 268 of 372 condition surveys, with 135 10-Year plan reports complete. The table below shows the current position:

Total number of corporate buildings	372
Total number of corporate buildings surveyed	268
Total Number of 10-Year plans produced	135
Total Current Cost Forecast, including fees and Overheads and Profits (OHP) (based on 268 properties)	£69,202,878
Total Estimated Cost Forecast across all sites (includes 15% contingency)	£164,847,555

2.4. The costs reported above included design, project management fees, main contractor overheads and profit plus 15% contingency, which is set to reduce upon 100% completion of condition surveys.

2.5. The data identified the key areas of expenditure on KCC buildings are roofs, external walls, windows, doors, electrical services, and boilers.

### 3. Financial Implications

3.1. The total gross internal area (GIA) of KCC's Corporate Estate is 312,300m<sup>2</sup>. Using Building Cost Information Service (BCIS) lowest average rate for rehabilitation/conversion projects (libraries; project type used) of £459/m<sup>2</sup>, the current estimated final spend for the modernisation programme is £164,847,555 (rounded up to £165,000,000) including a 15% contingency.

3.2. The costs shown above exclude inflation and any consequential costs associated with achieving net zero, energy efficiency or service betterment/reconfiguration or redecoration. The figures illustrated above are to maintain the status quo.

3.3. The current KCC corporate maintenance strategy is WS&D. This means minimum repair works only, that ensure the property or building is warm, safe and dry. The table below compares the costs of the 10-Year Plan for modernisation versus the 10-Year Plan for the WS&D strategy for the surveyed properties with complete 10-Year Plans in place.

	<b>Modernisation</b>	<b>Warm, safe, and dry</b>
<b>Surveyed costs (based on completed sites – 135)</b>	£ 69,202,878	£15,490,278
<b>Cost/m<sup>2</sup></b>	£586/m <sup>2</sup>	£131/m <sup>2</sup>

3.4. The current Modernisation of Assets (MOA) budget allocation is shown in the table below. This totals £38.8m for the next 10-Year period. There was previously a second budget for MOA+ specific work which was merged with the MOA budget a year ago which, together with rephasing of work throughout the Covid period, has resulted in larger budgets for 22/23 and 23/24. It should be noted that the WS&D will not address all elements of backlog maintenance and with this approach, the property portfolio will continue to deteriorate.

MOA Medium Term Financial Plan (MTFP) allocation – 2022/23	£6,086,000
MOA MTFP allocation – 2023/24	£8,731,000
MOA – future years MTFP allocation	£3,000,000

### 4. Corporate implications

4.1. The condition surveys have helped to establish the state of KCC's Corporate Estate following the implementation of the WS&D strategy as a result of historic limited maintenance budgets.

4.2. The WS&D strategy over a prolonged period has left some buildings requiring extensive works to areas that have not been maintained beyond the minimum levels when a system or building component has failed. There is a real risk of building closure and the consequential impact on service delivery in part or whole due to building failures which are unable to be funded within current budgets.

4.3. If the WS&D strategy is maintained for the next 10 years, the estate portfolio will continue to dilapidate, thus increasing the maintenance costs in the longer term and the risk to service delivery.

4.4. As per section 3 of this report, the budget estimate is based on gross internal floor areas. When applying this calculation, including design and management fees, the total spend over 10 years to clear the backlog maintenance, is in the region of £165 million (£16.5 million per year) against a current budget of £38.8m for the same 10-Year period. The current costs of the modernisation of KCC's property portfolio for the next 10 years stands at £586/m<sup>2</sup>, which is expected to rise when all the condition surveys are complete, and all 10-Year Plans are in place.

4.5. This equates to a predicted average spend of £443,548 per building over the course of 10 years or £44,354 per building per year.

4.6. Based on the current modernisation of assets budget, the budget per building is as follows

- £16,360 for 2022/23
- £23,470 for 2023/24
- £8,064 for future years

4.7 It should be noted, that the predicted spend figures contained within this report are based on the current number of properties within KCC's property portfolio and does not account for any changes to number of properties within the 10-Year period.

## **5. Conclusions**

5.1. Information available from the surveyed properties reflects that the WS&D maintenance strategy cannot be maintained, and a more proactive strategy is necessary.

5.2. With the current level of investment, KCC's portfolio will continue to deteriorate and without further investment, buildings will eventually deteriorate whereby they are not safe to occupy, impacting on service delivery.

5.3. The costs that are required to maintain the status quo are significantly higher than the MTFP allocations and given the financial position of the Council, will require challenging decisions to enable a balanced budget position. The findings of the condition surveys, the approach and service risk will be fed into the considerations when setting future capital budgets.

## **6. Recommendation**

The Policy and Resources Cabinet Committee is asked to note progress and the current cost data based on the surveys completed.

## 7. Contact details

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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 – 14 September 2022

**Subject:** **Work Programme 2022/23**

**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 2022/23

## **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 2022/23**

- 3.1 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in the appendix to this report, and to suggest any additional topics to be considered for inclusion on agendas of future meetings.
- 3.2 The schedule of commissioning activity that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at

agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

- 3.3 When selecting future items, the Cabinet Committee should consider performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

#### **4. Conclusion**

- 4.1 It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chair or the Democratic Services Officer between meetings for consideration.

- 5. Recommendation:** The Policy and Resources Cabinet Committee is asked to consider and note its planned work programme for 2022/23

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

None.

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

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## POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2022/23

<b>10 November 2022 – 10 am</b>		
• <b>Property Accommodation Strategy –Strategic Headquarters</b> <i>Decision report</i>	Rebecca Spore	
• <b>Annual Equality and Diversity Report</b>	David Whittle	<i>Regular item – in 2022 moved from September</i>
• <b>Regular Medium Term Financial Plan (MTFP) update</b>	John Betts Dave Shipton	<i>Regular item – every other meeting</i>
• <b>Disposal of Phase II Youth Centre Site, Station Road, New Romney</b>	Karen Frearson Alistar Fawley	<i>Deferral from May meeting requested by Infrastructure team</i>
• <b>Disposal at Laleham Gap</b>	Alistar Fawley Karen Frearson	<i>Key decision</i>
• <b>Disposal of land and properties at Victoria Road and Park Crescent Road, Margate</b>	Karen Frearson Hugh D’Alton	<i>Key Decision</i>
• <b>Work Programme 2023</b>		
<b>18 January 2023 – 10 am</b>		
• <b>Draft Revenue and Capital Budget and Medium-Term Financial Plan</b>	John Betts Dave Shipton	<i>Regular item</i>
• <b>Contract Management Review Group update</b>	Clare Maynard Chris Wimbhurst	<i>Regular item</i>
• <b>Implementation of the Armed Forces Covenant in Kent</b>	Tim Woolmer	<i>Regular item</i>
• <b>Strategic and Corporate Service Directorate Performance Dashboard</b>	David Whittle Rachel Kennard	<i>Regular item</i>
• <b>Work Programme 2023</b>		

<b>9 March 2023 – 10 am</b>		
• Risk Management (Including RAG ratings)	David Whittle Mark Scrivener	<i>Regular item</i>
• Facilities Management update (bi-annual)	Rebecca Spore	<i>Regular item</i>
• Update on asset management plan <b>March or later (tbc)</b>	Karen Frearson Mark Cheverton	<i>Deferral from May meeting requested by Infrastructure team</i>
• Regular Medium Term Financial Plan (MTFP) update	John Betts Dave Shipton	<i>Regular item – every other meeting</i>
• Cyber Security	Lisa Gannon	<i>Regular item</i>
• Work Programme 2023		
<b>11 May 2023 – 10 am</b>		
• Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard	<i>Regular item</i>
• Work Programme 2023		
<b>4 July 2023 – 10 am</b>		
• Contract Management Review Group update	Clare Maynard Chris Wimhurst	<i>Regular item</i>
• Regular Medium Term Financial Plan (MTFP) update	John Betts Dave Shipton	<i>Regular item – every other meeting</i>
• Work Programme 2023		

## PATTERN OF REGULAR ITEMS

<b>JANUARY</b>	<b>Annual</b>	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
	<b>Annual</b>	Implementation of the Armed Forces Covenant in Kent	Tim Woolmer
	<b>Every other meeting</b>	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard
	<b>Six-monthly</b>	Contract Management Review Group update	Clare Maynard Chris Wimhurst
<b>MARCH</b>	<b>Annual</b>	Risk Management (Including RAG ratings)	David Whittle Mark Scrivener
	<b>Annual</b>	Cyber Security	Lisa Gannon
	<b>Six-monthly</b>	Facilities Management update	Rebecca Spore
	<b>Every other meeting</b>	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
<b>MAY</b>	<b>Every other meeting</b>	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard
<b>JULY</b>	<b>Six-monthly</b>	Contract Management Review Group update	Clare Maynard Chris Wimhurst
	<b>Every other meeting</b>	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
<b>SEPTEMBER</b>	<b>Six-monthly</b>	Facilities Management update	Rebecca Spore
	<b>Every other meeting</b>	Strategic and Corporate Service Directorate Performance Dashboard	David Whittle Rachel Kennard
<b>NOVEMBER/</b>	<b>Annual</b>	Annual Equality and Diversity Report (in 2022 moved to January)	David Whittle

<b>DECEMBER</b>			
	<b>Every other meeting</b>	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton