

**POLICY AND RESOURCES CABINET COMMITTEE**

**Wednesday, 18th January, 2023**

**10.00 am**

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

*For item 7 on the agenda, Members are advised to refer to the Budget Book published and shared on 3 January 2023.*







## AGENDA

### POLICY AND RESOURCES CABINET COMMITTEE

**Wednesday, 18 January 2023, at 10.00 am**      Ask for:      **Theresa Grayell**  
**Council Chamber, Sessions House, County**      Telephone:      **03000 416172**  
**Hall, Maidstone**

#### **Membership (16)**

- Conservative (12):      Mr R J Thomas (Chair), Mr N Baker, 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 J P McInroy and  
Mr H Rayner
- Labour (2):      Mr A Brady and Dr L Sullivan
- Liberal Democrat (1):      Mr A J Hook
- Green and  
Independent (1):      Rich Lehmann

#### **UNRESTRICTED ITEMS**

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

- 1      Introduction/Webcast announcement
- 2      Membership - to note that Mr N Baker and Mr H Rayner have joined the committee to fill the two Conservative vacancies
- 3      Apologies and Substitutes
- 4      Declarations of Interest by Members in items on the Agenda
- 5      Minutes of the meeting held on 23 November 2022 (Pages 1 - 10)
- 6      Annual Report on the Implementation of the Armed Forces Covenant in Kent (Pages 11 - 14)

- 7 Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26 (Pages 15 - 16)
- 8 Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (Pages 17 - 30)
- 9 22/00115 - Disposal of Land and Buildings at Victoria Road/Park Crescent Road, Margate, CT9 1NB (Pages 31 - 56)
- 10 Work Programme 2023 (Pages 57 - 62)

### **EXEMPT ITEMS**

*(At the time of preparing the agenda, the only exempt material was parts of items 5 and 9. During these and any other such items which may arise, the meeting is likely not to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 10 January 2023**

**KENT COUNTY COUNCIL****POLICY AND RESOURCES CABINET COMMITTEE**

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 23 November 2022

PRESENT: Mr R J Thomas (Chair), Mr N Baker (Substitute for Vacancy), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mr M Dendor, Mr A J Hook, Rich Lehmann, Mr J P McInroy, Ms J Meade (Substitute for Mr A Brady), Mr H Rayner (Substitute for Mr P C Cooper) and Dr L Sullivan

ALSO PRESENT: Mr P J Oakford

IN ATTENDANCE: Mrs A Beer (Deputy Chief Executive), Ms Z Cooke (Corporate Director of Finance), Mr H D'Alton (Investment and Disposal Surveyor), Mr S Dodd (Investment and Development Consultant), Ms K Frearson (Head of Property Strategy, Infrastructure), Ms L McPherson, Miss K Phillips (Strategic Business Adviser - GET), Mr J Sanderson (Head of Property Operations), Mr D Shipton (Head of Finance Policy, Planning and Strategy), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Mr R Smith (Principal Auditor), Miss T A Grayell (Democratic Services Officer) and Miss K Reynolds (Democratic Services Officer)

**UNRESTRICTED ITEMS****111. Membership**

*(Item 2)*

It was noted that:

- a) Rich Lehmann had replaced Paul Stepto as the Green and Independents' representative on the committee; and
- b) following his appointment to the Cabinet, Mr R C Love had left the committee.

**112. Apologies and Substitutes**

*(Item 3)*

1. Apologies for absence had been received from Mr A Brady and Mr P C Cooper.
2. Ms J Meade was present as a substitute for Mr Brady, Mr H Rayner for Mr Cooper and Mr N Baker for the Conservative vacancy.
3. The Leader, Mr R W Gough, was unable to join the meeting for the first item as he had been called to a meeting about asylum issues.
4. The committee noted that Mr T Cannon was joining the meeting remotely.

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

*(Item 4)*

There were no declarations of interest.

### **114. Minutes of the meeting held on 11 October 2022**

*(Item 5)*

It was RESOLVED that the minutes of the meeting held on 11 October 2022 are correctly recorded and they be signed by the Chairman. There were no matters arising.

### **115. Annual Equality and Diversity Report 2021-22**

*(Item 6)*

1. Mr Whittle introduced the report and commended the great amount of work undertaken by Laura McPherson in his team in preparing the annual report. He then responded to comments and questions from the committee, including the following:
  - a) the fullness and clarity of the annual report were welcomed as it covered all the information Members required and reflected the importance of equality and diversity issues in the work of the Council;
  - b) asked to clarify the term 'ethnic minority', Mr Whittle advised that definitions of demographic groups used protected characteristics but more work could be done to look at changing demographics;
  - c) asked if the staff survey had shown evidence of any marginalisation or exclusion of Eastern European or disabled staff, as staff turnover in those groups was known to be higher, and if any reason for this higher turnover could be given, Mr Whittle agreed that the reasons behind this could be explored;
  - d) the section of the report covering young people in care in the justice system was welcomed. It was important to try to keep young people out of the system by addressing any criminal behaviour before it reached the court stage;
  - e) it would be good to be able to analyse the impact on young people of attending single-sex schools and address any unconscious bias in favour of young people who have attended such schools. Mr Whittle said this had not previously been considered but could be the subject of some further work by the Corporate Equality Group;
  - f) asked how the participation in KCC consultations of all groups could be supported, Mr Whittle advised that this could be investigated. Mrs Beer added that this was a critical part of such engagement exercises;
  - g) use of voter ID would seem to have a discriminatory effect by excluding some groups who did not tend to use forms of identification which were less favoured. Mr Watts advised that, as the County Returning Officer and a member of professional body of such officers, he had been part of

lobbying central government about the use of voter ID and to take more time to ensure that, when implemented, it was done properly and inclusively. He undertook to provide more information to the questioner outside the meeting;

- h) asked about the accessibility of health services, for example, the difficulties some people would have in accessing local services with a reduced bus service and no car if those services were to be delivered from further afield, Mr Whittle advised that the report had concentrated on KCC-specific services rather than those delivered with partners but accepted that this was something which could be considered. He undertook to liaise with integrated care colleagues to see how best this could be covered. Achieving good access to primary care services was a sizeable national challenge;
- i) concern was expressed about the percentage of key decisions which did not include an EQIA in their paperwork, despite the completion of an EQIA being a necessary part of the decision process, and a question asked about how this would be addressed. Mr Whittle advised that the use of EQIAs was a KCC policy decision, to demonstrate how the Council was meeting its duty to take account of equality implications in its decision making. Although some decision reports did not include an EQIA, reference was made in the report to consideration having been given to equality implications, with the conclusion that there were none to be recorded. He agreed, however, that officers approving decision paperwork should undertake mandatory training highlighting the importance of considering equalities implications and of completing an EQIA if necessary, as the quality of EQIAs produced was the responsibility of managers. Concern was then expressed about how many decisions might previously have been signed off by officers who had not undertaken relevant training. Mr Watts added that EQIAs should be as detailed and accurate as possible and he advised that the key decision process would be reviewed in April 2023 in the light of the internal audit report on SEND Transport issues, to ensure the best possible quality of supporting paperwork;
- j) asked about consultation with Trade Unions in respect of achieving better TCP awards for part-time staff, Mr Whittle advised that all staff were considered equally when making TCP assessments. Mrs Beer added that the point about consultation with Trade Unions was well made and would be given a higher priority in future reports, and advised that DMT monitored TCP ratings to ensure a consistent approach;
- k) asked if the Council was expected to achieve beyond Level 2 of the Government's Disability Confident standard, Mr Whittle advised that he expected Level 3 to be achievable;
- l) although the Council had a duty 'to consider and mitigate where possible any inequalities' arising from its services, financial pressures would limit the level of mitigation which could be achieved;

- m) Mr P Bartlett advised that he was a member of the Integrated Care Partnership and undertook to raise the points made about accessibility at the Partnership's next meeting; and
  - n) with reference to Members training, Mr Watts asked Members to express any interest in equality and diversity training via the Member Development Group.
2. It was RESOLVED that the Annual Equality and Diversity report for 2021-22 be approved.

**116. Disposal of the Former Laleham Gap School, Southcliffe Parade, Broadstairs CT10 1TJ**

*(Item 7)*

1. Mr P Oakford introduced the report and responded to comments and questions from the committee, including the following:-
- a) asked if the site could be split and some part kept for local residents' use for sport and recreation, to support local people's health and increase levels of exercise, Mr Oakford advised that, as with similar site disposals, the Council needed to sell it to realise the capital value of the whole site and raise capital to help build new schools;
  - b) asked if the playing field part of the site was usable by local people for recreation, Mr D'Alton advised that the whole site was currently closed off with security fencing. Once the site had been sold, it would be for the purchaser to apply for planning permission from the District Council for whatever use they wished to make of the site; if they wanted to include open space for recreation this would be assessed by the District Council as part of the planning process;
  - c) asked if there was any other way of achieving maximum return for the County Council without selling off the site, Mr D'Alton advised that the more the Council sought to do with the site, the more risks it would be entering into in terms of development, so it did not make economic sense for the Council to try to develop the site itself. Mr Oakford added that the Council needed to release the capital value of the site rather than spend money developing it. Mrs Spore advised that the Council had no resource or infrastructure to develop the site itself and had no need to retain the site for its own use, as it had been declared surplus to service requirements;
  - d) asked if the Council was committed to sell the site even if offers received did not meet the price it wanted to achieve, and if local bodies had been made aware of the site for sale, for example, in case a local sports club might want to buy it, Mr D'Alton advised that the site had been advertised to the market as widely as possible with the aim of achieving the best price for it; and
  - e) with regard to local people possibly using the site for recreation, it was suggested that part of the hoarding could be removed to see if local people



took to using it, and if the local District or Parish Council could be offered it to buy for local use, Mr Oakford reiterated that, as with similar site disposals, the Council needed to realise the capital value of the whole site and raise capital.

2. Mr G Cooke proposed and Mr H Rayner seconded the recommendation as set out in the report and this was agreed without a vote.

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 agree the disposal of the property, the former Laleham Gap School and playing field, Southcliffe Parade, Broadstairs, CT10 1TJ, 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; and

2. the Director of Infrastructure, to authorise the execution of all necessary or desirable documentation required to implement the above,

be endorsed.

*Rich Lehmann, Ms J Meade and Dr L Sullivan asked that their abstentions from this resolution be minuted.*

### **117. Work Programme 2023**

*(Item 8)*

It was RESOLVED that the committee's planned work programme for 2023 be noted.

### **118. 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 ITEMS**

Open access to minute 120

Summary of minute 119, where access to this minute remains restricted.

### **119. Property Accommodation Strategy - Strategic Headquarters Update and Next Steps**

*(Item 9)*

1. Mr Oakford introduced the report and Mrs Spore presented a series of slides (included in the agenda pack), which set out the latest available information on the options facing the Council for the future of the Strategic Headquarters buildings. Mr Oakford and Mrs Spore responded to comments and questions from the committee

about staff occupancy rates, the relationship to the prison premises, options to share the premises with other bodies, a comparison of leasehold and freehold options and timing of further information to Members before a key decision is taken.

2. The update was noted, with thanks, with a request that the timing issue be confirmed to Members as soon as possible.

**120. Commissioning of Legal Services - verbal update**  
*(Item 10)*

1. Mr Watts gave a verbal update and presented a series of slides (not included in the agenda pack) which set out the current model of legal commissioning and the options for future models, to reframe the service and build capacity.

2. The update was noted, with a request for a fuller written report to a later meeting, setting out detail and costings for the commissioning of legal services, as well as a report about other County Council traded services.

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

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**From:** Roger Gough, Leader of Kent County Council  
 Oliver Richardson, Armed Forces Champion  
 Derek Crow-Brown, Deputy Armed Forces Champion  
 David Cockburn, Chief Executive

**To:** Policy & Resources Cabinet Committee

**Date:** 18 January 2023

**Subject:** Annual Report on the Implementation of the Armed Forces Covenant in Kent

**Classification:** Unrestricted

**Summary:** This report provides a briefing on Kent County Council's work to support Kent's Armed Forces community, summarises key achievements since the last report to the Committee and the oral presentation to Full Council in November 2021 and seeks Members' support for the proposed future actions.

**Recommendation:**

Members are asked to:

NOTE all that is being done to deliver the Armed Forces Covenant in Kent and KCC's continued commitment to the Armed Forces Covenant at both a county and district level.

COMMIT and AGREE to priorities going forward as set out in the report, including promoting KCC's ongoing work to continue being an Employer Recognition Gold Award exemplar.

**1. Introduction**

- 1.1 The Armed Forces Covenant outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level. Kent County Council was one of the first authorities to sign a Covenant, back in September 2011. In October 2017, a new combined Armed Forces Covenant including KCC, Medway, 11 Infantry Brigade and RSME was re-signed at the Kent and Medway Civilian-Military Partnership Board.
- 1.2 The purpose of the Covenant is to encourage support for the Armed Forces Community working and residing in Kent and to recognise and remember the sacrifices they have made for us to keep Britain safe and free.
- 1.3 Parts of the Armed Forces Covenant were enshrined in law under a new Armed Forces Act on 22 November 2022. As a result, all Local Authorities and related public bodies will now have to show 'due regard' when considering applications from the Armed Forces Community for access to services including schools, healthcare, and housing. The Act has drawn heavily on existing best practice from exemplar Authorities and partnerships. A number of Kent initiatives were cited as best practice in the oral evidence sessions of the All-Party Parliamentary Group on Armed Forces Covenant.
- 1.4 The Kent & Medway Civilian-Military Partnership Board oversees the implementation of the Covenant. It is chaired by the Chairman of KCC with the Deputy Leader of Medway Council appointed vice-chair. It directs and supports Task Groups that lead activity around the key thematic areas of Covenant work:
- Health and Wellbeing
  - Children and Youth
  - Vulnerable Veterans
  - Employment and Skills
  - Recognise and Remember

- 1.5 There are also twice-yearly meetings between the Regular and Reservists Unit Welfare Officers and KCC's Service Champions to discuss welfare matters, education and housing.
- 1.6 Whilst the pandemic did provide a challenge to some of the Covenant activity and particularly outreach efforts, now that restrictions have significantly reduced the opportunity is being taken to revisit and reinvigorate partnership working across Kent.

## **2. Summary of Covenant Activity and Outcomes in 2022**

- 2.1 The Kent & Medway Civilian-Military Partnership Board continues to function and most recently met 'virtually' in October 2022, reflecting on the impact the pandemic has had on Kent's Armed Forces Community and reconfirming its Strategic Aims.
- 2.2 The Kent & Medway Civilian-Military Partnership Board held its 8<sup>th</sup> Armed Forces Covenant Conference at Leas Cliff Hall, Folkestone on Tuesday 7 June 2022 with over 140 attendees. The theme was '*Back to Work*' and a focus on accelerating covenant activity across the county after the pandemic disruption.
- 2.3 The first ever Kent Reserves Day was co-hosted by Kent County Council and SERFCA bringing together regular and reservists alongside employers and employees from the public and private sector to better understand the opportunities of employing reservists and ex-service personnel in Kent's workforce. This included a number of KCC staff.
- 2.4 The 'Brunei Swap' which involves 1RGR based at Shorncliffe exchanging Barracks with 2RGR based in Brunei finally took place in Summer 2022 having been delayed due to the pandemic. This involves significant preparation by a wide range of public sector services. There are now 522 Service Personnel moved into Shorncliffe. 11<sup>th</sup> Security Force Assistance Brigade HQ SE publicly thanked KCC for its 'outstanding work'. Special thanks go to KCC Schools Officers, Housing Officers from Folkestone & Hythe and Dover District Councils and the two dedicated local school headteachers.
- 2.5 For the first time, the 2021 census asked whether the respondent had served in the Armed Forces. 61,071 people responded that they had served equating to 4.1% of the population. Work is now underway to better understand the initial findings and how they should inform future covenant activity and prioritisation of activity and effort.
- 2.6 The Armed Forces Act is now law which means that, as public bodies, Local Authorities will need to show 'due regard' when providing services to our armed forces community. We are currently working with the Kent & Medway Civilian Military Partnership Board along with the thematic sub-groups, to review all Covenant processes and procedures, ensuring compliance with the new duty and the recently published Statutory Guidance. However, Kent has for some time upheld the principles of the new legislation and it is not foreseen that there will be significant changes to covenant practice in the county Nevertheless the legislation serves as a useful reminder to persistently review our processes to ensure we continue to embed the principles of the covenant across our services. A briefing was also held with Kent Council Leaders and Chief Executives.
- 2.7 609 KCC staff have now voluntarily completed covenant e-learning training, significantly higher than any other area in the southeast. Over 19,000 people nationally have now downloaded the Forces Connect App developed in Kent as part of the Forces Connect South East partnership with our neighbouring Local Authorities.
- 2.8 In February 2022, HMS Kent visited Dover and the Chairman, Armed Forces Champion and lead officer attended an onboard reception along with both the Lord-Lieutenant and High Sheriff as guests of the Commanding Officer. The visit was a great success with the history of the name HMS Kent explained as coming from the Duke of Kent, rather than the County. Cdr Brettell in a post-visit message to the Board wrote that The Ship has a special relationship with the county whose name she shares and he looked forward to strengthening that further over the coming years. He wished Board Members "all fair winds and following seas!"

- 2.9 The Board's Task Groups have continued to meet virtually throughout the pandemic undertaking the following activity:
1. Employment & Skills Sub-Group
    - Promoted Royal British Legion Industries (RBLI) Lifeworks Programme
    - Held a careers fair alongside FM Conway
    - Promoted transition from service personnel to civilian employment.
    - Promoted spousal employment & skills and women in engineering
    - Supported KCC and SERFCA to hold the first ever Reserves Day at County Hall
  2. Children & Youth Sub-Group
    - Learned about the impact of Covid-19 on service children
    - Prepared for the 2023 Service Pupil Voice Conference (first since the pandemic)
    - Designed a network event next Autumn for school staff who teach service children
    - Resumed physical annual cadet camps and appoint a Lord-Lieutenant Cadet
  3. Recognise & Remember Sub-Group
    - Co-ordinated a large number of commemorative and celebratory events including Armed Forces Day, flag-raising and remembrance events
    - Supported the need for more veterans hubs in light of pandemic and cost of living
    - Supported the further development of the Nepalese Community Centre at Cheriton Library alongside Folkestone & Hythe Council
  4. Health & Wellbeing Sub-Group
    - A Single Point of Contact for Family and Carers has been launched through the Armed Forces Network website.
    - Worked towards a 'Veteran Friendly' GP Practice in every Primary Care Network
    - Worked towards all Kent Hospital Trusts achieving 'Veterans Aware' accreditation
- 2.10 KCC's Lead Covenant Officer continues to support all of our Public Sector partners as well as private and voluntary sector colleagues and Parish Councils in working together to embed the principles of the Armed Forces Covenant in all that we do. This includes holding regular training sessions and network meetings to continue to raise awareness and understanding, share best practice, and put in place escalation routes for urgent issues or concerns. A specific focus continues to be given to those key policy areas most relevant to the covenant including housing, social care, education and health.
- 3. Priorities for 2023**
- 3.1 At the most recent Kent & Medway Civilian Military Partnership Board held in October 2022, the Board unanimously agreed and updated its Strategic Aims for 2022/23 and reaffirmed the commitment to working together across Kent & Medway to:
- Continue to promote, publicise and co-ordinate events that increase the visibility of the Armed Forces Community to the civilian population
  - Raise awareness of the Armed Forces Covenant with public sector staff, making it easier for the Armed Forces Community to access information, advice and support
  - Raise awareness amongst schools of the specific needs of service children and their families, including the Gurkha families
  - Maintain a focus on how the most vulnerable within the Armed Forces Community can be supported to access what they need to thrive in their future civilian life
  - Support and promote recruitment of Armed Forces Regulars and Reservists

#### 4. Recommendations

**Recommendation:**

Members are asked to:

NOTE all that is being done to deliver the Armed Forces Covenant in Kent and KCC's continued commitment to the Armed Forces Covenant at both a county and district level.

COMMIT and AGREE to priorities going forward as set out in the report, including promoting KCC's ongoing work to continue being an Employer Recognition Gold Award exemplar.

#### 5. Background documents

None

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

To: Policy and Resources Cabinet Committee – 18 January 2023

Subject: Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26

Classification: Unrestricted

**Summary:**

The administration's budget report published on 3<sup>rd</sup> January 2023 sets out the background to and draft budget proposals for the capital programme, revenue budget for the forthcoming year and medium-term financial plan. The report is a standard report for the whole council focussing on the key strategic considerations underpinning the decisions necessary for County Council to agree the budget at the Budget Meeting on 9<sup>th</sup> February 2023

The administration's overall budget strategy is intended to:

Achieve a balanced one-year budget and balanced medium-term plan with minimal unidentified savings targets

Maintain adequate reserves to mitigate financial risks/shocks and to invest in the future

Maintain a strong positive cashflow and high levels of liquidity

Maintain (but not exceeding) levels of borrowing compared to the asset base (maintaining a healthy balance sheet)

Plan to deliver a financially sustainable Council over the medium term.

In summary, the proposed draft 2023-24 revenue budget requires £39.1m savings, £15.7m additional income from fees and charges and net £14.8m from one-off use of reserves (additional contributions & draw downs, and removal of previous contributions and draw downs). The budget proposes a 5% increase in Council Tax which will generate £41.7m income to support service delivery,

The proposed draft capital programme 2023-33 includes spending of £1,644m of which £996m is funded from confirmed/indicative grants, £407m from borrowing and £261m other sources. The administration's strategy for the capital programme is to minimise the level of additional borrowing, for 2023-24 the changes to the programme represents a £9.6m reduction.

**Recommendations**

The Committee is asked to:

- a) **Comment** on the draft capital and revenue budgets including responses to consultation
- b) **Propose** any changes to the draft capital and revenue budgets for consideration by Cabinet on 26<sup>th</sup> January 2023 before the draft is presented for approval at County Council on 9<sup>th</sup> February 2023

## **Budget Reports**

The full draft budget report and appendices may be accessed on Kent.gov.uk:  
[Our budget - Kent County Council](#)

### **Contact details**

Report Author(s)

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From: Roger Gough, Leader of the Council

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

Shellina Prendergast, Cabinet Member for Communications, Engagement, People and Partnerships

David Cockburn, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 18 January 2023

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

17 of the 25 KPIs achieved target for the latest month and were RAG (Red/Amber/Green) rated Green, 2 were below target but did achieve the floor standard (Amber) and 6 did not achieve the floor standard (Red).

**Recommendation:**

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 Cabinet Committee. To support this role performance dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2022/23 financial year.

**2. Performance Dashboard**

2.1. The current Performance Dashboard for CED and DCED provides results up to September/October 2022 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 25 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 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:

- 17 are rated Green – the target was achieved or exceeded;
- 2 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;
- 6 are rated Red – performance did not meet the expected floor standard:
  - CS04a: Daytime calls to Contact Point answered.
  - CS07: Complaints responded to in timescale.
  - GL02: Freedom of Information Act requests completed within 20 working days.
  - GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales.
  - FN11: Financial assessments fully completed within 15 days of referral.
  - FN05: Sundry debt due to KCC which is under 60 days old.

### **3. Recommendation**

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**

Report Author:

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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 October 2022**

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Produced by Kent Analytics



## 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

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	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	AMBER	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	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

Governance and Law	Latest RAG	YTD RAG
GL01: Council and Committee papers published at least five days before meetings	GREEN	GREEN
GL02: Freedom of Information Act requests completed within 20 working days	RED	RED
GL03: Subject Access Requests (SARs) 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	GREEN	GREEN
FN11: Financial assessments fully completed within 15 days of referral	RED	RED
FN05: Sundry debt due to KCC which is under 60 days old	RED	n/a
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	n/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN

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

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

### Key Performance Indicators

Ref	Indicator description	Jun-22	Jul-22	Aug-22	Sep-22	Month RAG	Sep-22 YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	97%	97%	96%	AMBER	97%	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	79%	87%	88%	85%	RED	84%	RED	95%	90%	87%
CS04b	Percentage of out of hours calls to Contact Point answered	96%	96%	97%	96%	GREEN	95%	GREEN	95%	90%	92%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	72%	73%	74%	73%	GREEN	73%	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	81%	86%	86%	82%	GREEN	82%	GREEN	70%	65%	82%

CS01 - The percentage of callers who rated their advisor as good, dropped below target to 96%. Analysis suggests this was due to advisors not being able to confirm when people who had applied for Blue Badges would receive them, and some who found it difficult to contact parts of Adult Social Care.

CS04a – Calls regarding the Travel Saver and School Transport peaked in September. However, the main pressure with increased calls continues to be the Blue Badge Service, with lots of call chases due to the backlog in dealing with applications. Staff attrition within the centre has also been an issue previously, this has lowered, and we are continuing to work in partnership with Agilisys to ensure a given level of service can be achieved, despite the changing workforce and the cost-of-living crisis.

### Activity Indicators

Ref	Indicator description	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Year to Date	In expected range?	Expected Range Upper   Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	36,739	36,117	39,773	40,955	42,696	232,136	Yes	278,000	229,000	231,323



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

### Key Performance Indicators – Quarterly

Ref	Indicator description	Dec-21	Mar-22	Jun-22	Sep-22	Qtr RAG	Year to Date	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	72%	77%	75%	78%	RED	77%	RED	85%	80%	77%
HR25	Percentage of corporate themed Health and Safety audits sent in 7 days	No audits due to Covid		97%	100%	GREEN	97%	GREEN	90%	85%	N/a

CS07 – Quarter 2 saw an increase in the number of complaints received compared with the previous quarter and when looking at the same period last year. Between July and September, 78% of complaints were responded to within timescales, whilst this has increased throughout the Quarter, this indicator remains below the floor standard. There was an increase in complaints received for Adult Social Care and Health, in part regarding delays to Blue Badge applications, which may have impacted performance in this Directorate. Children, Young People and Education are still below target particularly within Special Educational Needs, where there is a concerted effort to work towards responding to a significant backlog of complaints.

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### Key Performance Indicators – Monthly

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	99%	99%	99%	GREEN	99%	GREEN	97%	95%	99%

### Activity Indicators

Ref	Indicator description	May-22	Jun-22	Jul-22	Aug-22	Sep-22	YTD	In expected range?	Expected Activity Upper   Lower		Prev. Year YTD
CS12	Number of visits to the KCC website, kent.gov (000s)	735	747	908	775	704	4,565	Above	4,500	3,500	5,288

CS12 - Visits to the KCC website are above expectation. Pages relating to Household Waste Recycling Centres continue to be the most popular, with site visits regarding free bus transport for children and young families during the summer holidays also increasing.

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

### Activity Indicators

Ref	Indicator description	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	In expected range?	Expected Range		Prev. Yr YTD
								Upper	Lower	
HR12	Number of current change activities being supported	86	82	74	72	85	Yes	95	85	107
HR13	Total number of e-learning training programmes completed (YTD)	14,478	19,863	25,100	30,778	37,173	Yes	37,917	32,083	37,369
HR16	Number of registered users of Kent Rewards	25,365	25,559	25,495	25,570	25,514	Above	25,000	24,000	24,655
HR21	Number of current people management cases being supported	113	115	114	99	101	Yes	110	100	120
HR23	Percentage of staff who have completed all 3 mandatory learning events	82%	83%	84%	84%	84%	Yes	90%	80%	82%

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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.

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

### Key Performance Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Month RAG	YTD	YTD RAG	Target	Floor	Mar-22
FN01	Pension correspondence processed within 15 working days	99%	98%	99%	98%	GREEN	99%	GREEN	98%	95%	98%
FN02	Retirement benefits processed within 20 working days of all paperwork received	90%	97%	99%	93%	GREEN	94%	GREEN	90%	85%	70%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	84%	93%	80%	87%	GREEN	86%	GREEN	85%	80%	85%
FN11	Percentage of financial assessments completed within 15 days of referral	86%	79%	81%	83%	RED	84%	RED	90%	85%	89%

FN11 – Client Financial Services have been undertaking re-assessments of 2,079 cases as part of the Adult Social Care Savings Credit Project which has impacted on achievement of this KPI. There is now less than 100 left to complete, however, these are the more complex Financial Assessments. It will take some time to recover from the work that has built up following the re-assessments. We are aiming to fully recover by the end of the financial year however, we will then be entering a period of annual reassessments which will impact on the KPI again.

### Activity Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Year to date	Previous Year YTD
FN01b	Number of pension correspondences processed	623	631	749	817	4,535	4,370
FN02b	Number of retirement benefits paid	245	240	246	187	1,573	1,540
FN07b	Number of invoices received by KCC	9,954	10,828	12,476	10,268	75,381	63,169
FN11b	Number of financial assessments completed	733	824	720	789	5,227	4,872

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

### Key Performance Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	74%	69%	72%	66%	RED	n/a		75%	70%	76%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	11%	11%	14%	14%	GREEN	n/a		15%	20%	22%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	97%	98%	97%	98%	GREEN	98%	GREEN	98%	95%	98%

FN05 – The majority of the overdue debt relates to adult social care direct payment overpayments. An action plan has been developed to reduce the outstanding debt and following the transfer of the exchequer function from Cantium to KCC finance, with weekly debt meetings to regularly review the actions to bring the performance back to green.

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### Activity Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Previous Year YTD
FN05b	Value of debt due to KCC (£000s)	29,164	29,191	26,873	32,663	35,102

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

### Key Performance Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-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	82%	82%	83%	87%	RED	79%	RED	92%	90%	76%
GL03	Data Protection Act Subject Access Requests (SARs) completed within timescales	57%	63%	63%	59%	RED	64%	RED	90%	85%	63%

GL02 – In the seven months to October, most requests were received by Growth, Environment and Transportation and Waste (78% completed in timescale), followed by Children, Young People and Education (79% completed in timescale), then Chief Executive’s Department (80% completed in timescale), then Deputy Chief Executive’s Department (82% completed in timescale), and finally Adult Social Care and Health, who had the fewest requests (74% completed in timescale). Teams continue to try to manage FOI requests as well as their day-to-day work.

GL03 - The majority of Subject Access Requests (SARs) in the seven months to October relate to Children’s Social Care (71%) of which 64% were completed within timescale. Managing SAR requests as well as day-to-day work, remains an issue. Use of redacting tools for records held electronically can add significant time when responding to requests.

### Activity Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	YTD	In expected range?	Expected Activity Upper   Lower		Previous Year YTD
GL01b	Committee meetings	15	5	14	8	75		N/a		80
GL02b	Freedom of Information requests	122	140	123	126	995	Below	1283	1050	1142
GL03b	Data Protection Act Subject Access requests	35	56	56	54	313	Above	303	257	353

GL03b – Although requests have been higher than expected, they remain below the total for the equivalent period last year.

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

### Key Performance Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-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	74%	76%	77%	72%	GREEN	75%	GREEN	70%	65%	72%
ICT02	Positive feedback rating with the ICT help desk	95%	93%	94%	92%	AMBER	93%	AMBER	95%	90%	94%
ICT03	Working hours where Kent Public Sector Network is available to staff	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%

\* Not yet available

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	Jul-22	Aug-22	Sep-22	Oct-22	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	6,552	5,950	5,771	5,467	43,265	45,372
ICT02b	Feedback responses provided for ICT Help Desk	363	322	349	359	2,571	3,251

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

### Key Performance Indicators

Ref	Indicator description	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	0.0%	0.0%	0.8%	2.5%	2.4%	GREEN	5%	15%	2.1%

### Activity Indicator

Ref	Indicator description	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	74	12	410	72	16	1044	1,306
PI03c	Capital receipts banked (£000s)	575	292	0	0	490	3,123	259

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

### Key Performance Indicators

Ref	Indicator description	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	96%	95%	95%	92%	93%	GREEN	94%	GREEN	90%	80%	83%

### Activity Indicator

Ref	Indicator description	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Year to Date	Previous Year YTD
PI04b	Number of reactive tasks responded to	1,081	947	1,006	916	953	5,913	4,962



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

**Rebeca Spore, Director of Infrastructure**

**To: Policy and Resources Cabinet Committee – 18 January 2023**

**Subject: Decision 22/00115 Disposal of Land and Buildings at Victoria Road/Park  
Crescent Road Margate CT9 1NB**

**Classification:** *Unrestricted report with exempt appendix A, not for publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).*

**Future Pathway of report:** Key Decision - *involving expenditure or savings in excess of £1m.*

**Electoral Division:** Margate, Barry Lewis

**Summary:** This report considers the proposed disposal of Lots 4 and 5 of Land and Buildings at Victoria Road/Park Crescent Road Margate CT9 1NB

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to the disposal of the property - Lots 4 and 5 of Land and Buildings at Victoria Road/Park Crescent Road Margate CT9 1NB 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; and
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 report addresses Kent County Council's (KCC) intention to sell Land and Buildings at Victoria Road/Park Crescent Road Margate.

1.2 The property comprises of Lots 4 (0.66 acres) and 5 (13.4 acres) (14.06 acres in total) at the former Royal School for Deaf Children site as identified in appendix B, general site plan.

- 1.3 The land and buildings are located in a built up, predominantly residential area, on the edge of the town centre of Margate within walking distance of the main centre, seafront and train station.
- 1.4 Lot 4 fronts on to Park Crescent Road, which runs along the Western boundary of Dane Park and comprises of a mixture of detached, semi-detached and terraced dwellings of various ages, overlooking the park/park depot. It is bounded to the North by Lot 3 of the former Royal School for Deaf Children (which comprises of a detached two-storey Edwardian dwelling on a site of approx. 0.2 acres) and to the South and West by Lot 5 of the former Royal School for Deaf Children.
- 1.5 Lot 5 fronts on to Victoria Road, which is a narrow one-way street comprising of a mixture of mainly period residential and commercial/community properties. It is bounded to the South by two-storey Victorian terraced housing fronting on to Byron Avenue and to the North by two-storey Victorian terraced housing fronting on to Thanet Road. There is a small frontage on to Park Crescent Road to the East. The site slopes up from North to South and to a lesser extent from West to East and forms 2 distinct plateaus, one occupying the Northern half of the site and the other the Southern half.
- 1.6 Lot 4 extends to 0.66 acres approx. on which 4 detached two-storey Edwardian dwellings (known as Allen Houses) are situated; they are set back behind a shared 'in and out' type driveway at either end of the site and there is a shared garden/yard area to the rear. The dwellings provide a total gross internal floor area of approx. 11,500 sq. ft. (1,070 sq. m.) and are currently laid out to provide a number of individual rooms with communal living, kitchen and bathrooms. They are in a poor state of repair and are not separately serviced (what services exist have been isolated and new incoming mains services may therefore be required).
- 1.7 Lot 5 (known as the main site) extends to 13.4 acres approx. on which the former main school buildings (now largely demolished) stood, leaving a mainly cleared site ready for redevelopment. The only buildings remaining are the old swimming pool and adjoining garages (whose rear walls form part of the historic flint boundary wall), Two, two-storey modern dwellings in the South East and South West corners of the site and a separately accessed modern hydrotherapy pool and gym complex, situated in the North West corner of the site. There are 2 historic gated and pillared vehicular entrances off Victoria Road, a smaller vehicular entrance off Park Crescent Road (in the South East corner of the site) and a service entrance at the end of a private alleyway off Thanet Road on the Northern boundary of the site.
- 1.8 The Western boundary of Lot 5 to a depth of approximately 40m is situated with the Margate Conservation Area.
- 1.9 Site plans for each Lot together with the General Site plan are shown in appendices B, C and D.

## **2. History**

- 2.1 The former Royal School for Deaf Children ceased operating in 2015 and was placed for sale on the open market in 2016.

- 2.2 KCC acquired the site from the trustees in administration in April 2020, for the construction and provision of a new secondary school.
- 2.3 Following a change in demographic projections in the area, a decision has been taken to no longer progress the provision of a new school in this location.
- 2.4 The entire site has now been declared surplus by KCC as it is no longer required for operational purposes and no alternative service needs have been identified.
- 2.5 The site is not allocated in the current Local Plan however, a submission was made to Thanet District Council (TDC) earlier this year promoting the site for residential allocation, in response to Thanet's call for sites suitable for housing. The site is considered by KCC to be a highly sustainable brownfield site, capable of delivering a residential-led scheme, including new community areas of open space and improving pedestrian and cycle permeability in the local area.
- 2.6 Due to the timelines associated with Thanet's new Local Plan and in order to maximise the value of the site in pursuance of KCC's statutory duties the exempt appendix sets out a staged optimisation strategy for Lot 5. This strategy may include KCC seeking Outline Planning Permission for the residential-led redevelopment of Lot 5. A decision on whether to progress with seeking outline consent has not yet been taken.
- 2.7 In pre-application advice, TDC have accepted the principle of residential-led redevelopment is likely to be acceptable in planning terms, subject to masterplan considerations in relation to the site. Updated pre-application advice is currently being sought.

### **3. Financial Implications**

- 3.1 The sale of the property will result in a capital receipt which will be reinvested back into the KCC's Capital programme. Further financial information is set out in the exempt appendix A.
- 3.2 The disposal of the property will remove associated holding costs whilst easing pressure on revenue budgets. At present the site is projected to cost at least £130k per annum to hold.

### **4. Planning and Marketing**

- 4.1 Subject to the necessary approvals being forthcoming, KCC propose to appoint, in Q1 2023, a suitably qualified planning consultant to prepare and submit a pre-application submission for Lot 5.
- 4.2 Subject to receiving updated pre-application advice for Lot 5, a decision will then be taken on whether to progress with an application for outline planning consent or pursue an alternative optimisation strategy, per the considerations set out in the exempt appendix.
- 4.3 While Lot 5 is being optimised Lot 4 will be openly marketed.

- 4.4 It is therefore proposed to instruct a suitably qualified agent to market Lot 4 in Q1 2023 and it is anticipated that a sale will be concluded within the 23/24 financial year.
- 4.5 A marketing campaign to advertise the site through various media channels will be undertaken to ensure a wide potential audience is reached.
- 4.6 Any bids received as part of a private treaty sale process will be appraised in line with the KCC's legislative and fiduciary duties, and in compliance with the Freehold asset disposal policy.
- 4.7 Following the formal submission of bids, the bids will be assessed considering the following criteria:
- Overall price, any pricing caveats or exclusions
  - Any conditionality on the proposals and deliverability
  - Compliance with the Local Plan affordable housing requirements, if appropriate
  - Deliverability of the proposals submitted if they are reliant on the planning process
  - Funding security
  - Any factors of opportunity cost that KCC may wish to consider other than those described above delivering operational or policy returns.
- 4.8 Due diligence will be undertaken as appropriate, which may include further valuation, planning or other specialist advice.
- 4.9 Following the consideration of initial bids, 'best and final' offers may be requested. It is proposed to select the best submission that enables KCC to deliver the maximum capital receipt for the Council.
- 4.10 Dependent on market conditions KCC may progress the disposal of Lot 4 by way of auction where this can be shown to achieve best consideration objectives.

## **5. Options**

- 5.1 Following internal consideration, no operational requirement for the site has been established. Therefore, the only options to be considered were limited to holding the property or disposal.
- 5.2 Continuing to hold leaves KCC exposed to ongoing costs, and the buildings on site remain an inherent risk.
- 5.3 The exempt appendix A sets out the approaches considered by KCC since the site was declared surplus.
- 5.4 A Freehold disposal will allow a capital receipt to be generated for reinvestment back into the KCC's stated capital priorities.

5.5 A Freehold disposal is the preferred option, seeking offers for Lot 5 on an “all enquiries” basis to ensure all market interest is explored in line with the KCC’s statutory duties.

## **6. Governance and Legal implications**

6.1 A Key Decision is being sought in line with the Constitution and the KCC’s governance processes. In accordance with the property management protocol, the views of the Local Member have been sought and will be reported to the Cabinet Member before a Key Decision is taken.

6.2 KCC has a duty under S123 of the 1972 Local Government Act to obtain not less than best consideration in the disposal of property assets.

6.3 External legal advisors have been appointed in consultation with General Counsel.

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

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

7.2 The site has been vacant since 2015 and has already been declared surplus to the KCC’s operational requirements.

7.3 An Equalities impact assessment (EQIA) has been undertaken and has identified no impact on any groups with protected characteristics in relation to the proposed decision.

## **8. Consultation**

8.1 The Local Member for the division has been consulted specifically in relation to the proposed Key Decision and in relation to previous disposals on the site and has expressed the following views in relation to the wider site:

8.1.1 Concern about increased vehicular movements and parking on Victoria Road.

Officers note that this edge of the site is in a conservation area and is constrained from a Highways perspective, therefore it is not likely that any major access to a future development would be from Victoria Road. Any development of the site would be the subject of a planning application, at which point surrounding residents and statutory consultees, including Highways, would be able to scrutinise and input into proposals.

8.1.2 Concern about future of Hydrotherapy Pool.

Officers note that the hydrotherapy pool is subject to a lease to the current operator with a circa 12yr unexpired term. The proposed Key Decision does not seek to alter this lease arrangement.

8.1.3 Noted that any future development scheme was likely to integrate new areas of public open space, and improved pedestrian and cycle permeability.

8.1.4 Concern over potential loss of trees.

Officers note the detail of landscaping proposals will form a part of the future planning application. Most of the site is cleared of vegetation. A significant number of existing trees on the site are within the conservation area designation and therefore are afforded additional protection. It is likely that as part of the delivery of the new open space, as part of the wider scheme, additional tree planting and biodiversity enhancements will be integrated.

## 9. Next Steps and Conclusions

9.1 An indicative timetable for the planned disposal is set out below:

Stage	Timescale
Appointment of Planning Consultants – Lot 5	Q1 2023
Appointment of disposal agents – Lot 4	Q1 2023
Completion of sale of Lot 4	2023/2024 FY
Securing pre-application advice – Lot 5	Q3 2023
Future decision on optimisation strategy - Lot 5	Q3 2023

9.2 The site has been declared surplus to KCC's operational requirements and a disposal decision is now sought from the Cabinet Member, in accordance with KCC's strategy of recycling assets to produce capital receipts for reinvestment into capital project priorities. The Policy and Resources Cabinet Committee's views are invited.

## 10. Recommendation(s)

### Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to the disposal of the property – Lots 4 and 5 of Land and Buildings at Victoria Road/Park Crescent Road, Margate CT9 1NB 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; and
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 – Exempt Appendix  
Appendix B/C/D – Site Plans  
Appendix E – Proposed Record of Decision  
Appendix F - Published EQIA document

## 12. Contact details

### Lead Officer:

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### Relevant Director:

Rebecca Spore  
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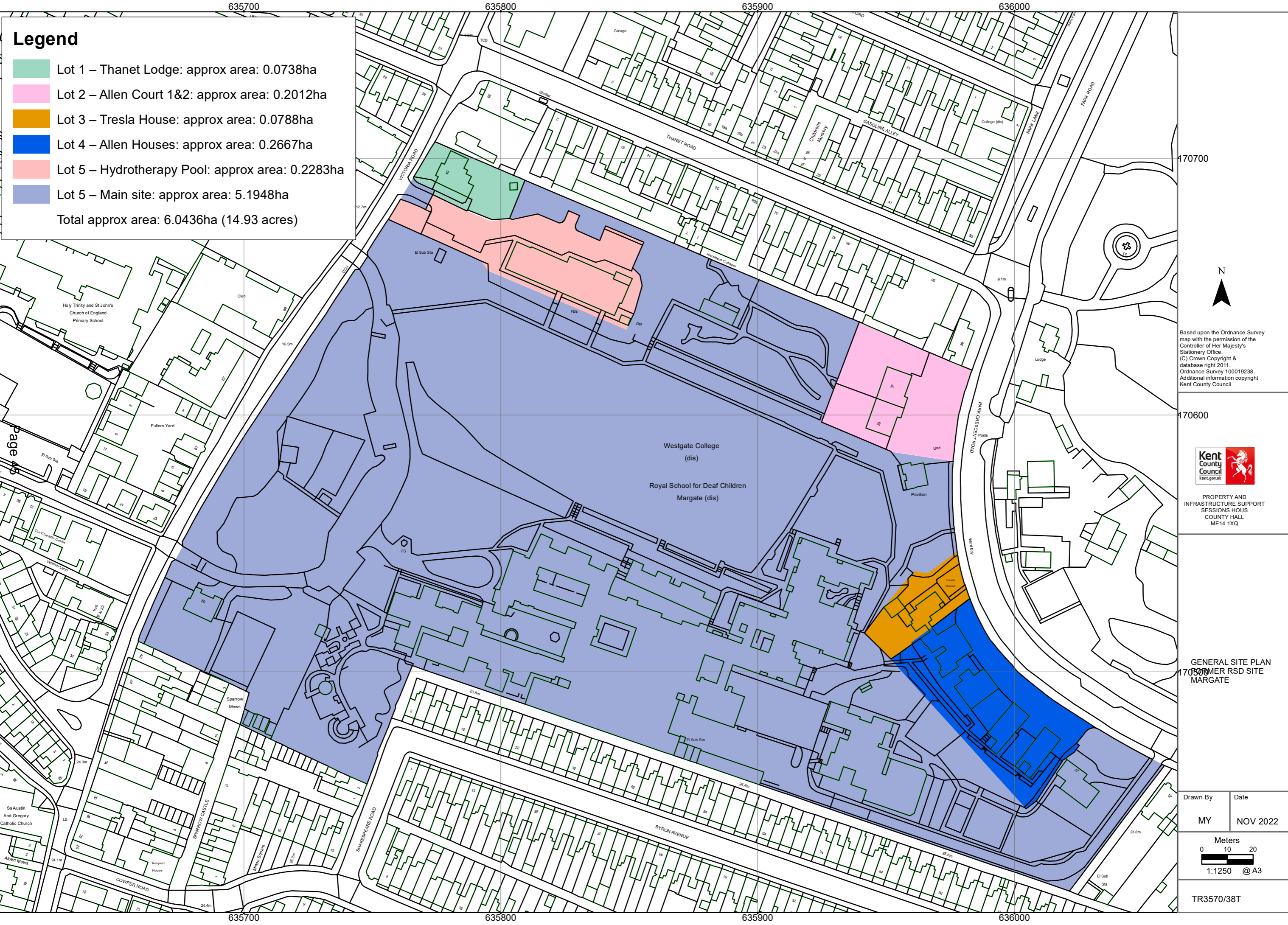
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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**Legend**

- Lot 1 – Thanet Lodge: approx area: 0.0738ha
- Lot 2 – Allen Court 1&2: approx area: 0.2012ha
- Lot 3 – Tresla House: approx area: 0.0788ha
- Lot 4 – Allen Houses: approx area: 0.2667ha
- Lot 5 – Hydrotherapy Pool: approx area: 0.2283ha
- Lot 5 – Main site: approx area: 5.1948ha

Total approx area: 6.0436ha (14.93 acres)

N

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PROPERTY AND  
 INFRASTRUCTURE SUPPORT  
 SESSIONS HOUSE  
 COUNTY HALL  
 ME14 1XQ

**GENERAL SITE PLAN  
 FORMER RSD SITE  
 MARGATE**

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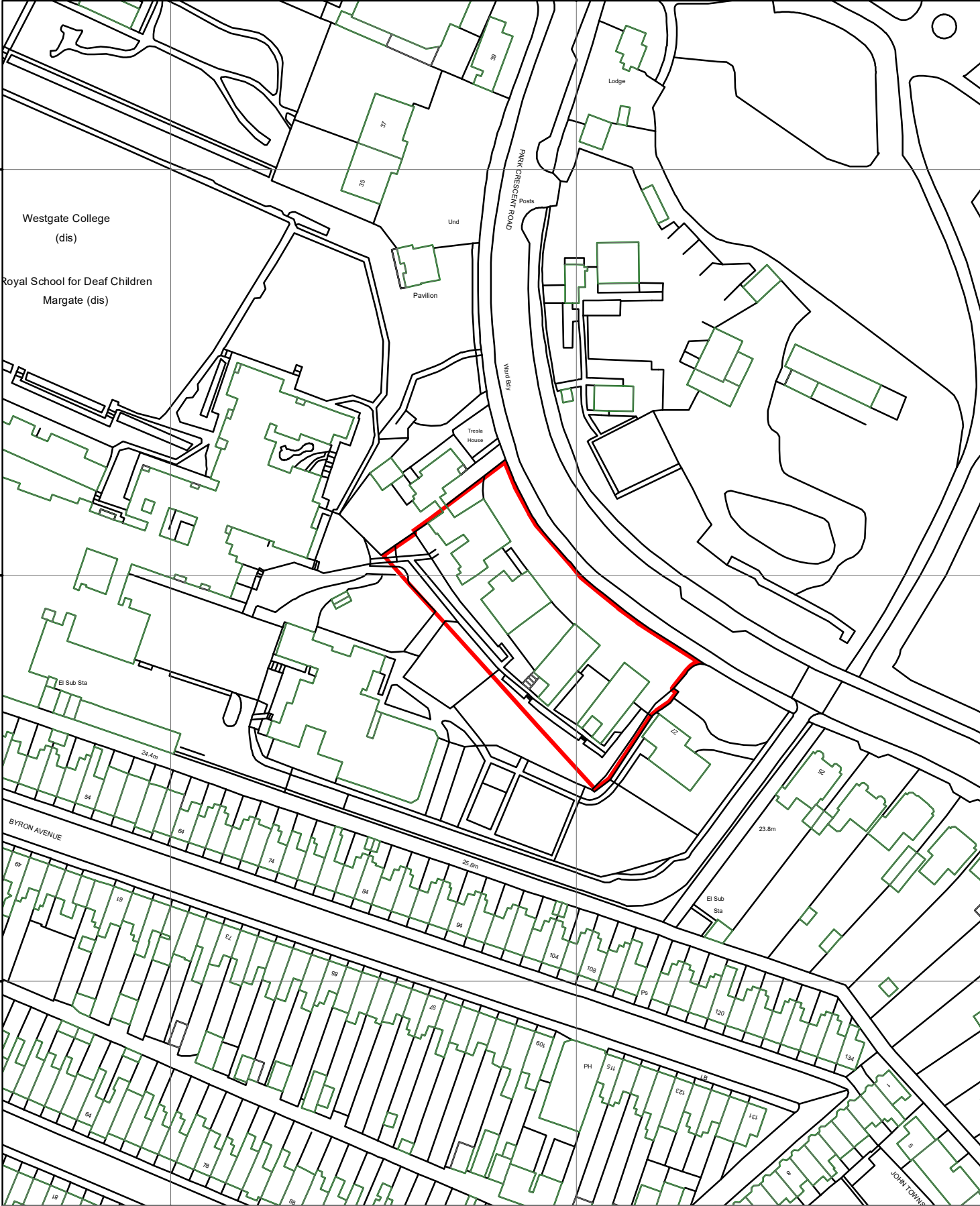
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ALLEN HOUSES  
 PARK CRESCENT ROAD  
 MARGATE  
 CT9 1UF



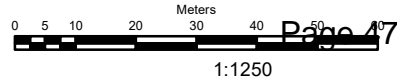
PROPERTY AND  
 INFRASTRUCTURE SUPPORT  
 SESSIONS HOUSE  
 COUNTY HALL  
 MAIDSTONE  
 ME14 1XQ

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MasterMap

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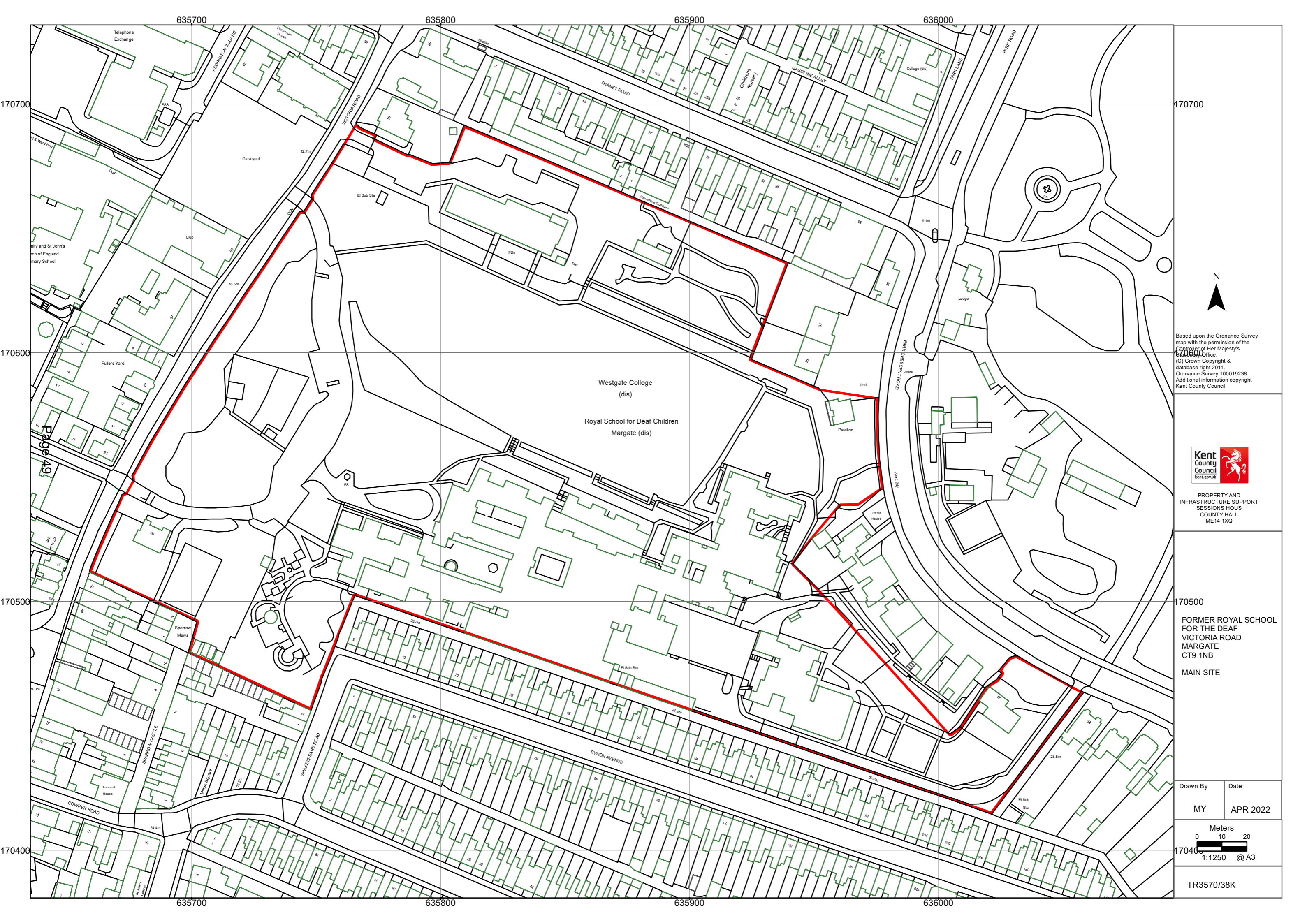
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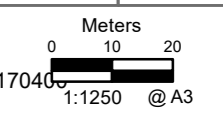
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PROPERTY AND INFRASTRUCTURE SUPPORT SESSIONS HOUSE COUNTY HALL ME14 1XQ

FORMER ROYAL SCHOOL FOR THE DEAF VICTORIA ROAD MARGATE CT9 1NB  
MAIN SITE

Drawn By MY Date APR 2022



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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

## DECISION TO BE TAKEN BY:

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

## DECISION NO:

**22/00115**

## For publication

**Key decision: YES**, 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).

## Title: Disposal of Land and Buildings at Victoria Road/Park Crescent Road, Margate CT9 1NB

### Decision:

As the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, I agree to the disposal of Lots 4 and 5, Land and Buildings at Victoria Road/Park Crescent Road, Margate CT9 1NB, 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; and
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 operational requirements and due to the value requires a key decision per Kent County Council's constitution.

The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital programme.

### Cabinet Committee recommendations and other consultation:

The matter is due to be considered by the Policy and Resources Cabinet Committee on 18 January 2023.

The views of the local member have been sought per the Council's constitution and any comments provided will be reported to the Cabinet Committee meeting and Cabinet Member taking the decision.

### Any alternatives considered and rejected:

The 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. It also has a fiduciary duty to the residents of Kent.

The property is not required for the Council's operational purposes and has been considered surplus to education needs following projected change in demographics. Since receiving confirmation that the site is not required for educational purposes, alternative service needs were considered, and none have been identified, therefore the site was declared surplus to requirements. A disposal provides an opportunity to reinvest capital in agreed priorities, as set out in the Council's Capital programme. It also removes the high revenue impact of holding the site.

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

.....  
signed

.....  
date

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## EQIA Submission – ID Number

### Section A

**EQIA Title**

Disposal of Land and Buildings at Victoria Road Park Crescent Road Margate CT9 1NB

**Responsible Officer**

Hugh D'Alton - ST INF

### Type of Activity

**Service Change**

No

**Service Redesign**

No

**Project/Programme**

No

**Commissioning/Procurement**

No

**Strategy/Policy**

No

**Details of other Service Activity**

Seeking authority per KCC's constitution to dispose of surplus property asset inline with adopted policy

### Accountability and Responsibility

**Directorate**

Strategic and Corporate Services

**Responsible Service**

Infrastructure - Property Strategy

**Responsible Head of Service**

Karen Frearson - ST INF

**Responsible Director**

Rebecca Spore - ST INF

### Aims and Objectives

To obtain authority to dispose of the property asset(s).

To seek the delegation of authority for agreeing the specific terms of the disposal to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services.

### Section B – Evidence

**Do you have data related to the protected groups of the people impacted by this activity?**

Yes

**It is possible to get the data in a timely and cost effective way?**

No

**Is there national evidence/data that you can use?**

No

**Have you consulted with stakeholders?**

Yes

**Who have you involved, consulted and engaged with?**

We are required to consult with the local division member per the Council's constitution and have done so.

As part of the key decision process other members of the authority are made aware of the decision to be taken and are able to raise queries in respect of the proposed decision.

<b>Has there been a previous Equality Analysis (EQIA) in the last 3 years?</b>
Yes
<b>Do you have evidence that can help you understand the potential impact of your activity?</b>
Yes
<b>Section C – Impact</b>
<b>Who may be impacted by the activity?</b>
<b>Service Users/clients</b> Service users/clients
<b>Staff</b> Staff/Volunteers
<b>Residents/Communities/Citizens</b> Residents/communities/citizens
<b>Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?</b>
No
<b>Details of Positive Impacts</b>
Not Applicable
<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
No
<b>Details of negative impacts for Age</b>
Not Applicable
<b>Mitigating Actions for Age</b>
Not Applicable
<b>Responsible Officer for Mitigating Actions – Age</b>
Not Applicable
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>
No
<b>Details of Negative Impacts for Disability</b>
Not Applicable
<b>Mitigating actions for Disability</b>
Not Applicable
<b>Responsible Officer for Disability</b>
Not Applicable
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
No
<b>Details of negative impacts for Sex</b>
Not Applicable
<b>Mitigating actions for Sex</b>
Not Applicable
<b>Responsible Officer for Sex</b>
Not Applicable
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No
<b>Negative impacts for Gender identity/transgender</b>

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

**28. Negative impacts and Mitigating actions for Carer's responsibilities**

**Are there negative impacts for Carer's responsibilities**

No

**Negative impacts for Carer's responsibilities**

Not Applicable

**Mitigating actions for Carer's responsibilities**

Not Applicable

**Responsible Officer for Carer's responsibilities**

Not Applicable

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

Ben Watts, General Counsel

**To:** Policy and Resources Cabinet Committee – 18 January 2023

**Subject:** **Work Programme 2023**

**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 2023

## 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 2023

- 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 2023

#### 6. Background Documents

None.

#### 7. Contact details

Report Author:  
Theresa Grayell  
Democratic Services Officer  
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[theresa.grayell@kent.gov.uk](mailto:theresa.grayell@kent.gov.uk)

Relevant Director:  
Benjamin Watts  
General Counsel  
03000 416814  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)



## POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2023

<b>18 January 2023 – 10 am – agenda setting 30 November at 11.30 am (online)</b>		
• <b>Draft Revenue and Capital Budget and Medium-Term Financial Plan</b>	Zena Cooke Dave Shipton	<i>Regular item</i>
• <b>Implementation of the Armed Forces Covenant in Kent</b>	Tim Woolmer Canon Peter Bruinvels	<i>Regular item</i>
• <b>Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department</b>	David Whittle Rachel Kennard	<i>Regular item</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>9 March 2023 – 10 am – agenda setting 19 January at 2.00 pm (online)</b>		
• <b>Property Accommodation Strategy -Strategic Headquarters decision report</b>	Rebecca Spore James Sanderson	
• <b>Contract Management Review Group update</b>	Clare Maynard Chris Wimhurst	<i>Regular item - deferred from January as there were insufficient common themes to provide an update at that time.</i>
• <b>Risk Management (Including RAG ratings)</b>	David Whittle Mark Scrivener	<i>Regular item</i>
• <b>Regular Medium Term Financial Plan (MTFP) update</b>	Zena Cooke Dave Shipton	<i>Regular item – every other meeting</i>
• <b>Cyber Security</b>	Lisa Gannon	<i>Regular item</i>
• <b>Disposal of Phase II Youth Centre Site, Station Road, New Romney</b>	Karen Frearson Alister Fawley	<i>Key Decision Moved from January</i>

• Kent Public Service Network (KPSN)	Lisa Gannon	<i>Regular item</i> <i>Moved from January</i>
• Minor Works Construction Partnership Framework update	Rebecca Spore James Sanderson Jo Taylor	<i>Update item</i>
• Professional consultancy framework update	Rebecca Spore James Sanderson Carolyn Harrington	<i>Update item</i>
• Disposal of Former Rosemary Centre, High Road, Dartford, DA2 7DP	Rebecca Spore Karen Frearson Hugh D'Alton	<i>Key Decision</i>
<i>further reports requested at 23 Nov mtg on:</i> a) <i>commissioning of legal services, incl full costings</i> b) <i>'Trading Success'</i>	a) Ben Watts b)	
• Work Programme 2023		
31 May 2023 – 10 am – agenda setting 30 March at 3.00 pm (online)		
• Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Rachel Kennard	<i>Regular item</i>
• Facilities Management update (bi-annual)	Rebecca Spore	<i>Regular item</i> <i>Moved from March</i>
• Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects	Rebecca Spore Phil Murphy Julie Johnson	
• Work Programme 2023		
4 July 2023 – 2 pm – agenda setting 18 May at 3.00 pm (online)		
• Contract Management Review Group update	Clare Maynard Chris Wimhurst	<i>Regular item</i>

• Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton	<i>Regular item – every other meeting</i>
• Work Programme 2023		

<b>MARCH 2024 – date not yet set</b>		
• Update on Asset Management Plan	Karen Frearson Mark Cheverton	<i>Moved to 2024 due to new Facilities Management arrangements. (frequency thereafter to be confirmed)</i>

#### PATTERN OF REGULAR ITEMS

Page 61	<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>	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Rachel Kennard
<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>	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>MAY</b>		<b>Annual</b>	Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects	Rebecca Spore Phil Murphy Julie Johnson

	<b>Six-monthly</b>	Facilities Management update	Rebecca Spore
	<b>Every other meeting</b>	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Rachel Kennard
<b>JULY</b>	<b>Every other meeting</b>	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
<b>SEPTEMBER</b>	<b>Six-monthly</b>	Contract Management Review Group update	Clare Maynard Chris Wimhurst
	<b>Every other meeting</b>	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Rachel Kennard
<b>NOVEMBER/ DECEMBER</b>	<b>Annual</b>	Annual Equality and Diversity Report (in 2022 moved to January)	David Whittle
	<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