



AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 10 July 2024, at 2.00 pm
Council Chamber, Sessions House, County
Hall, Maidstone

Ask for: **Katy Reynolds**
Telephone: **03000 422252**

Membership (17)

- Conservative (12): Mr D L Brazier (Chairman), Mr M Dendor (Vice-Chairman), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr N J D Chard, Mr P C Cooper, Mr J P McInroy and Mr H Rayner
- Labour (2): Ms M Dawkins and Dr L Sullivan
- Liberal Democrat (1): Mr A J Hook
- Green and Independent (2): Rich Lehmann and 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 15 May 2024 (Pages 1 - 6)
- 5 Budget Update (Pages 7 - 12)
- 6 24/00063 - Disposal of Boughton Mount, Boughton Monchelsea, Maidstone, ME17 4NA
To follow.

- 7 Decisions taken outside of Committee cycle: 24-00050 - Rosemary Centre Disposal (Pages 13 - 18)
- 8 Contract Management Review Group update (Pages 19 - 24)
- 9 Kent County Council's Approach to Public Consultation (Pages 25 - 30)
- 10 Work Programme (Pages 31 - 36)

EXEMPT ITEMS

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

Ben Watts,
General Counsel
03000 416814

Tuesday, 2 July 2024

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, 15 May 2024

PRESENT: Mr D L Brazier (Chairman), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr P C Cooper, Ms M Dawkins, Mr A J Hook, Rich Lehmann, Mr J P McInroy, Mr P Stepto and Dr L Sullivan

ALSO PRESENT: Mr D Jeffrey, Mr J Meade and Mr M Dendor

IN ATTENDANCE: Mrs A Beer (Deputy Chief Executive), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Miss K Reynolds (Democratic Services Officer), Mr M Cheverton (Property Strategy and Policy Manager), Ms C Harrington (Procurement and Commercial Manager, Strategic Commissioning), Ms J Johnson (Partnership and Programmes Manager), Mr P Murphy (Infrastructure Business Partner), Wagner (Interim Chief Analyst), Mr A White (Principal Estates Manager), Mr A Jeffery (Head of Resilience & Emergency Planning), Mr D Mounter (Project Manager) and Mr M Edwards (Assistant Surveyor)

UNRESTRICTED ITEMS**200. Apologies and Substitutes**

(Item 2)

Formal apologies had been received from Mr Dendor who was in attendance in his capacity as Deputy Cabinet Member for Finance, Corporate and Traded Services.

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

(Item 3)

There were no declarations of interest.

202. Minutes of the meeting held on 13 March 2024

(Item 4)

RESOLVED that the minutes of the meeting held on 13 March 2024 were a correct record and that a paper copy be signed by the Chairman.

203. Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department

(Item 5)

1. Mr Matthew Wagner and Mr David Whittle introduced the report which detailed performance against targets set for Key Performance Indicators (KPIs) for the Chief Executive's Department (CED) and Deputy Chief Executive's Department (DCED). 20 of the 27 KPIs achieved target for the latest month

and were RAG (Red/Amber/Green) rated Green, two were below target but did achieve the floor standard (Amber), and five did not achieve the floor standard (Red).

2. In response to questions and comments from Members it was said that:
 - a) Regarding “GL02: Freedom of Information Act requests completed within 20 working days” and “GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales”, there were a number of challenges affecting these KPIs, including the increased number of requests received. There had also been staff absences which impacted the performance of these KPIs, however, the teams were now fully staffed and operational. There was an Information Governance Briefing for Members on rise of the meeting to provide greater detail regarding Information Governance at the Council.
 - b) “FN07: Invoices received by Accounts Payable within 15 days of KCC received date” included a large number of invoices which came through different automated systems, such as Mosaic. Mr Dave Shipton would provide Members with a flowchart to illustrate the processes through which invoices, both standard and disputed, were dealt with. KCC was signing up to a new system which would allow the Council to receive early settlement discounts on some invoices. The KPI targets would need to be adjusted in light of this.
 - c) Ms Rebecca Spore would provide Members with further information regarding “PI01: Rent due to KCC outstanding over 60 days” outside of the meeting, including the type of debts and reasons for which they were continuing.
 - d) Regarding “CS07: Complaints responded to in timescale”, Members were reminded that where there was operational pressure, there was often an increased number of complaints and, therefore, more pressure for those teams affected to respond. It was said that there were weekly reviews taking place into areas of significant backlogs. One of the mechanisms introduced to address the backlog of complaints relating to SEND was specialised staff training to allow the Complaints Team to respond to more routine complaints.
3. RESOLVED to note the performance position for the Chief Executive's Department and Deputy Chief Executive's Department and comment on the KPIs and targets proposed for 2024/25.

204. Kent Estates and Kent Connects Partnership Update

(Item 6)

1. Ms Rebecca Spore introduced the report which provided an update on two multi-agency partnerships: Kent Estates Partnership which was part of the One Public Estate (OPE) Programme; and Kent Connects which was a partnership of public sector bodies in Kent, focussing on IT and digital technology.
2. RESOLVED to note progress to date and the development of the partnerships.

205. 24/00031 - Implementation of an Independent Construction Consultancy Services Framework
(Item 7)

1. Ms Rebecca Spore introduced the report which updated the Policy and Resources Cabinet Committee on progress regarding the independent Construction Consultancy Services Framework and sought approval for the implementation of the Framework to support the delivery of the Capital and Minor Works Programmes.
2. In response to questions and comments from Members it was said that:
 - a) To support project delivery, it was possible that a team of suppliers from different 'Lots' may be contracted to the same project. The contractors would have their own professional indemnity insurance to cover any matters that may arise. Members were assured that KCC had robust processes in place, including gateway checks at each RIBA (Royal Institute of British Architects) stage, to ensure that there was an opportunity for challenge against contractors. Limitation liability had also been set at 12 years within all contracts and permitted KCC to order back the whole design/consultancy team for review if necessary. It was confirmed that legal advice was taken when needed.
 - b) A sensible lotting strategy and a longer period for response had been allowed during the tender period to ensure that small and medium-sized enterprises (SME's) had sufficient time to structure their bids. However, SME's were not granted any advantages in the procurement process as this would be in breach of PCR 2015.
3. RESOLVED to endorse the proposed decision to:
 - a) The implementation of a new Independent Construction Consultancy Services Framework to support the delivery of the Capital and Minor Works Programmes over a 6-year (4 year+1+1) contract period and includes the following disciplines:
 - Lot 1 – Multi-discipline (including client delegated duties)
 - Lot 2 – Project Manager (including client delegated Quantity Surveying duties)
 - Lot 3 – Supervisor
 - Lot 4 – Technical Advisor
 - Lot 5 – Construction Design and Management Advisor
 - b) Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision.
 - c) Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to award extensions of contracts for commissioned services in accordance with the extension clauses within the contract (4 years + 2 x 1 year extensions).

4. In accordance with paragraph 16.31 of the Constitution, Dr Sullivan, wished for it to be recorded in the minutes that she abstained from voting on the motion.

206. 24/00042 - Contingency contract to provide emergency response capabilities in the event of a marine pollution incident
(Item 8)

1. Ms Rebecca Spore introduced the report which set out the proposed decision to enter into a contract with a provider in line with Kent County Council's (KCC) legal duties as a Category 1 responder under the Civil Contingencies Act 2004 and its role in the Maritime & Coastguard Agency National Contingency Plan.
2. In response to questions and comments it was said that:
 - a) KCC had historically agreed to undertake a Tier 2 marine pollution response. It was confirmed that KCC had not needed to carry out a Tier 2 response as yet and, therefore, the contract had not been called upon previously.
 - b) There was no fixed threshold to establish whether an incident required a Tier 1 or Tier 2 response as authorities differed in their capabilities to respond to marine pollution incidents.
3. RESOLVED to endorse the proposed decision for the Cabinet Member for Community and Regulatory Services to agree to:
 - a) Enter into a contract for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.
 - b) Delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Community and Regulatory Services to take necessary actions, included but not limited to entering into relevant contracts or other legal agreements to implement the above for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.

207. 24/00030 - Land at Bapchild and Tonge CE primary School: Granting of a long lease to UK Power Networks
(Item 9)

1. Ms Rebecca Spore introduced the report which outlined the proposal to grant a Lease for over 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station located within the grounds of the school.
2. Mr Andrew White responded to the following questions and comments from Members:
 - a) Asked about the direct benefits gained by the primary school through the relocation of the existing substation, Mr White confirmed that the school would be able to extend the current substation site for additional classroom space, or demolish it and erect a new building in its place. There would also be a health and safety benefit arising from the proposed decision due to the access restrictions surrounding the proposed new location of the

Electricity Sub Station. The primary school would not receive concessions on their energy bills in lieu of the new Electricity Sub Station located within the grounds of the school.

- b) Asked about the rent rate of £1 per annum charged to UK Power Network under the terms of the new lease, Mr White confirmed that this was in accordance with prevailing rates of this kind, both in Kent and nationally.
3. RESOLVED to endorse the proposed decision to:
 - a) Authorise the granting of a Lease for a term in excess of 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station to be located within the grounds of the school; and
 - b) Delegate authority to 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.

208. 24/00029 - Sheldwich Primary School: Grant of Long Lease to Academy Trust for Development of New Education Building

(Item 10)

1. Ms Rebecca Spore introduced the report which sought endorsement on the proposed decision to grant a Lease for over 20 years to Sheldwich Primary School for occupation and use of part of the County Council's Retained Land located within the grounds of the school for development and use of a new Pre-school facility.
2. RESOLVED to endorse the proposed decision to:
 - a) The County Council granting a new lease of land at the Primary School of a term in excess of 20 years, and
 - b) Delegate authority to 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.

209. Work Programme

(Item 11)

RESOLVED to consider and note the planned work programme for 2024.

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

To: Policy & Resources Committee 10th July 2024

Subject: **Medium Term Financial Plan (MTFP) Update**

Classification: **Unrestricted**

Summary:

This paper sets out the proposed process and timetable for updating the Medium Term Financial Plan (MTFP) presented to full Council on 19th February 2024 including consultation, scrutiny and final approval by full Council in February 2025. The proposed timetable and process was developed before the announcement of UK general election, although it was acknowledged that this would occur at some stage during the process, and the plan remains sufficiently adaptable.

The current 2024-27 plan shows a balanced three-year position based on forecast spending growth, funding, and savings/income estimates for each year. The forecasts are based on best intelligence and have varying levels of details. The savings plans include £39.7m in 2025-26 and £38.5m in 2026-27 from Securing Kent's Future (SKF) objective 2 to put spending on adult social care, children in care and home to school transport onto a sustainable trajectory; £19.8m of policy savings in 2025-26 to replace one-offs to balance 2024-25 (although at the time the plan was presented it was accepted full details were still to be developed) and £13.4m from other SKF objectives where plans are not yet fully developed.

Recommendations:

Policy and Resources Committee is asked to NOTE and COMMENT on the proposed process and timetable to update the MTFP.

Policy and Resources Committee should also note the following, from the 2024-25 full Council budget recommendations:

- i further potential economic volatility and the uncertain financial outlook for later years in the absence of a multi-year settlement from government from 2025-26 onwards as well as uncertain impact of the delayed social care reforms and reforms to local government funding arrangements;
- ii that the planned use of reserves still ensures sufficient reserves are available in the short term with no immediate concerns triggering a S114 notice provided the use of these reserves is replaced with sustainable savings over the medium term; and
- iii the rate of recent drawdown from reserves and increase in risk is cause for serious concern and reserves need to be strengthened, particularly general reserve and the draft budget includes a strategy to restore the general reserve to 5% by 2025-26. Further unplanned drawdowns would weaken resilience and should only be considered as a last resort with an agreed strategy to replenish reserves at earliest opportunity (even if that means restricting spend into 2024-25 below the levels assumed in budget plan).

1. Existing 2024-27 Plan

1.1 Table 1 summarises the existing plan for core funded activities (that is, excluding services funded from external sources). This shows a gap of £82.7m between forecast funding and spending (£81.4m including externally funded) in 2025-26, this gap equates to 5.8% of net budget for 2024-25 and will need to be closed through savings and income. A significant proportion of the savings will need to come from the objectives outlined in Securing Kent's Future (SKF).

Table 1 – Summary of 2024-27 Plan

	2024-25		2025-26		2026-27	
Spending Growth		£209.6m		£147.3m		£132.2m
Cost Drivers	£85.3m		£83.8m		£82.3m	
Prices	£49.6m		£30.5m		£22.6m	
Other	£74.7m		£33.0m		£27.3m	
Funding		£113.9m		£64.6m		£69.6m
Council Tax	£58.9m		£61.4m		£65.5m	
Government Grants	£53.4m		-£0.6m		£3.2m	
Business Rates/Other	£1.6m		£3.8m		£0.9m	
Saving/Income		£88.9m		£88.6m		£51.8m
Adults/Children Transformation	£36.5m		£39.7m		£38.5m	
Plans under development			£33.2m		£1.5m	
Other new plans	£14.7m		£14.4m		£2.8m	
Multi-year/Income	£26.7m		£9.2m		£8.7m	
Financing	£11.0m		-£7.9m		£0.3m	
Net Change in Reserves		-£6.8m		+£5.9m		-£10.8m
Balance		£0.0m		£0.0m		£0.0m

1.2 There are a number of features worth noting within spending growth:

- a) Cost drivers in adults and children's are currently forecast to increase at a fairly constant level year on year, partly offset by transformation savings. Planned growth and savings would mean these services continue to account for an increasing share of the budget from 66% in 2023-24 to 71% in 2026-27.
- b) Prices growth is forecast to decline in line with inflation forecasts (the rate of inflation has been declining steadily in recent months), but the risk remains that there could be economic shocks causing further volatility.
- c) The "Other" category includes base budget changes in 2024-25 to reflect the full year effect of forecast 2023-24 variances and pay provision in all years. The pay provision needs to be updated to include the new pay strategy for annual pay award and pay progression/transition agreed by the County Council in May 2024.

1.3 There is little to go on, in terms of the national government's assumptions around the ongoing funding of local authorities. Our assumptions are currently as follows:

- a) Council Tax referendum threshold to remain at 5% (3% general +2% adult social care precept);
- b) Council Tax base growth of 1.5% (this has been historical level);

- c) Revenue Support Grant and business rates (including top-ups and compensation) increase in line with inflation;
- d) Other grants remain flat cash¹; and
- e) No business rate growth other than inflation.

1.4 Any reduction in assumptions about growth and any increases in assumptions around funding, reduce the overall need for savings. Conversely any increased spending growth, under delivery of existing savings plan or reduced funding would require additional savings/income to balance the budget. The assumptions in the existing plan are prudent and reflect the most likely scenario.

2. Updating the Existing Plan

2.1 The existing plan will be updated by the end of July. This update will include the following:

- a) identify unavoidable price increase estimates but apply greater scrutiny and challenge as part of the budget development process;
- b) identify costs drivers for spending growth based on recent trends;
- c) not include any other cost increases; and
- d) consider building in an assumption that some spending will be absorbed or avoided.

2.2 Following the July update directorates will be issued with revised targets to balance each year 2025-26 to 2027-28. The allocation of targets will be based on a combination of the Council's strategic objectives, benchmarking of current spend against outcomes and best value, and an assessment of the capacity to deliver further savings over and above those already in the plan. The overall target will be set at a level that is higher than that required to achieve a balanced budget to allow scope for policy choices, capacity to deal with subsequent changes from existing assumptions, and scope to improve reserve balances at the earliest opportunity. Options to deliver revised targets will be completed by end of September ahead of proposed scrutiny of the budget proposals in November.

2.3 It is proposed that scrutiny in November focuses on the policy choices within the budget proposals relevant to each Committee, rather than the overall assumptions on which budget proposals are based. This will mean each Committee receiving a tailored report with an overall budget plan as background information, rather than the standard report that has been published in recent years.

2.4 We will be building on presentation of information through the BI dashboards introduced last year. These were generally well received, although there were areas for further improvement identified during last year's scrutiny process. We will review whether the dashboards will still need to be supplemented with the very large appendices produced in previous year's budget reports.

2.5 All key decisions will need to be completed before the pre-election period for County Council elections, which begins on 15 March 2025. The planned date for full Council approval of the 2025-26 budget is 13 February 2025. A more detailed timetable is included as appendix A to this report.

¹ other than workforce element of market sustainability which as announced is only two-off in 2023-24 and 2024-25

3. Budget Consultation

3.1 Consultation on the overall budget strategy was launched on 13 June 2004 <https://letstalk.kent.gov.uk/budget-consultation-2025-26>. The consultation is open for 8 weeks until 7 August 2024. The consultation has been launched a month earlier than recent years to enable budget submissions required by end of September to reflect responses. The consultation has been presented in a more accessible format with enhanced graphics.

3.2 The consultation includes a high-level summary, an interactive quiz (designed to help respondents understand more about the Council's funding and spending priorities), an accompanying consultation document (setting out key facts, strategic priorities and financial challenge), questionnaire and equality impact assessment. The consultation seeks views on Council Tax, spending priorities and areas for further savings/income. The consultation has been publicised through press release, social media and in KCC public access buildings.

3.3 Consultation and engagement events are planned to be held with staff, and voluntary and business sector representatives. Separate detailed service consultations will be necessary over the coming months as the budget consultation relates to the overall strategy rather than individual proposals within the budget.

4. Contact details

Report Authors:

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Relevant Corporate Director:

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	<u>Timetable for Agreeing the 2025-26 Budget and 2025-28 MTFP</u>
June	Directorates to commence reviewing and, where necessary, updating 2025-26 (and the following two years) spending and savings proposals
	Launch public consultation (w/c 10 June)
July	Deadline (mid July) for directorates to provide an update on 2025-26 (and following two years) pressures and saving
	If budget gap, issue updated savings targets informed by member priorities - directorates to work up ideas/proposals by mid September
	Cabinet report on proposed budget setting approach and timetable
September	Deadline (mid Sept) for updated templates reflecting ideas/proposals to meet updated savings targets
	Report to Cabinet on the Quarter 1 Financial Monitoring (impact on budget)
October	Publish Cabinet Committee reports
	Report to Cabinet on the Quarter 2 Financial Monitoring - consider implications for budget
November	Report to Cabinet on the draft budget proposals, MTFP, capital strategy and reserves
December	December Provisional Local Government Finance Settlement
	Finalise information to be used in setting the budget Report to Cabinet
January	Receipt of Council Tax and business rates information from the districts/boroughs
	Key decisions in principle considered by Cabinet committees
	Final draft budget endorsed by Cabinet
February	Budget set - Deadline for publication of budget papers for County Council is 5th February (meeting is scheduled for the 13th February)

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DECISION REPORT TO COMMITTEE

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 – 10 July 2024

Subject: Decisions taken between Cabinet Committee Meetings

Urgent Decision 24/00050

Disposal of the Former Rosemary Centre, 189 High Road, Wilmington DA2 7DP

Decision no: 24/00050

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

Classification: *Unrestricted report with Exempt Appendix A, which is 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).*

Electoral Division: Wilmington, Mr Sandhu, MBE

Is the decision eligible for call-in? *No – exempt*

FOR INFORMATION ONLY

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

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note that Decision No. 24/000550, Disposal of the Former Rosemary Centre, 189 High Road, Wilmington DA2 7DP, was taken in accordance with sections 12.32 and 12.35 of the Council's constitution.

1. Introduction

- 1.1 In accordance with governance arrangements, all significant or Key Decisions must be listed in the Forthcoming Executive Decision List and should be submitted to the relevant Cabinet Committee for endorsement or

recommendation prior to the decision being taken by the Cabinet Member or Cabinet.

- 1.2 Due to the timescales involved in the property transaction which were not anticipated and the completion scheduled for 30 May 2024, it was not possible for this decision to be discussed by the Cabinet Committee prior to it being taken by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services. Therefore, in accordance with the process set out in the Council's Constitution, the Chairman and Group Spokespersons for this Cabinet Committee, the Chairman and Spokesmen for the Scrutiny Committee were informed prior to the decision being taken and their views were recorded on the Record of Decision attached. After the decision was taken, it was published.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note that Decision No. 24/000550, Disposal of the Former Rosemary Centre, 189 High Road, Wilmington DA2 7DP, was taken in accordance with sections 12.32 and 12.35 of the Council's constitution.

2. Background Documents

- 2.1 Record of Decision No. 24/00050
<https://democracy.kent.gov.uk:9071/documents/s125204/24-00050%20-%20Urgent%20ROD.pdf>
- 2.2 24/00050 Decision Report
<https://democracy.kent.gov.uk:9071/documents/s125196/24-00050%20-%20Executive%20Decision%20Report%20-%20URGENT%20-%20Rosemary%20Centre.pdf>
- 2.3 Decision Report *EXEMPT* Appendix A
- 2.4 Decision Report Appendix B - Site Plan Former Rosemary Centre.
<https://democracy.kent.gov.uk:9071/documents/s125198/24-00050%20-%20Appendix%20B%20unrestricted%20Site%20Plan.pdf>
- 2.5 Decision Report Appendix C - Site Plan War Memorial Land.
<https://democracy.kent.gov.uk:9071/documents/s125199/24-00050%20-%20Appendix%20C%20unrestricted%20Site%20Plan%20War%20Memorial%20Land.pdf>
- 2.6 Decision Report Appendix D - 24/00050 Equality Impact Assessment
<https://democracy.kent.gov.uk:9071/documents/s125200/24-00050%20-%20Appendix%20D%20unrestricted%20EQIA.pdf>

3. Contact details

Report Author: Hugh D'Alton Principal Surveyor, Disposals Acquisitions, and Investment Hugh.d'alton@kent.gov.uk 03000 41 88 35	Director: Rebecca Spore Director of Infrastructure Rebecca.spore@kent.gov.uk 03000 41 67 16
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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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From: Peter Oakford, Deputy Leader
Clare Maynard, Head of Commercial and Procurement

To: Policy and Resources Cabinet Committee

Date: 10 July 2024

Subject: Update from the Contract Management Review Group (CMRG)

Classification: Unrestricted

Summary:

This report reflects on the work of the Contract Management Review Group following the re-launch of the Group under new Terms of Reference in September 2023.

The paper summarises the key outcomes and common themes emerging from the contract reviews that have been undertaken since the re-launch of the CMRG and assesses the impact that the Group has had in that time period. The paper also looks forward to the work programme of the CMRG for the coming six months and identifies opportunities to further improve how the Group can effectively contribute to raising the standard of contract management across the Council.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to **consider** and **note** this report.

1. Introduction

- 1.1. The Contract Management Review Group (CMRG) was first convened in September 2016. Over the eight years since its inception, the Group has played an important role in identifying and championing contract management best practice across the Council, while highlighting areas for further improvement.
- 1.2. Following KCC's launch of a new Commercial and Procurement Division in September 2023, key changes were made to the Terms of Reference (TORs) of the CMRG, including to its core membership and its approach to reviewing the Council's contracts. These changes were made to enhance the commercial rigour, oversight, and assurance around KCC's strategically important contracts.
- 1.3. To set the context, the report summarises that revised approach to the CMRG, that was noted at Policy and Resources Cabinet Committee in November 2023. The paper then reflects on the key outcomes and common themes emerging from the reviews undertaken since the re-launch of the Group, assessing the impact that it has had during that time, and outlining the forward plan for the next six months with opportunities to further build on the impact of the Group.

2. A summary of the revised approach of the CMRG

- 2.1. Recognising the importance of delivering best value for Kent residents, KCC launched a new Commercial and Procurement Division in September 2023. The Division provides professional leadership across KCC's commercial and procurement activity, including commercial expertise on key contracts.
- 2.2. Considering the important role of the new Division to help ensure that there is effective contract management practice across the Council, it was decided that, under the new format, the Head of Commercial and Procurement should jointly chair the CMRG with the Deputy Cabinet Member for Finance. To further enhance the rigour of reviews and recognise the value of diverse contributions, membership of the Group was expanded to include not only commercial specialists but additional finance, legal, and cross-party Member representation.
- 2.3. Contracts are tiered by Officers based on a consideration of their strategic importance, value, risk, and complexity, with the CMRG reviews primarily focused on those contracts that have been assessed as being 'Gold' tier contracts. The Group assesses contract management practice against the NAO Good Practice Contract Management Framework. However, in addition to assessing the maturity of the contract management taking place, there is now a greater emphasis on scrutinising value for money, social value, transparency of decision-making, and internal and regulatory compliance.
- 2.4. The timing for reviews has been clarified as being at two points in the life of the contracts coming to the Group – their midway point and prior to extension. These are the opportune points to assess value for money, scrutinise performance and risks, and drive continuous improvement on our contracts. With the Commercial and Procurement Oversight Board scrutinising contracting proposals prior to tender, this revised timing of reviews undertaken by CMRG, also ensures that there is oversight throughout the commercial life cycle.
- 2.5. With regards to meeting frequency, the CMRG meets once per annum to agree the forward plan for the next 12 months. Thereafter, the Group meets every two months to review the contracting arrangements which have been identified.
- 2.6. The named contract manager, supported by their commercial business partner, leads the presentation at the CMRG. While the Group provides constructive challenge and advice and can recommendations around contract management, the responsible officers attending the Group are accountable for effective contract management to their Corporate Directors and Directorate Management Teams. As well as being communicated to those attending the meeting, the findings of the Group are communicated to the relevant Corporate Director and Cabinet Member, who are invited to attend the meeting, should they wish to.

3. Reflections on CMRG contract reviews undertaken since November 2023

- 3.1. The CMRG first convened under its new TORs in November 2023 and, since that initial meeting, the Group has met a total of four times, reviewing six contractual arrangements which are each of strategic importance to the Council. The contracts reviewed have covered the full span of services that KCC is responsible for delivering, ranging from adult social care, health and children's services, to those linked to major construction and infrastructure projects.

3.2. A summary of the contracts that have been reviewed is outlined below, alongside the point that they were considered and the key outcomes:

Date	Contract/s	Total Value	Review Point	Key Outcome/s
14.11.23	Kent Community Health Foundation (KCHFT) Trust Partnership	£38,000,000.00 pa	Mid life	Management of the contractual arrangements was positively received, but constructive feedback was provided on the potential future scope of the services and challenges made requesting clarification of cost breakdowns, evidence of efficiencies, and overall impact.
23.01.24	Household Waste Recycling Centres (HWRC) (two contracts)	£43,700,000.00 (including all potential extensions)	Prior to extension	Proposals to extend these contracts were considered by the Group and positively received, albeit with additional considerations recommended. It was noted that further Cabinet Committee engagement would be required and, since then, and in part based on the feedback from CMRG, it has been decided the contract will be re-tendered.
19.03.24	Independent Fostering Partnership (IFP) Framework Agreement	£44,400,000.00 (including all potential extensions)	Mid life	Management of these separate contractual arrangements were, on balance, positively received, but there was further information requested on cost breakdowns and the Group suggested there were unexplored opportunities for additional efficiencies.
	Safe Accommodation Support Service	£1,496,000.00 (including all potential extensions)	Mid life	
21.05.24	Emergency Tree Works	£4,000,000.00 (including all potential extensions)	Prior to extension	Proposal to extend was agreed in principle but the Group recommended an alternative period for the extension and requested additional benchmarking of price comparisons be undertaken.

3.3. The CMRG reviewed the above contractual arrangements against the NAO Good Practice Contract Management Framework, raising pertinent questions. As suggested in the above table, the challenge provided by the Group has

primarily focused on financial performance and value for money judgements, including the social value commitments being delivered on the contracts.

- 3.4. These discussions at the CMRG have often led to recommendations around cost savings, potential for income generation, and suggestions for continuous improvement, which Officers have committed to taking away and building in to future changes. Additionally, a common line of inquiry has been whether price benchmarking has been undertaken and, while there is some evidence of this being undertaken, where it has not been, the Group has requested this.
- 3.5. Furthermore, the CMRG has scrutinised the commercial and operational performance on the contracts, raising key questions to better understand information presented on supplier performance against KPIs. The Group has challenged where the information provided was not clear and required explanation and sought assurances that any drops in performance were properly addressed with mitigating actions to prevent re-occurrence.
- 3.6. Responses provided by those attending the CMRG have shown that contract managers generally have good performance monitoring mechanisms in place and a clear plan to address any issues or instances of underperformance. Further to this, it has been clearer that contract managers are often giving thought to the ongoing appropriateness of performance measures, targets, and considering opportunities for continuous improvement and innovation.
- 3.7. Governance and management arrangements in place around the contracts reviewed have also been considered. This has included ensuring that there is appropriate accountability for the contracts and suitable day-to-day management arrangements in place, authorisations, particularly for extensions, are correctly sought, and that there is strong risk management being followed.
- 3.8. In particular, the CMRG has asked probing questions on the economic and financial standing of suppliers, supplier profitability and dependency on KCC, and sought to ensure that Officers are adopting a commercial mindset when managing their relationships with suppliers. On these points, robust challenge has been provided with those attending directed to digital tools that can help them to assess the health and sustainability of suppliers, while support has been offered to assist Officers in having commercial conversations and to apply their commercial acumen when engaging and negotiating with suppliers.
- 3.9. The open and transparent discussions at the CMRG have been constructive. They have supported identification of the strengths in the Council's contract management and its key contracts, but also enabled areas for development to be highlighted and addressed in a positive and productive manner.

4. Future work programme and opportunities for continuous improvement

- 4.1. The below table summarises the future work programme for the CMRG, showing the contracts that will be presented to the Group up to November 2024. The contractual arrangements have been selected based on the criteria of strategic importance, value, risk, and complexity:

Date	Contract/s	Total Value	Review Point
09.07.24	Property Construction Partnership Framework	£500,000,000.00 (including all potential extensions)	Mid life
19.09.24	KCC Cleaning Services (Corporate)	£13,500,000.00 (including all potential extensions)	Mid life
05.11.24	Live Well Kent	£30,537,212.00 (including all potential extensions)	Mid life
	Community Based Wellbeing Service (lots 1-6 over 2 contracts)	£18,688,000.00 across both contracts (including all potential extensions)	Prior to extension

- 4.2. As has been outlined, the forward plan for the 12 months following the last meeting above will be agreed at a special meeting of the CMRG in the Autumn. As an action from the previous CMRG, which heard a presentation on the Safe Accommodation Support Service, this contract is expected to re-attend in January 2025 to offer an update to the Group on the recommendations made.
- 4.3. Moving forward, the CMRG will be increasingly important. As more contracts are considered and themes emerge across a larger number of reviews, the Group will not only influence continuous improvement on individual contracts. The findings of the Group will also begin to influence the shape of the Council's procurement policy and procedures, the priority training provided to Officers to improve practice, and where investment decisions may be required around our commercial and contracting systems, digital technology, and tools.
- 4.4. As well as extending the impact of the CMRG, we will continue to listen to feedback on how we can improve how the Group operates. Feedback to date has been broadly positive, with presenters seeing the benefits in attending the CMRG, especially prior to extension. Their feedback shows that they value the open discussions with the membership, recognise the importance of the constructive challenge, and value the advice and guidance received. Additionally, attendees have valued discussions on areas for improvements, but also appreciated the opportunity to showcase the strengths in their practice.

5. Conclusion

- 5.1. Since it was first convened eight years ago, the CMRG has played a critical role in identifying areas of strength in contract management across the Council, making a significant impact to ensure areas for development are addressed.
- 5.2. Following KCC's the re-launch of the Group in November 2023, with the professional leadership of the Commercial and Procurement Division, the CMRG remains an important mechanism to ensuring there is commercial rigour and strong oversight and assurance of contract management across KCC. Working alongside the new Division, the CMRG will continue to ensure KCC contract management practice remains of the highest standard.

6. Recommendation(s)

Policy and Resources Cabinet Committee is asked to consider and note this report.

7. Contact details

Report Author:

Michael Bridger, Commercial and Procurement Standards Manager

Relevant Director/s:

Clare Maynard, Head of Commercial and Procurement

From: Dylan Jeffery, Cabinet Member for Communications and Democratic Services
Amanda Beer, Chief Executive

To: Policy and Resources Cabinet Committee

Date: 10th July 2024

Subject: KCC's approach to Public Consultation

Classification: Unrestricted

Electoral Division: All

Summary:

This report summarises the current approach and process to public consultation at Kent County Council.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE KCC's approach to public consultations.

1. Introduction

1.1 This paper outlines KCC's approach to public consultation.

1.2 During periods of significant change, the need to carry out public consultation is increasingly prevalent and as such, this paper outlines the approach undertaken at KCC to provide reassurance of a robust and effective process.

2. Background

2.1 As a Council we want to find ways of listening and responding to what's important to people in Kent and for our strategies and planning to be informed by the views of residents, service users, stakeholders and staff. We want to use this insight to better understand spending priorities and how we should work together as a Council to maximise public value.

2.2 We have a duty to consult when considering how to meet the [Best Value Duty](#) (Local Government Act 1999) and to consider if there is a Common Law requirement to consult, such as legitimate expectation and procedural fairness.

2.3 The need to consult arises:

- 1) Where there is a withdrawal of a benefit with significant impacts to be considered and/or an interest which is held to be sufficient to warrant such an expectation.
- 2) From some promise to consult or where official guidance or policies imply a promise to act in a particular way.
- 3) Where there is well established practice of consultation.
- 4) Where in exceptional cases, a failure to consult would lead to conspicuous unfairness.

2.4 We must adhere to any statutory guidance as well as KCC policies and procedures.

3. Consultation versus Engagement

3.1 Consultation is a conversation between individuals and groups, based on a genuine exchange of views. It helps us to share information, listen to stakeholders, and gather customer insight to make better-informed decisions. Before decisions are taken it is important that we understand the views of the people who use our services, residents, partners, staff and any other interested parties and how any proposed changes might impact them.

3.2 Engagement can happen at any point during a project. It can help to develop options, generate and test ideas, build relationships and reduce conflict. Consultation takes place when you need to understand people's views on proposals to inform a decision.

3.3 Effective consultation helps the Council to make robust decisions by:

- being informed of any issues, viewpoints, implications or options that might have been overlooked;
- re-evaluating matters already known; and
- reviewing priorities and principles.

3.4 Strength of feeling will be taken into account by decision-makers, but a consultation is not a vote. It is about understanding the impact proposals may have on people and using this insight, along with other evidence, to enable well informed decisions to be made.

4. The Gunning Principles

4.1 KCC follows the Gunning Principles which are the requirements for a legally robust consultation process. If one or more of these principles is not followed, it could mean that a legal challenge (judicial review) is brought against a local authority on the decision-making process.

4.2 The Gunning Principles are:

- 1) Consult when proposals are at a formative stage – this means when there is still an opportunity to influence the outcome.
- 2) Provide sufficient information and reason (rationale) for proposals to enable people to give an intelligent response.
- 3) Allow enough time for consideration and response. This applies for participants during the consultation period, and decision-makers once the consultation has closed.
- 4) Feedback from the consultation must be conscientiously taken into account in finalising proposals and in the decision-making process.

4.3 The length of the consultation needs to be proportionate and will depend on factors including: the scale and impact of the changes being proposed, its complexity, the time of year, and the stakeholders that need to be reached.

4.4 In some instances, the length of a consultation will be stipulated in statutory guidance. Services should be aware of any statutory requirements in their service area.

4.5 The government has its own set of consultation principles, which give guidance to government departments on conducting consultations. These compliment the Gunning Principles. The full principles can be found [on the government's website](#) but in summary, consultations should:

1. Be clear and concise
2. Have a purpose
3. Be informative
4. Only be part of a process of engagement
5. Last for a proportionate amount of time
6. Be targeted
7. Take account of the groups being consulted
8. Be agreed before publication
9. Facilitate scrutiny
10. Responses to consultations should be published in a timely fashion
11. Not generally be launched during local or national election periods.

5. The Marketing and Resident Experience Team

5.1 The Marketing and Resident Experience (MRX) department's Engagement and Consultation team provide advice and guidance to services across the Council on whether or not a consultation is necessary, how to run a robust consultation (evidenced through case law), as well as supporting the development of consultation and communication methods. KCC's consultation process has helped KCC to avoid legal challenge on its decisions following public consultations.

5.2 KCC is a member of the [Consultation Institute](#). This is a leading best practice Institute and membership body, promoting high-quality cross sector public and stakeholder consultation standards and training.

5.3 Where there is a requirement for legal advice, the Engagement and Consultation team work in collaboration with legal services.

5.4 Consultation responses are analysed and reviewed throughout the consultation period. Following the close of the consultation, a consultation report is produced which is shared with decision makers and published on the Let's talk Kent platform. Where participants, through registration, have asked to be kept informed, a notification of report publication is emailed to them.

5.5 Responses are consciously considered by KCC before any decisions are made.

6. Let's talk Kent

6.1 The Engagement and Consultation team manage Let's talk Kent, the Council's engagement website. It is a place for sharing information about proposals and gathering respondents' views. All KCC's public consultations are published on the website: www.kent.gov.uk/letstalk.

6.2 In line with other local authorities and government departments, we ask people to register to take part in some activities on our Let's talk Kent website. We do this to: protect the integrity of our consultations from individuals and groups who may attempt to unduly influence the outcomes of the consultation process; give people the opportunity to choose to be kept informed; and for some consultations, to comply with statutory requirements to contact anyone who has made a representation. For all consultations, a Word version of the questionnaire is available on the website or on request for people who would prefer not to complete the online form or register.

6.3 Let's talk Kent has over 36,000 registered users, 20,000 of which have signed up to receive information on future engagement and consultation opportunities.

6.4 KCC is proactive at promoting public consultations. Promotional activity is tailored to each consultation in order to reach target audiences effectively, within the resources available. Responses are monitored and promotional tactics are adapted and optimised during the consultation period where necessary.

6.5 Examples of promotional tactics can include: media releases; posters and postcards; social media posts; features in the KCC residents' e-newsletter; promotional banner and links on KCC's website kent.gov; emails sent to services' stakeholders, service users and any associated partners; the Kent Association of Local Councils (KALC) newsletter, website, and social media channels; and through an invitation to those who registered an interest on the Let's talk Kent website.

6.6 Promotion to both KCC staff and Members who can play an important role in raising awareness directly in their communities.

7. Financial Implications

7.1 No changes are being proposed.

7.2 The advice and guidance provided by MRX to services across the council is funded by the corporate centre. Costs associated with consultations (such as printing, promotion and creation of alternative formats) are funded from consulting services' own budgets. Where services seek legal advice for highly complex or controversial proposals, this is also funded from their own budget.

8. Equalities implications

8.1 The Council takes accessibility very seriously and has implemented a number of ways to help residents participate in our public consultations and have their say. Stakeholder identification is undertaken to understand who could be impacted by, or interested in, each consultation, with consideration given to their accessibility needs such as Easy Read, British Sign Language, large print, and face-to-face engagement opportunities.

8.2 Let's talk Kent meets digital accessibility requirements. Information on how to ask for alternative formats of consultation material is promoted as standard practice. This includes asking for paper copies to be sent out if people feel unable to complete an online questionnaire.

8.3 Equality analysis is a crucial part of the process. All proposals will have an Equality Impact Assessment (EqIA) produced by the consulting service, and these are published alongside other consultation material. Feedback on EqIAs is sought as part of the consultation process and is used to refine equality analysis ahead of a decision being taken.

9. Conclusions

9.1 KCC is committed to listening and responding to what's important to people in Kent, and for its strategies and planning to be informed by the views of residents, service users, stakeholders and staff. The current approach and process to public consultations is both robust and effective, inviting residents to participate in decision making whilst adhering to the legal requirements of public consultation.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE KCC's approach to public consultations.

10. Contact details

<p>Report Author:</p> <p>Anne Wynde Engagement & Consultations Lead Telephone: 03000 41 68 63 Email: anne.wynde@kent.gov.uk</p> <p>Charlotte Jones Engagement & Consultations Lead Telephone: 03000 41 69 35 Email: charlotte.jones@kent.gov.uk</p>	<p>Head of Service:</p> <p><i>Christina Starte</i> <i>Head of MRX (Marketing & Resident Experience)</i> Telephone: 03000 41 32 71 Email address: christina.starte@kent.gov.uk</p>
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From: Ben Watts, General Counsel
To: Policy and Resources Cabinet Committee – 10 July 2024
Subject: **Work Programme 2024/25**

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 2024/25

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 2024/25

- 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 2024/25

6. Background Documents
None.

7. Contact details
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POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2024/25

10 September 2024 – 10am – agenda setting 17 July at 14:00		
<ul style="list-style-type: none"> • Regular Medium Term Financial Plan (MTFP) update 	John Betts Dave Shipton	<i>Regular item</i>
<ul style="list-style-type: none"> • Facilities Management update (bi-annual) 	Rebecca Spore	<i>Regular item</i>
<ul style="list-style-type: none"> • Asset Management Strategy 2024 – 2030 	Rebecca Spore Rebecca Anderson Mark Cheverton	<i>Deferred to September</i>
<ul style="list-style-type: none"> • Sevenoaks Town Centre Regeneration Collaboration Project – Memorandum of Understanding (MOU) 	Rebecca Spore Jo Taylor Ben Sherreard / Lisa Alexander	<i>Key Decision</i>
<ul style="list-style-type: none"> • Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department 	David Whittle Matt Wagner	<i>Regular item</i>
<ul style="list-style-type: none"> • Proposals regarding the Afghan Resettlement and United Kingdom Resettlement Schemes 	David Whittle Michael Thomas-Sam Chris Grosskopf	<i>Key Decision</i>
<ul style="list-style-type: none"> • Work Programme 2024/25 		
27 November 2024 – 10am – agenda setting TBC		
<ul style="list-style-type: none"> • Annual Equality and Diversity Report 	David Whittle	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Draft Revenue and Capital Budget and Medium-Term Financial Plan 	John Betts Dave Shipton	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Work Programme 2024/25 		
15 January 2025 – 10am – agenda setting TBC		

<ul style="list-style-type: none"> • Draft Revenue and Capital Budget and Medium-Term Financial Plan 	Zena Cooke Dave Shipton	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Implementation of the Armed Forces Covenant in Kent 	Tim Woolmer	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department 	David Whittle Matt Wagner	<i>Regular Item</i>
<ul style="list-style-type: none"> • Work Programme 2025 		
5 March 2025 – 10am – agenda setting TBC		
<ul style="list-style-type: none"> • Risk Management (Including RAG ratings) 	David Whittle Mark Scrivener	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Cyber Security 	Lisa Gannon	<i>Regular Item - Annual item</i>
<ul style="list-style-type: none"> • Contract Management Review Group update 	Clare Maynard	<i>Regular Item - Biannual</i>
<ul style="list-style-type: none"> • Work Programme 2025 		
8 July 2025 – 10am – agenda setting TBC		
<ul style="list-style-type: none"> • Regular Medium Term Financial Plan (MTFP) update 	John Betts Dave Shipton	<i>Regular item</i>
<ul style="list-style-type: none"> • Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department 	David Whittle Matt Wagner	<i>Regular Item</i>
<ul style="list-style-type: none"> • Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects 	Rebecca Spore Phil Murphy Julie Johnson	<i>Regular Item – Annual Item</i>
<ul style="list-style-type: none"> • Work Programme 2025 		

PATTERN OF REGULAR ITEMS

JANUARY	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
	Annual	Implementation of the Armed Forces Covenant in Kent	Tim Woolmer
	Every other meeting	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner
MARCH	Annual	Risk Management (Including RAG ratings)	David Whittle Mark Scrivener
	Annual	Cyber Security	Lisa Gannon
	Six-monthly	Contract Management Review Group update	Clare Maynard
	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
MAY	Annual	Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects	Rebecca Spore Phil Murphy Julie Johnson
	Six-monthly	Facilities Management update	Rebecca Spore
	Every other meeting	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner
JULY	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
SEPTEMBER	Six-monthly	Contract Management Review Group update	Clare Maynard
	Every other	Performance Dashboard for the Chief Executive's Department and	David Whittle

	meeting	Deputy Chief Executive's Department	Matt Wagner
	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
NOVEMBER/ DECEMBER	Annual	Annual Equality and Diversity Report (in 2022 moved to January)	David Whittle
	Six-monthly	Facilities Management update	Rebecca Spore
	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
TBC	TBC	Enterprise Business Capabilities - Update	Lisa Gannon
TBC	TBC	Update on KPSN	Lisa Gannon