

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
David Cockburn, Corporate Director Strategic and Corporate Services and Head of Paid Service

To: Policy and Resources Cabinet Committee, 15 September 2017

Subject: Policy Framework – Strategies and policies for close down

Classification: Unrestricted

Past Pathway: Corporate Management Team, 27 June 2017

Future Pathway: Policy and Resources Cabinet Committee – regular updates TBC

Summary: Following approval of a new approach for managing the Policy Framework, a number of appropriate KCC strategies and policies have been agreed for close down by Cabinet Members.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to:

- (1) **Endorse** the strategies and policies that have been agreed for close down as set out in Tables 1 and 2;
- (2) **Agree** how frequently the Committee will receive an update on the Strategy and Policy Register, with a suggested initial frequency of six months.

1. INTRODUCTION

- 1.1 Following discussion with Cabinet Members and Corporate Directors, KCC has approved a new approach to managing the Policy Framework in order to provide clearer oversight and control and to effectively manage risk.
- 1.2 The new approach introduces a Control Framework for strategy and high-level policy, with a set of simple principles for the management of the organisation's strategic documents. The Control Framework is attached (Appendix B) for reference.
- 1.3 One of the benefits of the new Control Framework will be to support a consistent approach across the organisation's strategic documents. Recent national developments around proposed changes to libraries have indicated enhanced corporate risk through misalignment of different corporate strategies and policies, so the new Control Framework will help to more effectively mitigate potential risk.
- 1.4 The forthcoming plan to modernise and reform the Constitution presents an opportunity to formalise the new Control Framework in the Constitution. This will be undertaken as part of the planned updates by the General Counsel to Selection and Member Services Committee and County Council later this year.
- 1.5 The Control Framework sits alongside a Strategy and Policy Register which lists the strategy and policy documents owned by KCC and with our strategic partners that set out the future vision and internal controls for services. It does not include the organisation's operational policies and procedures, which guide day-to-day

work. The Control Framework and Strategy and Policy Register, along with a one-page summary front-sheet for each document on the Register, will be published on KNet in September. Communication to staff about the new approach has already begun and will continue over the coming months.

- 1.6 As part of the new approach, a stock-take of the existing documents on the Strategy and Policy Register was undertaken. As a result, CMT identified a number of strategies and policies that have been found to be out of date or have already been replaced by a newer version. The documents identified as potentially ready to close down were discussed with Cabinet Members who agreed which strategies and policies will be closed down, as set out in Tables 1 and 2 of this paper.
- 1.7 This paper presents Policy and Resources Cabinet Committee with the strategies and policies that have been agreed for close down and asks the Cabinet Committee to endorse this. The Cabinet Committee is also asked to agree how frequently to receive an update on the Policy Framework process, including an overview of the Strategy and Policy Register.

2. STOCK-TAKE OF STRATEGIES AND POLICIES

- 2.1 During the summer, the Strategy, Policy, Relationships and Corporate Assurance (SPRCA) Division has undertaken a stock-take of the 136 strategies and policies that fall into the scope of the Strategy and Policy Register. An additional 36 potential or forthcoming documents have also been identified. The purpose of this stock-take has been to:
 - Produce a final Strategy and Policy Register that can be published on KNet in September, ensuring that all documents in scope have been included;
 - Produce the one-page summary front-sheets for each of the documents that will be included on the Register, so that these can be published alongside the Register to summarise all essential information in one place;
 - 'Clear the decks' by identifying documents that are out of date or have been replaced, to inform the decision on which should now be closed down;
 - Identify the strategies and policies that are under review or due to be reviewed shortly, to gain an understanding of forthcoming changes to strategies and policies on the Register.
- 2.2 The first step was to test the draft Strategy and Policy Register with CMT who have provided feedback on whether any documents were missing, and identified documents that are ready to close down.
- 2.3 Summary front-sheets have been produced by SPRCA with input and approval from the accountable owner of each strategy/policy. For the strategies and policies that were identified for close down, the reasons for this and any potential implications were discussed with the accountable owner. This has informed the final list of documents for close down as set out in section 3.
- 2.4 A revised Strategy and Policy Register has also been produced as a result of this exercise (Appendix A).

3. STRATEGIES AND POLICIES PROPOSED FOR CLOSE DOWN

- 3.1 The strategies and policies that have been agreed in discussion with Cabinet Members for close down are set out in the tables below. Most of the strategies and policies identified could be closed down immediately and these are set out in Table 1. There are 29 documents in this table.

- 3.2 A number of other strategies and policies have been agreed for close down later in 2017/18. In all cases this is because the strategy/policy is being replaced by a newer version but the replacement document has not yet been published. These are set out in Table 2. There are 16 documents in this table.
- 3.3 The reasons why each strategy/policy is being closed down is explained in the tables. The most common reasons are because the document has been replaced with a subsequent version or another document, or because it is now out of date as it was developed some years ago and the context has changed. The summary front-sheet for each strategy/policy listed in the tables is available if required. This sets out overview information including the purpose of the document, how and when it was approved and by whom.

Table 1: Strategies and policies for close down immediately

Name	Reason for close down
Bold Steps for Kent (2010-2015)	Has been replaced - by Increasing Opportunities, Improving Outcomes (2015-2020)
Bold Steps for Kent: Progress to Date and Next Steps	Out of date
Facing the Challenge: Whole Council Transformation	Out of date
Facing the Challenge: Delivering Better Outcomes	Out of date
Kent and Medway Domestic Abuse Strategy (2013-16)	Has been replaced - by an updated version (2016-2020)
Customer Service Strategy (2012)	Has been replaced - by the Customer Service Policy (2015-2018)
Bribery Act Policy (2011)	Has been replaced - by the Bribery Policy (2017)
Every Day Matters (Multi-Agency Version)	Out of date - This strategy has been replaced by Working Together to Improve Outcomes: Children and Young People's Framework.
Child Poverty Strategy (2013)	Out of date
Strategy for Children with Special Educational Needs and Disabilities (2013-2016)	Has been replaced – by an updated version (2017-19).
Kent Approach to Literacy and Reading (2011-2021)	Out of date
Kent's Approach to Helping Troubled Families	Out of date
Kent and Medway CSE Strategy	Has been replaced - by an updated version (2016-18)
Kent Looked After Children Strategy (2011-2013)	Has been replaced - by Kent Looked After Children and Care Leaver Strategy (2015-16).
Kent Young Carers Strategy (2007-2010)	Out of date
Unlocking Kent's Potential: Regeneration Framework	Out of date
21st Century Kent (spatial vision) (2010)	Out of date
Growth Without Gridlock: A Transport Delivery Plan for Kent (2010)	Has been replaced - is now incorporated into Local Transport Plan 4
Kent County Council and the Delivery of the Olympic and	Out of date

Paralympic Legacy (2013)	
The Anti-Social Behaviour Strategy	Out of date
Inspiring and Supporting the People of Kent: Libraries, Registration and Archives, (2014-2015)	Out of date
Living Later Life to Full (2009)	Out of date
Employment Strategy for People with a Learning Disability in Kent (2001-04)	Out of date
Better Care Fund Plan (2014-16)	Has been replaced - by an updated version (2016-17)
Kent Alcohol Strategy (2014-16)	Has been replaced - by the Kent Drug and Alcohol Strategy (2017-2022)
Kent Hidden Harm Strategy (2010-13)	Has been replaced - by the Kent Drug and Alcohol Strategy (2017-2022)
Kent Healthy Weight Strategy (2010)	Has been replaced - by an updated version (2015-2020)
Living Life to the Full – A Strategy for Public Health in Kent (2007/08)	Out of date
Tobacco Control Strategy (2010-14)	Out of date

Table 2: Strategies and policies for close down during 2017/18

Name	Reason for close down
Commissioning Framework for Kent County Council (2014)	Will be replaced - by <i>Commissioning Success</i> in Sept 2017
Asset Management Strategy (2013-2017)	Will be replaced - by a new version by Dec 2017
Business Continuity Policy (2015)	Will be replaced - by new version in Sept 2017
Brand and Communication Policy (2013)	Will be replaced - by new version in Sept 2017
Comments, Complaints and Compliments Policy (2015)	Will be replaced - by new version in Sept 2017
Data Quality Policy (2013)	Will be replaced - by a new version in Oct 2017
Kent Looked After Children and Care Leaver Strategy (2015-16)	Will be replaced - by a new version which is currently in development
Kent and Medway Growth and Infrastructure Framework (2016-2031)	Will be replaced – by a new version by end of 2017
Kent Country Parks Service Strategy (2014-2017)	Will be replaced - by a new version in 2018
Kent Local Flood Risk Management Strategy (2013)	Will be replaced - by a new version in Nov 2017
Road Casualty Reduction Strategy (2014-2020)	Will be replaced - by a new version in Oct 2017
Kent Joint Municipal Waste Management Strategy, (2012/13 - 2020/21)	Will be replaced - by a new version in Mar 2018
Kent Community Safety Agreement (2014-2017)	Will be replaced - by a new version in Sept 2017
Better Care Fund Plan (2016-17)	Will be replaced - by a new version in 2017/18
Children’s Centres Strategy (2013-16)	Will be replaced - by the Kent Open Access Strategy (2017-2019) in Autumn 2017.
NEET Strategy (2015-2016)	Will be replaced - by a new version in 2017/18

3.4 Policy and Resources Cabinet Committee is asked to **endorse the strategies and policies that have been agreed for close down.**

3.5 A further set of strategies and policies have been identified as under review or due for review shortly, which might result in the document being proposed for close down at a later date. There are 21 such documents, listed below for information:

- Crime and Disorder Reduction Strategy: Community Safety Framework (2012-2015)
- Customer Service Policy (2015-2018)
- Information Governance Policy (2016)
- Data Protection Policy (2017)
- Environmental Information Regulations Policy (2017)
- Freedom of Information Policy (2017)
- Information Security Policy (2016)
- Information Sharing Policy (2016)
- Protective Marking Policy (2016)
- Records Management Policy (2016)
- Kent Partners' Compact (2012)
- Every Day Matters (KCC version) (2013)
- Early Help Strategy (2015-2018)
- Social Work Contract
- Cultural Competency in Kent - Policy and Guidance
- Countryside and Coastal Access Improvement Plan, 2013-2017
- Kent Design Guide
- Development and Infrastructure: Creating Quality Places
- Better Homes: Localism, Aspiration and Choice - Housing Strategy for Kent and Medway (2011)
- Adult Learning, Skills and Employment Strategy (2015-2018)
- Kent Adult Carers Strategy (2009)

4. NEXT STEPS

4.1 The strategies and policies agreed for close down will now be removed from KNet, Kent.gov and any other websites they are on, with archived versions kept by SPRCA for future reference.

4.2 The development, refresh and close down of strategies and policies is a constant cycle, meaning that the Strategy and Policy Register will continue to change. SPRCA will maintain the Register on KNet to ensure it is always up to date.
Policy and Resources Cabinet Committee are asked to agree how frequently the Committee will receive updates on the Strategy and Policy Register, with a suggested initial frequency of six months.

4.4 The Control Framework for Strategy and Policy, final Strategy and Policy Register and summary front-sheets will be published on KNet in September. This will involve some streamlining and improvements to the current KNet pages about KCC's strategies and policies.

4.5 Communication to staff about the Control Framework and Register has already started through KMail to Managers, a Memo to Directors and individual meetings and correspondence with accountable owners of strategies and policies. This will continue with a series of planned messages for staff in KMail, KMail for Managers and the KNet home page. Items on the new approach will also be

taken to Extended CMT, T200 and other manager forums during Autumn/Winter 2017.

- 4.6 Subject to advice from the General Counsel, the Control Framework and any required updates to the formal Policy Framework will be included as part of the planned updates to the Constitution later this year. Work will be undertaken to ensure that staff are clear on new roles and responsibilities following any updates to the Constitution.

5. RECOMMENDATIONS

- 5.1 The recommendations are as follows:

Policy and Resources Cabinet Committee is asked to:

- (1) **Endorse** the strategies and policies that have been agreed for close down as set out in Tables 1 and 2;
- (2) **Agree** how frequently the Committee will receive an update on the Strategy and Policy Register, with a suggested initial frequency of six months.

Appendices:

- Appendix A: Strategy and Policy Register
- Appendix B: Control Framework for Strategy and Policy

Background Documents:

- Strategy/Policy Front Sheets

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Appendix A: Strategy and Policy Register

Documents which appear in italics are proposed for close down or replacement.

Corporate and Strategic Relationships

1. Increasing Opportunities, Improving Outcomes: Strategic Statement, 2015-2020
2. Vision for Kent: Community Strategy, 2011-2022
3. *Commissioning Framework for Kent County Council, 2014*
4. *Bold Steps for Kent (2010-2015)*
5. *Bold Steps for Kent: Progress to Date and Next Steps*
6. *Facing the Challenge: Whole Council Transformation*
7. *Facing the Challenge: Delivering Better Outcomes*
8. Towards a Strategic Commissioning Authority (series of County Council papers)
9. Treasury Management Strategy (2017-20) - part of the MTFP
10. Capital Strategy (2017-20) - part of the MTFP
11. Revenue Strategy (2017-20) - part of the MTFP
12. Equality and Diversity Strategy and Policy Statement
13. Equality and Human Rights Policy and Objectives (2016-2020)
14. Equality Impact Assessments Policy and Guidance (2014)
15. *Kent and Medway Domestic Abuse Strategy (2013-16)*
16. Risk Management Policy and Strategy (2016-2019)
17. Pay Policy Statement (2017/18)
18. Organisation Development Strategy and Plan (2017-2020)
19. *Customer Service Strategy (2012)*
20. Customer Service Policy (2015-2018)
21. Our KCC, Working Together, Shaping Our Future: Staff Engagement Strategy
22. *Asset Management Strategy (2013-2017)*
23. ICT Strategy (2016-2020)
24. ICT Acceptable Use Policy (2016)
25. *Business Continuity Policy (2015)*
26. Information Governance Policy (2016)
27. Data Protection Policy (2017)
28. Environmental Information Regulations Policy (2017)
29. Freedom of Information Policy (2017)
30. Information Security Policy (2016)
31. Information Sharing Policy (2016)
32. Protective Marking Policy (2016)
33. Records Management Policy (2016)
34. *Brand and Communication Policy (2013)*
35. *Comments, Complaints and Compliments Policy (2015)*
36. Volunteering Policy (2014)
37. Social Media Guidance (2017)
38. Workforce Planning Strategy (2015-2020)
39. People Strategy (2017-2022)
40. Anti-Fraud and Corruption Strategy (2016)
41. *Bribery Act Policy (2011)*
42. Bribery Policy (2017)
43. Spending the Council's Money
44. *Data Quality Policy (2013)*
45. Voluntary and Community Sector Policy (2015)
46. Kent Partners' Compact (2012)
47. Armed Forces Covenant
48. Kent & Medway Domestic Abuse Strategy (2016-2020)
49. Workforce Health and Wellbeing Strategy (2017)

Adult Social Care and Health

50. Kent and Medway Joint Health and Wellbeing Strategy (2014-2017)

51. Draft Transforming Health and Social Care in Kent and Medway, Sustainability and Transformation Plan (2016)
52. *Better Care Fund Plan (2014-16)*
53. *Better Care Fund Plan (2016/17)*
54. Your Life, Your Wellbeing Strategy (2016-2021)
55. Kent and Medway Transforming Care Partnership Plans
56. *Employment Strategy for People with Learning Disability in Kent*
57. Kent Social Care Accommodation Strategy (2014)
58. Social Care, Health and Wellbeing - Community Support Market Position Statement (2016)
59. The Kent and Medway Safeguarding Adults Board Strategic Plan (2015-2018)
60. Adult Learning, Skills and Employment Strategy (2015-2018)
61. Kent Adult Carers Strategy (2009)
62. *Living Later Life to the Full (2009)*

Public Health

63. Live it Well Principles (2016)
64. Kent's Teenage Pregnancy Strategy (2015-2020)
65. Kent Drug and Alcohol Strategy (2017-2022)
66. *Kent Hidden Harm Strategy (2010-2013)*
67. Suicide Prevention Strategy (2015-2020)
68. *Living Life to the Full – A Strategy for Public Health in Kent (2007/08)*
69. *Kent Healthy Weight Strategy*
70. *Tobacco Control Strategy (2011-2014)*
71. The Way Ahead: Kent's Emotional Health and Wellbeing Strategy for Children, Young People and Young Adults (2015)
72. *Kent Alcohol Strategy (2014-16)*

Children, Young People and Education

73. EYPS Vision and Priorities for Improvement (2017-2020)
74. Kent Children and Young People's Framework: Working Together to Improve Outcomes (2016-2019)
75. *Every Day Matters (Multi-Agency Version)*
76. Every Day Matters (KCC version) (2013)
77. *Child Poverty Strategy (2013)*
78. Commissioning Plan for Education Provision in Kent (2017-2021)
79. Elective home education policy (2015)
80. *Strategy for Children with Special Educational Needs and Disabilities (2013-2016)*
81. Strategy for Children with Special Educational Needs and Disabilities (2017-19)
82. Dyslexia Policy (2015)
83. 14-24 Learning, Employment and Skills Strategy (2015-2018)
84. *Kent Approach to Literacy and Reading (2011-2021)*
85. Kent Strategy for School Improvement – Inspiring Excellence (2016)
86. Kent's Strategy for Vulnerable Learners (2016-2019)
87. *NEET Strategy (2015-2016)*
88. Early Years and Childcare Strategy (2016-2019)
89. Early Help Strategy (2015-2018)
90. *Kent's Approach to Helping Troubled Families*
91. *Children's Centres Strategy (2013-2016)*
92. Kent Safeguarding Children's Board Strategic Plan
93. *Kent Looked After Children Strategy (2011-2013)*
94. *Kent Looked After Children and Care Leaver Strategy (2015-16)*
95. Kent Sufficiency, Placement and Commissioning Strategy (2015-2018)
96. Social Work Contract
97. Workforce Strategy
98. *Kent and Medway CSE Strategy*

99. Kent and Medway CSE Strategy (2016-2018)
100. Cultural Competency in Kent - Policy and Guidance
101. Kent's Pledge to Children in Care
102. Kent Specialist Children's Services Participation Strategy
103. KSCB Online Safety Strategy
104. SCS Workforce Strategy
105. *Kent Young Carers Strategy*

Growth, Environment and Transport

106. Crime and Disorder Reduction Strategy: Community Safety Framework, 2012-2015
107. Local Transport Plan 4: Delivering Growth Without Gridlock, 2016-2031
108. Kent Minerals and Waste Development Framework, 2013-2030 (also known as the Kent Minerals and Waste Local Plan, 2013-2030)
109. Waste Management Site Allocations, 2014
110. Kent and Medway Growth and Infrastructure Framework (2011-2031)
111. Better Homes: Localism, Aspiration and Choice - Housing Strategy for Kent and Medway (2011)
112. Inspirational Creativity – Our Cultural Ambition for Kent (2017)
113. *Unlocking Kent's Potential: Regeneration Framework*
114. *21st Century Kent (spatial vision) (2010)*
115. Kent Design Guide
116. *Kent Joint Municipal Waste Management Strategy (2012/13-2020/21)*
117. The Kent Waste Disposal Strategy (2017-2035)
118. 16+ Transport Policy (2016-17)
119. *Growth Without Gridlock: A Transport Delivery Plan for Kent (2010)*
120. *Road Casualty Reduction Strategy (2014-2020)*
121. Kent Winter Service Policy (2016-17)
122. Inclusive Mobility Action Plan (2017)
123. Kent Environment Strategy (2016)
124. KCC's Environment Policy (2017)
125. *Kent Local Flood Risk Management Strategy (2013)*
126. A Strategic Framework for Sport and Physical Activity (2017-2021)
127. *Kent County Council and the Delivery of the Olympic and Paralympic Legacy (2013)*
128. Countryside and Coastal Access Improvement Plan (2013-2017)
129. *Kent County Parks Service Strategy (2014-2017)*
130. Development and Infrastructure: Creating Quality Places
131. *Kent Community Safety Agreement (2014-2017)*
132. *The Anti-Social Behaviour Strategy*
133. *Inspiring and Supporting the People of Kent: Libraries, Registration and Archives (2014-2015)*
134. Rail Action Plan for Kent (2011)
135. Freight Action Plan for Kent (2017)
136. Kent Active Travel Strategy (2017)

Forthcoming/Potential New Documents:

Replacements for existing documents

- Commissioning Success (2017)
- Mind the Gap refresh
- Countryside Access and Coastal Improvement Plan
- Kent County Parks Service Strategy
- Kent Health and Wellbeing Strategy
- Final Sustainability and Transformation Plan for Kent & Medway
- Growth and Infrastructure Framework for Kent and Medway (2017-2037)
- Kent Housing Strategy

- Asset Strategy (2017)
- Kent Minerals Sites Plan
- Branding and Communications Guidelines/Policy (2017)
- Business Continuity Policy (2017)
- Data Quality Policy (2017)
- Comments, Complaints and Compliments Policy (2017)
- Community Safety Agreement (2017)
- Tobacco Control Strategy (2017)
- NEETs Strategy (2017)
- Kent's Looked After Children and Care Leavers Strategy (2017/18)

New documents

- Sensory Strategy (2016-2019)
- Kent Multi-Agency Neglect Strategy
- KCC Safeguarding Policy
- Modern Slavery in Kent Strategy
- Kent Gangs Strategy
- Gangs Strategy (Peer Review Learning)
- Libraries, Registration and Archives ambition/strategy
- Economic Development Strategy (Also called Enterprise and Productivity Strategy)
- Low Emissions Strategy
- Faith Covenant
- Strategic Partnerships Framework
- Approach to Highway Asset Management
- New Strategy for KCC's new Lead Local Flood Authority role
- Kent Open Access Strategy (2017-2019)
- Engagement Strategy (2017/18)
- Recruitment Strategy (2017)
- Resourcing Strategy (2017)
- Leadership and Management Strategy (2017)

Appendix B: Draft Control Framework for Strategy and Policy

The following statement is to be agreed by CMT and CMM, to be included as an addition to the Constitution, at an appropriate time by the General Counsel.

A Control Framework for Strategy and Policy in KCC

The authority's Policy Framework is set out in Appendix 3 of the Constitution, subject to the procedures and rules set out in the Constitution in Appendix 4 (Parts 6-7). The Policy Framework is an important part of Kent County Council's wider strategy and policy approach, which sets out our strategic direction and guides the work of the authority.

The control framework for strategy and policy is owned by the Director for Strategy, Policy, Relationships and Corporate Assurance. It sets out core principles that all strategic documents within scope of a single Strategy and Policy Register must comply with.

The Control Framework acts as an important part of the authority's internal controls to maintain clear oversight and accountability for strategy and policy development. The Register is owned and maintained by the Strategy, Policy, Relationships and Corporate Assurance Division and is published on KNet.

What is in scope of the Control Framework for Strategy and Policy?

The strategic documents in scope of the control framework include:

- *The Policy Framework in the Constitution:* whole organisation strategy and statutory documents which require approval by the full County Council (Appendix 3 of the Constitution).
- *The Strategy and Policy Register:* A list of all strategic documents which set out the future service vision and approach.

Strategy and Policy Register Scope	
<i>Included</i>	<i>Excluded</i>
<ul style="list-style-type: none"> • Strategy • Policy • Principles • Vision • Strategic Plans • Strategic Frameworks • Covenants • Compacts • Market Position Statements 	<ul style="list-style-type: none"> • Operational Policy: detailed guidance on operational practice and procedures • Discussion Documents: including politically led think-pieces • Annual Reports and Local Accounts: outline short term progress on delivering strategy • Action and Implementation Plans: detail how strategy will be delivered • Business Plans: set out management/commercial goals and resources to deliver strategy • Financial Management Documents: e.g. Budget Book • Analytical and Performance Products: act as evidence base for strategy/policy including JSNA, Assessment/Analysis Reports, Research, Performance Reports, Workforce/Customer Profiles • Information about service delivery: including prospectus and service 'offers' • Commissioning Documents: guide how we commission services, informed by strategy/policy, including Service Specifications, Service Level Agreements, Commissioning Strategies/Plans and Contracts

Operational policy is **excluded** from the Strategy and Policy Register. There are hundreds of operational policies which include technical policies and procedures that guide everyday practice. These are an important part of how we manage services, both within KCC and through our providers (e.g. detailed property and health and safety policies guide the work of our contractors). Ownership and accountability for operational policy controls remains with the relevant Director, who can delegate to Heads of Service or other accountable officers as appropriate.

Examples of operational policies include:

Type of Operational Policy	Example
HR	Disciplinary Policy
Health and Safety	Fire Safety Policy
ICT	Software Update & Patch Management Policy
Property	Asbestos Policy and Guidance
Information Governance	Information Security Incident Protocol
Adult Social Care	Care and Support Planning Policy
Specialist Children's	Care Leaver Policy
CYPE	Pupil Premium Guidance
Public Protection	Managing Chalara Ash Dieback in Kent Plan
Strategic Planning	Draining and Planning Policy Statement
Transportation	Area-based cycling strategies

Control Framework Principles

All strategic documents within scope of the Strategy and Policy Register must comply with the following principles. Support is available from the Strategy, Policy, Relationships and Corporate Assurance Division to assist you.

1. There will be a single Strategy and Policy Register.

This register is owned by the Director of Strategy, Policy, Relationships and Corporate Assurance (SPRCA) and is published on KNet. All officers should work with the SPRCA division to ensure the Register creates a comprehensive and up to date oversight of all KCC's strategic documents.

2. There will be clear and simple definitions of all documents within scope of the Register.

The following definitions will help assist officers in identifying what strategic documents fall in scope of the Register. If you are unsure whether a document should be included, please contact the SPRCA Division for advice.

Document	Key Words	Timeframe	Level of Detail	What is it designed to do?
Included on the Register				
Strategy	Vision; Outcomes; Priorities; Direction; Approach	Medium to Long	High Level	<i>"What we want to achieve and why"</i>
Policy	Principles; Rules; Controls; Decisions;	Short to Medium	Specific	<i>"How we intend to deliver"</i>
Excluded from the Register				
Operational Policy	Practice; Procedures; Guidelines; Rules; Protocols	Short to Medium	Detailed	<i>"How we do things every day"</i>

3. Every strategy/policy on the Register must have a Named Accountable Officer.

This is important to ensure clear ownership and accountability, with a named point of contact. If the named accountable officer changes, they are required to inform the SPRCA division, so an accurate record can be maintained.

4. The Named Accountable Officer must inform the SPRCA division if creating, modifying or closing down a strategy/policy within scope of the Register.

Please contact the SPRCA division at the earliest opportunity if you are planning a change to strategy/policy which falls in scope of the control framework.

5. All documents on the Register must have a one-page standard front-sheet.

This will help to develop a consistent record of key information about all KCC's strategic documents. It is the responsibility of the Named Accountable Officer to complete and approve this, with support from the SPRCA Division, who will maintain the records and publish these on KNet. A standard template for the front sheets will be available on KNet.

The front sheet must include:

- Name of Strategy/Policy
- Purpose
- Statutory Basis (stating if direct or vicarious statutory responsibility)
- Start Date (approval date)
- Named Decision Maker (including stating if a key decision and specifying if it is a KCC or partnership owned document)
- Dependencies with other strategies and policies
- Whether the document should be published on external or internal web pages
- End Date (sunset clause, including any planned review date)
- Named Accountable Officer

6. Ownership and accountability for strategy/policy sits with the client side/commissioning function within KCC.

Ownership and accountability for any strategy or policy which guides the work of Alternative Service Delivery Models (e.g. trading companies) sits with the client side/commissioning function within KCC, not the delivery side.

7. All out of date strategic documents on the Register should be formally closed down.

All strategic documents on the Register which the Named Accountable Officer identifies as out of date, no longer actively used or not fit for purpose should be formally closed down. At this point they should be removed from internal and external web pages to an archive. This will help to ensure only the most relevant and up to date documents are accessible to our staff, partners and providers.

8. It is best practice for all strategic documents on the Register to include an Executive Summary.

It is considered best practice for all strategic documents to include a brief Executive Summary to provide a clear explanation of the purpose and audience of the document. This also provides a helpful summary 'landing page' for strategic documents online.

The control framework for strategy and policy will be reviewed by the Director for Strategy, Policy, Relationships and Corporate Assurance on a regular basis to ensure it remains relevant and fit for purpose.