POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 5th December, 2017

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent
County
Council
kent.gov.uk

AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 5 December 2017, at 10.00 am
Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (15)

Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Mrs M E Crabtree, Mr P W A Lake, Mr J P McInroy, Miss C Rankin, Mr H Rayner and Mr I Thomas

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (1) Ms K Constantine

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

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

1   Introduction/Webcast announcement

2   Apologies and Substitutes

   To receive apologies for absence and notification of any substitutes present

3   Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

4   Minutes of the meeting held on 15 September 2017 (Pages 7 - 14)

To consider and approve the minutes as a correct record.

5   Strategic and Corporate Services Performance Dashboard (Pages 15 - 28)

To receive and note a report that shows progress made against targets for Key Performance Indicators

6   Financial Monitoring 2017/18 (Pages 29 - 34)

To note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the September monitoring to Cabinet

7   17/00103 - Renewal of Microsoft Enterprise Agreement(s) (Pages 35 - 40)

To consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts with Microsoft for the Enterprise Agreement(s) and Server Cloud Enrolment(s), including the necessary contractual negotiations and enter into any subsequent necessary legal agreements

8   Website (kent.gov.uk) Usage (Pages 41 - 42)

To receive and note a report that outlines usage data for the website and gives an overview of the development of the website

9   Annual Equality and Diversity Report 2016-17 (Pages 43 - 64)

To approve the Annual Equality and Diversity Report 2016-17, attached at Appendix 1 of the report, for publication on www.kent.gov.uk

10   17/00122 Policy on the Use of Sprinkler Systems - Update (Pages 65 - 78)

To consider and endorse, or make recommendations to the Cabinet Member on the proposed decision to amend the Use of Sprinkler Systems Policy

11   Work Programme (Pages 79 - 82)

To consider and agree a work programme for 2018

12   Dates of meetings 2018/2019

To note that meetings of the Policy and Resources Cabinet Committee will take place as follows:

Friday 11 May 2018
Friday 29 June 2018
Thursday 6 September 2018
Tuesday 20 November 2018
Friday 18 January 2019
Friday 8 March 2019

(It has previously been agreed that meetings will take place on 2 February and 16 March 2018)

Motion to Exclude the Press and Public

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

13   Contract Management Review (KSPN) Kent Public Services Network (Pages 83 - 132)

   To receive a report that sets out the process for the review of the KPSN contract along with some high level findings

14   Review of KCC Company Ownership and Governance (Pages 133 - 140)

   To receive a report that gives an update about the governance and management of the proposed holding company for KCC's wholly-owned trading vehicles and provides an overview in relation to the proposed arrangements for Member scrutiny of traded activities in response to the issues raised in the previous meeting

John Lynch,
Head of Democratic Services
03000 410466

Monday, 27 November 2017

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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 Friday, 15 September 2017

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Ms K Constantine, Mr G Cooke (Substitute for Mr J P McInroy), Mrs M E Crabtree, Mrs T Dean, MBE, Mr H Rayner, Mrs P A V Stockell (Substitute for Mr P W A Lake) and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson and Mr J D Simmonds, MBE and Mr R Long

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

16. **Apologies and Substitutes**
(Item 2)

Apologies for absence were received from Mr Lake, Mr McInroy and Mrs Rankin. Mrs Stockell and Mr Cooke attended as substitutes for Mr Lake and Mr McInroy respectively.

17. **Declarations of Interest by Members in items on the Agenda**
(Item 3)

There were no declarations of interest.

18. **Minutes of the meeting held on 16 June 2017**
(Item 4)

Resolved that the minutes of the meeting held on 16 June are correctly recorded and that they be signed by the Chairman.

19. **Minutes of the meeting of the Property Sub-Committee held on 21 March 2017**
(Item 5)

Resolved that the minutes of the meeting held on 21 March 2017 be noted.

20. **Strategic and Corporate Service Directorate Dashboard**
(Item 6)

Richard Fitzgerald (Business Intelligence Manager) and Vincent Godfrey (Director of Strategic Commissioning) were in attendance for this item

(1)   Mr Fitzgerald introduced the report which set out progress against targets set for Key Performance Indicators. He said the report included performance results to the end of July 2017 and performance was reported as green for 21 indicators, amber for 4 indicators and red for 1 indicator.

(2)   In response to questions, Mr Fitzgerald said the performance indicator definitions used in the report were based on agreed targets, any inconsistencies in reporting were investigated and the Performance team worked with directorates to ensure performance was reported in accordance with management guidance and the agreed definition.

(3)   In response to further questions, Mr Watts (General Counsel) said that GL01 (Council and Committee papers published at least five clear days before meetings) was amber as a result of a delay, following the county council elections, to the publication of specific reports for the Annual County Council meeting in May and the Selection and Member Services meeting in June. He said he had every confidence that the process in place was robust and did not anticipate any delays in future.

(4)   Mr Watts also said that KPI GL03 (Data Protection Subject Access requests completed within 40 calendar days) had been rated as "Red" for the year to date as a result of continuing challenges in accessing historic records and the prioritisation of front-line care.

(5)   In response to comments made about complex requests about historic data, Mr Watts said that a project group had been established to map data storage to determine if it was held in the most effective and accessible way and that a report would be presented to the Cabinet Committee in due course.

(6)   In response to a question about FN10 (percentage of outstanding debt over 6 months old) Mr Wood (Corporate Director of Finance) said that negotiations were taking place about phasing the payment of a debt owed by the Canterbury Diocese.

(7)   Resolved that the performance position for Strategic and Corporate Services be noted.

21.   Financial Monitoring 2017 - 18
(Item 7)

Jackie Hansen (Strategic and Corporate Services Directorate Finance Business Partner), Andy Wood (Corporate Director of Finance) and Rebecca Spore (Director of Infrastructure) were in attendance for this item

(1)   Mr Wood introduced the report and drew Members' attention to table 2 of the report which set out a forecast variance of £11m which had been reduced through management action. He said it was not unusual, at this time in the financial year, for the revenue position to show an overspend however he was less confident than in previous years that the pressures would be eliminated by the end of the year and there was a higher risk of carrying underlying problems forward into the next financial year.

(2)   Mr Simmonds (Cabinet Member for Finance) said the books must be balanced and, if necessary, reserves would have to be used to do so. He said he was not expecting any amelioration of austerity measures in the Autumn Budget.

(3)   Ms Hansen outlined the financial position for the Strategic and Corporate Services Directorate which was based on the detailed monitoring report that was presented to Cabinet monthly. She referred in particular to table 1 and to paragraphs 2.3 -2.6 of the report.

(4)   Members said it was important all Cabinet Committees were aware of the parlous state of the Council's finances and that budget monitoring should be a standing item on all agendas.

(5)   In response to Members' questions and comments Rebecca Spore (Director of Infrastructure) said that the overspend relating to New Ways of Working related to upgrading of facilities in East Kent including the implementation of the standard specification for case conference facilities. It was, however, anticipated that additional expenditure would be met from the Modernisation of Assets budget capital receipts, external funding and Salix funding.

(6)   Resolved that the revenue and capital forecast variances from the budget for 2017-18, that are in the remit of this Cabinet Committee, based on the July monitoring to Cabinet, be noted.

22.   Contract Management
(Item 8)

Vincent Godfrey *(Director of Strategic Commissioning) was in attendance for this item*

(1)   Mr Simmonds (Cabinet Member for Finance) introduced the report which set out details of a programme of contract management reviews conducted by a sub-group of the Budget and Programme Delivery Board and the high level findings arising from the programme. He said contract management was an integral part of the commissioning cycle which had historically received less attention than the other phases of the cycle.

(2)   Mr Godfrey summarised progress to date and referred, in particular, to the establishment of a sub-group of the Budget and Programme Delivery Board. The sub-group had been formed to promote good practice in relation to contract management. The sub-group had reviewed a number of contracts since September 2016 and a further programme of reviews would start at the end of September 2017. Mr Godfrey tabled a list of the contracts that had been reviewed.

(3)   Mr Godfrey said the sub-group had adopted the National Audit Office good contract management framework as the reference standard for its reviews and drew Members' attention to the framework which was attached as an appendix to the report. He said the programme of reviews did not aim to make financial savings but sought to ensure contracts delivered as expected and any risks were appropriately managed. Nevertheless, one contract was able to make a saving of £1.1m (8.5%) per annum following a review by the sub-group.

(4)   Members generally welcomed the report and supported the approach to managing contracts. Comments were made about the need for Cabinet Committees to have an oversight of contracts within their areas of responsibility; the importance of relationships in the management of contracts and the fact that not all political groups were represented on the sub-group.

(5)   Following a discussion, the Cabinet Committee concluded that reviews of any contracts within its remit should be undertaken by the whole committee rather than by a sub-group. It was proposed by Mr Cooke, seconded by Mr Barrington-King and agreed that consideration be given, at the next agenda setting meeting, to the inclusion of reviews of contracts relating to customer services, facilities management or other contracts on the agenda for the next meeting of the Policy and Resources Cabinet Committee on 5 December 2017.

(6)   Resolved that:

(a) The report be noted;

(b) A further progress report be submitted in December 2017;

(c) Consideration be given at the next agenda setting meeting, to the inclusion of reviews of contracts relating to customer services, facilities management or other contracts on the agenda for the next meeting of the Policy and Resources Cabinet Committee on 5 December 2017.

23.   Corporate Assurance Analysis Bi-annual Review
(Item 9)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) and Mark Scrivener (Corporate Risk and Assurance Manager) were in attendance for this item

(1)   Mr Whittle introduced the report which outlined the key findings of the Corporate Assurance team on major change projects and programmes from March to August 2017. He said the approach had shifted over the last year from a formulaic report to a position where the Corporate Assurance team worked very closely with project and programme managers to give a more holistic picture of the level of complexity and risk in the early stages of a project.

(2)   In response to a question about the Children and Young People's Service Integrated Programme, officers said that the authority needed to know that non-financial benefits of a project were worth the financial expenditure and such benefits needed to be quantified as far as practicable. In relation to this specific programme officers said it had been paused while an Ofsted inspection had taken place and some of Ofsted's recommendations for future actions were now being included in the scope of the project.

(3)   Overall, however, the aim of the Corporate Assurance analysis was to ensure total costs and total benefits of any project were identified and that any areas

of weakness or risk were addressed and reported. It was also acknowledged that KNet could be made more useful in terms of providing information about projects and programmes to Members.

(4) Mr Whittle undertook to provide additional information about the proposed extension to the Turner Contemporary Gallery in Margate. He also said the guidance for officers which accompanied the "Better Business Cases" approach based on HM Treasury Green Book appraisal and evaluation, would specifically require the consideration of the benefits to the residents of Kent.

(5) Resolved that:

(a) The Corporate Assurance analysis bi-annual report be noted; and

(b) The current timescale of receiving reports bi-annually on the Corporate Assurance Analysis be continued.

24. Policy Framework - Strategies and Policies for Close Down
(Item 10)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) and Liz Sanderson (Strategic Business Advisor (Corporate), Strategy, Policy Relationships and Corporate Assurance) were in attendance for this item

(1) Mr Whittle introduced the report which set out details of policies and strategies that had been agreed for close down by Cabinet Members following the approval of a new approach to managing the Policy Framework. He said a new control framework for strategies and high-level policy linked to the forthcoming review of the Council's Constitution would reduce risk to the authority and ensure that the most up to date documents were available on the Council's website.

(2) Mrs Sanderson drew Members' attention to table 1 of the report which listed 29 strategies or policies that could be closed down immediately and explained the next steps in the process including: the refresh and close down of strategies and policies as a constant cycle; the timescale for updating KNet pages and the communication of the new approach to officers.

(3) In response to questions and comments, Mrs Sanderson said the objectives of the Kent Approach to Literacy Strategy which had been agreed for close down were embedded into current working practices and would be reflected in the new vision for Kent Libraries and Archives. Mr Whittle said it was possible that the Home to School Transport Policy had been omitted from the report and that he would investigate further.

(4) Resolved that:

(a) The strategies and policies that had been agreed for close down as set out in Tables 1 and 2 of the report be endorsed; and

(b) An update on the Strategy and Policy register be received in six months' time.

25.   Customer Feedback Policy
(Item 11)

Amanda Beer (Corporate Director for Engagement, Organisation Design and Development), Pascale Blackburn-Clarke (Engagement and Consultation Delivery Manager) and Ben Watts (General Counsel) were in attendance for this item

(1)   Miss Carey (Cabinet Member for Customers, Communications and Performance) introduced the report which asked the Cabinet Committee to consider and endorse the revised Customer Feedback Policy. Miss Carey said she particularly liked the clear language used in the policy and that it was very important everyone was clear about the policy and its requirements. She also said that it could be difficult for people to leave a compliment or other feedback on the website and that such feedback was important to enable the authority to improve services.

(2)   Mrs Blackburn-Clarke drew Members' attention to the changes in the proposed policy since the last update and in particular to responding to complaints relating to the Fluency Duty (Part 7 of the Immigration Act 2016), and to complaints made by school governors.

(3)   In response to questions and comments, Mrs Blackburn-Clarke said: staff training was underway in advance of the launch of the policy; training and information about the policy could be provided for Members; and that members of the public could give feedback in any format they wished subject to a few exceptions which were set out in the policy.

(4)   Mrs Beer said that staff who regularly received feedback from the public would be well trained in recognising and responding appropriately. She also said one of the regular Member Briefings would include information about public engagement and the customer feedback policy and she hoped many Members would be able to attend.

(5)   In response to a question, Mr Watts said the paragraph in the policy that referred to complaints by governors had been included to deal with situations where there was no other process for making a complaint. It specifically excluded complaints about the management of a school as there were other processes for dealing with such complaints.

(6)   Resolved that the revised version of the Policy be endorsed and its implementation within KCC be supported.

26.   Senior Information Risk Owner - Update
(Item 12)

Ben Watts (General Counsel and Senior Information Risk Owner) was in attendance for this item

(1)   Mr Watts introduced the report which provided an update regarding the implementation of the forthcoming Data Protection legislation, explained the importance of changes and gave a general update on information governance

training. He said the authority had been preparing for the General Data Protection Regulation (GDPR) that would come into effect from May 2018. He said key officers had received training last year on the implementation and impact of the GDPR and initial training had been provided as part of the Member induction in May 2017. He also said further more detailed training was planned for all staff and urged Members to attend a full overview of the GDPR and its impact on members and for the County Council on 2 November 2018.

(2)   In response to a question he explained the role of the Caldecott Guardian and the Senior Information Risk Officer and the relationship between them.

(3)   It was suggested that when Members enrolled with the Information Commissioner's Office their enrolment notification should be accompanied by a note setting out their responsibilities in relation to information and the consequences of any non-compliance.

(4)   Resolved that the report be noted.

27.   Work Programme 2017/18
(Item 13)

Resolved that the work programme for 2017/18 be endorsed subject to the receipt of a further report on contract management at the meeting of the Cabinet Committee on 5 December 2017 and further updates on Corporate Assurance Analysis, the Strategy and Policy Register and the implementation of the General Data Protection Regulation at the meeting of the Cabinet Committee to be held in March 2018.

28.   Exclusion of the Press and Public

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

29.   Company Governance
(Item 14)

Ben Watts (General Counsel) and Andy Wood (Corporate Director of Finance) were in attendance for this item

(1)   Mr Watts introduced the report which focussed on the potential benefits, risks and disadvantages of a group structure for KCC's wholly owned companies with particular regard to: social value; governance and management; taxation; pension contributions; inter-company activity and co-operation; and back office functions.

(2)   Members generally welcomed the report. Comments were made about the possible tension between commercial interests and the interests of the residents of Kent as well as the need to ensure elected Members were able to scrutinise the performance of companies.

(3)   Members indicated that they wanted to see more detail in relation to how the governance relationship between the council and the companies would work. Members provided Mr Watts and Mr Wood with feedback in relation to some of the detail that they wished to see, in particular regarding reserved matters. Mr Watts assured Members that much of the detail they sought could be provided for the December meeting and that he and other officers would reflect Member's comments in preparing those arrangements.

(4)   Resolved that:

(a)   The governance structure for the group of companies referred to in the paper be reviewed and a holding group structure be implemented as part of the review;

(b)   Approval be given to enter into such contractual arrangements as are necessary to implement the review;

(c)   A report be received at a future meeting of the Policy and Resources Cabinet Committee with a detailed explanation of governance arrangements.

From: Susan Carey, Cabinet Member for Customers, Communications and
                  Performance
                  Eric Hotson, Cabinet Member for Corporate and Democratic Services
                  John Simmonds, Cabinet Member for Finance

                  David Cockburn, Corporate Director for Strategic and Corporate
                  Services

To: Policy and Resources Cabinet Committee – 5 December 2017

Subject: Strategic and Corporate Services Performance Dashboard

Classification: Unrestricted

Summary:
The Strategic and Corporate Services Performance Dashboard shows progress made
against targets set for Key Performance Indicators.

Recommendation(s):
The Policy and Resources Cabinet Committee is asked to NOTE the report.

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1.   Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions
      of the Council that fall within the remit of the Committee.

1.2. To support this role Performance Dashboards are regularly reported to each Cabinet
      Committee throughout the year.

2.   Performance Dashboard

2.1. The Strategic and Corporate Services Performance Dashboard is attached in
      Appendix 1.

2.2. This is the second Dashboard report for the current financial year and includes
      performance results up to the end of September 2017.

2.3. The Dashboard includes twenty-six (26) Key Performance Indicators (KPIs) detailed
      in the Strategic and Corporate Services Directorate Business Plan 2017/18.

2.4. The Dashboard also includes a range of activity indicators which help give context to
      the Key Performance Indicators.

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

2.6. Latest performance is reported as Green for 17 indicators, Amber for 5 indicators, with 4 indicators Red.

2.7. Direction of Travel shows 3 KPIs improving, 10 stable (including 5 at 100%) and 13 indicators showing worse results when compared to the previous reporting period.

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3. Recommendation(s):

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

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4. **Background Documents**

The Strategic and Corporate Services Directorate Business Plan

http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans

5. **Contact details**

Report Author: Richard Fitzgerald
                    Business Intelligence Manager - Performance
                    Strategic Business Development and Intelligence
                    03000 416091
                    Richard.Fitzgerald@kent.gov.uk

Relevant Director: Vincent Godfrey
                    Director of Strategic Commissioning
                    03000 421995
                    Vincent.Godfrey@kent.gov.uk

Strategic and Corporate Services Performance Dashboard

Financial Year 2017/18

Results up to September 2017

Produced by Strategic Business Development and Intelligence

Publication Date: November 2017

Kent County Council
kent.gov.uk

Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards set out at the start of the year in the Directorate Business Plans.

RAG Ratings

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

DoT (Direction of Travel) Alerts

⇧	Performance has improved
⇩	Performance has worsened
⇔	Performance has remained the same

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead, where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity Thresholds are based on previous years' trends.

When activity indicators do not have expected levels stated in the Directorate Business Plans, they are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

Key Performance Indicator Summary

Engagement, Organisation Design and Development (EODD)	Month RAG	YTD RAG
CS01 : Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04 : Calls to Contact Point answered	AMBER	AMBER
CS05 : Calls to Contact Point answered in 40 seconds	AMBER	AMBER
CS07 : Complaints responded to in timescale	GREEN	GREEN
HR22 : Delivery of Health & Safety Action Plan against stated outcomes	GREEN	GREEN
HR24 : HR Commissions that deliver stated outcomes	GREEN	GREEN
HR09 : Training that delivers commissioned learning outcomes	GREEN	GREEN
HR23 : Staff who have completed all 3 mandatory learning events	AMBER	AMBER

Finance	Month RAG	YTD RAG
FN01 : Pension correspondence processed within 15 working days	GREEN	GREEN
FN02 : Retirement benefits paid within 20 working days of all paperwork received	GREEN	GREEN
FN07 : Invoices received by Accounts Payable within 30 days of KCC received date	AMBER	AMBER
FN08 : Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN
FN09 : Outstanding total debt over 6 months old	GREEN	N/a
FN10 : Outstanding debt over 6 months old which is secured	AMBER	N/a

Finance (continued)	Month RAG	YTD RAG
FN11 : Financial assessments fully completed within 15 days of referral	GREEN	AMBER

Governance and Law	Month RAG	YTD RAG
GL01 : Council and Committee papers published at least five days before meetings	GREEN	AMBER
GL02 : Freedom of Information Act requests completed within 20 working days	RED	AMBER
GL03 : Data Protection Act Subject Access requests completed within 40 calendar days	RED	RED

Infrastructure	Month RAG	YTD RAG
ICT01 : Calls to ICT Help Desk resolved at the First point of contact	GREEN	AMBER
ICT02 : Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03 : Working hours where Kent Public Sector Network is available to staff	GREEN	AMBER
ICT04 : Working hours where ICT Service available to staff	GREEN	GREEN
ICT05 : Working hours where Email is available to staff	GREEN	GREEN
PI01 : Rent due to KCC outstanding at 60 days above	RED	N/a
PI03 : Annual net capital receipts target achieved	RED	N/a
PI04 : Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Service Area	Director	Cabinet Member	Delivery by:
EODD - Customer Services	Amanda Beer	Susan Carey	Agilisys

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	GREEN	⇔	97%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	94%	AMBER	⇩	94%	AMBER	95%	80%	97%
CS05	Percentage of calls to Contact Point answered in 40 seconds	70%	AMBER	⇩	72%	AMBER	80%	70%	83%

Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	306.9	Above	304.1	275.2	356.6
CS12	Number of visits to the KCC website, kent.gov (000s)	2,638	Above	2,600	2,200	2,571

CS04 & CS08 – Performance was affected by higher than forecast call volumes and issues with the BT Cloud telephony system dropping calls and thus necessitating the need for clients to call back. The telephony system was updated at the close of October and this should resolve this issue. Also call volumes on some specific service lines were higher than forecast, particularly in relation to secondary school admissions. Call volumes are expected to move to the expected range over the coming months.

CS05 – Increase in call waiting times this year have been due to increased average handling times, higher call volumes than forecast and staff turnover. We continue to work with the supplier to address these issues and improvements are expected in the coming months.

CS12 – Seasonal, education tasks generate a high amount of traffic every year during this period. These include applications for secondary school places, Kent Test, Young Person's Travel Pass and 16+ Travel Pass. There was also additional traffic due to the re-launch of the children's social work recruitment campaign.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	87%	GREEN	⇩	89%	GREEN	85%	80%	86%
HR22	Delivery of Health & Safety Action Plan against stated outcomes*	93%	GREEN	⇩	96%	GREEN	80%	75%	New
HR24	Percentage of HR Commissions that deliver stated outcomes	100%	GREEN	⇔	100%	GREEN	80%	75%	New

* Still to be agreed by Health and Safety Group

Activity Indicators

Ref	Indicator description	Latest Month	In expected range?	Expected Activity Upper	Lower	Prev. Yr Same Month
HR12	Number of current change activities being supported	51	Below	75	60	93
HR16	Number of registered users of Kent Rewards	18,886	Yes	19,250	17,750	17,552
HR21	Number of current people management cases being supported	92	Above	85	70	87

HR12 – Change activity is driven by demand from the wider business and will fluctuate from month to month. Activities will also span more than one month and over the last quarter the number has been within the expected range. Change projects vary significantly in size and complexity requiring different levels of resource and work to be carried out.

HR21 – Case activity is driven by demand from the wider business and will fluctuate from month to month. Cases will also span more than one month and although there was an increase in September, the number was close to the expected upper level earlier in the quarter.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Percentage of training that delivers commissioned learning outcomes	100%	GREEN	⇔	100%	GREEN	95%	90%	100%
HR23	Percentage of staff who have completed all 3 mandatory learning events	87%	AMBER	⇔	87%	AMBER	90%	85%	N/a

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
HR13	Total number of E-learning training programmes completed	23,318	Above	17,500	12,500	29,512

HR23 – Directorates have been receiving reports of completion levels; however, the approach has recently changed and individuals are now notified when mandatory training is due for renewal. While Prevent training is being undertaken promptly we are not seeing the same level of responsiveness with regard to Information Governance and Data Protection.

HR13 – This is influenced by factors such as the launch of new programmes, staff recruitment and the introduction and renewal cycle of mandatory courses. There was a large increase in course completions last year because of the introduction of Prevent training.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Andy Wood	John Simmonds	Finance

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN01	Pension correspondence processed within 15 working days	99%	GREEN	⇔	99%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	97%	GREEN	⇩	98%	GREEN	90%	85%	95%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	82%	AMBER	⇩	83%	AMBER	85%	80%	84%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	2,625	2,812
FN02b	Retirement benefits paid	1,033	1,008
FN07b	Number of invoices paid by KCC	57,593	68,268

FN07 –Budget managers have been reminded of the importance of timely submission of invoices to the Payments Team.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Andy Wood	John Simmonds	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN08	Invoices received on time by Accounts Payable processed within 30 days	97%	GREEN	⇩	99%	GREEN	96%	93%	99%
FN09	Percentage of outstanding total debt over 6 months old	55%	GREEN	⇩	Snapshot data		55%	60%	N/a
FN10	Percentage of outstanding debt over 6 months old which is secured	40%	AMBER	⇩	Snapshot data		45%	38%	N/a
FN11	Percentage of financial assessments fully completed within 15 days of referral	95%	GREEN	⇩	88%	AMBER	90%	85%	N/a

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	22,993	23,672
FN11b	Number of financial assessments received	3,664	N/a

FN10 - £650k owed by Canterbury Diocese is still outstanding for payment. The Director – Education, Planning & Access is leading for the negotiations regarding repayment of this debt. The BSC Debt Recovery team have put in place a number of initiatives to reduce debt owed to the authority which includes regular meetings with Invicta Law to review their progress and to explore other avenues of securing debt and also contacting the DWP to obtain payment directly from benefit payments.

FN11 - The annual reassessment process of 16,000 clients impacted on the Assessments Team ability to meet this KPI in May and June. Delivery is now back to above target and this is expected to continue.

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Eric Hotson	Governance and Law

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	⬄	96%	AMBER	100%	96%	100%
GL02	Freedom of Information Act requests completed within 20 working days	87%	RED	⬇	90%	AMBER	95%	90%	95%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	67%	RED	⬇	79%	RED	90%	85%	82%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
GL01b	Committee meetings	56	77
GL02b	Freedom of Information requests	1,116	1,037
GL03b	Data Protection Act Subject Access requests	144	158

GL01 – Performance has improved since the May election when some information was not available in time for publication for the Annual County Council meeting in May and Selection and Member Services Committee in June.

GL02 & GL03 – Capacity issues in the Information, Resilience and Transparency team have affected performance, with additional responsibilities having been transferred from Invicta Law. For Subject Access Requests specifically, there is a lack of resource in Children's Social Services to collate and prepare records.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Rebecca Spore	Eric Hotson	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	71%	GREEN	⇧	69%	AMBER	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	98%	GREEN	⇔	98%	GREEN	95%	90%	99%
ICT03	Working hours where Kent Public Sector Network (KPSN) is available to staff	100%	GREEN	⇔	99.7%	AMBER	99.8%	99%	99.9%
ICT04	Working hours where ICT Service available to staff	99.8%	GREEN	⇧	99.6%	GREEN	99%	98%	99.2%
ICT05	Working hours where Email is available to staff	100%	GREEN	⇔	100%	GREEN	99%	98%	100%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	29,878	34,563
ICT02b	Feedback responses provided for ICT Help Desk	3,883	4,833

ICT01 – The last few months have seen some technical issues with user profiles needing to be passed to second line support, this along with the recruitment of new analysts affected performance. These have now been resolved and this KPI is now meeting its target.

ICT03 – This KPI was affected by a number of power outages in June, which saw the KPSN service being unavailable for a total of 14 hours out of 720. All issues have now been rectified and recent performance has been at 100%.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Infrastructure

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding at 60 days	17%	**RED**	⇩	Snapshot data		5%	15%	9%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£28.285m)	71%	**RED**	⇔	N/a		100%	90%	34%

Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	1,329	932

PI01 – A large portion (over £100k) of this overdue debt relates to the Sussex Partnership NHS Trust. There are discussions between GEN2 and the trust to resolve this issue, which is complicated due to the transfer of leases to another Trust on 31st August.

PI03 – The reduction in the forecast is primarily down to two sites which were initially earmarked for exchange and completion in this financial year. Both sites are under offer on a subject to planning basis and have taken longer to exchange than initially planned due to legal title issues and a delay in confirmation of services to the site. Both are projected to exchange shortly with planning applications due to be submitted shortly. Assuming the statutory planning period is met, with a positive planning outcome and allowing time for the Judicial Review period to expire, the projected completion date is anticipated to be the first week of April. The disposal pipeline is also being reviewed to identify opportunities to bring other properties forward to mitigate the impact of this slippage into the next financial year. A full review has been undertaken by the Infrastructure Commissioning Team in respect of these two transactions with management actions taken as a result of improvements that were identified.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	**Rebecca Spore**	**Eric Hotson**	**Kier, Amey, and Skanska**

Results to August

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	97%	GREEN	⇧	94%	GREEN	90%	80%	89%

Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI04b	Number of reactive tasks responded to	8,156	7,393

From: **John Simmonds, Cabinet Member for Finance**

               Susan Carey, Cabinet Member for Customers, Communications and Performance

               Eric Hotson, Cabinet Member for Corporate & Democratic Services

               Peter Oakford, Deputy Leader & Cabinet Member for Strategic Commissioning & Public Health

               David Cockburn, Corporate Director for Strategic & Corporate Services

To: **Policy & Resources Cabinet Committee – 5 December 2017**

Subject: **Financial Monitoring 2017-18**

Classification: **Unrestricted**

Summary:
The Policy & Resources Cabinet Committee is asked to note the September 2017-18 budget monitoring position which was dispatched to Cabinet on 6th November 2017.

Recommendation(s):
The Policy & Resources Cabinet Committee is asked to note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the September monitoring to Cabinet.

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1.   Introduction:

1.1   This is a regular report to this Committee on the forecast outturn.

2.   Background:

2.1   This report presented to the Policy and Resources Cabinet Committee shows extracts from the detailed monitoring report that is presented to Cabinet monthly. A draft final outturn report is also presented to Cabinet after the financial year end. The full reports outline the financial position for each directorate together with key activity indicators.

3.   Strategic and Corporate Services Variance:

3..1   Table 1 shows the position specifically for the Strategic & Corporate Services Directorate for September 2017.

Table 1

Budget Book Heading	Net Budget	Net Forecast Variance	Corporate Director adjustment	Revised Net Variance
	£'000s	£'000s	£'000s	£'000s
Strategic & Corporate Services Directorate				
Contact Centre, Digital Web Services & Gateways	4,544.2	218.0	0.0	218.0
Local Democracy	4,083.6	0.9	0.0	0.9
Finance	8,107.2	-157.0	0.0	-157.0
Engagement, Organisation Design & Development (HR, Comms & Engagement)	8,239.3	-230.9	0.0	-230.9
Other Support to Front Line Services	4,024.6	74.1	0.0	74.1
Strategic Commissioning	9,258.2	-306.4	0.0	-306.4
S&CS Management & Directorate Support Services	-2,385.2	20.5	0.0	20.5
Infrastructure (ICT & Property Services) & Business Services Centre	35,302.6	877.6	0.0	877.6
Total S&CS	**71,174.5**	**497.0**	**0.0**	**497.0**

3.2   The Strategic & Corporate Services figures in Table 1 contain both the forecast for the Directorate itself and the Corporate aspirational savings target for the Asset Utilisation programme, held against the Corporate Landlord budgets within the Infrastructure Division. The Directorate forecast (excluding the Asset Utilisation target) is breakeven, the position on Asset Utilisation is +£0.497m, giving an overall overspend of +£0.497m as shown above.

3.3   The corporate aspirational savings target for Asset Utilisation is held within the Corporate Landlord budgets, its delivery depends on operational service requirements and Member decisions regarding the exiting of buildings. It should be noted that this in-year overspend is due to the delayed implementation of some plans, resulting in the £0.497m delivery slipping to 2018-19. Work is now on going on the 2018-19 savings target of an additional -£0.65m saving which, to be deliverable from 1st April 2018, requires early identification of plans.

3.4   The directorate break even position includes variances of +£0.218m for the Contact Centre & Digital Web Services budget set in 2015 using a transformation plan suggested by Agilisys, predicting that the number of calls and average call duration would fall significantly. Although the call volumes and times have reduced, this is not in line with the original budgeted plan, hence resulting in a budget pressure. The commissioners of this service, together with Agilisys, are working with directorate services to get these figures reduced further; -£0.231m on Engagement, Organisation

Design & Development relating primarily to staffing vacancies; -£0.157m for Finance arising from lower salary costs following a major restructure; -£0.306m for Strategic Commissioning due to staffing vacancies being held vacant pending restructure; +£0.381m Infrastructure controllable budgets, arising mostly from backdated Kier costs and minor variances across all areas of Property and ICT commissioning budgets.

3.5   The Strategic & Corporate Services capital budget is £21.446m. The real variances over £0.100m and rephasing variances over £1.000m are as follows:

- Property Investment & Acquisition Fund: -£2.221m rephasing movement. Opportunities for the fund have been identified but transactions are unlikely to complete in the current financial year.

4.   Whole Council Variance:

4.1   As the Policy & Resources Cabinet Committee has overview of the whole Authority, Members of the Committee are asked to note the overall revenue position for the Authority shown in Table 2.

4.2   Overall the net projected revenue variance for the Council as reported by budget managers is a pressure of £13.785m. Corporate Directors have adjusted this position by -£5.455m, leaving a residual pressure of £8.330m.

4.3   In the light of further government funding reductions in the short to medium term, it is essential that a balanced revenue position is achieved in 2017-18, as any residual pressures rolled forward into 2018-19 will only compound an already extremely challenging 2018-19 budget position. This forecast revenue pressure of £8.330m (after Corporate Director adjustments) is still very concerning and needs to be managed down to at least a balanced position.

Table 2

Directorate	Budget	Net Forecast Variance	Corporate Director adjustment	Revised Net Variance
	£m	£m	£m	£m
Children, Young People & Education - Education & Young People	58.792	2.753	-1.361	1.392
Children, Young People & Education - Specialist Children's Services	112.732	2.685	-0.440	2.245
Children, Young People & Education - Asylum	0.550	4.109	-0.150	3.959
Sub Total Children, Young People & Education	*172.074*	*9.548*	*-1.951*	*7.597*
Adult Social Care & Health - Disabled Children Services	20.754	0.220		0.220
Adult Social Care & Health - Adults	396.298	4.410	-3.168	1.242
Sub Total Adult Social Care & Health	*417.052*	*4.630*	*-3.168*	*1.462*
Growth, Environment & Transport	166.756	0.629	-0.336	0.293
Strategic & Corporate Services - Excluding Public Health	71.175	0.497		0.497
Strategic & Corporate Services - Public Health	-0.011	0.000		0.000
Sub Total Strategic & Corporate Services	*71.164*	*0.497*	*0.000*	*0.497*
Financing Items	111.009	-1.518		-1.518
TOTAL (excl Schools)	**938.054**	**13.785**	**-5.455**	**8.330**
Schools (CYP&E Directorate)	*0.000*	*15.544*		*15.544*
TOTAL	**938.054**	**19.511**	**-6.409**	**13.102**
Variance from above (excl schools)				**8.330**
Roll forwards - committed				0.000
- re-phased				0.000
- bids				0.000
Total roll forward requirements				0.000
-ve Uncommitted balance / +ve Deficit				**8.330**

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5.   Recommendation(s):

The Policy & Resources Cabinet Committee is asked to note the revenue and capital forecast variances from the budget for 2017-18 that are in the remit of this Cabinet Committee, based on the September monitoring to Cabinet.

6. Contact details

Report Author

- Jackie Hansen, Finance Business Partner - Strategic & Corporate Services
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Relevant Director

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From: **Eric Hotson, Cabinet Member for Corporate and Democratic Services.**

                      David Cockburn, Corporate Director, Strategic & Corporate Services and Head of Paid Services

                      Rebecca Spore, Director of Infrastructure

                      Michael Lloyd, Head of Technology Commissioning & Strategy

To: **Policy and Resources Cabinet Committee**

                      5th December 2017

Decision Number   17/00103

Subject: **Renewal of Microsoft Enterprise Agreement(s)**

Classification: **Unrestricted**

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: Not applicable

Summary: This paper outlines the requirement to renew our Microsoft Enterprise Agreement(s) which will allow the Council to continue to be licenced appropriately in order to deliver its current services.

Recommendation:

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts with Microsoft for the Enterprise Agreement and Server Cloud Enrolment, including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

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1.   **Introduction**

    This report outlines the context of the renewal of the Microsoft Enterprise Agreements.

2.   **Financial Implications**

    The decision to renew the Microsoft Enterprise Agreement(s) commits the Council to spend in excess of over £1 million per annum for the duration of the contract(s).

The payments in year two onwards are variable depending on the Councils usage of Microsoft products at the end of each year.

It is expected that the as the council continues to implement the ICT Strategy the need for on-premise licences will reduce over the duration of this new contract(s).

3.   Policy Framework

The Council's ICT Strategy 2016 – 2020 sets out the future of technology over the next four years. The strategy identifies the significant investment already made in Microsoft products and technology, and determines, that in order to maximise this investment, Microsoft will be considered first for technology requirements. The strategy was presented to this committee in May 2016 for consideration and was then subsequently endorsed.

ICT on behalf of the Council have commissioned Microsoft to support the execution of the ICT strategy in the modernisation and transition to cloud services. This approach was brought forward to this committee in March 2017 and endorsed.

The previous renewal on of the current three year Microsoft Enterprise Agreement was presented to Policy and Resources Cabinet Committee in April 2015. For information the key decision is: 15/00054.

The Council's adoption of Microsoft technology necessitate these contract renewals to allow the Council to underpin and continue its current services.

4.   The Report

The Council uses a considerable amount of Microsoft technology and virtually all interactions with ICT in some way rely on a Microsoft product. This technology is used by all staff and Members to delivery our services. The Council does not own these products or have perpetual licenses to use them. The Council pays an annual subscription fee based predominantly, on the number of users, as well as other parameters appropriate to ensure we licence appropriately for the use of software.

The Council has two agreements which cover the use of Microsoft Technologies. These are:

-         Microsoft Enterprise Agreement – expires on 30th June 2018.
-         Microsoft Server Cloud Enrolment – expires on 31st March 2018.

Two new agreements need to be entered into to provide continued use of the software and cloud services currently in use.

The software covered by the two agreements can be summarised as: Office365, which includes, Cloud based Exchange (email), Microsoft Office – Word, Excel, PowerPoint etc, Skype for Business and right to use Windows software on end user devices, including encryption and other software. All software related to infrastructure servers, databases and Microsoft Enterprise software, including access to Microsoft cloud data centres known as Azure.

The licences cover circa 11,000 users and over 500 servers and cloud services.

It should be noted that the public sector has benefited from a substantial discount, relative to the private sector when purchasing Microsoft software. The previous renewal in 2015 was undertaken under a pan- government agreement know as the Cloud Transition Agreement (CTA). The CTA comes to an end on March 31st 2018. Crown Commercial Services (CSS) are putting in place a further pan-government agreement with Microsoft.

Member's should note in the past the Microsoft Enterprise Agreement which is referenced as a single agreement, is in fact two distinct agreements. Staff deemed to support educational activities are entitled to a separate and further reduced pricing structure compared to other staff, hence we hold one agreement for educational based pricing and one for other Council staff.

For the purposes of this renewal KCC has undertaken significant structural changes that need to be factored into the structure of both the Microsoft Enterprise Agreement and the Server Cloud Enrolment. The changes that need to be considered are:-

- GEN2
- Invicta Law
- Educating People
- Business Service Centre (Decision dependant)

Due to the company status of the various alternative service delivery vehicles listed, different licence models and structures will apply.

The use of Microsoft technology is deeply embedded in the Council and for the purposes of the renewal no other options are being considered. It is possible to migrate away from Microsoft, for example, Google, for some elements of our software provision. This would be a major undertaking and a hugely significant cost for the Council. This option would also contradict the endorsed ICT Strategy 2016 – 2020. The cost of change would far outway any return of investment.

There are no legal or equalities implications.

5.   **Conclusion**

The Council makes significant use of Microsoft software for the efficient delivery of many of its services. The existing contracts for supply of this software expire on 31st March and 30th June 2018. This software is most economically replaced via a new Enterprise Agreement(s) and Server Cloud Enrolment(s).

6. Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts with Microsoft for the Enterprise Agreement(s) and Server Cloud Enrolment(s), including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

7. Background Documents

ICT Strategy 2016 - 2020

8. Contact details

Report Author

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- Michael.Lloyd@kent.gov.uk

Relevant Directors:

- Rebecca Spore, Director of Infrastructure
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY: **Eric Hotson, Cabinet Member for Corporate and Democratic Services**	DECISION NO: **17/00103**

For publication

Key decision

Subject:
Renewal of Microsoft Enterprise Agreement(s)

Decision:

As Cabinet Member for Corporate and Democratic Services, I propose to agree to progress with the award of contracts with Microsoft for the Enterprise Agreement and Server Cloud Enrolment and delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services to finalise the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

Reason(s) for decision: A key decision is required owing to the contract levels exceeding the financial criteria for Key Decisions as set out in the Council's constitution. This decision will result in the renewal of the Microsoft Enterprise Agreement(s) which will allow the Council to continue to be licenced appropriately in order to deliver its current services.

Cabinet Committee recommendations and other consultation:
The Policy and Resources Cabinet Committee will consider the matter at its meeting on 5 December and any comments made will be taken into account when the decision is being taken

Any alternatives considered:
None

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

....
signed

....
date

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From: Susan Carey, Cabinet Member Customers, Communications & Performance
Amanda Beer, Corporate Director Engagement, Organisation Design & Development

To: Policy and Resources Cabinet Committee,

Date: 5 December 2017

Subject: Website (kent.gov.uk) Usage

Classification: Unrestricted

Summary:
The Kent County Council website is a highly-rated, well-used resource that is continuously developed and improved, based on data and feedback from users.

Recommendation(s):
The Policy and Resources Cabinet Committee is asked to NOTE the report.

1.   Introduction

1.1.   At the Policy and Resources Cabinet Committee meeting held on 16 June 2017, Members expressed an interest in the usage statistics for the main Kent County Council website (kent.gov.uk).

1.2.   The Committee requested an overview of usage data for the website, as well an overview of how the website is developed based on data and customer experience.

2.   Kent.gov.uk

2.1.   The current website was launched in March 2014 and was built using the design principles established by the Government Digital Service: www.gov.uk/guidance/government-design-principles.

2.2.   The website aims to make it as easy as possible for residents to successfully complete "tasks" on the website.

2.3.   The website consists of over 3,000 web pages covering over 300 KCC services and currently averages around 880,000 page views per month.

2.4.   A presentation on kent.gov.uk usage will be given to Members by the Marketing and Digital Manager at the Cabinet Committee. It will cover:

- **Usage** - an overview of website traffic data (overall volumes, how people find us, what devices they use when visiting the website and what areas of content are used most often).
- **Feedback** – sources of feedback and how it is used to improve and further develop the website for users.

- **Usability** – a brief overview of how technologies like WebChat and Hotjar are used to help improve the online customer experience.

3. Terminology

3.1. Members may find the following explanations of some of the terms often used when reporting website traffic data helpful.

- **Pageviews –** every time someone accesses a page on our site, it is counted as a single "pageview".
- **Sessions –** refers to a group of interactions that occur on a website during a given time span, usually 30 minutes (so, for example, if someone arrived at the website and looked at seven pages then left, this would be counted as one "session", but seven pageviews).
- **Users -** the number of people who have visited our site in a given period - even if one of them has visited the site multiple times they are still counted as a single user (so for example, if someone visited the site on Monday, looked at 3 pages then came back on Tuesday and looked at 5 pages, this would be counted as 1 "user", 2 "sessions" and 8 "pageviews" in total).
- **Bounce Rate** – the percentage of all sessions on our site in which users viewed only a single page.

4. Recommendations

4.1. The Policy and Resources Cabinet Committee is asked to NOTE the report presented.

Andrew Bose
Marketing and Digital Manager
Ext 415866

From: **Eric Hotson, Cabinet Member for Corporate and Democratic Services.**

               David Cockburn, Corporate Director of Strategic and Coprorate Services.

To: **Policy and Resources Cabinet Committee, 5 December 2017.**

Subject: **Annual Equality and Diversity Report 2016-2017.**

Summary

This report sets out:

The Annual Equality and Diversity Report 2016-17, which is a statutory requirement under the Equality Act 2010.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to:

1) **Approve** the Annual Equality and Diversity Report 2016-17, attached at Appendix 1, for publication on www.kent.gov.uk

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1.   INTRODUCTION:

1.1   Section 149 of the Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which came into force in April 2011. It requires public bodies to have 'due regard' to:

a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
b) Advance equality of opportunity between people who share a protected characteristic and those who do not;
c) Foster good relations between people who share a protected characteristic and those who do not (the protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership, sex and sexual orientation);
d) Publish an Annual Equality and Diversity Report by 31 January the following year.

1.2   This report discharges the council's statutory duty to produce and publish an Annual Equality and Diversity Report.

2. **ANNUAL REVIEW OF PERFORMANCE AGAINST EQUALITY OBJECTIVES**

2.1   The council published the existing equality objectives in 2011/12, which were:

   A. Working with all our partners to define and jointly address areas of inequality.
   B. Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.
   C. Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services.
   D. Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions.
   E. Providing inclusive and responsive customer services
   F. Understanding and responding to the impacts on people when KCC is doing its work

2.2   In 2016 as part of the review of the KCC Equality Policy and Objectives, Directorate Management teams were asked to consider progress against existing objectives and their core business priorities in order to determine what the new equality objectives would be.

2.3   The new Equality and Human Rights Policy 2016-2020 was developed, consulted on and agreed in December 2016. The 2016-17 annual reports not only take the old objectives into account but also demonstrate where work has begun and progress made in relation to the new directorate equality objectives. Responsibility and accountability for delivery of the equality objectives remains with KCC directorates and services.

2.4   Each Directorate Management Team (DMT) has prepared their own annual equality and diversity report, which sets out the equality information for publication and progress against the corporate equality objectives. This is then agreed by the relevant Cabinet Committee. An executive summary of the directorate reports is then prepared and approved for the Policy & Resources Committee to approve, ahead of the 31   January deadline.

2.5   Directorate annual reports were considered at each of the Cabinet Committees through June-September 2017:

   • Children and Young People Service Cabinet Committee
   • Growth Environment and Transport Cabinet Committee
   • Environment and Transport Cabinet Committee
   • Adult Social Care and Health Cabinet Committee

3. **MATTERS FOR CONSIDERATION**

3.1   Evidence provided through the directorate annual reports suggests that overall the council has made good progress against equality objectives and

the processes and procedures that are needed to mainstream equality activity into core business are in place.

3.2   The inclusion of directorate based objectives demonstrates that KCC is not simply 'ticking boxes' on equality and diversity but highlights   an increasing understanding and embedding of equality outcomes as a core and beneficial part of delivering the work of the organisation.

3.3   With an increase in commissioning and alternative delivery models at KCC, it will be important for the authority to consider and ensure the line of accountability for the delivery of the PSED remains strong. The PSED is a 'non-delegable duty' and although Section 149 (2) of the Equality Act states that "person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1)", KCC is ultimately accountable for ensuring that those who deliver services on behalf of the authority understand how they will be measured and held to account.

3.4   There has been an improvement in the rate of EqIA's used as part of the Cabinet Committee decision making process. However the fact that there is an EqIA alone is not sufficient to discharge the "due regard" duty. Incorrect and poorly constructed EqIA's that are not consciously considered as part of the decision making process not only risk adversely impacting protected groups but also present a legal, financial and reputational risk to KCC.

3.5   Over the next year, there will be a greater focus in the quality of the EqIA's that are submitted for decision making. This will help the authority to identify the groups that appear to be most adversely impacted by decisions and changes, ensure that the decisions do not adversely impact protected groups and mitigate the risks identified above.

4.   **FINANCIAL IMPLICATIONS**

4.1   There are no financial implications as a consequence of producing an Annual Equality and Diversity Report.

5.   **LEGAL IMPLICATIONS AND RISK MANAGEMENT**

5.1   Under the Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), the Council is required to publish an Annual Equality Report by 31 January the following year.

6.   **EQUALITY IMPACT ASSESSMENT (EqIA)**

6.1   As the Annual Equality and Diversity report relates to performance monitoring on the previous years' work there is no requirement to undertake an EqIA.

7.   **APPENDIX:**

- Appendix 1: Draft Executive Summary – Annual Equality & Diversity Report 2016/17

8.   BACKGROUND DOCUMENTS

a) Children and Young People's Services Cabinet Committee 7 September 2017
    https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=894&MId=7726

b) Environment & Transport Cabinet Committee, 21 September 2017

    https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=831&MId=7546

c) Growth Economic Development and Communities Cabinet Committee 6 September 2017
    https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=7556

d)
    Adult Social Care and Health Cabinet Committee, 9 June 2017
    https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=896&MId=7748

e) Equalities and Human Rights Commission: Assessment of the performance of public authorities on the specific duty to publish equality information (England) http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/news-and-updates-on-the-equality-duty/

10.   AUTHOR CONTACT DETAILS

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Kent County Council

Executive Summary

Annual Equality and Diversity Report April 2016 to March 2017

Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version, please email
alternativeformats@kent.gov.uk
Kent County Council Equality and Diversity Team,
Phone with Text relay: 18001 03000 414141
Or write to: Kent County Council, Diversity & Equality Team, Room 2.70, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

Equality policy and local context

Policy

In 2016, KCC published the Equality and Human Rights Policy and Objectives 2016-2020. It has been aligned to the Strategic Statement and Commissioning Framework for Kent County Council (KCC), as the two documents set out the organisations priorities and approach to delivering outcomes for the people of Kent.

We recognise the diverse needs of our community and are committed to promoting equality of opportunity and diversity in employment, commissioning and service delivery.

We value diversity and believe it is essential to provide services which work well for all residents and staff. The services KCC designs and delivers, on its own or with partners, should focus on allowing people, families and communities to be independent. We will treat people with dignity and respect and help people to be safe and socially included. We will support and enable people to make informed choices, so that they will have control over their lives. We are committed to working with all statutory partners, businesses and the voluntary sector to ensure the best possible outcomes for those who live in, work in and visit Kent.

We will challenge discrimination and encourage respect, understanding and dignity for everyone living, working and visiting Kent. This will be achieved through our influence in the community, strategic planning, and commissioning and policy development in employment and in service delivery.

As a public sector organisation we follow the Public Sector Equality Duty (PSED) under the Equality Act 2010, to protect individuals from discrimination against people on the basis of their protected characteristics. The characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

With a resident population of just over 1.54 million, Kent (excluding Medway) has the largest population of all the English counties. The following information is taken from the 2011 Census and the mid-year population survey.

- 93.7% of all Kent residents are of White ethnic origin – this includes those who are White British, as well as other identities such as Irish, Eastern European origin etc. Kent also has Gypsy, Roma and Traveller populations greater than the national average.

- The 2011 Census recorded that 6.3% of Kent residents are classified as Black or Minority Ethnic (BME). This proportion is lower than the national average for England (14.6%).
- People living in urban areas make up 74% of the Kent population but only occupy 23% of the total land area in Kent.
- The Mid-year population survey notes that 51% of the total population of Kent identify as female and 49% as male.
- Significantly in terms of future challenges, Kent has an ageing population with the number of 65+ year olds forecast to increase by 57.5% between 2015-2035.
- Kent has a greater proportion of young people aged 5-19 years and people aged 45+ years than the England average.
- There is no single quantifiable measure of the number of disabled people in Kent (or the UK), because identifying as disabled relies on an individuals' self-perception; but it is estimated that 17.6% of Kent (excluding Medway) residents are disabled people.
- 1434 Civil partnerships were formed between 2006-2015 in Kent. This dataset only relates to civil partnerships that are formed within Kent. It does not necessarily provide a true reflection of the number of Lesbian Gay and Bi - sexual people living in Kent.

Further information on social, demographic and economic aspects of Kent can be found on our website, on the Kent Facts and Figures page.
http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent

KCC Equality Objectives

KCC published its previous equality objectives in September 2012. The objectives covered the period between 2012-2016. The Equality Objectives for the council were:

- Working with all our partners to define and jointly address areas of inequality;
- Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its - PSED;
- Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services;
- Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions;
- Providing inclusive and responsive customer services through;
- Understanding and responding to the impacts on people when KCC is doing its work.

Equality Objectives 2016-2020

Each Directorate was asked to provide equality information and to demonstrate how they complied with equality legislation between 1 April 2016 – 31 March 2017, and what performance measures they have in place to achieve the KCC Equality Objectives

Performance against the equality objectives in 2016-2017 has been reported to Directorate Management Teams (DMT) and Cabinet Committees between June and September 2017. Evidence submitted suggests that overall the council has made good progress on the processes and procedures that are needed to mainstream equality into core business.

The progress made against the existing objectives has helped KCC to develop new policy and practices that help to improve equality outcomes for protected groups in Kent. In addition to this, they have contributed towards the evidence base in developing new directorate based Equality Objectives.

Examples of activity undertaken in 2016-2017 are summarised below.

Children, Young People and Education Directorate (CYPE).

Education and learning has the potential to improve the wellbeing and life chances of all children and young people, especially the most vulnerable groups in our communities including those protected by the Equality Act 2010.

The CYPE Vision and Priorities for Improvement - 2017-2020 is the key strategic plan for Children, Young People and Education in Kent. The Plan sets out shared goals and includes a range of ambitious priority improvements up to 2020. These ambitions and strategic priorities for Children, Young People and Education are based on a rigorous analysis of current performance and challenging expectations for future improvements. Progress made against each equality priority is detailed below each objective:

Narrow the achievement gaps for all groups, including Free School Meals (FSM) pupils, learners with SEND, and Children in Care:

While there is very positive year on year improvement in pupil outcomes in Kent, our biggest challenge is to achieve more progress in narrowing achievement gaps, especially for those supported by the Pupil Premium.

Many aspects of education in Kent continue to improve, including more good and outstanding schools and better standards of achievement at the end of Primary education and at GCSE. The system as a whole has moved on significantly but some groups of children and young people are still being left behind, and these are our biggest challenges. Our achievement gaps for Pupil Premium pupils, Children in Care and learners with Special Educational Needs are still too wide and their outcomes are not good enough. Going forward it is a key priority for us to raise attainment at all key stages and narrow achievement gaps, particularly for vulnerable learners.

These gaps are proving hard to close. Gaps in Kent are wider than the national gaps at every stage of education and, following the national trend, they become greater as children get older. This means that too few pupils are helped successfully to catch up, and even where Free School Meals (FSM) pupils achieve the expected standard at an early Key Stage too many fall behind and do not achieve the expected standard at the next Key Stage.

The Government's new term for narrowing the achievement gap is Diminishing the Difference. We have produced two toolkits, for Primary and Secondary Schools, that bring together some of the most effective approaches to Diminishing the Difference. These were shared at a Pupil Premium conference held by the Authority and attended by 200 schools at the beginning of February 2017. In addition, a summary of good practice was shared with all schools.

Increase post 16 – 25 participation and employment opportunities for the most vulnerable groups:

In the last year we reduced the number of NEETs in Kent to under 5% for the second year running (rolling three month average for November, December and January) January 2016 – 5.0%, January 2015 - 4.7% and January 2014 - 5.8%. The Target was 3.5% NEETs for January 2016. In January 2017 the NEET percentage was 3.0%. Our NEET figures are still too high and too many 16-18 year olds are either not participating in education or training or they do not have the right options, support and provision to ensure they achieve success.

By 2017, we aim to ensure there will be no more than 2.5% of young people aged 16-17 (years 12 and 13 age group) who are NEET and there will be full participation in education and work based training for this age group with year on year reductions in the NEET figures to no more than 1% by 2020.

Ensure more vulnerable young people are able to access progression pathways post 16, including the offer of an apprenticeship.

In the last year we improved employment or progression for vulnerable learners, through a range of projects managed by the Skills and Employability Service. Professional sponsored support for 32 young people to undertake Assisted Apprenticeships, in preparation for full Apprenticeships; and 28 SEND young people placed onto the pilot Supported Internship Programme. 40 places are available for vulnerable learners looking at moving into Assisted Apprenticeships, with a greater onus on the employer financially supporting the learner with professional support from the Skills and Employability Service.

Increase access to early years for the most vulnerable including the two-year old offer of free provision for the most disadvantaged.

In the last year we delivered the 'Free for Two' scheme in Kent with take up having increased to a maximum 70% in December 2016, as part of the Government's policy

for Free Early Education places for disadvantaged two year olds. Work will continue to promote and support take up by eligible children and families. We also established a project to ensure the delivery of the Government's policy of 30 Hours of Free Childcare for the 3 and 4year old children of eligible parents, with effect from September 2017.

Drive down exclusions from schools to zero.

In the last year we developed support to manage challenging behaviour in Primary schools and reduce rates of exclusion. We have put in place better quality assurance and monitoring systems to ensure that the eight Pupil Referral Unit (PRU) Primary school hubs deliver the support that meets local needs and results in a reduction in permanent exclusions.

In February 2016, we piloted a single digital point of access for inclusion and attendance providing information about prevention and statutory support. We have had particular success in reducing permanent Primary school exclusions by 38% (47 in 2014-2015 to 16 in 2015-2016).

The latest exclusion data for Kent indicates that the number of exclusions reduced significantly in the 2015-2016 academic year. Countywide, the number of permanent exclusions has been significantly reduced from 105 to 66 compared to the same period in 2015, with 727 fewer fixed-term exclusions, reducing from 10,723 to 9,996. This reflects good practice in many schools, supported by Local Authority (LA) services, in identifying and providing appropriate help for vulnerable pupils with challenging behaviour and other learning needs.

In order to disseminate the good practice and effective processes that have been adopted by many schools in Kent, we have produced the first Kent Exclusion Guidance for Schools and Governors.

The work of the Pupil Referral Units and other Alternative Provision has also played a key role in working with schools to identify alternatives to exclusions, providing appropriate support for children with challenging behaviours.

Increase the proportion of pupils in receipt of the Pupil Premium attending selective education.

In the last year KCC undertook a Select Committee Inquiry into Grammar Schools and Social Mobility (report published in June 2016) in order to improve the representation of children from disadvantaged backgrounds in grammar schools, if suitable for their abilities. The report made a number of recommendations which were agreed by County Council and progress in implementing these recommendations is being monitored.

Many of the recommendations have been cited by the new Government in bringing forward their selective schools' proposals contained within the DfE consultation document 'Schools that Work for Everyone'. All Grammar and Primary schools received a copy of the Select Committee report and were encouraged to implement

the recommendations. Sound progress in the nine months since the publication of the report has been made and more will be made in the forthcoming year.

In terms of increasing fair access to Grammar schools, a significant proportion (more than 50%) of Grammars in the County have now introduced some form of prioritisation within their admission arrangements for disadvantaged pupils in receipt of the Pupil Premium.

Where appropriate, fewer young people become young offenders.

Youth Justice is now embedded across the work of the Early Help and Preventative Services. The central Youth Justice Service focuses on court disposals, and the Early Help Units focus on out of court disposals. The annual statutory Youth Justice Plan for the county outlines the key priorities and performance targets for the year.

In the last year, there has been more effective working of the Youth Justice Board, to ensure all agencies contribute to the reduction in youth offending, and re-offending, and young people are helped towards positive destinations through education and training.

In 2015-2016 the number of first time entrants into the Youth Justice system fell to 426, which meant that the target of 615 was exceeded. This compares with 614 in 2014-2015 and 709 in 2013-2014.

Ensure more Children in Care (CiC) are able to access progression pathways post 16, including the offer of an apprenticeship where appropriate, and fewer CiC become young offenders.

Early Help and Preventative Services are committed to keeping Children in Care out of the Criminal Justice system wherever this is possible. From April 2016 a new process has been implemented between Early Help and Kent Police, which means that any complex cases are discussed at a multi-agency panel. These cases include all CiC as well as cases where there is gang involvement or other issues of concern. The aim is to ensure a well informed decision is made which delivers the most appropriate outcome and support to both the victim and the offender.

Progress has been made in expanding local learning and skills opportunities in all districts available on the Ready to Work website for young people looking to re-engage in learning, who are NEET, and looking for apprenticeships or employment with training. These programmes offer alternative pathways and have facilitated young people's access to over 63 training providers and colleges.

Specialist Children's Services (SCS)

Children and youth participation

SCS has begun to employ and embed a child centred approach which ensures that children and young people are at the core of the services that we offer. Children from

minority communities, including disabled children have been consulted and included in most of our activities.

Young people have been recruited and trained through the 'Recruit Crew' programme to work alongside HR and managers as active members of recruitment panels. The Recruit Crew programme provides accredited training where young people are trained in recruitment and selection procedures as potential interview panel members. 15 young people have been trained to date including 6 Unaccompanied Asylum Seeking Children (UASC). They have been involved in 50 recruitment and selection processes so far.

A 'Take Over Challenge Day' was organised by the Young Adult Council (YAC) members. This involved a number of young people undertaking the role of the then Cabinet Member for Specialist Children's Services, Peter Oakford. As part of feedback Cllr. Oakford, shared that it was very refreshing to sit in a group of young people asking questions about his job. Young people also felt a sense of reassurance that Kent as a county cares about their lives and their future as active citizens of their communities.

The Mind of My own (MOMO) was piloted last year to enable young people to give effective feedback on the services. The MOMO Express App specifically designed for children and young people with learning disabilities will also be rolled out in 2017.

Fostering and Adoption Services, Child in Care, Disabled Children Services and Leaving Care

The Kent Corporate Parenting Service recently launched the 'Open Your Heart' Campaign with the aim of recruiting 200 foster carers for Kent's children. This is open to all members of the Kent community who are ready to provide a safe and loving home for our looked after children. These events have so far attracted a good number of potential applicants from BME and other protected groups.

The new Lifespan Pathway within the Disabled Children, Adult Learning Disability and Mental Health Division went live from 1 April 2017. This will ensure children, young people and adults with a disability have better transition at all stages, help young people achieve their ambitions and improve their outcomes.

The new Pathway Plans - Assessment and Plan - have been made into Easy Read versions by the Young People's Team to help communicate effectively with young people/young adults with additional and complex needs. There was extensive consultation with young people in the development of the Pathway Plans, and some staff from the Disabled Children's Service tested them out with disabled young people, leading to modifications to the final versions.

The short break service continues to support children and young people who access their services in a person centred way, ensuring those with specific physical and learning needs are appropriately supported.

The introduction of the National Transfer Scheme has seen a decrease in our UASC population in Kent. The UASC service has also been restructured in order that more

time and resources are targeted at those who remain living in Kent. The service reported good improvements in the outcomes of the UASC cohort, providing quality care and meeting their identified needs. Where language needs were identified, easy access and quality support were provided by the commissioned interpreting services which continue to improve.

Independent Review Officers (IRO) and Child Protection Conference (CPC) services

The IRO service continues to make progress in ensuring consultative processes are fully accessible to disabled children and those children in care who are non-English speakers, including UASC. Young people continue to be provided with IRO contact cards. The YAC and the IRO service have produced a short video where young people are sharing their experiences of being in care. The aim is to encourage other young people particularly those from a minority background to become more involved in their individual care.

The Child Protection (CP) service has engaged positively with young people .The service recently introduced a young people only conference. This is a unique and innovative way of running CP conferences where young people lead on the preparation and convening of the conference. Feedback from young people has been good, those being involved in the pilot phase said they felt listened to and keen to ensure their views are taken into account.

Learning and Development

With the changing population in Kent, particularly due to the movement of families from London boroughs and other European families from mainland Europe, Social Workers are now dealing with more complex child protection issues than ever before. Some of these include issues around families with No Recourse to Public Funds (NRPF), Unaccompanied Asylum Seeking Children (UASC), Female Genital Mutilation (FGM) and child care related matters involving families living abroad.

As a result, we have updated and provided specific guidance and procedures for Social Workers to fully equip them with the required information which enables them to exercise their duties effectively when dealing with children and their families under these circumstances.

The Practice Development Officers (PDOs) carried out a series of training events over the past year in which Social Workers have been trained and supported at district and service levels. Specific policy and guidance briefings were organised with Child Protection Chairperson Independent Review Officers, front line Social Workers on working with Foreign Authorities, UASC, NRPF, Child Sexual Exploitation, Private Fostering and section 20 of the Children Act (1989).

In November 2016, the Safeguarding Unit in collaboration with the Training and Development team organised the Equality and Diversity development day.

The aim of the day was to raise awareness and provide skills to address Human Rights and Equality issues in practice across Kent. The workshops considered areas

relating to: Asylum and Immigration, Male victims of Domestic Abuse, Modern Day Slavery, PREVENT and Radicalisation, Race and Ethnicity, Religion, Sexuality and Mental Health.

Policy and Practice development

Key policies were developed during the reviewing period to ensure that our practices and procedures are in line with the Equality Act 2010.

For example, the UASC policy was updated to include recent Home Office guidance on dispersal and the National Transfer Mechanism scheme rolled out in July 2016. This has helped to decrease our UASC population as well as ensuring that we are meeting the needs of those who are currently in our care.

The NRPF policy has been reviewed and updated. We have strengthened our links to the NRPF network, the Home Office and the counter fraud department. This has given the Social Workers good knowledge and confidence in carrying out their duties in a fair and judicious manner.

A new transgender policy and guidance has been developed to comply with our Public Sector Equality Duty (PSED), providing clarity for Social Workers when supporting children, young people and their families who may be going through a gender transition.

A full report on what has been achieved in 2016-2017 can be found at:

Children and Young People's Services Cabinet Committee 7 September 2017
https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=894&MId=7726

Growth, Environment and Transport Directorate (GET)

The Directorate's approach to equality and diversity is carefully positioned to underpin GETs 's approach to customer insight and customer service.
Extensive training, awareness raising of the PSED and its practical application in informing and improving delivery of GET services and programmes is successfully embedding its tenets within day to day delivery. A clear focus on equality and diversity data, and utilisation of that data, is at the heart of GET's equality and diversity approach.

GET brings together its Organisational Development and Equality & Diversity Groups on a quarterly basis to support the Directorate to work on fair employment practice and ensuring a diverse workforce. In 2016-2017 this joint group

    a) Positioned diversity as integral to the future workforce planning
    b) Delivered a peer review of national employers recognised as delivering 'Excellence in Diversity' to apply learning to GET's own organisational development approach, including staff groups

c) Commissioned face to face equality impact assessment training for senior managers, to achieve leadership across the Directorate on this element of customer insight

d) Analysed GET staffing data to understand how the protected characteristics of GET's staffing reflects the protected characteristics of Kent's population. This has informed a commission of the KCC Engagement, Organisation Design and Development Division to determine how the protected characteristics are profiled across GET's recruitment, leadership, leavers, Total Contribution Pay, Part-time, apprentices, cash awards and capability procedures

e) Commissioned protected characteristic analysis within GET's 2016-2017 Employee Value Proposition monitoring, which now informs the work of both Groups

To inform the KCC Active Travel Strategy which GET has led, two stakeholder workshops were held in 2016-2017 ahead of a wider public consultation. The stakeholder workshops were subdivided into infrastructure stakeholders, education stakeholders (thereby ensuring the age characteristic was considered), health provider stakeholders, and older and disability stakeholders (thereby ensuring age and disability characteristics were considered).

To maximise the impact on young entrepreneurs, The Kent Foundation project collected equalities data about their Volunteer Business Mentors to maximise the diversity of the mentor pool to in turn provide the best match for the young entrepreneurs.

For the least mobile elderly or disabled customers, or those with young children or other carer responsibilities, the action plan that came out of the Mobile Library Service's EqIA, delivered an improved alternative offer from 2016-2017 onwards. The home library service involves volunteers visiting customers in their own home and delivering books for them to read. This ensures access to the service is maintained but that customers still keep a valued social interaction, in this case through a volunteer.

The libraries service works with West Kent Communities (part of West Kent Housing) to manage and deliver its extensive volunteer programme. From joint analysis of current volunteers; a proportionate lack of young people, especially young men, those from a BME background, and disabled volunteers was established. The service has since identified a new targeted and proactive approach to reach these particular groups, with a view to strengthening the diversity of service volunteers

A new process to deliver a greater number and more considered EqIAs was embedded within GET in 2016-2017, led by the GET Customer Service Programme in tangent with the KCC Corporate Lead for Equality and Diversity. The new process involves two formalised review points before an EqIA is 'signed off', as well as one shared online portal for all GET EqIAs within a wider KCC EqIA repository. The GET EqIAs are now available for quarterly analysis which enables the Directorate to identify and share best practice, common challenges, and projects and programmes where the EqIAs are outstanding.

By utilising 'About You' Libraries, Registration and Archives have engaged with many more members of the public who identify themselves disabled and are actively interested in the library provision/are registered members. However, actual Library membership which seeks to capture protected characteristic data shows disabled membership to be lower than is now believed. The Service is actively considering how to more accurately profile its membership, in order to better inform future service planning.

Volunteers supporting GET services have on a number of occasions in 2016-2017 been of a minority ethnic background with only developing fluency in English. Services including Countryside Partnerships have adapted the approach to their environmental and conservation tasks to ensure this protected characteristic (race) is fully included within any project. Trading Standards have within 2016-2017 and previous years also worked with customers (businesses) of a minority ethnic background with only developing fluency in English, and similarly have had to adapt their approach to ensure such businesses are able to understand and follow the advice, guidance and any investigatory processes applicable.

A full report on what has been achieved in 2015-2016 can be found at:

Environment & Transport Cabinet Committee, 21 September 2017
https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=831&MId=7546

Growth Economic Development and Communities Cabinet Committee 6 September 2017 https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=7556

Adult Social Care Health and Public Health

The 2016-2017 Local Account published later in 2017 will describe the achievements, improvements and challenges of KCC Adult Social Care in the past year and sets out our vision for the future. The below provides a few examples of how the Directorate has worked toward meeting the PSED.

Transgender (Trans) equality has become an area of growing concern in KCC and nationally. Legislative changes through the Equality Act 2010, and a change in the wider social culture has led to greater awareness of the experience of Trans people in health, education, employment and society in general. During 2016 a Trans working group was established to actively consider addressing and advancing the equality outcomes of the Trans community in Kent. The Directorate policy team developed a guide which is designed to help staff in Adult Social Care to offer the best service they can to Transgender users of Social Care services.

Commissioning funded by the Older People Physical Disability Directorate (OPPD), supported Healthwatch to set up a physical disability forum. Historically, there had been a gap in the engagement of people with physical disabilities. The Forum, which is funded by Healthwatch and KCC has been set up to work with KCC and Health Commissioners to ensure that people who have a physical disability have a voice that can influence the priorities and direction of future commissioning.

It aims to give people both with a physical disability and those who care for them a strong collective voice and bring many organisations and groups together to create a network of support and influence for positive change. The forum identified a gap in provision and is now working to develop a new support offer, which will be a user led service to help promote people's independence and wellbeing.

Partners and providers attended The 'Hot Potato' events in July and September 2016. These events explored sensitive issues in relation to Dementia and how the range of Protected Characteristics could influence the carer and outcomes for people suffering from the condition. Areas such as Sexuality and Dementia, Learning Disability (LD) and Dementia, Mental Capacity Act and Best Interest Overview, the carer's perspective, and faith and spirituality were explored.

The 'Valuing People Now Support Contract and Facilitation Service' continues to provide support across all 12 Districts in Kent through the organisation and facilitation of The Kent Partnership Board and District Partnership Groups (DPGs) and to facilitate and support the engagement of people with learning disabilities and their families. Each DPG represents the local learning disability population – including people with complex needs, people with profound or multiple disabilities, people from black or minority ethnic communities, people who present challenges and people who are or have been offenders. From 1 April 2016 to 31 December 2016, 462 people with a Learning Disability attended the involvement group meetings.

The Learning Disability Partnership Awards took place on 13 September 2016 and were very successful with awards given out across a number of categories. The awards recognise the creative ways in which companies, services and people go the extra mile to help give people with a learning disability more choice, improved independence and access to their communities

The Autism Strategy which addresses the key requirements of the national strategy and sets out a plan for the future to improve the lives of adults with autistic spectrum conditions in Kent, was out for consultation. The consultation process ensured wider engagement with people with autism and their families and carers and the strategy has been revised in the light of this feedback. A key decision regarding the adoption of the strategy was taken by Graham Gibbens in February 2017.

Older People Physical Disability (OPPD) developed an overview on End of Life care, which sets out how the Division is working to implement End of Life against the Ambitions for Palliative and End of Life Care: A national framework for local action 2015-2020. By measuring current activity against the national framework, this has allowed OPPD to identify where there are gaps and develop an action plan.

There is on-going integration work with health services through the Kent's Integrated Care Pioneer Programme. During 2015-2016 the Pioneer team set up the Design and Learning Centre for Clinical and Social Innovation, which is working in a co-produced way to find innovative solutions to integrate services to meet the changing needs of our communities in Kent. The Design and Learning Centre works to address health inequalities and is currently testing a number of EU models of care - ESTHER and Buurtzorg.

The Accessible Information Standard guidance and policy was published, the document aims to provide more detail to make sure that service users who have a disability, impairment or sensory loss are provided with information that they can easily read or understand with support so they can communicate effectively with health and social care services. This in turn will ensure that people who use our services are fully engaged with our processes, are able to make fully informed choices and get the best service they can get to continue to be independent in their community.

KCC continues to invest in Easy Read publications to make important and relevant information more understandable and familiar. Easy Read is one of the ways the council is helping people who may need information presented in a way which is easier to understand.

Public Health has continued to ensure that there is equity in accessing sexual health services through using equality measures as a part of their monitoring process, and new options for accessing services have been introduced during 2016-2017, including options for online testing for chlamydia and HIV. A customer insights study has recently been undertaken (and results currently being analysed) to understand the barriers that groups face in accessing services in Kent, and the findings will be discussed with service providers to reduce these barriers.

Over the last year school Public Health services have been recommissioned to ensure that health inequalities in early years and mental health are reduced. The new service has been split into two to better serve the age groups (primary and secondary) and focus on the particular needs of these groups, with the secondary service having a better focus on adolescent mental wellbeing.

The Release the Pressure campaign (which was identified by the Suicide Prevention Strategy as a key action) was developed to take account of the needs of men, and to address the high disparity between the number of male and female suicides. The campaign was delivered and has increased male callers to the telephone hotline by 75%, with over 500 men a month calling.

A full report on what has been achieved can be found at:

Adult Social Care and Health Cabinet Committee, 9 June 2017
https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=896&MId=7748

Strategic and Corporate Services

The Business Intelligence division continues to provide publicly accessible updates on equality and diversity information on the people of Kent, including age, gender, sexual orientation, ethnicity, disability and religion.

The team has also carried out numerous insight projects for Commissioners, Programme Managers, and Heads of Service, so that decision-making is better informed by a thorough understanding of service users and residents. The team champions the 'Analyse Phase' in commissioning as being the appropriate time to evidence equality and diversity considerations and impacts, which in turn, makes the completion of the Equality Impact Assessments (EqIAs) easier and better evidenced at "Plan".

Engagement, Organisational Design and Development (EODD)

The EODD function includes Customer Service, Communication and Consultation and provides an integrated approach to engagement, organisation design and development leading to improved customer service. Its purpose is to enhance KCC's business performance through its strategic and core services.

External Consultation

As a service Engagement and Consultation continues to work with partners internally and externally to assess the impact of the conversations our own and other organisations wish to have with customers. We have strengthened our advice to the business and improved our consultation planning documents to explicitly reference the completion of EqIAs at each stage of the process. This stresses the importance of exploring and assessing impacts and ensures appropriate time is given to hearing feedback from individuals and groups affected by change.

External Communications

Working with the ICT client, the External Communications team has ensured that Kent.gov has passed Phase 1 of SOCITM's 'Better Connected' Accessibility Test for 2016.

This achievement is a direct result of both the work carried out by the Accessibility Working Group on behalf of the Corporate Equality Group and Infrastructure to redefine KCC's approach to Digital Accessibility, and our partners in Agilisys/Digital Services who have worked tirelessly to make Kent.gov compliant with our recommendations. The 2016 'Better Connected' Accessibility Test incorporated the latest accessibility requirements based upon Central Governments 'Digital Inclusion' initiative as well as recommendations of the Business Disability Forum, and by meeting these standards KCC has demonstrated its determination to provide accessible services to the people of Kent. This also represents a significant milestone against both the Phase 1 & Phase 2 objectives of our current Accessibility Roadmap, as endorsed by the Corporate Equality Group (CEG).

The design team have ensured that printed material includes information on how to obtain documents in other formats and languages. Also imagery used in marketing campaigns is determined by the requirements of the service but wherever possible and appropriate, a mix of protected groups are represented to reflect the changing demographic of the county and service users. Examples in the last year include the fostering campaign; the adoption campaign and the apprenticeship campaign.

Internal Engagement

Working across the organisation we have strengthened our approach to supporting conversational practice, encouraging managers to share priorities and approaches through groups such as the T200. Using the data from the staff survey we understand more about the feelings and perceptions of different groups of staff.

Human Resources

KCC is committed to promoting equality and diversity and combating unfair treatment by providing a safe and accessible working environment with fair access to learning and development opportunities. The Council encourages and supports all staff in fulfilling their potential. This is achieved through a range of employment practices. The full Annual Workforce Profile Report is reported to the Personnel Committee and this information is published on www.kent.gov.uk

- Current total number of full time equivalent (FTE) (non-schools) 7632
- % of staff who are female 77.2% (51%)*
- % of staff who are Black & Minority Ethnic 7.2% (6.3%)*
- % of staff who have declared a disability 3.9% (17.6%)*
- % of staff who are Lesbian Gay or Bisexual 2.5%
- % of KCC's leadership group who are women 60.2%
- The % of staff aged under 25 or below 8.1%
- Average age of staff 45
- Current total number of FTE's on grades KR6 or below 2777 (non-schools staff earning salaries up to £21,296)
- % of staff aged over 50 39.6%
- % of staff aged over 65 2.7%
- Sickness level days lost per FTE 7.00

*The figures in brackets are the percentage of Kent's population from those groups.

Finance

The budget approved by County Council sets out the amounts to be delegated to individual directorates and their overall proposals about how this is planned to be spent.

An EqIA was carried out on the overall budget strategy and considers the impact of the major changes within individual proposals. All the individual proposals will be subject to their own separate EqIA, consultation and assessment procedures at the relevant time.

It is inevitable that some of the changes in the draft budget proposals will be viewed as having an adverse impact. In a time of reduced public spending to meet the government's deficit reduction targets it is inevitable the authority has to review the

way it provides services and we cannot carry on providing services in the same way as we have in the past. One of the aims of the transformation savings is to produce different or better outcomes for less public money. Policy savings will require some changes to KCC policy and are likely to have the biggest impact (and therefore most focus for EqIA).

Infrastructure

Over 2016-2017 the ICT Client has continued to develop and refine the Baseline Accessibility Requirements and Accessibility Maturity Model in partnership with the Business Disability Forum (BDF). KCC is also the lead member of the BDF Technology Taskforce's initiative to develop an 'Accessibility Roadmap' to allow partner organisations to reach the Digital Standard' accreditation. The ICT Client will act as Subject Matter Expert (SME) on Accessibility for the 'GET Digital' transformation programme, in order to ensure that new customer/staff processes are inclusive by design and inclusive by default.

Despite a change in management arrangements of the property element of the Infrastructure function, the group has continued to deliver equality outcomes in their day to day business, making a difference to KCC service users, staff and residents.

An example of this is in relation to the KCC Property Service Contract, the specification covers matters from where inequality may arise across KCC's estate. Delivery of this part of the specification requires the Compliance Team within GEN² undertaking surveys of corporate buildings and school premises to understand levels of accessibility, constraints, and what reasonable adjustments can be made to improve access to buildings.

This provides a good example of how KCC's non delegable PSED can continue to be delivered through commissioning and procurement arrangements.

Strategy, Policy, Relationships and Corporate Assurance (SPRCA)

In 2015-2016 SPRCA was restructured. A key part of the change was the inclusion of the Equality Team within the corporate policy function. This has helped to further embed equality considerations in policy and business planning activity across KCC.

In addition to providing advice and guidance on equality impact assessments and other equality related matters, the team has led on the development of the new Equality and Human Rights Policy and Objectives for KCC. The policy and objectives have been completed and included in Business Plans across the organisation and will continue to be reported on annually.

Key challenges for 2017-18 and beyond

The inclusion of directorate based objectives demonstrates that not only is KCC not simply 'ticking boxes' on equality and diversity but highlights an increasing understanding and embedding of equality outcomes as a core and beneficial part of delivering the work of the organisation.

In October 2017, the Cabinet Office's Race Audit will be published. It is intended that the audit will help government "to understand and assess differences between ethnic groups" and challenge public services to "explain or change" the differences that are highlighted by the data. Policy decisions and legislative changes associated with the audit may also present challenges not only to KCC but also other statutory partners.

With an increase in commissioning and alternative delivery models at KCC, it will be important for the authority to consider and ensure the line of accountability for the delivery of the PSED remains strong. The PSED is a 'non-delegable duty' and although Section 149 (2) of the Equality Act states that "person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1)", KCC is ultimately accountable for ensuring that those who deliver services on behalf of the authority understand how they will be measured and held to account.

From: **Eric Hotson, Cabinet Member Corporate and Democratic Services and Rebecca Spore, Director Infrastructure**

To: **Policy and Resources Cabinet Committee – 5 December 2017**

Subject: **Policy on the Use of Sprinkler Systems - Update**

Decision Number   17/00122

Classification: **Unrestricted**

Past Pathway of Paper: Previous policy 2013

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All Divisions

Summary: The policy (attached at appendix A) on the use of sprinkler systems in KCC buildings has been reviewed in light of the recent Grenfell tragedy.

This policy provides general information on sprinkler systems, including current practices and legislative requirements. It makes recommendations as to the Council's future approach regarding the use of sprinklers within its existing estate and any new buildings.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member on the proposed decision to amend the Use of Sprinkler Systems Policy as attached at appendix A. The proposed Record of Decision is attached at Appendix B.

---

1.   **Introduction**

1.1   The report outlines the Council's policy on the use of sprinkler systems across its property portfolio outlining our approach to new and existing building stock.

1.2   The purpose is to ensure that all the Council's existing and future building portfolio meets legislative requirements and best practice standards in relation to the use of sprinkler systems.

1.3   The objective is to ensure that current buildings are safe and where the Council is constructing new buildings, that a unified risk based approach is undertaken to determine the need for the installation of a sprinkler system.

2.   **Financial Implications**

2.1   Where sprinkler systems are identified through risk analysis, then an additional cost of approximately £35-40/m2 would be incurred for a new build property. These costs are dependent on the property use and design and can vary significantly.

2.2   Where sprinkler systems are deemed necessary, there will be an ongoing maintenance and inspection cost.

3.   The Report

3.1   The previous policy on the use of sprinkler systems within the Council was implemented in 2013. This policy has been reviewed to ensure that the Council is meeting its statutory duties and legislative requirements following recent events.

3.2   The policy maintains the Council commitment to:

- Give consideration as part of the construction specification to the use of sprinklers as part of an overall fire management strategy to comply with guidelines and legislative requirements when the Council is constructing new buildings (non-schools). Where the assessment indicates that it is appropriate, sprinklers will be included.

- Give consideration as part of the construction specification to the installation of sprinkler systems and assess in accordance with "Building Bulletin 100: design for fire safety in schools and other legislative requirements" when the Council is constructing new schools. Where this assessment indicates it is required, sprinklers will be included. This policy can only be applied to schools for which the County Council is responsible.

- Continue with its fire safety inspection regime in relation to the existing estate.

3.3   The recommendation is for this Committee to endorse the reviewed policy, as this maintains our current practice by following the established Use of Sprinkler Systems Policy as part of the Council's overall fire strategy.

3.4   The council meets all its statutory duties and best practice guidance by endorsing this policy without incurring substantial unnecessary financial costs.

3.5   By following the recommendation set out in 3.2, the implications for the property portfolio will be minimal as the Council's Infrastructure division already follows the Use of Sprinkler Systems Policy as part of an overall fire strategy.

4.   Conclusions

The Use of Sprinkler Systems Policy meets all statutory requirements and this review will have minimal impact on the property portfolio whilst ensuring that sprinkler systems are considered at the start of all new buildings based upon risk analysis.

5.   Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member on the proposed decision to amend the Use of Sprinkler Systems Policy as attached at appendix A. The proposed Record of Decision is attached at Appendix B.

6.   Background Documents

- Use of Sprinkler Systems Policy
- Building Bulletin 100 – Design for Fire Safety in Schools
- Approved Document B – Building Regulations
- Regulatory Reform (Fire Safety) Order 2005

7.   Contact details

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Property & Infrastructure Support
Policy & Guidance

Policy on Use of Sprinkler Systems

Key Document Information	
Document Owner:	
Job Title	Policy on Use of Sprinkler Systems
Team	Infrastructure
Created on / by	July 2013
Updated on / by	October 2017
Reference & Version Number	Version 2
Next Review Due	October 2018
Signed off by (SMT Manager)	Rebecca Spore

Document Audience & Classification

This policy is applicable to all Kent County Council Property and forms part of the formal corporate policy making structure.

This Document is NOT PROTECTIVELY MARKED, Anyone can view the information and it may be published on the web or on paper.

Key Audience is for:

- ✓ Internal Infrastructure
- ✓ Internal Kent County Council
- ✓ Internal and External users of Kent County Council Services

Contents

Introduction

This policy provides general information on sprinkler systems, including current practices and legislative requirements. It makes recommendations as to the Council's future approach regarding the use of sprinklers within its existing estate and any new buildings.

The policy has been written and should be read with reference to the Asset Management Strategy. The policy directly relates to key themes within the strategy as shown below.

Related Legislation

BB 100 – Department of Education Website
Document B Building Regulations
Regulatory Reform (Fire Safety) Order 2005

Related Policies

This policy is linked and should be read in reference to the following corporate policies:

No.	Policy	Link
	N/A	

Policy

1. When the Council is constructing new buildings (non schools), consideration as part of the construction specification is given to the use of sprinklers as part of an overall fire management strategy to comply with guidelines and legislative requirements. Where the assessment indicates that it is appropriate, Sprinklers will be included.

2. When the Council is constructing new school buildings, consideration as part of the construction specification is given to the installation of sprinkler systems and assessed in accordance with Building Bulletin 100: design for fire safety in schools and other legislative requirements. Where this assessment indicates it is appropriate, sprinklers will be included. This policy can only be applied to schools for which the County Council is responsible.

3. In relation to the existing estate, the Council will continue with its fire safety inspection regime.

Process

1. Background

1.1   KCC currently considers the overall fire strategy when undertaking major capital projects. This includes an assessment as to the appropriateness of sprinklers having taken into account best practice guidance and legislative requirements.

1.2   A fire sprinkler system is an active fire protection measure, consisting of a water supply system, providing adequate pressure and flow rate to a water distribution piping system, onto which fire sprinklers are connected.

1.3   It is acknowledged that the use of sprinklers in ceilings is a good way of preventing fire spread and assisting building evacuation, but is neither the only solution nor always the most appropriate management method. In the most recent major school fire in Kent in 2006, the fire started and spread throughout the roof space, and the existence of (downward) water sprinklers in the ceilings would not have prevented the spread of the fire.

1.4   The nature of the activity to be accommodated in the proposed development will affect the choice of fire prevention measures. For example, in some cases water is not the best means of tackling fire such as areas with lots of electrical equipment and wiring, like school IT suites, which would become more dangerous if flooded with water.

1.5   KCC currently includes sprinkler systems where appropriate in new buildings. The benefit of sprinklers in major refurbishment projects is considered on a case by case basis. It should also be borne in mind that the existing building stock held by the Council may not have sprinkler systems but will have a fire management strategy in place that would have complied with the relevant legislation at the time that the building was constructed and been signed off by building control.

1.6   Sprinkler systems installed in buildings can reduce the risk to life and significantly reduce the degree of damage caused by fire. Sprinkler protection can also sometimes be used as a compensatory feature and can be tailored to suit varying environments and balanced towards life and property protection. There are no mandatory requirements from an insurance point of view although there are some cost benefits for the organisation such as reduced insurance premiums.

2. Schools

2.1   Building Bulletin 100: design for fire safety in schools gives guidance to the use of sprinklers within school buildings, and whilst there is a strong preference for the installation of sprinklers in new school buildings, it acknowledges that there are exceptions where it does not represent value for money.

2.2   The DfE expects that a risk analysis will always be carried out and new schools being planned that score medium or high risk using the risk analysis tool will have sprinklers fitted. The second tool is a cost benefit analysis tool. This tool helps users decide whether sprinklers represent good value for money.

2.3   Fire suppression systems can cover the whole school, as in the case of sprinklers, or be provided to a specific area using systems such as gaseous or water mist systems which will target identified hazards.

2.4   Although the expectation is clear, the measure is not compulsory.

2.5   Ensuring employee safety should always be top priority. Businesses should provide adequate measures for fire protection, fire prevention, firefighting and evacuation systems in an emergency. Under the Health and Safety at Work Act 1974, businesses must safeguard the health, safety and welfare of all its employees, especially in the case of fire where steps must be taken to help protect workers from hazardous conditions.

2.6   Any policy in relation to schools could only be applicable for those schools which are the responsibility of the County Council.

2.7   Kent Fire and Rescue Service have a policy in place that they no longer automatically respond to a fire alarm and will only respond when a fire has been confirmed or smoke is visible. This means that, particularly for schools in rural locations, there will be a delay in the response by the fire services outside of the school day, where the alarm cannot be easily raised. In these cases, sprinkler installations may prevent the spread of fire; however this would be targeted at property protection rather than life safety.

3. Other Buildings

3.1   In other Corporate and Kent County Council buildings constructed, the requirement for the installation of sprinklers is not mandatory for all buildings under Part B of the Building Regulations 2010 although it does make reference to installation in residential flats and buildings over a certain height.

3.2   For life safety, new residential blocks over 30m high must be fitted with sprinklers to meet Approved Document B standards. Similarly, an un-compartmented area in a shop or self-storage building over 2000 square meters now requires sprinkler protection. There are corresponding regulations applying to large single storey buildings for industrial or storage use, where the largest permitted non-sprinklered compartment is 20,000 square meters.

3.3   When sprinklers are installed, there may be significant benefits in respect of compliance with Approved Document B of the Building Regulations 2010 (as amended). For example, the installation of sprinklers can allow buildings to be built closer together (half the spacing is required) to adjoining premises. This is a major benefit where site space is limited. Other requirements in Approved Document B

regarding travel distances for escape may also be able to be extended and certain requirements in respect of access for the fire service may be relaxed. There may also be the possibility for savings in construction and building cost by relaxation of certain passive fire protection measures and the freedom to allow 'open plan' design in three-storey dwellings and apartments.

3.4   Although there is no legislative requirement in England, Part B does make reference to the installation of sprinklers in care homes and demands a fire detection and alarm system to 'L1' standard – (whole of the building covered by automatic detectors apart from minor exceptions).

3.5   The Regulatory Reform Order (Fire Safety) 2005 applies to virtually all buildings, places and structures other than individual private dwellings and requires that the workplace reaches the required standard and employees are provided with adequate fire safety training.

3.6   The order places the emphasis on risk reduction and fire prevention. Under the order, those who are responsible for commercial buildings i.e. the employer, owner, or any other person who has control of any part of the premises, are required to carry out a mandatory detailed fire risk assessment identifying the risks and hazards in the premises. It is recommended the assessment is recorded and it is mandatory for a total of five or more people are present in the building. .

3.7   The responsible person is responsible for ensuring a suitable and sufficient fire risk assessment is carried out which must focus on the safety (in case of fire) of all relevant persons. The assessment should pay particular attention to those at special risk, such as disabled people (including mobility or sensory impairment, and learning disability), those who are known to have special needs, and children; it must also include consideration of dangerous substances liable to be on the premises.

3.8   The guidance issued to interpret the Building Regulations now recognises the use of sprinklers for life safety and it is clear that future legislation will call for the increased use of sprinklers. For existing buildings, the Regulatory Reform (Fire Safety) Order 2005 replaced most existing fire legislation in England and Wales and requires employers and others (the Responsible Person in the Order) to consider whether the duties imposed by the order could be better discharged by fitting fixed fire suppression systems. The guidance documents published in support of the legislation recognises this. For example, residential care homes fitted with sprinkler protection can adopt a policy of delayed evacuation in the event of a fire alarm and the usual requirements to fit self-closers to all bedroom doors may be relaxed.

4. What role is appropriate for the planning process to play in this?

4.1   Fire prevention measures are not matters for control under the Planning Acts, but rather are under the control of Part B (Fire Safety) of the Building Regulations. KCC has no direct role in applying or assessing Building Regulations compliance, which is a separate control regime and the responsibility of District Councils. KCC can only implement a policy for its Schools and Buildings. Increasingly, as schools turn into academies they will be dealt with by districts through the planning process.

4.2   Nevertheless, KCC Infrastructure and their external development partners are fully aware of the need to comply with Fire and Building Regulations in the design and alteration of all KCC buildings, and routinely include such duties in their commissions and contracts for works to KCC buildings. It is neither necessary nor appropriate to duplicate these requirements within planning consents, and in particular Planning Authorities are required by Government to avoid imposing duplicate requirements where they are properly covered by other consent regimes. Moreover, many building works are increasingly becoming eligible for construction without recourse to planning consent, so reliance on the planning process would by no means address the perceived need.

5. Conclusions

5.1   How fire prevention and safety measures are best addressed in building design is a matter for careful consideration and assessment on a case by case basis, in liaison with the appropriate professionals including architects, surveyors, fire engineers and fire officers.   However, the use of sprinklers can be effective where appropriate for life safety and property protection.

Further Reading / Related Information

Document B Building Regulations
Regulatory Reform (Fire Safety) Order 2005
Building Bulletin 100: design for fire safety in schools–

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY: **Eric Hotson, Cabinet Member for Corporate and Democratic Services**	DECISION NO: **17/00122**

For publication

Key decision

Subject:

Update to Sprinkler Policy

Decision:

As Cabinet Member for Corporate and Democratic Services, I propose to agree to update the Council's sprinkler policy.

Reason(s) for decision:

As part of the regular review of its policies the Council has reviewed the current sprinkler policy and wishes to update this to ensure that there is a valid policy applicable to its activities.

Cabinet Committee recommendations and other consultation:
The matter will be considered by the Policy and Resources Cabinet Committee at its meeting on 5 December. Any comments made by the Committee will be taken into account when the decision is being made

Any alternatives considered:
None

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

....
signed   date

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From: Mr E Hotson, Cabinet Member for Corporate and Democratic
            Services

            John Lynch, Head of Democratic Services

To: Policy and Resources Cabinet Committee –5 December 2017

Subject: **Work Programme 2018**

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 agree a work programme for 2018.

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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 Chairman, Vice-Chairman and group spokesmen.

1.2   Whilst the Chairman, 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".

2.2   Further terms of reference can be found in the Constitution at Appendix 2 Part 4
      paragraph 21 and these should also inform the suggestions made by Members
      for appropriate matters for consideration.

3.   Work Programme 2018

3.1   The Cabinet Committee is requested to consider and note the items within the
      proposed Work Programme, set out in appendix A to this report, and to suggest
      any additional topics to be considered for inclusion on the agenda 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 give consideration to the contents of 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 Chairman or the Democratic Services Officer between meetings for consideration.

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5. Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2018.

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6. Background Documents
None.

7. Contact details
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WORK PROGRAMME – 2018
Policy and Resources Cabinet Committee

Agenda Items

2 February 2018

Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*

- 2018/19 and Medium Term Financial Plan (added following email from D Shipton 14 08 17)
- 2017-2022 Asset Management Strategy

16 March 2018

Standard Items

- *Performance Dashboards - Vincent Godfrey & Richard Fitzgerald*
- *Financial Monitoring – Andy Wood/Jackie Hansen*
- *Work Programme*
- *Contract Management update*

- Update of Policy Framework (D Whittle – minute 27 15 September 2017
- 2017-2022 Asset Management Strategy
- Corporate Assurance *(*minute 27 15 September 2017)
- Update on the implementation of the General Data Protection Regulation - minute 27 September 2017

Other items

- Gravesham Gateway - to be dealt with as part of a wider asset review of our properties, by either P&R or Property sub-committee - *TBC with Rebecca Spore*

- Commercial Services Update
- Invicta Law Update
- Gen2 Update (to include Total Facilities Management Update (bi-annual report))

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