

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 8th March, 2019

10.00 am

Darent Room - Sessions House





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 8 March 2019, at 10.00 am
Darent Room - Sessions House

Ask for: **Emma West**
Telephone: **03000 412421**

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, Mr G Cooke, Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

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

Labour (1) Mr D Farrell

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 Membership
Mr Cooke has replaced Mrs Cole as a Member of the Policy and Resources Cabinet Committee.
- 3 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present.

- 4 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.

- 5 Minutes of the meeting held on 18 January 2019 (Pages 7 - 12)
To consider and approve the minutes as a correct record.

- 6 Development of the Strategic Delivery Plan (Pages 13 - 42)
To receive a report which sets out the Strategic Delivery Plan which will be the Strategic Business Plan for Kent County Council, supporting the delivery of the outcomes in the Strategic Statement.

- 7 Strategic and Corporate Services Performance Dashboard (Pages 43 - 58)
To receive a report which sets out the progress made against targets set for Key Performance Indicators within Strategic and Corporate Services.

- 8 Brexit: Strategic and Corporate Services Business Continuity Arrangements (Pages 59 - 68)
To receive a report which provides an overview of the Council's Strategic and Corporate Services (ST) business continuity arrangements in the event of a no-deal Brexit.

- 9 Strategic & Corporate Services Risk Management (Pages 69 - 94)
To receive a report which sets out the strategic risks relating to the Strategic and Corporate Services directorate.

- 10 Six Month Update and Forward Plan for Contract Management Review Group (Pages 95 - 102)
To receive a report which sets out an update in relation to the Contract Management Review Group, which is Chaired by the Cabinet Member for Strategic Commissioning and meets on a regular basis to look in detail at how a specific contract is being managed.

- 11 19/00022 - Ground Lease at Meopham Academy, Wrotham Road, Meopham for the new Meopham Library (Pages 103 - 110)
To receive a report which sets out the recommendation to enter into a new 999-year lease with Swale Academy Trust, for relocation of the new Meopham Library.

- 12 KCC Commissioned Services from Cantium Business Solutions (Pages 111 - 116)
To receive a report which sets out information relating to the delivery of Kent County Council's services since the establishment of Cantium Business Solutions in July 2018.

- 13 Property Services Commissioning (Pages 117 - 122)
To receive a report which updates Members on the future commissioning plan for the delivery of property services.
- 14 Total Facilities Management (Pages 123 - 138)
To receive a report which sets out the performance of the Total Facilities Management Contracts - Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier.
- 15 Work Programme 2019/20 (Pages 139 - 142)
To consider and agree a work programme for 2019/20.

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.

- 16 19/00008 - Renewal of Oracle Support and Maintenance (into a single contract) (Pages 143 - 148)
To receive a report which outlines the need to renew the Oracle support and maintenance contract.

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Thursday, 28 February 2019

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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 Darent Room - Sessions House on Friday, 18 January 2019

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 D L Brazier (Substitute for Mr M D Payne), Mr N J D Chard, Mr G Cooke (Substitute for Mrs M E Crabtree), Mrs P T Cole, Mrs T Dean, MBE, Mr D Farrell, Mr P W A Lake, Mr D Murphy, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson, Mr R L H Long, TD and Miss C Rankin

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Ms Z Cooke (Corporate Director of Finance), Mr R Fitzgerald (Performance Manager), Ms J Hansen (Finance Business Partner (Strategic & Corporate Services), Ms K Ripley (Head of Property Strategy and Commissioning), Mr M Scrivener (Corporate Risk Manager), Mr D Shipton (Head of Finance (Policy, Planning and Strategy)), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Miss E West (Democratic Services Officer)

UNRESTRICTED ITEMS

127. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mrs Crabtree, Mr Oakford and Mr Payne.

Mr Cooke attended as a substitute for Mrs Crabtree, and Mr Brazier attended as a substitute for Mr Payne.

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

(Item 3)

No declarations of interest were received.

129. Minutes of the Policy and Resources Cabinet Committee meeting held on 20 November 2018

(Item 4)

RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee held on 20 November 2018 are correctly recorded and that they be signed by the Chairman.

130. Capital Programme 2019-22, Revenue Budget 2019-20 and Medium Term Financial Plan 2019-22

(Item 5)

Mr Shipton (Head of Finance (Policy, Planning and Strategy)), Ms Hansen (Finance Business Partner (Strategic & Corporate Services)) and Ms Cooke (Corporate Director of Finance) were in attendance for this item.

1. Mr Shipton introduced the report which set out the draft budget proposals and provided Members with the opportunity to comment on the proposals before they were presented to Cabinet on 28 January 2019 and full Council on 14 February 2019.

Mr Shipton, Ms Cooke and Miss Carey (Cabinet Member for Customers, Communications and Performance) then responded to comments and questions from Members, including the following: -

- a) Mr Shipton said that council tax single person discounts were an increasing proportion of local authority council tax bases nationally. He said that he could provide further information to Members outside of the meeting in relation to council tax discounts.
- b) Mr Shipton referred to Kent County Council's Medium-Term financial planning and said that there was a significant amount of uncertainty around the matter. Government had committed to undertaking a review of relative needs and resources and expectations were that the review would be completed in time to inform the 2021 spending review. Ms Cooke reiterated Mr Shipton's comments and said that much work had been undertaken by Kent County Council's officers to seek to address spending pressures.
- c) Mr Shipton confirmed that the government were seeking ways in which to reduce the burden of business rates on businesses and were proposing to increase business rate retention to 75% from 2020. Ms Cooke reiterated Mr Shipton's comments in relation to business rate retention and said that although potential changes to business rates were entirely outside of Kent County Council's control, it added to the feel of uncertainty and could fundamentally change the rateable value of businesses across the country and significantly impact Kent's businesses and residents.
- d) Mr Shipton confirmed that Kent County Council had £10.8 million of corporate reserves and a further £3.4 million of directorate reserves which were available to stabilise the budget and smooth fluctuations on spending. Ms Cooke said that the directorate reserves were used to fund planned matters and were not used to solve directorate budget gaps.
- e) Mr Shipton said that Kent County Council's total planned capital spend for 2019/20 was £352 million, this was funded by government grants, capital receipts and developer contributions.
- f) Miss Carey (Cabinet Member for Customers, Communications and Performance) referred to the consultation on Kent County Council's revenue budget and council tax proposals which had been launched on 11

October 2018 and said that it was very well received, although there had been less support than in previous years for the social Care levy. She confirmed that the respondents mainly felt that Kent County Council should spend less money on Members allowances, reducing the number and/or salaries of senior managers and staff pay. She said that Kent County Council worked extremely hard to deliver vital services to Kent's residents and continued to protect and support vulnerable children and adults throughout the county.

- g) Ms Cooke expressed her views in relation to Brexit and said that Kent County Council were working with district colleagues, partners and relevant government departments to undertake a comprehensive analysis of potential costs that Kent County Council might incur due to Brexit and to secure additional funding.
- h) Mr Shipton said that he would send a copy of the letter that he had received from the Education and Skills Funding Agency (ESFA) in relation to ESFA funding to Members of the Committee outside of the meeting.

2. RESOLVED that the report be noted.

131. Asset Management - Oakwood House

(Item 6)

- 1. Members of the Committee indicated that they would be referring to information contained within the exempt report and therefore consideration of this item was deferred to the exempt part of the meeting (Minute 136 below refers).

132. Corporate Risk update - arrangements for update and review in relation to Brexit

(Item 7)

Mr Scrivener (Corporate Risk Manager and Interim Corporate Assurance Manager) and Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.

- 1. Mr Whittle introduced the report which outlined how the risk register would be reviewed, updated and reported as the Brexit situation evolved.

Mr Scrivener and Mr Whittle then responded to comments and questions from Members, including the following: -

- a) Miss Carey (Cabinet Member for Customers, Communications and Performance) referred to Kent County Council's risk management process and confirmed that risks were delegated for management at all levels.
- b) Mr Whittle confirmed that he would liaise with colleagues within Kent County Council's Education department in relation to the Brexit Preparedness for Kent Schools briefing note that Members of the Children's, Young People and Education Cabinet Committee received to find out how many schools had responded to the guidance that they had received.

2. RESOLVED that the report be noted.

133. Strategic and Corporate Service Directorate Performance Dashboard
(Item 8)

Mr Fitzgerald (Business Intelligence Manager - Performance) and Ms Spore (Director of Infrastructure) were in attendance for this item.

1. Mr Fitzgerald introduced the Strategic and Corporate Services Performance Dashboard which highlighted the progress that had been made against targets set for Key Performance Indicators.

Mr Fitzgerald, Mr Hotson (Cabinet Member for Corporate and Democratic Services) and Ms Spore then responded to comments and questions from Members, including the following: -

- a) Mr Hotson started by referring to the annual net capital receipts target within the report and explained the reasons as to why the target had not been met. He said that robust plans were in place across Kent to alleviate pressures. Ms Spore added to Mr Hotson's comments in relation to capital receipts and said that the Policy and Resources Cabinet Committee and the Property Sub-Committee had regular discussions on capital receipts to ensure that decisions relating to the matter were at the best interest of the Council which sometimes meant taking a longer-term view to secure the best value.
- b) Mr Hotson referred to the rent due to Kent County Council outstanding over 60 days target within the report and explained that the main reason for not meeting the target was tenants that did not pay their rent on time. Ms Spore added to Mr Hotson's comments in relation to the outstanding rent target within the report and said that although the figures regularly fluctuated, the overall direction of travel in terms of total rent outstanding was positive. She confirmed that the total amount of rent outstanding at 60 days was £61,000 and was at its lowest level that Kent County Council had had throughout the year. In relation to next steps, Ms Spore said that Kent County Council would continue to ensure that the information that tenants received was clear and concise to prevent late rent payments.
- c) Ms Cooke explained the reasons behind the red monthly indicator for invoices received by Accounts Payable within 30 days of Kent County Council's received date and highlighted the key work that had been undertaken to ensure that all officers within Cantium Business Solutions that were responsible for checking and approving invoices were aware of the deadlines by which they had to provide approvals for. She added that a routine report would be established for all budget holders within Cantium Business Solutions to make them aware of the invoices that were due and when they were due. Ms Cooke expressed her view in relation to the plans that had been put in place to ensure that the target could be achieved and was hopeful that a significant improvement would occur over the next three months.

- d) Ms Cooke confirmed that Cantium Business Solutions did not have the authority to process invoices on Kent County Council's behalf without the relevant budget holder's authority.
- e) Mr Watts referred to the report and presentation that was submitted to the Policy and Resources Cabinet Committee in November 2018 relating to Freedom of Information and said that there was a 10% increase in the number of Freedom of Information requests that Kent County Council had received in 2018/19 in comparison to the previous financial year. There had also been a decrease in the amount of resource that was available across the Council due to financial constraints. He reassured Members that robust plans had been put into place to ensure that the increase in Freedom of Information requests was at a manageable level and to improve the current Key Performance Indicator rating. He thanked all staff within Governance and Law for continuing to manage Freedom of Information requests and Subject Access requests so efficiently.
- f) Miss Carey commended the work that had been undertaken by officers within Governance and Law to significantly improve the Subject Access request rating within the report. Miss Carey reiterated Mr Watts' comments in relation to the increase in Freedom of Information requests in 2018/19, however a large number of these questions had come from a small number of serial enquirers.
- g) Mr Watts confirmed that the Governance and Law Activity Indicators within the report referred to formal meetings of the Council.
- h) Ms Spore said that it was important to ensure that Kent County Council continued to make the best use of the assets and resources that were available and regularly review services and processes.
- i) Mr Watts explained the way in which repeat Freedom of Information requests were categorised.

2. RESOLVED that the report be noted.

134. Work Programme 2019/20

(Item 9)

RESOLVED that the work programme for 2019/20 be noted.

135. 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 business as it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

Exempt Items
(open access to minutes)

136. Asset Management - Oakwood House

(Item)

Ms Spore (Director of Infrastructure) and Ms Ripley (Head of Property Strategy and Commissioning) were in attendance for this item.

1. Ms Spore introduced the report which outlined the asset review that had been undertaken in respect of Oakwood House, the preferred option and the next steps.
 - a) Ms Spore responded to comments and questions from Members in relation to Coroner Services.
2. RESOLVED that the report and comments from Members be noted.

137. Invicta Law - Update

(Item 10)

1. Mr Watts introduced the report which provided a further update for Members in relation to Invicta Law's commissioning arrangements and responded to comments and questions from Members.
2. Mr Long (Cabinet Lead for Traded Services) said that it was important to set realistic targets and regularly monitor progress made.
3. RESOLVED that the report be noted.

138. 19/00010 - Agilisys Contract

(Item 11)

Miss Rankin (Cabinet Member for Strategic Commissioning), Ms Beer (Corporate Director of Engagement, Organisation Design and Development) and Mr Godfrey (Strategic Commissioner) were in attendance for this item.

1. Miss Carey (Cabinet Member for Customers, Communications and Performance) and Mr Godfrey introduced the report which set out the proposed extension to the Agilisys contract until 8 December 2025 on revised terms.

Mr Godfrey and Ms Beer then responded to comments and questions from Members, including the following: -

- a) Mr Godfrey confirmed the annual value of the Agilisys contract.
 - b) Mr Godfrey said that the current Agilisys contract was due to expire in December 2021.
 - c) Ms Beer talked about staff retention within the Agilisys call-centre in Barking and operating costs.
2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Customers, Communications and Performance to extend the contract with Agilisys until 8 December 2025 on revised terms, be endorsed.

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

To: Policy and Resources Cabinet Committee, 8 March 2019

Subject: Development of the Strategic Delivery Plan

Classification: Unrestricted

Past Pathway: Policy and Resources Cabinet Committee (29th June 2018)

Future Pathway: Cabinet Committees (March 2019), Policy and Resources Cabinet Committee (13th June 2019)

Summary: The Strategic Delivery Plan will be the strategic business plan for Kent County Council, which supports the delivery of the outcomes in the Strategic Statement. As a rolling plan, it sets out the significant activity we need to deliver over the medium term, connecting strategy with the resources and capacity we need to deliver effectively at pace.

Recommendation(s): The Policy and Resources Cabinet Committee is asked to **CONSIDER** and **DISCUSS** the draft Strategic Delivery Plan summary.

1. BACKGROUND

- 1.1 In June 2018, the Policy and Resources Cabinet Committee endorsed the move from directorate business plans to a strategic business plan for the whole Council, which could better support the delivery of the outcomes in KCC's Strategic Statement.
- 1.2 The Strategic Delivery Plan is being collectively developed with services, Cabinet Members and Corporate Management Team. It is supported by a summary document and will be agreed by Corporate Board.
- 1.3 The Strategic Delivery Plan is designed to be outcome led, with a strong focus on accountability for the delivery of significant activity, including commissioning, service change and strategy/policy development. It focuses on action not words, clearly setting out what activity needs to be delivered, with a light-touch narrative of key themes.
- 1.4 It is driving a step change in business planning, looking ahead over a rolling three-year cycle, to progress activity through the right informal and formal governance arrangements. It is progressing management action on resourcing, capacity and compliance issues, in a disciplined way which supports KCC's new Operating Standards.
- 1.5 The Strategic Delivery Plan is supported by divisional/service 'Operating Plans'. The Operating Plans capture core business activity across the Council (e.g. statutory responsibilities) and align with activity within the

Strategic Delivery Plan. These remain a management responsibility and will be made accessible to all elected members on KNet from April 2019.

Figure 1: KCC's business and financial planning cycle



2. THE STRATEGIC DELIVERY PLAN PROCESS

2.1 The Strategic Delivery Plan approach was endorsed by Policy and Resources Cabinet Committee in June 2018 and agreed with Cabinet Members and CMT in September 2018. A business change approach was developed to support the creation of the plan, maximising the potential of our Microsoft 365 tools to gather, analyse and store information across the Council in a simple, efficient way. Officer engagement began in October 2018, including briefings for Challenger, Directors and Extended CMT.

Identifying a long list

2.2 The first step in the process was to create a 'long list' of activity from all divisions across the Council. This included "significant" activity which was likely to be high value, profile, risk and complexity, and likely to meet the key decision criteria. This included people commissioning, infrastructure commissioning (including assets and technology), significant service changes and strategy/policy development.

2.3 The officer response was extremely positive, with proactive engagement with the business change approach from across the Council. A simple online form was used to gather information from services, which was open for a 6 week submission period and only took a few minutes to submit. This allowed the instant collation of a vast amount of information on 183

different activities by the end of November, with automatic analysis of the data trends.

- 2.4 The breadth and volume of activity identified for the 'long list', enabled constructive discussions with Cabinet Members and CMT in early December about the resource and capacity implications for the Council. These are further considered in Section 4.
- 2.5 The discussion identified some activities which did not meet the criteria for the Strategic Delivery Plan as they were operational delivery or core business (e.g. statutory duties), not strategic activity. It is important that the plan does not become an exhaustive list of everything we do (already captured in documents such as Operating Plans, Budget Book and strategies/policies), but prioritises the most significant activity for the Council. An updated list of 171 activities was confirmed by Cabinet Members by the end of December.

Prioritising a short list

- 2.6 The aim was now to move from a 'long list' to a 'short list' which could inform the narrative for the draft Strategic Delivery Plan. The short list needed to prioritise activity with high strategic importance, value, risk and complexity. Any activity not prioritised for the short list would be used to inform the development of divisional Operating Plans. Detailed activity 'scorecards' were used to capture all the information about each piece of activity on a page, including financial information, decision authority and accountability.
- 2.7 In early January 2019, we assessed all the activity submitted by services, from a whole Council perspective to inform a relative prioritisation discussion with Cabinet Members and CMT. This was achieved using a simple, consistent framework which is considered best practice by the National Audit Office and has already proven valuable for prioritising project, programme and assurance work within the Council.
- 2.8 In early February, Cabinet Members and CMT confirmed 79 activities for the short list and highlighted key themes to include within the Strategic Delivery Plan. The majority of these activities (89%) are already in delivery and will form the 'pipeline' for CMT and Corporate Board, so management action can be progressed at pace. This pipeline will help to determine which activities will benefit from robust business case development and a disciplined focus through informal and formal governance arrangements, ahead of decision making.

Developing the plan

- 2.9 Once the short list was confirmed, this helped to identify shared themes, opportunities and challenges to include in the narrative for the draft Strategic Delivery Plan, including:
- Outcomes based commissioning
 - Integration and partnership working
 - Place-shaping
 - The right infrastructure for a growing county
 - Resilient services and communities

- Shaping future strategy
- 2.10 Brief 'headline' descriptions for each piece of activity were developed, to clarify what the activity intended to achieve, which will feature in the summary document. The information submitted by services was updated to provide clarity on what needed to be delivered and include the proposed informal governance route for each piece of activity.
- 2.11 Two versions of the Strategic Delivery Plan were developed:
- A full version which includes detailed activity submissions
 - A summary which captures our ambition and activity to deliver better outcomes
- 2.12 Draft versions of the Strategic Delivery Plan were considered by Cabinet Members and CMT in February. The draft Strategic Delivery Plan Summary (**Appendix A**) was shared with elected members as part of briefings on the Strategic Delivery Plan process with Political Groups in late February. Feedback on the draft will be considered to develop the final versions of the Strategic Delivery Plan, ahead of approval by Corporate Board.

3. THE ROLE OF MEMBERS IN BUSINESS PLANNING

- 3.1 Elected members play an important role in considering activity within the Strategic Delivery Plan through the governance and decision making arrangements for the Council.
- 3.2 Members work with officers to provide input and advice on individual activities through the Council's informal governance arrangements and contribute to other task and finish groups to inform activity in advance of formal governance and decision making. This adds value by helping to inform options for strategic commissioning or service change and contributes to member's role in strategy and policy development. This is an important part of KCC remaining an effective member led and Strategic Commissioning Authority, with effective joint working between members and officers.
- 3.3 Members will consider individual activities within in the Strategic Delivery Plan as they progress through Cabinet Committees ahead of formal decision making. Officers are responsible for delivering and managing the activity that flows from decisions that are taken by members. Cabinet Committees provide oversight of activity throughout delivery, for example considering the effectiveness of contract management. Corporate Directors ensure members are engaged in oversight of activity within directorate arrangements, for example informal briefings on the Adult Social Care and Health Portfolio projects.
- 3.4 The Policy and Resources Cabinet Committee has oversight of the business planning framework for the Council. A review of the Strategic Delivery Plan process will be reported to this committee in June 2019.

4. BENEFITS AND CHALLENGES

- 4.1 The development of the Strategic Delivery Plan has highlighted benefits and challenges, which will inform future action and a review of the Strategic Delivery Plan process this Spring.

Benefits

- 4.2 One of the major successes of the Strategic Delivery Plan has been the collaborative engagement from across the Council. Officers and Cabinet Members have worked together to ensure it reflects the key issues in our operating environment and critical success factors for the Council. Officers have embraced new ways of working, proactively submitted a wealth of information and have been keen to support the new process.
- 4.3 The process has demonstrated the significant opportunities of business change. It has maximized our investment in the Microsoft 365 tools, proving these can be used in efficient, creative ways to support key business processes. The tools made it quick and simple to gather information in a structured way from across the council. Automatic analysis in Microsoft Forms provided early indications into how plan was shaping up, to issues could be swiftly addressed. This enhanced the productivity of the whole process and saved hundreds of hours compared to gathering and processing business planning information by traditional means.
- 4.4 The Microsoft Teams site has been a hub for officer information, allowing for real time updates and queries to be resolved instantly. It also facilitated engagement between officers in different teams on shared projects. The learning from this approach can now be applied to other business processes.
- 4.5 The plan has helped to identify clear shared themes, which will support the development of next Strategic Statement. The prioritisation short list process has ensured the right activity is in the plan and has the right focus through the informal governance arrangements. We will capture this learning for the next Strategic Statement to ensure we prioritise even more effectively in future business planning rounds.
- 4.6 The capacity and demand information that emerged through the plan process is now shaping resourcing decisions. CMT have taken a strategic leadership role on this issue, considering how to prioritise the right skills and capacity effectively. Corporate support services are using the plan to respond to future demand. For example, 73% of short list activity identified the need for Strategic Commissioning support, so the division is now using the Strategic Delivery Plan analysis to prioritise limited resources on the most significant activity.

Challenges

- 4.7 The volume of activity identified within the process, in addition to core business delivery, has exposed the need to carefully consider resources, impact and the value of activity to ensure a strong focus on outcomes. 32% of responses said they were still unsure about the capacity needed and needed to further assess what is required. This has demonstrated the need to prioritise and challenge what can be achieved within the year

ahead, and over the medium term in the context of rising demand and financial pressures.

- 4.8 The volume issue is particularly significant in terms of demand for corporate support services, who not only need to deliver corporate enabling activity, but also support significant service activity. 71% of activity requires support for across KCC services for delivery, with particularly high levels of demand for Strategic Commissioning (73%) and Finance (63%) support. However, Directors are already responding to this issue by using the analysis of the Strategic Delivery Plan to effectively plan for future capacity and demand.
- 4.9 The volume has also indicated that there is insufficient prioritisation across the Council, both corporately and within services. It was noticeable during the analysis of the emerging plan, that the Strategic Statement outcomes were unbalanced (38% of activity is within Outcome 2), too broad and do not easily capture cross-cutting enabling activity (21% of activity), which is an increasing focus of a Strategic Commissioning Authority model. The breadth of activity reinforces the need to ensure the next Strategic Statement is clearer about member priorities, allowing greater prioritisation of business activity across the Council.
- 4.10 The quality of the financial information submitted by services in the process correlates with issues previously raised by Corporate Assurance about effectively defining costs and benefits. For example, only 54% of activity responses identified revenue investment costs. The gaps in financial information show that too often activity is initiated without a full appreciation of financial implications and there is a need for greater discipline on this through business case development.
- 4.11 The plan has also raised some compliance risks around the sufficiency of equalities and data protection analysis. Only 29% of activity has completed an Equalities Impact Assessment (EQIA) initial screening or has one in progress, and 21% have a Data Protection Impact Assessment (DPIA) completed or in progress. CMT and the General Counsel are providing leadership on this issue to ensure that activity is unable to proceed without having met these compliance requirements, address any immediate risks and continue to enhance the quality of our analysis.

5. DELIVERING THE RIGHT ACTIVITY, IN THE RIGHT WAY

- 5.1 By focusing on high value, complex activity, the Strategic Delivery Plan is an important part of managing organisational risk effectively. Recent National Audit Office reports have highlighted the financial and delivery risks in the local government operating environment. This plan means that we can have a proactive and disciplined response to managing risk, with many activities within the plan linked to supporting mitigating actions in the Corporate Risk Register.
- 5.2 To do so, we need to ensure we are managing the delivery of the right activity in the right way. The way we will achieve this is through better business case development. The HM Treasury Better Business Cases

principles are being used to strengthen this in commissioning practice and assurance of change projects/programmes. Only 53% of the activity in the short list was identified as being part of a programme or project, which highlights the need to consider future change management capacity.

- 5.3 The short list will help to determine what activity requires robust business case development and ensure this is delivered effectively in line with KCC's Operating Standards as it proceeds through the informal and formal governance arrangements. The short list will now become the focus for the Corporate Assurance and Risk team to prioritise activities which need strong, effective business case development and delivery.
- 5.4 CMT are taking a leadership role on management action for the Strategic Delivery Plan, using this to drive forward agenda planning and taking a programmed approach, supported by collective business case development.

6. NEXT STEPS

- 6.1 This report, including the draft summary document, will be made available to Cabinet Committees during March 2019, where requested by the Cabinet Committee Chairman.
- 6.2 The final Strategic Delivery Plan and Strategic Delivery Plan Summary are due to be approved by Corporate Board. It is intended to publish the summary document on Kent.gov and the full plan and supporting Operating Plans on KNet, in April.
- 6.3 To build on the successful momentum of the Strategic Delivery Plan process and positively address emerging issues, a review of the process will be undertaken this Spring. This will be reported to the Policy and Resources Cabinet Committee in June 2019 and used to shape future business planning rounds, which will start later this year, informed by the Spending Review (2019).

7. RECOMMENDATIONS

- 7.1 The recommendations are as follows:

Policy and Resources Cabinet Committee is asked to:

The Policy and Resources Cabinet Committee is asked to **CONSIDER** and **DISCUSS** the draft Strategic Delivery Plan summary.

8. BACKGROUND DOCUMENTS

Appendix A: Draft Strategic Delivery Plan Summary document

Report Author:

Liz Sanderson, Strategic Business Adviser (Corporate), Strategy, Policy, Relationships and Corporate Assurance
elizabeth.sanderson@kent.gov.uk, 03000 416643

Relevant Director:

David Whittle, Director, Strategy, Policy, Relationships and Corporate Assurance
david.whittle@kent.gov.uk, 03000 416833

Strategic Delivery Plan (2019-2022)



Draft Summary (Version 0.4)



The Strategic Delivery Plan sets out how we will achieve better outcomes for the people of Kent, by acting as a single business plan for Kent County Council (KCC), providing a clear sense of pace for delivery.

This is a public summary of the significant activity within the Strategic Delivery Plan, which support the outcomes in KCC’s Strategic Statement. It includes a brief narrative of key themes in our wider operating environment that impact on delivery and a list of what needs to be delivered over the next three years, as a rolling plan which is updated annually.

The Strategic Delivery Plan connects strategy (the outcomes we want to achieve) and activity (what we need to deliver), with resources and capacity, aligned with the Medium Term Financial Plan (2019-2022).

The plan is owned by the Leader and Head of Paid Service. It has been collectively developed by Cabinet Members, Corporate Management Team (CMT) and services across the Council.

The activity has been prioritised to ensure that critical activity for the Council delivers at pace and the right activity is focused through our governance arrangements. Elected Members from all political parties will consider the activity within the plan as it proceeds through the Council’s governance and decision making process.

The Strategic Delivery Plan is focused on the most significant activity for the Council. Our essential, day-to-day service delivery is captured in our [Operating Plans](#) (divisional/service business plans) and the [Budget Book](#). The Strategic Delivery Plan is not an exhaustive guide of everything we do, but it is intended to provide a clear sense of how KCC will respond to changes in our operating environment to deliver significant activity successfully.





Corporate Management Team and Cabinet Members have collectively developed the Strategic Delivery Plan to progress significant activity at pace.

It is important that the Strategic Delivery Plan is not just a 'plan' – it needs to progress major activity across the Council and build momentum to deliver better outcomes successfully. The future approach to business plan monitoring will be considered as part of a review of the Strategic Delivery Plan in Spring 2019, drawing on lessons learnt from the process to improve subsequent business planning rounds.

Our People

The Strategic Delivery Plan cannot be delivered without the hard work and contribution of our staff. Lead officers for each activity are responsible for ensuring it is delivered effectively. The detail of how and when activity in the Strategic Delivery Plan will be achieved sits in underpinning management documents, including commissioning strategies, business cases, programme/project plans, governance reports and other reporting processes.

Management Action

The responsibility for putting the plan into practice sits with Corporate Management Team (CMT), who will use the Strategic Delivery Plan as the future 'pipeline' for management action, ensuring appropriate resources and capacity are in place to support effective and timely delivery. Corporate Directors are responsible for delivering activity in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The role of Corporate Board

Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will be also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action.

The role of the Executive (Cabinet Members)

Cabinet Members have ensured that the Strategic Delivery Plan prioritises significant activity for the whole Council from a political and business need perspective. This aligns to Cabinet Member priorities and informs a robust focus on activity through the Council's informal and formal governance and decision making processes.

The Executive has responsibility for the business planning framework for the Council. Cabinet Members will provide oversight of progress on the Strategic Delivery Plan, working closely with officers to ensure there are clear objectives, targets and timescales for delivery for activities within their portfolio responsibility.

The role of Elected Members

Elected Members play an important role in considering individual activities within the Strategic Delivery Plan through the governance and decision making arrangements for the Council. Members work with officers to provide input and advice through the informal governance arrangements and contribute to other task and finish groups to inform activity in advance of formal decision making. Corporate Directors also ensure members are engaged in oversight of activity within directorate arrangements, for example providing member briefings on the Adult Social Care and Health Portfolio projects.

Members will consider significant activity in the Strategic Delivery Plan in detail as it progresses through Cabinet Committees ahead of formal decision making, supporting their role in policy and budget development. The Cabinet Committees also enable members to have oversight of activity in delivery, for example examining commissioning arrangements. This supports members in their role of monitoring the effectiveness of service delivery and the appropriateness of policy across the County, for the benefit of Kent's residents and taxpayers. Members are also engaged in other informal task and finish group activity in this respect, including the Contract Management Review Group which is supporting improvements in the quality of commissioning standards.



The Strategic Delivery Plan has identified some shared themes, which require collaboration across KCC services to achieve better outcomes.

Outcomes based commissioning

As a Strategic Commissioning Authority, we want to continue to improve the quality and standards of commissioning and management of our providers to enable better outcomes for residents. We are shaping markets, driving best value and progressing joint commissioning arrangements. We will robustly review commissioning arrangements and undertake evidence-based analysis to inform new commissioning strategies. These will shape future commissioning decisions, moving away from traditional retendering processes to a more strategic, outcomes based approach.

Integration and partnership working

Achieving better outcomes cannot be achieved working in isolation. Quality public services require collaboration and integration between partners, working across the public, private and voluntary and community sector. We are building strong, valued relationships to develop new operating models and tackle whole system challenges. We stand up for Kent's interests nationally and regionally through proactive partnerships and joint lobbying.

Place-shaping

We have an important place-shaping role on behalf of Kent's residents and communities. We work collectively with our partners to protect and enhance our environment, develop community assets and influence master planning for new communities. We work together to ensure we serve those communities with the facilities and services they need, both now and in the future, including health, community wellbeing and education provision.

The right infrastructure for a growing county

A growing county needs the right infrastructure to enable growth and drive productivity. Delivering our capital programme is key to develop and maintain the County's physical infrastructure and assets. We want to be ambitious about the quality of our infrastructure projects, influence strategic planning, maximise development contributions and achieve best value for money for Kent's taxpayers.

Resilient services and communities

A fast changing operating environment means we need to be well-prepared and resilient for planned events, threats and emergencies. We focused on building resilient services and strong, safe communities, working together across KCC and with our partners to plan and respond effectively. We are working collaboratively with partners to enhance community wellbeing to achieve better health and wellbeing outcomes and address the population needs of all Kent's residents.

Shaping future strategy

Business planning connects strategy with action. We are shaping new strategy responses to emerging national policy and business change, which will influence future prioritisation and service delivery to ensure best use of resources and enhance productivity. This is important to re-shape the Council's future strategy and policy framework.

Outcome 1:

Children and young people in Kent get the best start in life



We want Kent to be the best place for children and young people to grow up, be educated, supported and safeguarded so that all can flourish and achieve their potential.

Below is a summary of the operating environment themes which influence the way we work together to achieve Outcome 1.



Change for Kent Children: This programme is an ambitious new practice framework and integrated operating model for services for children and families. It aims to improve outcomes for all children and their families in Kent. The programme will ensure that services effectively respond to improvements recognised by the Ofsted inspection process. It will develop clearly established pathways for families requiring assistance and ensure a coherent offer between statutory social work and early help, in addition to an understanding of how thresholds are managed in a seamless and supportive way. This will be supported by a differentiated approach to working with adolescents, based on a recognition of the different types of risk they face and a challenge from schools that a different way of working is required. We are re-commissioning a range of children and young people's services and shaping markets to support integration.



Supporting care leavers: The Children and Social Care Act (2017) extended support for care leavers up to the age of 25. We have ambitious aspirations for all young people leaving care, so we are reviewing our Care Leaver Offer, placement stability and sufficiency of accommodation to become more effective at shaping markets, supporting transition and discharging our statutory duties on market sufficiency for vulnerable children. It is important that all young people get the support they need, however delivering better outcomes for vulnerable young people has significant costs, for including supporting unaccompanied asylum seeking children (UASC) as care leavers. Therefore, will pursue full cost recovery and reimbursement from the Government, to fund quality service delivery.



Child and adolescent health and wellbeing: We remain committed to improving children and young people's physical and mental health, emotional wellbeing and resilience. We are transforming public health outcomes through the KCHFT Strategic Partnership to enable continuous improvement and deliver financial benefits. We are undertaking robust contract management to improve waiting times, timely assessment and provision for child and adolescent mental health, which is a national as well as local issue.



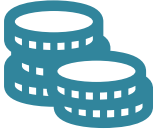
Partner service integration: We need to collectively build better outcomes for Kent's children and young people by working in an integrated way with our partners and tackling systems challenges together. Our strategic partnerships enable the continuous improvement of public health services, embedding new models of delivery, progressing joint commissioning approaches and co-locating teams. The 0-25 Health and Wellbeing Board brings together partners to deliver a joint work programme to improve outcomes and unlock barriers for specialist services, including SEND and speech and language services.



Supporting complex needs: We are re-commissioning services for children and young people with highly complex needs, supporting resilient carers and families. This is to respond to more children and young people living with increasingly complex conditions due to advances in medical science. We want to ensure people have the personalised care and support they need and support vulnerable service users to live as independently as possible. We will work with providers in complex supply markets, to commission better outcomes.



Transition: We want to design and commission services that create seamless pathways of transition and support from children's to adult services. We also want to support people in transition periods when changes occur between and within services as well as between age group categories. This is particularly important for vulnerable young people and those with complex needs, who require integrated support across local government and health services.



Education funding challenges: The National Funding Formula for Schools is a significant change, which requires considered financial management. The dedicated schools grant means funding for Kent pupils is below the national average and it does not sufficiently reflect growing demand for pupils with special educational needs. There remain significant challenges to manage SEND, home to school transport and High Needs Funding demands and pressures, with a need to respond to the recent Ofsted SEND Inspection to drive quality and practice improvements.



Education commissioning: The Education Commissioning Plan addresses the challenge to provide additional school places in the right locations to meet rapidly growing demand, including rising secondary rolls. It supports our statutory duty to provide sufficient education places and appropriate learning pathways for pupils at Post 16. Delivery will be dependent on appropriate Government funding and securing the maximum possible contributions from developers.



Education standards: We want to support Kent's schools to maintain progress in education standards and close the attainment gap for disadvantaged learners. We will need to work with schools to respond to the changes to Ofsted's new inspection framework for education, due to be introduced in September 2019, which may lead to a reassessment of standards.



The Education People: Our new trading company was launched in September 2018 to increase the long term sustainability of education services in Kent, allow schools a greater say in how services operate and enable opportunities for growth and future investment. There is strong focus on school improvement to help schools and early years providers raise standards and outcomes for all children and young people.



Post 16 choices: We want to facilitate the choices, pathways and education, skills and training destinations that young people deserve. This includes maximising the opportunities of the apprenticeships programme and forthcoming T-Levels for technical and vocational learning. We will collaborate with our partners to support an ambitious Post 16 skills agenda, that promotes opportunities, provides the skills businesses need and responds to national funding challenges.

Outcome 1: Activity Summary



This is a list of the significant activity within Outcome 1, including a headline summary of what needs to be delivered.

No.	Activity Title	Headline Summary
1	Delivering the Kent Commissioning Plan for Education Provision 2019-2023	The rolling commissioning plan is updated annually to ensure there are enough good school places for every child who needs one. The plan sets out how we discharge our statutory responsibilities to secure sufficient places and ensure appropriate learning pathways for post 16 pupils. It forecasts the need for future provision, so places are in the right location at the right time to meet increased demand and parental preferences.
2	Transforming Early Help and Preventative Services (EHPS) Commissioning	By April 2020, we will transform the commissioning of six contracts which support strategic priorities for Integrated Children's Services, including youth services, young carers, NEET's, family support, emotional health and wellbeing and commissioned children's centres. Evaluation of our service investment and previous phases of transformation will inform the recommissioning approach.
3	Re-commissioning services to support the Integration of Children's Services	Children, young people and families need to be able to access the right service at the right time. An options appraisal and needs analysis will be undertaken to inform recommissioning to enhance the Integrated Children's Service commissioning offer. As part of the Change for Kent Children programme, this will provide flexibility to respond to future needs and demand, targeting resources to support the most vulnerable.
4	Delivering the Total Placement Service Programme	The programme will transform placement sourcing arrangements for children and young people who need specialist support, enable collaboration with other local authorities and re-shape the market of provision. An annual review of placements will bring greater consistency and visibility of spend, to reduce cost variation and strengthen our negotiating position with the market.
5	Mobilising the Young Persons Supported Accommodation and Floating Support Service	The commissioning programme will mobilise the new service and ensure more cost-effective placements for Care Leavers, Children in Care and Homeless 16-17 year olds. This will move away from expensive spot-purchased placements to improve quality, safeguarding and that support young people to transition into independent accommodation and maintain independence in their own home.
6	Delivering the Commissioning Strategy for Disabled Children's Services	The delivery of the commissioning strategy will ensure provision of services which support highly complex children and young people, resilient carers and personalised care and support for families to live as independently as possible. Through joint commissioning in partnership, in a complex supply market, we will deliver integrated services to meet needs and secure best value.
7	Transforming Children and Young People Mental Health Service commissioning (CYPMHS)	This is a 3 year transformation programme to accelerate support, address gaps and blockages to ensure children, young people and families can access the mental health services they need. KCC jointly commissions services with health (CCG's), with a robust contract management approach to improve outcomes, reduce escalation into specialist services and prioritise Looked After Children.

No.	Activity Title	Headline Summary
8	Integrate and transform Public Health Services for Children and Young People across Kent (KCHFT Strategic Partnership)	We are mandated to use the Public Health Grant to improve health outcomes, developing the KCHFT Strategic Partnership to improve outcomes for children and young people, enable continuous improvement and deliver financial benefits to the Council. We will review the partnership approach and recommission services as part of a commissioning strategy.
9	Progressing integration and joint commissioning through the 0-25 Kent Health and Wellbeing Board.	This board facilitates better joint commissioning with health with a strong partnership focus on children's health and wellbeing outcomes across Kent. The joint work programme will drive improvements and unlock barriers in key services for those with complex needs, including SEND to respond to the recent Ofsted Inspection, speech and language therapies and mental health.
10	Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	The delivery of the strategy supports our statutory requirements and identifies key actions to shape and progress new relationships with the Kent market. This will drive better value, support greater placement stability for vulnerable children and connect services with our partners. We will analyse the impact of market interventions to inform a business case with clear options for market intervention activity.
11	Full Cost Recovery of Unaccompanied Asylum Seeking Children (UASC) Costs to KCC	We are pursuing full cost recovery and reimbursement for asylum seeking children and care leavers, to address gaps in Government grant funding. A jointly developed business case with the Home Office aims to secure additional funding, identify new opportunities for investment and scope options for different models of delivery, including a review of Millbank Reception Centre.
12	Delivering school improvement support to maintain and enhance school standards through The Education People (TEP)	Our efforts to respond to performance in school standards services have delivered good and outstanding Ofsted results across Kent. We have positive ambitions for all Kent schools and are commissioning quality school improvement services to maintain good progress, enhance standards and tackle any slippages in performance.
13	High Needs Funding and SEND Action Plan	We are responding to rising demand, gaps in sufficient national funding and driving improvements in support for pupils with SEND, ensuring the right provision is in place to meet their needs. Our transformational SEND Action Plan will take decisive action to respond to the recent SEND Ofsted inspection and deliver the improvement required in Education, Health and Care Plans.
14	Delivering the Post 16 Education Review, to facilitate better education, skills and training opportunities for young people	We will scope and deliver a fundamental review of Post 16 Education in Kent, to facilitate the choices, pathways and destinations that young people deserve. We will collaborate with our partners to progress an ambitious Post 16 skills agenda, including working with schools, the HE/FE sector, business community and Education Skills and Funding Agency to tackle national funding issues.

Outcome 2:

Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life



We want to work with our partners to create well designed housing, appropriate infrastructure and promote economic growth. We will strengthen Kent's resilience and promote health and wellbeing for local communities.

Below is a summary of the operating environment themes which influences the way we work together to achieve Outcome 2.



Standing up for Kent: We are strengthening our relationships at a local, regional and national level to stand up for Kent's interests and pursue shared outcomes with our partners. This includes collective partnership work and joint lobbying activity with key partners, including the Kent Leaders and Joint Chiefs, Kent Resilience Forum, South East Local Enterprise Partnership, Kent and Medway Economic Partnership, Kent and Medway Health and Wellbeing Board, Sustainability and Transformation Partnership, Transport for the South East, Kent Housing Group and Thames Estuary Growth Commission.



Planning for growth: We will work in partnership with the Kent Leaders and Kent Housing Group on the Kent and Medway Housing Strategy which aims to accelerate housing growth and develop affordable housing options. This aligns with the Council's work on the Growth and Infrastructure Framework, influencing Local Plans and maximising Developer Contributions, to deliver sufficient, resilient and appropriate infrastructure to support new and existing communities. We want to influence quality development through the Kent Design Guide and work collectively with partners to secure Government and LEP investment to meet Kent's housing and infrastructure needs.



Investing in our infrastructure: We want to promote safer journeys and deliver sustainable community assets. We are investing in our capital infrastructure and maintenance programmes to deliver critical transport, growth and flagship regeneration projects, including programme management of the Local Growth Fund schemes. We will continue to challenge the Government on their future strategy for tackling infrastructure funding gaps for essential community provision, including health and education facilities. Prioritising the right capital projects is important to address the needs of growing communities and respond to pressures from unprecedented levels of growth whilst delivering best value to the taxpayer.



Smart places: We need to seize opportunities presented by smart places and technology innovation to improve and future-proof digital infrastructure. We are supporting national investment and rollout in ultrafast broadband to enable future growth and service transformation.



Enterprise and Productivity: In 2019, we will be developing an Enterprise and Productivity Strategy which sets the long-term ambition for growth, supporting the delivery of the SELEP Strategic Economic Plan and the Government's Industrial Strategy agenda.



Keeping Kent moving: The Local Transport Plan 4 sets out our priorities for the highways capital programme and strategic planning that will shape solutions for freight management, sufficient overnight lorry parking, a permanent solution to Operation Stack/Brock and related highways infrastructure improvements. We will continue to lobby rail operators to maximise opportunities of new rail franchises to improve journey times and capacity for Kent's residents.



Better and safer journeys: The pothole blitz is improving the quality of Kent's roads and our highways maintenance commissioning will enable safer journeys for all road users. The Big Conversation will pilot and deliver new solutions for subsidised bus services in rural communities.



Brexit preparedness: We have proactively worked across KCC and with our partners on Kent's short-term preparedness and response in the event of a 'no deal' Brexit and longer-term impact and opportunities from the UK leaving the EU. This includes planning a managed highways response supported by government investment in key infrastructure and developing skills and capacity within Trading Standards services. We will initiate joint lobbying with our partners on the forthcoming UK Shared Prosperity Fund, to maximise opportunities to secure future funding.



Waste infrastructure and commissioning: We need to deliver essential waste commissioning and infrastructure projects, which support the development of the statutory Minerals and Waste Local Plan. This includes recommissioning a series of critical waste contracts, household waste recycling centre provision and implementing new waste partnership arrangements in East and West Kent.



Community resilience and wellbeing: Place based approaches will bring local services together to effectively confront the wider determinants of public health, reduce demand, deliver cost savings and improve outcomes for local communities. We want to create new models of local delivery which enable resilient, strong communities and promote individual and community wellbeing.



Improving public health outcomes: We are commissioning a range of preventative services to help adults make healthy choices and live longer in good health, supporting the delivery of the Kent and Medway Sustainability and Transformation Plan and the development of Integrated Care Systems. We will work with our partners to refresh the Kent and Medway Joint Health and Wellbeing Strategy, reflecting the emerging evidence base for public health outcomes in the updated Joint Strategic Needs Assessment, NHS Case for Change and Kent Integrated Dataset.



A sustainable Libraries, Registration and Archives service: Our new three-year strategy for Libraries, Registration and Archives offers an exciting and sustainable future for the service. Through this we will start to realise our ambitions to make sure our network of 99 libraries and our archive and register offices are used to their full potential for our communities, delivering projects that will increase our customer base and make a positive difference to people's lives.

Outcome 2:



Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

This is a list of the significant activity within Outcome 2, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
15	Planning for housing growth and infrastructure in Kent	We are working collectively with local planning authorities and strategic partners to plan to accelerate housing delivery to support long term growth across Kent and Medway, including exploring the potential of a housing deal. We want to secure Government capital investment to deliver the right sustainable infrastructure for growing communities.
16	Input to Local Plans and Significant Development across Kent and nationally	We are actively involved in strategic planning matters to ensure the right infrastructure is factored into Local Plans for growth and development across the county, working closely with national and local partners. This work will be supported by updates to the Kent Design Guide to influence quality development and consider emerging issues such as parking requirements in new developments.
17	Maximising opportunities of the Strategic Development Contributions process and updated strategy	We maximise the opportunities of securing developer contributions from S106 and CIL for appropriate community infrastructure investment. We are effectively managing the process and updating the strategy to consider both service and financial impacts and mitigations.
18	Delivering the Council's Infrastructure Capital Delivery Programme	The £500m capital programme drives the design and construction of vital community services, including education, libraries and flagship regeneration projects such as Thanet Parkway and Turner Contemporary. A robust, structured programme management approach supports effective delivery of projects within the MTFP, maximising best value.
19	Delivering Local Growth Fund schemes and projects	We are successfully progressing programme management of Local Growth Fund capital projects, working with SELEP and other partners on the delivery of essential highways, transportation and other regeneration projects to enhance infrastructure for a growing county. This includes schemes being funded from the National Productivity Investment Fund.
20	Delivering the Kent Broadband Programme	The programme aims to further extend the reach of superfast broadband to support digital inclusion in local communities and businesses. It will extend the national Broadband Delivery UK contract with additional investment and deliver pilot approaches to connect further properties.
21	Developing the Kent and Medway Enterprise and Productivity Strategy	With a 2050 time horizon, the Enterprise and Productivity Strategy will inform our response to changes in the living, working and business environment. It will act as a framework for efficient use of resources and future investment decisions, linked to the Local Industrial Strategy.
22	Responding to Thames Estuary Growth Commission Report	Collaboration with national and local partners aims to transform the area by attracting new investment, employment and new homes. We want to progress the new Thames Estuary Growth and Prosperity Board to promote and respond effectively to opportunities with Government.
23	Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	We will undertake joint lobbying with local and regional partners to maximise bidding opportunities from the forthcoming UK Shared Prosperity Fund, utilising the SELEP Local Industrial Strategy as evidence of Kent's funding needs and requirements.

No.	Activity Title	Activity Type
24	Highways Term Maintenance Contract commissioning project	The commissioning project will drive value for money and help maintain our highways assets for safer journeys for all road users. The project will review options for service delivery and solutions for key issues such as depots, ICT systems and operational delivery.
25	Improving our highway assets and fixing Kent's potholes	We are delivering a countywide planned programme of, pothole repairs and carriageway patching, using local contractors to improve our response to improving Kent's highways. We are improving the quality of our highway asset management, through increased drain clearance and general maintenance. We are maximising Government investment including the additional funding provided in the Autumn Budget.
26	Delivery of KCC's input to the development of Operation Stack/Brock and related infrastructure improvements	Highways England is responsible for delivering a permanent solution to Operation Stack/Brock. We will work with Highways England to shape the solution, including sustainable and appropriate provision for overnight lorry parking, in support of our Local Transport Plan 4 priorities.
27	Delivery of a solution to Overnight Lorry Parking	The Local Transport Plan 4 sets our intention to develop a strategy that will deliver solution for overnight lorry parking, working with private sector operators and Highways England to consider the expansion of existing sites and the delivery of new sites. This supports a permanent solution for Operation Stack/Brock and work on freight management.
28	HGV Bans/Freight Management options	The member-led HGV group is considering potential options for the control of lorry movements and freight management solutions. Members will consider the findings of the report and if appropriate implement agreed outcomes, including pilot schemes.
29	Highway response to Brexit	We are proactively preparing a robust highways response to keep traffic moving despite the uncertain impact of Brexit on the county's road network. We are working closely with national, regional and local partners to strengthen key routes with plans to manage any congestion and delays, divert and hold freight traffic as necessary.
30	Management of Brexit impacts/resilience planning for Trading Standards	Trading Standards will be impacted by Brexit related changes to the trading environment, legislation and import controls. The service is positively responding by building skills and capacity and considering legislative change to provide quality advice and guidance to businesses.
31	The Big Conversation – delivery and evaluation of rural discretionary subsidised bus service pilot schemes	We are exploring innovative and sustainable ways of providing transport to rural communities in Kent. We want to maintain and improve accessibility for those without an alternative means of travel in rural areas. We will deliver and evaluate local pilot schemes for discretionary subsidised bus services to shape future delivery opportunities.
32	Parking management and enforcement review	We are undertaking independent research to help inform options for on street parking management and lorry enforcement issues impacting local communities. Working together with our district partners the intention is to explore a broad range of potential solutions, including to the inappropriate parking of lorries in rural areas and how additional income might be generated and invested.
33	Development of the Minerals and Waste Local Plan	The development of the Minerals and Waste Local Plan follows a statutory governance process and requires decisions and monitoring from County Council. The plan will help review, update and clarify related waste management policies.
34	Waste Partnerships; implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	We are progressing new waste partnership arrangements in East and West Kent, commissioning appropriate further capacity and maximising capital investment in essential waste infrastructure. This will support KCC to respond to significant market changes and financial pressures.

No.	Activity Title	Activity Type
35	Critical Waste contracts commissioning programme	The programme will secure practical, cost-effective and compliant ways to recommission a series of technical waste contracts during 2019/20 which are critical to service delivery for residents and businesses in Kent. We will consider price implications for recycling, haulage, processing and disposals contracts.
36	Charging for non-household waste materials at Household Waste Recycling Centres	The project to implement this policy change is designed to reduce demand on site, generate revenue streams and create clearer intelligence that will enable stronger and more successful enforcement actions against illegal disposal of trade and commercial waste.
37	Development and implementation of the Libraries, Registration and Archives Strategy	We are developing a three year strategy to deliver the service ambitions and secure a sustainable Libraries, Registration and Archives service. We will maximise outcomes for local communities, though a tiering approach for library opening hours and piloting technology assisted libraries.
38	Reviewing the JSNA to support commissioning, planning and delivery of improved health and wellbeing outcomes across the Kent and Medway health and care system	The review will examine how the JSNA can support the delivery of the Kent and Medway Case for Change, which underpins health and care system transformation and the delivery of the NHS Long Term Plan. The JSNA will also be reviewed to ensure it can meet the planning and implementation needs of all partners across the Integrated Care System.
39	Further development of the Kent Integrated Dataset	The Kent Integrated Dataset supports modelling of future population health and social care needs, and is now also supporting work on system integration and commissioning. The data warehouse infrastructure is being updated and the work aligned with the analytic, research and development capability within Sustainability and Transformation Partnership.
40	Development of a refreshed Kent Joint Health and Wellbeing Strategy	The strategy is a statutory requirement for the Health and Wellbeing Board. It needs to be refreshed to reflect the fast-changing integration and policy context for health and wellbeing outcomes and needs to be informed by the updated evidence base in the JSNA.
41	Transforming preventative services through the Adult Healthy Lifestyle Commissioning Strategy	This supports the Kent and Medway Sustainability and Transformation Plan through supporting adults to make and sustain healthy choices and live longer in good health. The commissioning strategy will drive up performance, quality and consistency. Needs assessments and reviews of existing contracts will remodel services and deliver efficiencies.
42	Continuing the transformation of Sexual Health Services in Kent	The refreshed commissioning plan for sexual health services will deliver service transformation through strategic partnership and contractual arrangements. This will deliver best value by managing increased demand, improving integration, productivity and embedding innovation.
43	Refresh and implementation of the commissioning strategy for Substance Misuse Services (Drug and Alcohol services)	The aim is to prevent harm and deliver effective, accessible and high quality drug and alcohol services. Collaboration, co-design and integration with partners will tackle system challenges and remodel services. The needs assessment will inform the refresh of the commissioning strategy to drive efficiencies, maintain performance, quality and manage clinical risk.
44	Reshaping homelessness support transition services	Adults and children's services have worked together to reshape support services for vulnerable homeless adults and create transition pathways for young people. We will review the effectiveness of prime contractor models and promote collaboration with landlords, districts and families.

Outcome 3:

Older and vulnerable residents are safe and supported with choices to live independently



We want to ensure that the people of Kent are at the centre of their care and support them to live as independent a life as is possible given their needs and circumstances.

Below is a summary of the operating environment themes which influences the way we work together to achieve Outcome 3.



Demand pressures: Demand on health and social care services continues to rise with a growing and ageing population with increasing complex needs. The number of people over 65 is forecast to increase by 57.5% and the number over 85 by 131% by 2036. There is also a growing number of younger adults with complex needs who require integrated support. Social care is by far the most significant proportion of spending for the Council, so any changes to social care funding, demand and service expectations will impact on our budget and service delivery. We need cost effective services where people remain at the centre of the care they receive.



Integration: Integrated Care Systems require a national and local response to move from reactive acute provision to proactive primary and community services, focusing on preventative practice, improving health and reducing health inequalities. This reflects the national policy shift set out in the NHS Long Term Plan, Prevention Green Paper and anticipated Social Care Green Paper. We are working together with our partners to design and develop a transformative Integrated Care System for Kent and Medway through the Sustainability and Transformation Partnership. There is a clear focus on three tiers of integration: local/team integration (through Primary Care Networks), provider integration (through Integrated Care Partnerships) and structural/system level integration (through Integrated Care Systems).



Local care: New Local Care models will put the patient at the centre of everything they do, empowering GP's and local teams to integrate practice and work together to reduce hospital admissions by supporting more people in their local community. Local Care means jointly developing innovative solutions, at the right time to support people to live independently and meet local community challenges in Primary Care Network geographies. Multi-agency staff will work together as one team through Multi-Disciplinary Teams to break down silos between health and social care services. This will help to create safer 'out of hospital' solutions to reduce the pressure on both health and social care services. We will engage with early adopters and enable teams at the local level to find the right bespoke model for communities across Kent. Local Care not only focusses on those who currently require support, it is also about promoting the importance of maintaining well-being and prevention, including maximising the potential of social prescribing models.



Market shaping: We have a statutory duty in the Care Act to ensure sufficient capacity within the social care market. The Kent care market has been under increased pressure due to price increases from the National Minimum/Living wage, issues with viability of providers and significant workforce gaps. We will refresh the Adult Social Care Community Support Market Position Statement to inform market shaping, market oversight, market growth and sustainability. The updated commissioning strategy will inform future commissioning, workforce development, improve the quality of care and ensure KCC is responsive to market conditions.



Your Life, Your Wellbeing: Our 'Your Life Your Wellbeing' strategy outlines how we will focus on 'a life not a service' by continuing with a person-centred, timely and integrated approach to care and support. We are focused on delivering high quality, outcome focused, coordinated care that is easy to access and enables people to stay well and live independently and for as long as possible in their home setting.



Being Digital: We want to help people to achieve the best possible health and wellbeing outcomes, living independent and fulfilling lives in their own homes and communities by using digital innovation and technology. Our 'Being Digital' Strategy will deliver changes to complement more traditional forms of care and support. Technology will not be a replacement for care, however we believe it can bring improvements in efficiency, effectiveness and help improve the quality of care.



Public Health and Prevention: The Government's "Prevention is better than cure" Green Paper set the tone for the importance of prevention in the NHS Long Term Plan. Working together with our partners will make best use of limited resources to close health inequalities gaps, improve quality and deliver cost effective services. We use our public health responsibilities to put physical and mental health and wellbeing at the heart of everything we do, helping people to lead healthier lives.



Mental health: The NHS Forward View set the national objective of improving parity of esteem and reducing inequalities for people with mental health problems. Our statutory Care Act duties mean our focus is on supporting those eligible for mental health support through effective commissioning, improving access and service quality. The Mental Health Crisis Care Concordat is progressing a multi-agency response in Kent and Medway, reviewing existing and planned commissioning intentions and service delivery to review the outcomes of the Concordat and drive improvements in crisis care. Our effective Public Health campaigns are successfully highlighting important mental health issues, including suicide prevention.



Voluntary and Community Sector: The Voluntary and Community Sector in Kent has a vital role in providing innovative local support and solutions. We want to strengthen our strategic partnership and commissioning relationship with the sector, by reviewing historic grants arrangements, increasing grant compliance and exploring the most appropriate future arrangements to support community services.



A new operating model: The new operating model for the Adult Social Care and Health directorate goes live in April 2019. It aims to transform the current case load model into a more sustainable, client focussed and collaborative system. The multi-disciplinary teams focus on what people can do to identify the person's strengths and use meaningful community networks that can help them and their family in making decisions about care and support. This needs to be supported by effective business systems and improved practice, such as the implementation of MOSAIC - the Directorate's new case management and finance management system.

Outcome 3:

Older and vulnerable residents are safe and supported with choices to live independently



This is a list of the significant activity within Outcome 3, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
45	Development of KCC's approach to an Integrated Care System for Kent and Medway	We will develop KCC's policy, financial, strategic commissioning and service approach to an Integrated Care System for Kent and Medway, responding to the opportunities and challenges set out in the NHS Long Term Plan, Prevention Green Paper and forthcoming Adult Social Care Green Paper.
46	Supporting Local Care Implementation	Supporting the implementation of Local Care through engagement in the Kent and Medway Sustainability and Transformation Partnership (STP) at Primary Care Network level to integrate health and care provision by empowering GP practices and multi-disciplinary teams to put the patient at the centre of Local Care models.
47	Continue to build effective strategic partnerships to maximise resource and improve public health outcomes (KCHFT and District partnerships)	Our strategic partnership with Kent Community Health Foundation Trust (KCHFT) and districts aims to improve the health of Kent residents, whilst meeting statutory obligations, driving better value and supporting integration. A review will examine service improvements and contract management to inform future partnership and commissioning decisions.
48	Refresh of the Community Support Market Position Statement to inform market shaping, oversight and sustainability	We have a statutory duty in the Care Act to ensure sufficient capacity within the social care market to meet the needs of people who are funded by the local authority as well as self-funders (people who fund their own services). We will refresh the Adult Social Care Community Support Market Position Statement to inform market shaping, market oversight, market growth and sustainability. The updated commissioning strategy will inform future commissioning, workforce development and influence outcomes for people and the overall market conditions.
49	Effective Winter Pressures Commissioning that enables the right support in the right setting	We work in partnership to commission the appropriate use of acute hospital beds, enable people to return home with the right support to prevent readmission, or remain in their own homes. We are managing winter pressures in a planned, considered way with flexible commissioning to respond to limited resources.
50	Refresh of the Older Persons Accommodation Strategy and Delivery Plan	The right accommodation solutions are needed to support people to live independently or receive the right care and support in extra care housing. The refresh of the strategy will ensure the right provision is in the right places, with the appropriate type, build volume, tenure and size. We will commission quality placements in response to rising demand and increasingly complex needs.
51	Analysis of Housing with Care (Extra Care) Placements	To support the Accommodation Strategy there is a need to analyse demand for additional Housing with Care (extra care) units as an alternative to residential care. An evidence based business case will examine the right utilisation of units, district placement process, access and nomination rights and suitability for increasingly complex needs, to inform future commissioning.

No.	Activity Title	Activity Type
52	Reviewing adult social care grants and recommissioning Community Based Wellbeing Support services	We are transforming historic adult social care grants and recommissioning community wellbeing services that prevent or delay people entering into health and social care systems. We are moving to more open, transparent processes and examining existing contracts which support service user and carer wellbeing.
53	Review of Voluntary and Community Sector Grants across the Council	We will review adults, children's and public health grants to the Voluntary and Community Sector to establish compliance with the VCS Policy and Public Contract Regulations. The review will explore the most appropriate future arrangements to support important community services.
54	Recommissioning Care and Support in the Home Services and delivering associated projects.	We are recommissioning combined community home based services, to mitigate cost pressures, enhance consistency and create services that are more responsive to client needs. The projects will align services to support integration with health.
55	Commissioning Disability and Mental Health Residential Care Services	We are developing outcomes based commissioning of residential services for adults with learning disabilities, physical disabilities and mental health needs. This will involve a fundamental review of historic contracts and shaping new approaches through market engagement, informed by service users, carers and partners.
56	Dementia Service Redesign and commissioning - KMPT	We want to ensure the right support for people with dementia in Kent, particularly to respond to budget pressures, rising demand and increasingly complex needs. We are redesigning services to commission in partnership with Kent and Medway NHS and Social Care Partnership Trust (KMPT).
57	Kent & Medway Neurodevelopmental (ND) Health Service commissioning	We are jointly commissioning services with CCG's in the health service across Kent and Medway for adults with autism and Attention Deficit Hyperactivity Disorder (ADHD). We are forming a contractual alliance to create multi-disciplinary teams.
58	Delivering the Transforming Care Programme for children and young people with autism and/or learning disability	We work collaboratively with Medway Council and the NHS to deliver the national Transforming Care Programme to prevent unnecessary admissions to hospital, institutional settings or reduce the length of stay in hospital. This generates income and provides bespoke support for families.
59	Delivering the Transforming Care Programme for Adults with Learning Difficulties (LD)	We are working with Medway CCG to support the national Transforming Care Programme to reduce the number of people with learning disabilities in specialist in-patient units. This will expand community based support and develop a highly skilled workforce to support people with the most complex needs.
60	Recommissioning of Carers Short Breaks	We commission respite for adults who are caring for another adult, to enable carers to keep caring and prevent residential care home admissions. The intention is to extend the current contract and use evidence based redesign to inform recommissioning.
61	Deliver the Income Pathway projects and develop future policy on the contribution from Adult Social Care clients	The Income Pathway assessment has informed a series of projects which will improve financial management and will and develop the future policy position on the contribution from social care clients, for home care and other non-residential services.
62	Implementing MOSAIC Adult Social Care case management and finance system	We are implementing a flexible Adult Social Care case management and finance system to improve and streamline processes. This is critical to support service management, future digital delivery, the delivery of transformation and integration.



The Strategic Delivery Plan is underpinned by activity which enables the delivery of multiple outcomes and delivery of corporate services. This activity is typically cross-cutting across services and communities and supports KCC as a Strategic Commissioning Authority.

Below is a summary of the themes which influence the way we work together to achieve better outcomes.



The importance of our staff: We value our staff and their talents – we have a skilled and motivated workforce which is flexible and innovative. We want to work collaboratively with our communities and partners to deliver effective services and find collective solutions. We want to create a working culture that is ambitious and promotes effective leadership and responsibility at all levels. We will embrace business change opportunities to find more productive and effective ways of working, so people can focus on service delivery.



Strategy: The Strategic Delivery Plan has identified important new strategy and policy development and our response to significant national policy changes, including Fair Funding and Business Rate Retention. The learning from the Strategic Delivery Plan process will shape future strategy, including the development of the next Strategic Statement and the wider strategy and policy framework for the Council, to drive future prioritisation and outcomes based accountability.



Commercial opportunities: Our trading company arrangements provide flexibility to maximise growth and provide the Council with a sustainable dividend return. Our holding company governance arrangements will align our commercial interests, ensuring inter-company productivity, efficiency and maximise cross-cutting opportunities for commercial growth. This requires robust governance and democratic oversight and scrutiny.



Commissioning success: As a Strategic Commissioning Authority, service directorates and commissioners need to work collaboratively together with the external market to secure best value. We want to shape market development, examine market sufficiency and improve our commissioning relationships. We are undertaking rigorous contract reviews and stocktakes to promote quality commissioning standards and enhance value for money through our contracting arrangements. We want to create an efficient commissioning workforce, with the right professional capabilities, commercial judgement and leadership to deliver successfully.



Analysis: To understand and respond to changing demand and pressures, we need to have the right evidence base to inform new solutions. This involves services working together to identify the right analytical and diagnostic support, including robust evaluation and a critical understanding of spend and cost drivers.



Redesign: We are using evidence based decision making to redesign service delivery and progress new operating models. This supports the delivery of better outcomes through partnership working and requires the right capacity, capability and skills from our workforce.



Asset management: We are implementing an agile, innovative and forward thinking asset management approach, through the delivery of our Property Asset Strategy and associated asset utilisation projects. This will create an effective, efficient estate, to drive value for money, ensure statutory compliance and enable service transformation within KCC and with our partners. We are maximising value from capital receipts through our disposals programme for reinvestment, and

exploring opportunities for property development arrangements to generate financial return and stimulate development. We are carrying out essential works to keep our assets safe, warm and dry, efficiently targeting limited resources on maintenance and repair to meet business need.



Customer expectations: The way people access services is changing with growing digital and social media use driving changes in customer expectations over the choice and control of services and how they wish to access information. This provides opportunities to reform services to better meet customer needs and expectations. We want to improve digital platforms and support digital inclusion.



Business Change: We need to maximise new technology opportunities, transforming systems and championing new ways of working. We need a skilled, motivated workforce that can work in productive, innovative ways within KCC and with our partners. We need greater utilisation of existing assets and tools to capitalise on our investment and work more efficiently. We need to develop staff with the knowledge and confidence to deliver business change successfully.



Resilience: We have a duty of care to staff, service users and residents. We need to deliver our business continuity, compliance and emergency planning responsibilities, to ensure our services are well-prepared and resilient. This includes preparing for threats, issues and events such as Brexit, health and safety, counter-terrorism and cyber security.



Apprenticeships: We want to promote and expand the potential of apprenticeships across the Council and business community, with a particular focus on training opportunities for young people aged 17-25. We are embracing the opportunities of Apprenticeship Levy and working to meet our public sector target requirements.



Enabling better outcomes across all our services requires corporate support and significant commissioning, strategy/policy and service delivery changes.

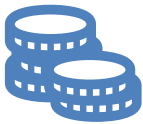
This is a list of the significant enabling activity, including a headline summary of what needs to be delivered.

No.	Activity Title	Activity Type
63	Development of the new Strategic Statement for Kent County Council	The Council's new Strategic Statement for 2020 will set out our vision, outcomes and priorities, shaping the business planning, performance and strategy/policy framework for the Council over the medium term.
64	To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the MTFP	The Fair Funding Review and Business Rate Retention are fundamental national policy changes to funding arrangements for local government. We work with our partners to influence the Government at a national level and assess the opportunities and challenges for our Medium Term Financial Plan.
65	Implementing outcomes based budgeting and accountability	Outcomes based budgeting and accountability ensures that resources are directly linked to the Council's outcomes. The approach will provide a clear evidence base to demonstrate the impact of strategic activity and whether outcomes are being achieved, to help prioritise resources.
66	Review of Company Governance	We are reviewing the ownership structure for wholly-owned trading companies within KCC's investment strategy. We are establishing a holding company to reduce overheads and increase commerciality, optimising governance arrangements to maximise return to the Council.
67	Strategic Commissioning: Whole Council Approach Stocktake and Future Delivery Options	To continue our journey to become a strategic commissioning authority, this project reviews the costs, benefits, lessons learnt and opportunities of current models and will develop optimum model options for delivery.
68	Good, Better, Best - Continuing evolution of Commissioning in KCC to enable better outcomes for the residents of Kent	We are continuing to evolve and improve our commissioning standards. We will develop a best practice commissioning standards framework, simplify processes and develop staff capability across the Council through the Chartered Institute of Procurement and Supply (CIPS) assessment.
69	Review of KCC's Voluntary and Community Sector (VCS) Policy	The policy reflects the crucial role of the Voluntary and Community Sector in Kent. We will review the policy to assess impact and effectiveness, and define the future approach to our relationship with the sector.
70	Delivery of the Property Asset Strategy	The Property Asset Strategy sets out how we will create an effective, efficient estate which provides value for money, reduces environmental impact and supports service transformation, both within KCC and with our partners. The implementation of the strategy will require an agile, innovative and forward thinking asset management approach.
71	Delivery of the Disposals Programme	The disposals programme manages the pipeline of Council properties which are no longer required and can be disposed to generate capital receipts for reinvestment. Using property investment expertise, each asset is assessed to determine appropriate options. Maximising value from capital receipts will support Property Development Arrangements.

No.	Activity Title	Activity Type
72	Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	We are developing a business case to explore options to maximise value from the disposal of appropriate assets, by benefiting from property development activity. The business case will consider optimal governance and legal structures to maximise investment opportunities, financial return and stimulate development.
73	Developing a business case for the asset utilisation of Oakwood House	Oakwood House is being considered within the Asset Utilisation programme. A business case is being developed to identify best value options and service proposals, to determine the right asset approach.
74	Re-commissioning of Contracts to provide Facilities Management services to the KCC office estate.	The existing facilities management contract is being extended and this more fundamental re-commissioning will involve service delivery and procurement options based on good practice and comparable organisations. The new commissioning approach aims to implement a fit for purpose solution which achieves best value for the Council.
75	Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	The capital maintenance programme includes the Modernisation of Assets, Planned and Reactive Maintenance to carry out essential work to keep our assets safe, warm and dry. The revenue maintenance commissioning works ensure buildings remain compliant, targeting resources on essential upgrade and repair works to meet business need.
76	Delivering a compliance programme responding to Grenfell, Hackitt Review and Health and Safety reviews	A cross-directorate group is overseeing the delivery of actions from an asset management review to ensure compliance, take remedial action and provide assurance on KCC's fire safety and health and safety requirements. This includes delivering condition survey programmes and assessing service delivery and commissioning arrangements.
77	Delivering the KCC Brexit Resilience Emergency planning and Business Continuity programme	Robust business continuity and emergency planning arrangements are important to enable KCC to develop resilience to the impacts of Brexit. The programme has four phases, working collaboratively across the Council to ensure we are well-prepared and have effective plans in place.
78	Oracle contract review and planning for procurement	The Oracle contract is being renewed, which provides core business systems across the Council. However, over the medium term alternative products may become available. We need to review the options as part of the recommissioning process to assess business benefits and implications.
79	Maximise the number of staff accessing Apprenticeship training within Kent County Council	We want to promote and expand the potential of apprenticeships across the Council, with a focus on training opportunities for young people (17-25). This is an important part of responding to the Apprenticeship Levy and meeting our public sector target requirements.



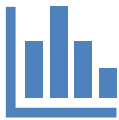
This document is a public summary of the Strategic Delivery Plan. The full Strategic Delivery Plan document sets out the detail on how activity will be achieved and is an internal document for KCC's staff and elected members. It is supported by key documents and processes.



Finance: The Strategic Delivery Plan is aligned with the [Medium Term Financial Plan](#), which provides a detailed overview of capital and revenue spend, including a full list of capital programme and project activity. The annual [Budget Book](#) presents a detailed budget breakdown for all services.



Organisation Development: Our medium-term People Strategy and Organisational Development Plan, approved by CMT, sets out how we will improve workforce capacity and capability to deliver business change, through an annual action plan and centralised training budget. Directorate OD Plans inform and engage with the plan to manage skills development and will reflect the Strategic Delivery Plan.



Performance: We have robust processes in place to monitor performance indicators and activity indicators, including through the Quarterly Performance Report (for Cabinet), Directorate Dashboards (for Cabinet Committees) and the Annual Report Performance Report (for County Council). Detailed KPI's and milestones for individual activity are managed through these processes by the responsible officer, or through appropriate programme/project management governance.



Risk: The activity within the Strategic Delivery Plan requires robust risk management, reflected in Risk Registers which are reported through management and formal governance processes. Risks for individual activity may also be reflected in programme/project risk registers.



Programmes and Projects: Portfolio Boards and the Corporate Assurance team provide oversight of change activity including programmes and projects. This is supported by portfolio, programme and project governance within Directorates, with reporting to CMT and Policy and Resources Cabinet Committee.



Strategies and Policies: Our strategic activity is an important part of delivering our strategy and policy priorities and is reflective of our wider operating environment. KCC's Strategy and Policy Register provides an overview of the major strategic documents in the council.



Governance and decision making: Significant activity identified in the Strategic Delivery Plan will progress through KCC's governance and decision making process, with oversight and input from elected members, as set out in the Constitution.



Operating Plans: Our divisional and service Operating Plans cover both strategic activity and essential service delivery, acting as important business planning documents for the Council.

From: **Susan Carey, Cabinet Member for Customers, Communications and Performance**

Eric Hotson, Cabinet Member for Corporate and Democratic Services

Peter Oakford, Cabinet Member for Finance and Traded Services

David Cockburn, Corporate Director for Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 8 March 2019**

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 performance position for Strategic and Corporate Services.

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 fourth Dashboard report for the current financial year and includes performance results up to the end of January 2019.
- 2.3. The Dashboard includes twenty-five (25) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2018/19. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

- 2.4. 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.
- 2.5. Latest performance is reported as Green for 19 indicators, Amber for three indicators, with three indicators Red.
- 2.6. Updates on KPIs rated at Red at the last report in December 2018 are provided below.
- FN07 - Invoices received by accounts payable within 30 days of KCC received date
Performance has shown improvement from the last report and is now rated as Amber. A new Payment Performance Dashboard has been developed and will go live before the end of the year, and will be available to Corporate Directors and all budget managers. It will highlight those Directorates and Teams responsible for late payment of invoices and ensure that management action is taken to address this.
 - GL02 - Freedom of Information (FOI) Act requests completed within 20 working days
Performance continues to be rated as Red with the January result being below the average year to date position of 84%. The number of FOI requests received this year has been 10% higher than last year and the number of Data Protection Act Subject Access requests has seen a 58% increase. As well as increasing in number, the requests have increased in complexity with a number of requests containing 8 or more separate questions, which may need to be answered by different teams. The new GDPR requirements have raised awareness of issues around personal data and this has contributed to some of the increase. Concern about Brexit has also been a source of increased requests. Commercial organisations wishing to market their services to KCC continue to make use of FOIs to identify information to support their marketing campaigns.
Work is on-going to streamline procedures for staff who have to answer FOI requests, and the council continues to pro-actively publish key information which is subject to repeat FOI requests.
 - P103 - Annual net capital receipts target achieved
Property disposals are restricted to council assets that have been declared surplus to requirements by the service that was most recently in occupation. and are not required by any other council services. When these assets do become available to sell, the disposal team are aware of their responsibility to achieve the best value for them. The team have therefore worked throughout the year to balance the pressures of bringing assets to market in the shortest time to try and meet the annual target as well as achieving the best price for the council. This has meant that a number of properties have had to be rephased to achieve the best financial outcome for the council.

3. Recommendation(s):

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

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

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Strategic and Corporate Services Performance Dashboard

Financial Year 2018/19

Results up to January 2019

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Produced by Strategic Commissioning - Analytics

Publication Date: February 2019



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	GREEN	GREEN
CS05: Calls to Contact Point answered in 40 seconds	GREEN	AMBER
CS07: Complaints responded to in timescale	RED	AMBER
HR25: Percentage of completed corporate themed Health and Safety audits (NEW)	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN
HR23: Staff who have completed all 3 mandatory learning events	AMBER	N/a

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
FN11: Financial assessments fully completed within 15 days of referral	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	GREEN	N/a
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	N/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN

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

Infrastructure	Month RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the First point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
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 over 60 days	AMBER	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	↓	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	98%	GREEN	↑	96%	GREEN	95%	80%	94%
CS05	Percentage of calls to Contact Point answered in 40 seconds	87%	GREEN	↑	78%	AMBER	80%	70%	70%

Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year YTD
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	482.5	Above	473.9	402.9	500.4
CS12	Number of visits to the KCC website, kent.gov (000s)	4,497	Yes	4,510	3,840	4,424

CS05 – Performance is improving due to the measures put in place by Agilisys. If this progress continues then the target for the year overall may be achieved.

CS08 – There was an increase in calls relating to Concessionary Fares early in the year and also for potholes, Blue Badges, Adult Social Services and the Young Persons Travelcard. Over the last quarter calls answered have been lower than 12 months ago. If this trend continues, then overall call volumes could be just within the upper expected activity range.

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

Key Performance Indicators – Quarterly - December data

Ref	Indicator description	Latest Qtr	RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	78%	RED	↓	83%	AMBER	85%	80%	88%
HR25	Percentage of completed corporate themed Health and Safety audits (NEW)	93%	GREEN	↓	98%	GREEN	90%	85%	N/a

Key Performance Indicators – Monthly - December data

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	GREEN	↔	100%	GREEN	95%	90%	99%
HR23	Percentage of staff who have completed all 3 mandatory learning events	89%	AMBER	↔	N/a		90%	80%	78%

CS07 - The decrease in the number of complaints responded to in timescale was largely due to a delay in services updating complaint teams when responses have been sent. Teams will now ensure that cases are closed on the date when the response was sent, as opposed to when a copy was received by the relevant complaints team. We continue to work with services to monitor the reasons why cases are closed late, flagging up issues as they arise.

HR23 - Whilst the percentage of staff who have completed their mandatory learning events is under target, it has continued to increase every month from the beginning of the financial year. We expect to see a further increase in the completion of mandatory learning, as managers now have mandatory training dashboards within Delta which support them to easily identify when staff are due to complete or are overdue with mandatory training, as well as the additional reminder messages which have been introduced.

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

Activity Indicators - December data

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	81	Above	75	60	48
HR13	Total number of e-learning training programmes completed	49,939	Above	33,750	26,250	34,445
HR16	Number of registered users of Kent Rewards	20,607	Below	23,250	22,800	19,962
HR21	Number of current people management cases being supported	89	Above	85	70	83

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HR12 - Change activity is driven by demand from the wider business and will fluctuate from month to month, some change activities will also span more than one month due to complexity, requiring different levels of resource and work to be carried out.

HR13 - There has been an increase in the number of e-learning training programmes completed as mandatory learning retake periods are due for large volumes of staff, and an expanded and more accessible e-learning offering has been put in place.

HR16 - Whilst the number of registered users is lower than expected, the figure has risen since the last quarter due to increases in communication, highlighting how Kent Rewards can be used to access both Childcare Vouchers and Cycle2Work schemes. This has been an effective way of encouraging new Kent Rewards registrations and reminding staff to utilise the site to access their employee benefits.

HR21 - Case activity is driven by demand from the wider business and will fluctuate from month to month, some cases will also span more than one month. Cases also vary significantly in complexity, requiring different levels of resource and work to be carried out.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	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	100%	GREEN	↔	100%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	98%	GREEN	↓	95%	GREEN	90%	85%	98%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	81%	AMBER	↓	84%	AMBER	85%	80%	83%
FN11	Percentage of financial assessments completed within 15 days of referral	96%	GREEN	↑	95%	GREEN	90%	85%	92%

FN07 - A further communication will be sent to Budget Managers via the internal electronic channels reminding them about the importance of submitting invoices promptly for payment. In addition, a new Budget Manager Payment Performance Dashboard is being developed which will highlight those managers which haven't submitted invoices on a timely basis.

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	4,835	4,370
FN02b	Retirement benefits paid	2,178	1,716
FN07b	Number of invoices paid by KCC	98,075	97,647
FN11b	Number of financial assessments received	6,318	6,269

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

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	75%	GREEN	↑	N/a		75%	57%	86%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	11%	GREEN	↑	N/a		15%	20%	10%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	GREEN	↔	97%	GREEN	97%	94%	98%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	22,490	19,814

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	↔	100%	GREEN	100%	96%	99%
GL02	Freedom of Information Act requests completed within 20 working days	75%	RED	↓	84%	RED	92%	90%	89%
GL03	Data Protection Act Subject Access requests completed within statutory timescales	91%	GREEN	↓	89%	GREEN	87%	85%	79%

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	118		N/a		105
GL02b	Freedom of Information requests	1,914	Above	1,880	1,754	1,739
GL03b	Data Protection Act Subject Access requests	386	Above	286	205	244

GL02 – Performance has been affected by the increase in the number of requests and also the complexity, with many requests including multiple questions which need to be answered separately. Other pressures in the year have added to the burden including new GDPR requirements.

GL02b and 03b - The advent of GDPR has raised awareness on issues around personal data leading to more requests, and there has been an increase in the use of FOI and Subject Access Requests as a means to make a complaint. There has also been an increase for requests regarding Brexit and Information Governance.

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	78%	GREEN	↑	74%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	95%	GREEN	↔	97%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	↔	100%	GREEN	99.8%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.9%	GREEN	↔	99.9%	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where Email is available to staff	100%	GREEN	↔	100%	GREEN	99%	98%	100%

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Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	52,510	47,811
ICT02b	Feedback responses provided for ICT Help Desk	4,009	6,244

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

Key Performance Indicators - December data

Ref	Indicator description	Latest Month	Month RAG	DoT	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	8%	AMBER	↑	5%	15%	8%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£30m)	62%	RED	↓	95%	90%	50%

Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	680	1,087

PI01 - Total over 60-day debt stands at £57,225 with the majority relating to eight debts that can be attributed to either the payment not being allocated correctly by cashiers, or non-payment of rent or service charge due to a dispute or payment error. In all cases the reason why the debts have occurred are investigated by Gen2 and appropriate action implemented to obtain a satisfactory outcome whether this is the introduction of payment plans, escalation to the Property Commissioner to assist in obtaining a suitable resolution or legal action.

PI03 - As at the end of December £2.91m worth of assets had been disposed of, £10.95m had been exchanged either unconditionally or conditionally on planning permission. A further £3.86m is under offer, with £900k worth of assets currently under negotiation. This gives a total forecast for 2018/19 of £18.62m compared to an original target of £30m.

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

Key Performance Indicators - November data

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	96%	GREEN	↑	92%	GREEN	90%	80%	95%

Activity Indicator

Ref	Indicator description	YTD	Previous Year
PI04b	Number of reactive tasks responded to	12,521	15,062

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

David Cockburn, Corporate Director for Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 8 March 2019**

Subject: **Brexit: Strategic and Corporate Services Business Continuity Arrangements**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report provides an overview of the Council's Strategic and Corporate Services (ST) business continuity arrangements in the event of a no-deal Brexit. The report highlights current activities and mitigating actions being put in place across the ST divisions to support the County Council's preparations for a potential no-deal.

Recommendation(s): The Policy & Resources Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Strategic and Corporate Services business continuity arrangements.

1. Introduction

- 1.1 The Strategic and Corporate Services directorate delivers core services which support frontline service delivery and ensures the council is well placed to meet its statutory and regulatory duties. This report provides an overview of business continuity arrangements being put in place across Strategic and Corporate Services in the scenario of a no-deal Brexit on 29 March 2019.
- 1.2 County Council Members have previously received the reports on Kent County Council's preparedness for a no-deal Brexit as referenced in Section 5.

2. Business Continuity Planning

- 2.1 The purpose of Business Continuity Plans is to ensure that services will be maintained both in the short and medium term if there is any disruption. Kent County Council's business continuity planning for a no-deal Brexit is being co-ordinated by the Resilience and Emergency Planning Service (REPS) within the Growth, Environment and Transport Directorate, and through the Directorate Resilience Group structures already in place to address potential disruptions.

- 2.2 The Strategic and Corporate Services Directorate Resilience Group is responsible for identifying critical services, risks to business continuity for the Directorate and interdependencies. The group co-ordinates the ST Directorate response to relevant business continuity and emergency planning exercises and disseminates information to ST divisions from the cross-Directorate Resilience Group. All ST divisions are represented on the group. The group had previously met quarterly but as activities related to Brexit have increased the group now meets on a more regular basis.
- 2.3 An ST Leadership Group has been established to provide support to the ST Resilience Group and to provide an ST link with the Chairs of the Resilience Groups and Kent Resilience Forum (KRF) as part of Brexit contingency planning. The group is chaired by the Director of Infrastructure and includes representatives from the core areas of Infrastructure, Finance, EODD (HR), EODD (Internal and External Comms), Corporate Risk and Strategy and Policy, as well as the chair of the Directorate Resilience Group. The ST Leadership Group provides an overview of planning assumptions of services which may have implications on corporate support capacity and considers organisational prioritisation where required. The steering group meets on a weekly basis.
- 2.4 Ensuring up-to-date business continuity planning is in place across KCC to maintain service delivery in the event of a no-deal Brexit has been a key element of work, with messaging cascaded to KCC services. A template was circulated to Directorate Resilience Groups in December 2018 designed to capture any potential impacts upon services. A request was also made in December 2018 for Directorate Resilience Groups to ensure their services Business Continuity Plans, Business Impact Analysis (BIAs) and Continuity Requirement Analysis are refreshed to inform a Corporate Business Impact Analysis.
- 2.5 ST Divisions are reviewing their Business Continuity Plans to reflect the potential impacts from a no-deal on 29 March. These plans have been shared with the Resilience and Emergency Planning Team. ST Divisions have also been working closely with our key suppliers to ensure their business continuity plans are in place. The ST Leadership Group is reviewing the divisional / directorate business continuity plan returns.
- 2.6 The ST Leadership Group are also identifying further information which is required to establish potential corporate support implications. A questionnaire has been circulated to service heads to enable them to quantify their individual team requirements, encompassing ICT, alternative accommodation and service priorities. Based on responses to the questionnaire, infrastructure will finalise its contingency planning arrangements.

3. Strategic and Corporate Services Divisional Arrangements

- 3.1 Through service activity, the Directorate Resilience Groups and the ST Leadership Group, progress has been in a number of key areas:

3.1.1 Property

- 3.1.2 In the event of a no-deal Brexit, there would be an increased preparedness for staff across KCC to work from home, or from the wider KCC estate where possible in the initial three to six-month period following 29 March 2019. This could involve staff working from libraries, gateways and other KCC offices closer to their homes. The Infrastructure Division is working with Gen2 to prioritise this estate work, and the Division is working with KCC services to identify potential demand for alternative locations, which officers could work from in the event of staff being unable to travel to their normal base of employment.
- 3.1.3 It may be necessary to re-designate accommodation and service requirements during this period to safeguard essential business operations. Infrastructure is engaging with its suppliers, to communicate requirements of the Council in the event planning assumptions are realised. As part of this, communications are being drafted to support business expectations as to the use of KCC's assets during this period.
- 3.1.4 Gen2 are working with all Total Facilities Management (TFM) providers to provide assurance that they have the measures in place to continue Business as Usual (BAU) operations for Kent County Council services, as far as possible, in a no-deal Brexit scenario. A review of statutory testing is being undertaken to identify any that can be brought forward or delayed.
- 3.1.5 Additionally Gen2 are reviewing all capital projects to identify potential Brexit related issues. The next step will be working with individual contractors to see if the materials being used can be acquired early. This may have implications on the capital programme cashflows.

3.2 ICT

- 3.2.1 Infrastructure are working with Cantium Business Services, Finance and Engagement, Organisation Design & Development (EODD), to identify the ICT requirements arising from Directorate Brexit contingency planning, particularly an anticipated shift to remote working. This work will include linking into the internal Corporate Communications plan, with messaging to support remote working.
- 3.2.2 The following actions are being progressed to ensure a robust ICT capacity is in place to account for no-deal contingency planning, which includes:
- Upgrading the remote access capacity to allow 8,000 concurrent users to be able to access the KCC network via A2K, with all the necessary infrastructure upgrades to allow this.
 - Assessment for the additional laptop requirement across the estate.
 - Office 365 access will be available via any ICT device, with authentication via smartphones to enable authentication into KCC systems.

- The mobilisation of extended support and the establishing of five strategically placed hubs around Kent as a safeguard against the potential traffic disruption.
- Additional IT supplies are being sourced to ensure that Infrastructure has access to spare parts.
- The prioritisation of critical line business systems and the negotiation of extended support from KCC's suppliers. This is currently being discussed with the Chairs of the Resilience Groups to ensure that this is aligned to business need.

3.2.3 Mapping work has been undertaken which identifies areas of poor broadband connectivity against where people live and their nearest KCC buildings. This will allow KCC to adopt a more targeted approach in supporting those members of staff involved in critical services and who may not be able to utilise remote working methods. The initial mapping has identified that approximately 90% of staff would have the capacity to work from home if required and that all issues are confined to rural locations.

3.2.4 Work is currently underway to review KCC's data handling practice, identify the extent of use of EU data centres, and assess the potential risks. This work will provide assurance that contingencies are in place to mitigate any disruption to the flow of information across the EU border. The Information Commissioner's Office (ICO) have published guidance which is being reviewed and further information is expected from MCHLG officials shortly, as indicated in a letter from the Secretary of State, James Brokenshire on 31 January 2019. A report setting out KCC's position and mitigating actions will be taken to the Council's internal Information Governance Group in March 2019.

3.2.5 The Kent Public Service Network (KPSN) have been working with partners and have submitted a bid to the Kent Resilience Forum (KRF) to increase the number of remote access licences from 2,000 to 4,000 for 12 months. This will allow KPSN partners including schools to increase their homeworking capability as part of their Business Continuity Planning (BCP) and facilitate any reciprocal arrangements between organisations.

3.3 Commissioning

3.3.1 Strategic Commissioning, Adult Social Care and Public Health are working closely with suppliers to identify the risks to service provision in the event of the no-deal planning assumptions being realised. This includes discussions with Public Health England, who have a seat at Strategic Command and the Kent Resilience Forum (KRF). Two key concerns for the provider market are ensuring the sufficiency of workforce, which may be impacted on as a result of EU nationals leaving the UK, and the impact from traffic congestion over a sustained period of time.

3.3.2 To enable critical frontline care functions to continue home care providers will be expected to adopt a flexible approach with their contractual boundaries. This may include cross-cover and sharing of staff as necessary. Care homes

could be asked to support providing Home (domiciliary) Care in people's own homes. Work is ongoing with the market to ensure providers are prepared, have up-to-date Business Continuity Plans and are ready to meet expectations.

3.3.3 Any significant congestion and/or supply chain issues should not significantly impact on the continued delivery of the Commissioning Support function which provides commercial leadership and procurement support to Strategic and Corporate Services and Growth, Environment and Transport and manages indirect procurement (particularly in relation to spends less than £50k).

3.3.4 However, commercial and indirect procurement services may, to a greater extent than usual, be called upon to support other KCC services in undertaking emergency procurement and spot purchasing, to ensure KCC's continued delivery of critical highways, social care and health services. Depending on the level of increased demand for critical support and capacity to respond to this, KCC may need to prioritise the current levels spending that require services' oversight, in order to free up the necessary resource.

3.4 Public Health

3.4.1 The Director of Public Health is working with Public Health England on contingency plans for Brexit, this includes the potential risk to the public's health which may arise from the implications of residents experiencing traffic congestion for long periods of time and communities being potentially isolated by traffic disruption. The Director of Public Health, as co-chair of the Local Health Resilience Partnership (LHRP), with NHS England, is working to assure that health plans are in place to respond appropriately.

3.4.2 In the event of a no-deal Brexit, Public Health may be required to support Public Health England through advice to Strategic Command and the possible stand-up of the Scientific Cell of Strategic Command. The Public Health teams of both Kent and Medway are in ongoing discussions with Public Health England as to the support and advice that might be required, and the Business Continuity Plans include ensuring Public Health advice and support is able to continue as Business as Usual (BAU).

3.5 Workforce

3.5.1 The Council's existing employment policies and guidance are robust and set out the expectations of staff and the responsibilities of managers. To support these Human Resources (HR) has developed a list of Frequently Asked Questions (FAQs) for managers that would help them understand how to apply the County Council's employment policies in the context of any short term and ongoing disruption that may be caused.

3.5.2 A key focus of HR and Organisational Development's (OD's) continuity plan, is the priority to continue Business as Usual (BAU) operations for the County Council's core services. To support staff resilience employees will be

adequately equipped to work differently or supported to be able to operate in different locations to their usual workplace. The continuity plan addresses minimising the amount of new face to face training sessions for staff during any potential period of disruption following a no-deal scenario. HR and OD are also working very closely with KCC's payroll provider to ensure that KCC employees continue to be paid in the event of any potential disruption.

3.5.3 If EU citizens wish to stay in the UK after 29 March 2019 then they will have to register under the EU Settlement Scheme, which is open for two years. KCC will be publishing communications regarding the scheme so that KCC employees are aware of the situation and the potential implications.

3.5.4 HR and OD have started to re-promote the 'Expect Respect' campaign to remind staff that they shouldn't face abuse and if they experience any incidents, to raise it with their manager. The campaign also reminds staff of our expectations of them in terms of their behaviour.

3.6 Internal Communications

3.6.1 Services across ST are working together to ensure that all Brexit relevant information is collated, and a Corporate Communications Plan has been agreed to provide regular staff and management communication across all channels. Staff Communications will have clear working protocols for any period of prolonged disruption, and additional steps have been taken to ensure all communication channels are resilient in the event of multiple incidents occurring at the same time.

3.6.2 Brexit related KNET pages are currently in operation, and these detail information for staff on the Council's Business Continuity Management process and signpost to further information to support service preparations. From early March 2019 there will be a new KNet platform which will include a central KNet page for all Brexit information. In addition, KMail, and KMail for Managers are all being used to share tools for Business Continuity Planning across KCC and provide updates on specific topics for each service.

3.6.3 EODD are engaging in increased communications activity across KCC with services and staff in preparation for Brexit. A series of messages are being developed to support managers during this period; this includes management briefings at T200, Extended CMT and Challenger meetings. In liaison with HR/ Organisational Development (OD) a special management communication is also planned detailing corporate support, with signposting links, and guidance issued over recent months in one place.

3.7 External Communications

3.7.1 An external communications management plan has been established, and this will be available on the kent.gov website. A Brexit page on Kent.gov will be initiated in February 2019. This will include links to relevant Government information and be updated as the situation evolves. This will be the primary location for service delivery changes post Brexit and will be supported by

social media releases to emphasise the messages to residents. In addition, a central Brexit email address has been set up for KCC Directorates to advise KCC Communications of service delivery changes, so that these can be cascaded to Kent residents. Additionally, a suite of advisory messages is being developed and scaled by severity to cover all eventualities.

3.7.2 The Communications Team anticipate increased demand and activity in three key areas: media and resident communications, website updates and an increase in contact centre call demand to both day and out of hours operations. Additionally, Kent Communications has planned for the potential of staff not being able to get to work. To mitigate these scenarios, the following actions have been identified:

- doubling the capacity of the Communications Team out-of-hours shifts.
- doubling the capacity of the Digital services out-of-hours shifts.
- relocating some contact centre call lines out of the County to ensure there is sufficient capacity.
- recruiting additional staff to assist with communications and social media for a 6-month period.
- ensuring all KCC communications staff members are able to work from home.

3.8 Governance and Member support

3.8.1 The formal meetings of the Council could be impacted due to traffic congestion, meaning that Members and Officers are unable to reach County Hall. The constitution has arrangements for decision-making in such circumstances and regular updates will be provided to Members in the event that the calendar of meetings is likely to be impacted. Prioritisation arrangements will also be in place to ensure necessary meetings are held and are quorate. However, the April and early May schedule of meetings is relatively light due to the pre-election period in the run up to local elections.

3.8.2 Members have a key role in terms of community cohesion and local advocacy. The Member Hub will prioritise the dissemination of relevant information to Members to allow them to discharge this role. KCC's Resilience Guidance for Elected Members, held in the KNet Members' Area, is also under review and will be circulated at the March County Council meeting.

3.8.3 If staff are unable to attend the office or access KCC systems, there will be a reduction in the Council's ability to meet duties regarding timeliness of response under the Data Protection Act 2018, the General Data Protection Regulation (GDPR) and the Freedom of Information Act 2000. Whilst contingency plans will be exercised for Governance, Law and Democracy, responses to requests under this legislation are prepared and researched by services who will be similarly impacted leading to a cumulative delay as frontline activity is prioritised. The General Counsel, in his capacity as Data Protection Officer, will be writing to the Information Commissioner's Office in advance to explain the situation and the mitigation.

- 3.8.4 The Council may also face possible issues in relation to our 'In Round' Admission Appeals in relation to Primary and Secondary School applications this year. The months of April, May and June are amongst the busiest for the School Appeals Service. There are clear statutory timescales that may be impacted by the postal service or staff availability. Similarly, the availability of clerks and panel members may prevent the conduct of lawful appeal panels within relevant timescales with an impact on the admission process for September 2019.
- 3.8.5 Governance, Law and Democracy trade our Admission Appeals service with other local authorities, schools and academies. This forms a material part of the Democratic Services budget and is used to fund the broader service. If impacts do arise, this could reduce the capacity of the service to generate income and lead to budget pressures on the division.
- 3.8.6 The General Counsel has statutory duties in relation to ensuring proper decision-making and the general lawfulness of the Council. In a no-deal scenario, the General Counsel and his team would work across the organisation to mitigate and prioritise the statutory services for the Council. Given the challenges and decisions that may be faced, it is possible that circumstances may require the issuing of a formal report pursuant to Section 5 of the Local Government and Housing Act 1989 regarding the lawfulness of the Council's activities. Ahead of March, the General Counsel will be writing to relevant regulators and government to mitigate the impact of this.

3.9 Risk

- 3.9.1 The Corporate risk function continues to assist the services across the Authority in the identification, assessment and management of risks, encouraging them to utilise divisional, directorate and corporate risk registers to ensure visibility of key risks.
- 3.9.2 The function is in regular contact with the Kent Resilience Forum Brexit Coordinator and Resilience and Emergency Planning team to keep abreast of latest developments and is represented on both the Strategic & Corporate Services and cross-directorate resilience groups in order to aid the continual review of the council's corporate risk profile.
- 3.9.3 Key mitigating actions relating to preparedness for a no-deal Brexit (i.e. business continuity planning and the capturing of costs) that feature on the council's Civil Contingencies and Resilience risk are being monitored via existing corporate risk monitoring processes and reported to the Corporate Management Team, Corporate Board and Cabinet.
- 3.9.4 A number of reports have been provided for Member consideration, including County Council reports in July 2018 and December 2018 and various Cabinet Committee items. As further decisions, information and advice are provided by Government, specific service issues will be brought to the relevant Cabinet Committee. It is intended to bring a further report to County Council in March 2019.

3.10 Finance

- 3.10.1 A priority for the council is that it has the measures in place to continue Business as Usual (BAU) operations for the County Council's core services, whatever the Brexit scenario. The key dates for the closedown timetable for the 2018/19 financial year fall in the weeks immediately following 29 March 2019, and financial regulations are being reviewed in order to ensure that the Council continues to be able to operate effectively.
- 3.10.2 Finance have engaged with Cantium Business Solutions to consider how they can assist in keeping invoice payments, particularly for our external suppliers, running to time. The Division has also asked Directorates a series of questions which will enable further guidance to be developed in relation to invoice payments, Imprest accounts and Purchase cards. Financial management and systems support for Collaborative Planning (CP) is also being considered.
- 3.10.3 On 28 January 2019, the MHCLG published a [written statement](#) on the general funding Local Government will receive for Brexit. £56.5m has been announced to be shared across all local councils in the period 2018-19 and 2019-20 to help with Brexit contingency planning. £20m will be provided this financial year and another £20m in 19/20. A further £5m will be split between teams in the local government department and wider sector for "strengthening resilience preparations and supporting communities". £10m will be kept aside to respond to costs that only surface after the UK has left the EU.
- 3.10.4 County Councils, including KCC, will each receive £87,500 per annum for 2018/19 and 2019/20. For comparison, districts will receive £35,000 and unitary councils, such as Medway, £105,000 per annum for each of these two years. Additionally, in 2018-19 £1.5m is available for areas that face the immediate impact from local ports. KCC is awaiting confirmation of the specific allocation from the available £1.5m local ports and £10m local costs post-Brexit monies.
- 3.10.5 The Government has indicated that this will not be the only funding available to councils affected by Brexit, as they will continue to assess any "new burdens". Funding may also be available from other government departments with KCC already having received separate funding from the Department for Transport. Whilst the confirmed funding is welcome, Kent County Council would face significant costs as a result of a no-deal Brexit and due to lead-in times decisions are needed early to ensure readiness for 29 March 2019.
- 3.10.6 Directorates have been asked to review the costs of their Brexit preparedness and submit bid templates. Work is ongoing to review these returns. The early indications are that required KCC spend will be significantly in excess of the MHCLG funding allocation.
- 3.10.7 Finance has agreed a project code and process for tracking all Brexit preparedness expenditure. A set of Brexit specific 'guidance notes' have also

been developed and will be issued shortly to assist budget managers. It will be important for services to adhere to this guidance when spending money on Brexit related resources.

4. Recommendation

Recommendation: The Policy & Resources Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Strategic and Corporate Services business continuity arrangements.

5. Background Documents

- Brexit Preparedness - Kent County Council Position to County Council (July 2018)
- Business Preparedness for Brexit update to Growth, Economic Development and Communities Cabinet Committee (July 2018)
- Trading Standards update to Growth, Economic Development and Communities Cabinet Committee (September 2018)
- Brexit Preparedness - Kent County Council Update to County Council (December 2018)
- Preparations by HM Government and the European Commission for a No-Deal Brexit to Growth, Economic Development and Communities Cabinet Committee (January 2019)
- Corporate Risk Register in relation to Brexit to Policy and Resources Cabinet Committee (January 2019)

6. Contact details

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From: **Susan Carey, Cabinet Member for Customers, Communications and Performance**

David Cockburn, Corporate Director for Strategic and Corporate Services

To: **Policy & Resources Cabinet Committee – 8 March 2019**

Subject: **Risk Management: Strategic and Corporate Services**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Strategic and Corporate Services directorate, in addition to the risks featuring on the Corporate Risk Register for which the Corporate Directors are the designated 'Risk Owners'.

Recommendation(s): The Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the risks presented.

1. Introduction

- 1.1 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning service delivery planning, performance management and operating standards. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Strategic and Corporate Services directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.3 Strategic and Corporate Services Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Directors in the Strategic and Corporate Services directorate are designated 'Risk Owners' (along with the rest of the Corporate Management Team) for several corporate risks.

1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.

2. Strategic and Corporate Services (ST) directorate led Corporate risks

2.1 Strategic and Corporate Services Directorate currently lead on 8 of the Corporate Risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1.

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating
CRR0009	Future financial and operating environment for local government	20 (High)	12 (Medium)
<p>The level of risk had been reduced slightly in 2017 due to additional social care monies received from Government but in the 2018 autumn refresh it was revised back up from 16 to 20 as we await details of the Government's Spending Review in mid-2019 as well as the outcome of the fair-funding review.</p>			
CRR0011	Embedding KCC's Strategic Commissioning approach and consistency of commissioning standards	9 (Medium)	6 (Low)
<p>The approach aims to meet the need for comprehensive, professional strategic commissioning advice to all directorates across the Authority and requires a whole council ethos, as well as clarity of responsibility and accountability. Over the past 12 months the central Strategic Commissioning division has been established and restructured in order to support the approach set out in the 'Commissioning Success' blueprint. A key action now is to work towards Chartered Institute of Procurement and Supply (CIPS) Excellence accreditation for the organisation, as part of the work to embed consistent commissioning standards across the organisation.</p>			
CRR0013	Delivery of in-year savings within agreed budgets.	9 (Medium)	4 (Low)
<p>Although the forecast revenue pressure of £1.984m, increasing to £4.393m including roll forwards, reported to Cabinet on 28th January 2019 was an improvement compared to the position at the same point last year, there is no room for complacency and must be managed down to at least a balanced position. £2.1m of the forecast pressure relates to the Asylum service and negotiations continue with the Home Office to seek full reimbursement of the costs of supporting unaccompanied asylum seekers and care leavers.</p>			

CRR0014	Cyber-attack threats and their implications	16 (High)	12 (Medium)
Continued vigilance is critical to mitigate this risk that could have serious implications such as unauthorised access to data and / or significant business interruption. Recently, KCC has engaged the 'National Computer Centre Group' to conduct a cyber security review to provide independent assurance on the ability of KCC's IT services to prevent, detect and respond to cyber-attacks. This review commenced in early February 2019 with a view to completion by the end of March 2019.			
CRR0039	Information Governance	12 (Medium)	8 (Medium)
Last year the focus of this risk was narrowed to concentrate on preparedness for compliance with the General Data Protection Regulations (GDPR) in May 2018, including an extensive training programme. While the embedding of the regulations continued past that date, the risk has been broadened out again to reflect a range of potential risk events. A Corporate Information Governance Group has been established to allow for effective management of information governance risks and issues between the Data Protection Officer, Senior Information Risk Owner and Caldicott Guardian.			
CRR0040	Opportunities and risks associated with KCC's Local Authority Trading Companies	12 (Medium)	4 (Low)
The risk is centred around KCC's companies achieving target financial dividends and / or return on investment within timescales and ensuring appropriate governance is in place. One significant mitigation in progress is the implementation of holding arrangements for KCC's companies. A Chairman and Chief Executive have been appointed and are developing a business plan.			
CRR0041	Maintaining a healthy and effective workforce through significant change	12 (Medium)	8 (Medium)
The current level of risk was raised in early autumn 2018, although this was largely based on anecdotal evidence. The level of risk is now being reviewed taking into account the results of the recent comprehensive staff survey. While further analysis is being conducted, headline results show positive responses to questions in the 'resources and workload' and 'my wellbeing' sections that would suggest that a medium risk rating is appropriate and could see the risk return to target level.			
CRR0045	Effectiveness of governance within a Member-led authority	10 (Medium)	5 (Low)
The continuation of a challenging financial and operating environment for Local Government (see risk CRR0009) will require difficult policy decisions to be made in a timely manner, which requires continued effective governance and robust internal control mechanisms. One recently completed mitigation was the development of KCC's informal governance arrangements, authorised by the KCC constitution, which clarify how officers work with elected Members to support effective decision making. This is in addition to KCC Operating Standards for KCC officers to help them discharge their responsibilities effectively.			

3. Strategic and Corporate Services (ST) directorate risk profile

- 3.1 There are currently two directorate risks featured on the Strategic and Corporate Services directorate risk register, both are rated as 'Medium' risk. The directorate register is underpinned by risk registers for each division that are considered for escalation in accordance with KCC's risk management policy.

ST0021	Anti-Bribery and Corruption	9 (Medium)	9 (Medium)
This risk was added to the directorate register in 2017 in response to an Internal Audit report that identified some potential for improvements in the control environment (although no substantiated allegations had been found). An action plan was implemented, and risk level reduced. The risk has been kept on the register to ensure regular review of the risk and its controls.			
ST0023	Workforce capacity, capability and wellbeing	12 (Medium)	8 (Medium)
This risk provides a Strategic & Corporate Services view of the KCC corporate risk. The Directorate Management Team has been reviewing the results of the recent staff survey as relevant to the directorate, with an action plan being devised.			

- 3.2 The Strategic & Corporate Services directorate is engaged in significant business continuity planning in preparation for a potential no-deal Brexit. An overview of these arrangements that highlights current activities and mitigating actions being put in place across the ST directorate to support the County Council's preparations is covered in a separate report to this Committee.
- 3.3 Advances in technology present a significant opportunity for KCC to change how it works, making full use of technology that we have invested in, work differently and from different places and find new ways to interact with our customers and each other.' A business change leadership group made up of senior representatives across the organisation has been established to facilitate coordinated conversations with the business i.e. development of property strategy and elements of ICT transformation.

4. Key Divisional Risks

- 4.1 Underpinning the corporate and directorate risks, there are a number of divisional risks across the ST directorate for which the Directorate Management Team have regular oversight, such as:
- Compliance with legislative duties and associated requirements e.g. Freedom of Information Act; Equality Impact Assessments; Data Protection Impact Assessments.
 - Resource availability in individual divisions to discharge their functions.
 - Ensuring effective relationships with our partners.
 - Review of multi-agency safeguarding board arrangements as a result of Working Together statutory guidance.

- Ensuring provision of appropriate preventative health interventions.
- Addressing safety risks, including fire safety.

5. Recommendation

Recommendation: The Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the risks presented.

6. Background Documents

- 6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

7. Contact details

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Strategic and Corporate Services Led Corporate Risks

Corporate Risks - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2018
CRR0009	Future financial and operating environment for local government	20	12	↑
CRR0011	Embedding KCC's strategic commissioning approach and consistency of commissioning standards	9	6	↔
CRR0013	Delivery of in-year savings within agreed budgets	9	4	↑
CRR0014	Cyber-attack threats and their implications	16	12	↔
CRR0039	Information Governance	12	8	↔
CRR0040	Opportunities and risks associated with KCC's Local Authority Trading Companies	12	4	↑
CRR0041	Maintaining a healthy and effective workforce	12	8	↑
CRR0045	Effectiveness of governance within a Member-led Authority	10	5	NEW

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NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

The overall risk score is derived from multiplying the likelihood and impact scores.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0009	Risk Title	Future financial and operating environment for Local Government			
Source / Cause of risk	Risk Event	Consequence	Risk Owner (s)	Current Likelihood	Current Impact	
<p>The operating environment for local government is likely to continue to change during the coming years, presenting both opportunities and risks for the Council and its partners / service providers.</p> <p>Government funding has continued to reduce, with a number of councils showing signs of financial stress and warning of moves toward a 'minimum service offer', including the issuing of the first section 114 notice for over 20 years.</p> <p>While KCC is not in this position, continuing budget challenges will necessitate difficult policy decisions being made regarding the future of services.</p> <p>The Government's Spending Review in 2019; the Social Care Green Paper; NHS 10-year plan; current uncertainties relating to implications of Brexit and ongoing challenges to secure funding for essential infrastructure to keep pace with housing growth will all affect the operating framework for the Council.</p> <p>Limits on our ability to levy additional council tax without a referendum are still in place.</p>	<p>Additional unfunded spending demands and continued real-terms funding reductions threaten the financial sustainability of KCC, its partners and service providers.</p> <p>In order to set a balanced budget, the council is likely to have to continue to make significant year on year savings. Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen.</p> <p>Insufficient Government Grant available to provide sufficient number of school places.</p>	<p>Unsustainable financial situation, ultimately resulting in s114 notice.</p> <p>Potential for partner or provider failure – including sufficiency gaps in provision.</p> <p>Reduction in resident satisfaction and reputational damage.</p>	<p>On behalf of CMT:</p> <p>Dave Shipton, Acting Section 151 Officer</p> <p>Responsible Cabinet Member (s): All Cabinet Members</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Major (5)</p> <p>Target Residual Impact Serious (4)</p>	

Control Title	Control Owner	
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation	Dave Shipton, Acting Section 151 Officer	
Processes in place for monitoring delivery of savings and budget as a whole	Dave Shipton, Acting Section 151 Officer	
KCC Strategic Statement 2015-2020 and annual report outline key strategic outcomes that the Authority aims to achieve during this period	Paul Carter, Leader of the Council	
KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet	Richard Fitzgerald, Business Intelligence Manager - Performance	
Ongoing oversight of implications relating to proposed Local Authority pension fund changes	Nick Vickers, Business Partner (external funding)	
Support being provided to the Leader of KCC in his role as Chair of the County Councils Network (CCN)	David Whittle, Director SPRCA	
Financial analysis conducted after each budget statement	Dave Shipton, Acting Section 151 Officer	
Engagement with CCN, other local authorities and Government of potential opportunities and issues around devolution and public reform	David Whittle, Director SPRCA	
Continued engagement with Government for a fair Basic Need allocation to meet the demand for school places	Keith Abbott, Director Education Planning and Access	
Action Title	Action Owner	Planned Completion Date
Work proactively with Government regarding how the new business rate retention scheme can be most effectively implemented	Dave Shipton, Acting Section 151 Officer	June 2019 (review)
Engage with Government for a fair-funding needs formula for Grant distribution and tariffs/top ups under business rate retention	Dave Shipton, Acting Section 151 Officer	June 2019 (review)
Ensure appropriate response to Government Spending Review 2019	Dave Shipton, Acting Section 151 Officer	September 2019
Assess impact of and respond to social care green paper	Penny Southern, Corporate Director ASCH	June 2019
Assess implications arising from design of the UK Shared Prosperity Fund (cross-reference to CRR0003)	David Smith, Director Economic Development	June 2019

Risk ID	CRR0011	Risk Title	Embedding KCC's Strategic Commissioning approach and consistency of commissioning standards			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Authority has developed a strategic commissioning approach, which is a journey in changing the systems, culture and approach the organisation takes to achieving its strategic outcomes. The approach aims to meet the need for comprehensive, professional strategic commissioning advice to all directorates across the Authority and requires a whole council ethos, as well as clarity of responsibility and accountability.	Insufficient management capacity and / or capability in key skill areas to support sustained change. Lack of clarity over which activities can be defined as strategic commissioning as distinct from the specification of service outcomes. Lack of buy-in to whole-council ethos to support the changes required.	Potential to fall short of achieving benefits if changes introduced are not fully embedded.	In collaboration with CMT: Vincent Godfrey, Strategic Commissioner Responsible Cabinet Member: Catherine Rankin, Strategic Commissioning	Possible (3)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Significant (3)	
Control Title				Control Owner		
Senior role of Strategic Commissioner appointed, reporting to the Head of Paid Service, to oversee the delivery of strategic commissioning expertise				David Cockburn, Head of Paid Service		
Building capacity and capability in commissioning is a key area of KCC's Organisation Development action plan				Julie Cudmore, Head of Organisation Development		
Cabinet Member role for Strategic Commissioning created				Paul Carter, Leader of the Council		
Rolling programme of reviews of contract management arrangements for major contracts embedded into Business as Usual and reported on regularly				Vincent Godfrey, Strategic Commissioner		
<i>Commissioning Success:</i> A strategy to improve lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses through successful commissioning developed as part of a co-design process				Vincent Godfrey, Strategic Commissioner		
KCC has established a Strategic Commissioning Division to strengthen commissioning capability, and lead and shape commissioning activity, which has been restructured as a vehicle for achievement of business strategy				Vincent Godfrey, Strategic Commissioner		

Commissioning Standards Framework Group provides strategic oversight and agreement by executive Members and senior professional officers of the proposed minimum standards for strategic commissioning activity throughout the life cycle which will make up the Commissioning Framework	Catherine Rankin, Cabinet Member for Strategic Commissioning	
KCC informal Governance arrangements refreshed to include continued focus on improving quality of commissioning activity	Vincent Godfrey, Strategic Commissioner	
Action Title	Action Owner	Planned Completion Date
Work towards Chartered Institute of Procurement and Supply (CIPS) Excellence accreditation for the organisation	Vincent Godfrey, Strategic Commissioner	October 2019

Risk ID	CRR0013	Risk Title	Delivery of in-year savings within agreed budgets			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The ongoing difficult public financial situation and economic uncertainty continue to mean significant reductions in funding to the public sector and Local Government in particular, at a time when spending pressures on councils are increasing.	Robust plans to achieve the required savings are not developed in time to enable implementation and realisation of benefits.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent.	On behalf of CMT: Dave Shipton, Acting Section 151 Officer	Possible (3)	Significant (3)	
KCC has already made significant cost savings and still needs to make significant ongoing year-on-year savings in order to "balance its books".	Plans are not aligned with Cabinet Member priorities.	Potential adverse impact on council transformation plans.	Responsible Cabinet Member(s): Peter Oakford, Finance and Traded Services	Target Residual Likelihood Unlikely (2)	Target Residual Impact Unlikely (2)	
		Depletion of the Council's financial reserves.				
		Reputational damage to the council.				
Control Title			Control Owner			
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process			Dave Shipton, Acting Section 151 Officer			
Process for monitoring delivery of savings is in place, including a Budget Delivery Group to scrutinise progress			Dave Shipton, Acting Section 151 Officer			
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole			Dave Shipton, Acting Section 151 Officer			
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered			Diane Trollope, Head of Engagement & Consultation			
Controls and mechanisms remain robust			Dave Shipton, Acting Section 151 Officer			
Indicative cash limits and savings targets allocated to Corporate Directors to allow early planning			Corporate Directors and Director Group			

Six monthly update reports on progress against budgeted savings presented to Governance & Audit Committee	Corporate Directors and Director Group
Continued engagement with the Home Office for a fair settlement for Unaccompanied Asylum-Seeking Children (UASC), particularly Care Leavers	Matt Dunkley, Corporate Director, CYPE
Action Title	Action Owner
Planned Completion Date	
NOTE: Level of risk is expected to decrease during the year by effective operation of existing controls.	

Risk ID	CRR0014	Risk Title	Cyber-attack threats and their implications			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact	
<p>The Council has a duty to protect personal and other sensitive data that it holds on its staff, service users and residents of Kent.</p> <p>KCC repels a high number of cyber-attacks on a daily basis, although organisations across all sectors are experiencing an increasing threat in recent times and must ensure that all reasonable methods are employed to mitigate them (within resource constraints), both in terms of prevention and preparedness of response in the event of any successful attack.</p> <p>KCC's ICT Strategy will move the Authority's technology to cloud based services. It is important to harness these new capabilities in terms of both IT security and resilience, whilst emerging threats are understood and managed.</p> <p>In information terms the other factor is human. Technology can only provide a level of protection. Our staff and members must have a strong awareness of their responsibilities in terms of IT and information security.</p>	<p>Successful cyber-attack (e.g. 'phishing' scam) leading to loss or unauthorised access to sensitive business data.</p> <p>Significant business interruption caused by a successful attack.</p>	<p>Data Protection breach and consequent Information Commissioner's Office (ICO) sanction.</p> <p>Damages claims.</p> <p>Reputational Damage.</p> <p>Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated.</p>	<p>Rebecca Spore, Director Infrastructure</p> <p>Ben Watts, General Counsel and KCC Data Protection Officer</p> <p>Amanda Beer, Corporate Director Engagement, Organisational Design & Development.</p> <p>Responsible Cabinet Member(s): Eric Hotson, Corporate & Democratic Services</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>	

Control Title	Control Owner
Systems are configured in line with best practice security controls proportionate to the business information being handled. Systems are risk assessed and reviewed to ensure compliance is maintained	Kathy Stevens, ICT Compliance and Risk Manager
Staff are required to abide by IT policies that set out the required behaviour of staff in the use of the technology provided. These policies are reviewed on an annual basis for appropriateness	Kathy Stevens, ICT Compliance and Risk Manager
Continual awareness raising of key risks amongst the workforce and manager oversight	Internal Communications function / Rebecca Spore, Director Infrastructure / All Managers
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place	Rebecca Spore, Director Infrastructure
External reviews of the Authority's security compliance are carried out to maintain accreditation and confirm best practice is applied	Kathy Stevens, ICT Compliance and Risk Manager
Persistent monitoring of threats, network behaviours and data transfers to seek out possible breaches and take necessary action	Kathy Stevens, ICT Compliance and Risk Manager
Data Protection and Information Governance training is mandatory and requires staff and members to refresh periodically. Progress rates monitored regularly.	Ben Watts, General Counsel
Further training introduced relating to cyber-crime, cyber security and social engineering to raise staff awareness and knowledge	Rebecca Spore, Director Infrastructure
Messages to encourage increased awareness of information security amongst staff are to be communicated to align with key implementation milestones of the ICT Transformation Programme	Diane Trollope, Head of Engagement and Consultation
Procedures to address data breaches from KCC 'client side' perspective are covered within the Infrastructure business continuity plan	Kathy Stevens, ICT Compliance and Risk Manager
Monthly updated remediation plans produced for the Director of Infrastructure and Senior Information Risk Owner. Quarterly reporting to the Directorate Management Team	Kathy Stevens, ICT Compliance and Risk Manager
A Cyber incident response and management policy has been developed which strengthens the responsibilities and accountabilities across the Authority	Kathy Stevens, ICT Compliance and Risk Manager

Action Title	Action Owner	Planned Completion Date
Implementation of ICT Transformation Programme includes actions to further strengthen ICT resilience, with systems and software compliance with various UK Standards	Rebecca Spore, Director of Infrastructure	March 2019
Liaise with service partners / providers to ensure clarity regarding support available and respective responsibilities to address data breaches should they occur	Kathy Stevens, ICT Compliance and Risk Manager	June 2019
Independent cyber security review commissioned to provide assurance of KCC's cyber security controls	Rebecca Spore, Director of Infrastructure	April 2019

Risk ID	CRR0039	Risk Title	Information Governance			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council is required to maintain the confidentiality, integrity and proper use of data under the Data Protection Act 2018.	Failure to embed the appropriate processes and procedures to meet the new regulations.	Information Commissioner's Office sanction (e.g. undertaking, assessment, improvement, enforcement or monetary penalty notice issued against the Authority).	Ben Watts, General Counsel and Data Protection Officer in collaboration with David Whittle, Senior Information Risk Owner	Possible (3)	Serious (4)	
General Data Protection Regulations (GDPR) came into effect that have introduced significantly increased obligations on all data controllers, including the Council.	Information security incidents (caused by both human error and / or system compromise) resulting in loss of personal data or breach of privacy / confidentiality.	Serious breaches under GDPR could attract a fine of €20m.	Responsible Cabinet Member:	Target Residual Likelihood	Target Residual Impact	
There is insufficient resource available to undertake comprehensive oversight / assurance activity that provides assurance on compliance with existing information governance standards.	Council accreditation for access to government and partner ICT data, systems and network is withdrawn.	Increased risk of litigation.	Eric Hotson, Corporate & Democratic Services	Unlikely (2)	Serious (4)	
There is a critical dependency on one of the Council's Local Authority Trading Companies (CBS) to support Information Governance compliance for the KCC systems and network.	Cantium Business Solutions prioritises commercial work or does not undertake information governance compliance work in an appropriate and timely fashion.	Reputational damage.				
KCC services' requirement for non-standard systems creates vulnerabilities.						
Control Title				Control Owner		
Data Protection Officer in place to act as designated contact with the Information Commissioner's Office				Ben Watts, General Counsel		
Caldicott Guardian appointed with training and support to undertake the role				Penny Southern, Corporate Director ASCH		

Senior Information Risk Owner for the Council appointed with training and support to undertake the role	David Whittle, Director SPRCA	
Corporate Information Governance group to allow for effective management of information governance risks and issues between the DPO, SIRO and Caldicott Guardian	Ben Watts, General Counsel	
Management Guide / Operating Modules on Information Governance in place, highlighting key policies and procedures	Caroline Dodge, Team Leader Information Resilience & Transparency	
A number of policies and procedures are in place including KCC Information Governance Policy; Information Governance Management Framework; Information Security Policy; Data Protection Policy; Freedom of Information Policy; and Environmental Information Regulations Policy all in place and reviewed regularly	Ben Watts, General Counsel	
Staff are required to complete mandatory training on Information Governance and Data Protection and refresh their knowledge every two years as a minimum	Ben Watts, General Counsel / Amanda Beer, Corporate Director EODD	
ICT Commissioning function has necessary working / contractual relationship with the Cantium Business Solutions to require support on KCC ICT compliance and audit	Rebecca Spore, Director of Infrastructure	
Information Resilience and Transparency team in place, providing business information governance support	Caroline Dodge, Team Leader Information Resilience & Transparency	
Privacy notices as well as procedures/protocols for investigating and reporting data breaches reviewed and updated	Caroline Dodge, Team Leader Information Resilience & Transparency	
Action Title	Action Owner	Planned Completion Date
Development of stand-alone Information Governance risk register	David Whittle, Director SPRCA	March 2019
Consider introduction of additional information governance controls, utilising capabilities of Microsoft Office 365	David Whittle, Director SPRCA / Ben Watts, General Counsel	April 2019

Risk ID	CRR0040	Risk Title	Opportunities and risks associated with KCC's Local Authority Trading Companies (LATCos)				
Source / Cause of risk	<p>KCC has established a number of wholly-owned companies delivering a wide range of professional services that can bring benefits such as a change in culture and a more commercial approach to delivering services; more freedom to invest; the ability to secure new external clients; and the ability to grow the business and return a dividend to the Council as shareholder.</p> <p>As with any new company start up, there will also be risks to be managed.</p> <p>With the number of wholly-owned companies increasing, the council has reached a cross-over point where the wider objectives of the shareholder (KCC) is of at least the same importance as the individual needs of the new companies.</p> <p>KCC does not make the necessary internal changes / decisions (e.g. internal commissioning arrangements) necessary to support the delivery of the agreed business plans of trading companies.</p>	Risk Event	<p>Expected financial dividends not met or return on investment takes longer than planned to achieve.</p> <p>One or more company acts in a way that does not fit with KCC's values.</p> <p>Council attempts to manage or run individual companies rather than acting as shareholder to extract the maximum value and benefit for the council in terms of both financial return and delivery of our identified outcomes as the owner of the businesses.</p> <p>Insufficient quality of service from company to KCC 'client'.</p>	Consequence	<p>Additional pressures on Council budget.</p> <p>Reputational damage.</p> <p>Companies may not be able to take advantage of commercial opportunities if decision-making is restricted.</p> <p>Risk Owner</p> <p>KCC Shareholder Boards</p> <p>Responsible Cabinet Member:</p> <p>Peter Oakford, Finance and Traded Services</p> <p>Supported by:</p> <p>Richard Long, Cabinet Lead for Traded Services</p>	<p>Current Likelihood</p> <p>Likely (4)</p> <p>Target Residual Likelihood</p> <p>Unlikely (2)</p>	<p>Current Impact</p> <p>Significant (3)</p> <p>Target Residual Impact</p> <p>Moderate (2)</p>

Control Title	Control Owner	
Governance: shareholder and company boards exist for KCC-owned companies with respective roles, with matters reserved for shareholder decision outlined	Ben Watts, General Counsel	
Cultural and change factors are built into the planning for proposed creation of alternative service delivery models	Julie Cudmore, Head of Organisation Development	
KCC's Group Audit function conducts audits for KCC-owned companies	Robert Patterson, Head of Internal Audit	
Robust business cases developed for proposed new companies, subject to Member and Officer scrutiny – including consideration of market potential, governance arrangements etc.	Relevant Cabinet Member and Corporate Director.	
KCC company governance and ownership reviewed with regular updates given to Policy & Resources Cabinet Committee	Richard Long, Cabinet Lead for Traded Services / David Cockburn, Head of Paid Service / Ben Watts, General Counsel / Dave Shipton, Acting Section 151 Officer	
Action Title	Action Owner	Planned Completion Date
The Council is effecting changes to the constitution and Member scrutiny to support effective oversight and input by Members	Ben Watts, General Counsel	May 2019
Implementation of holding arrangements for KCC's companies	Ben Watts, General Counsel	April 2019 (review)
To develop exit strategies in relation to all businesses from a commissioning and shareholder perspective against various potential outcomes	Relevant commissioners / Share holder Boards	Ongoing
Accommodation solution agreed to support Cantium Business Solutions requirement for co-location of staff as per agreed Business Plan	Rebecca Spore, Director Infrastructure	April 2019

Risk ID	CRR0041	Risk Title	Maintaining a healthy and effective workforce			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
KCC's workforce makes a vital contribution to the delivery of the Council's strategic outcomes, through its energy, commitment and hard work.	Low morale or stress related to organisational change or other factors.	Negative impact on productivity and levels of service.	Corporate Management Team	Possible (3)	Serious (4)	
Staff across the organisation need to be healthy, motivated and have the right skills to help the organisation develop.	Increased sickness levels.					
It is important that this continues through challenging times, with significant change becoming the new reality and further year-on-year efficiencies being required to meet difficult budgetary challenges.	Lack of depth / resilience of key personnel or teams.					
	Increasing demands on staff leads to insufficient capacity.		Responsible Cabinet Member: Eric Hotson, Corporate and Democratic Services	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)	
Control Title				Control Owner		
Refreshed approach to managing people and performance focusing in particular on regular, high quality conversations between managers and staff and emphasising management accountability and employee engagement				Amanda Beer, Corporate Director EODD		
Annual staff survey (Employment Value Proposition – EVP) builds insight by looking at the perceived balance between what the organisation offers staff and what employees bring to the job				Amanda Beer, Corporate Director EODD		
Wellbeing initiatives and health promotions for staff				Paul Royel, Head of Human Resources (HR) and Organisation Development (OD)		
Arrangements in place for active monitoring and response to absence				Paul Royel, Head of HR and OD		
Employee engagement strategy in place				Paul Royel, Head of HR and OD		

iResilience tools available	Amanda Beer, Corporate Director EODD	
Staff care services provide professional occupational health, counselling (Support Line); coaching and mediation services to help ensure staff are physically, emotionally and mentally well	Mark Scott, Chief Executive Cantium Business Solutions	
Suite of key performance indicators being monitored as early warning indicators e.g. retention, absence	Amanda Beer, Corporate Director EODD	
Directorate Organisation Development groups share best practice and facilitate communication on key OD issues	Julie Cudmore, Head of Organisation Development	
Service redesigns take account of capacity and capability issues ensuring resources are allocated appropriately	Corporate Management Team	
Significant and positive engagement with staff representatives	Paul Royel, Head of Human Resources (HR) and Organisation Development (OD)	
Comprehensive leadership and management training & development offer available	Paul Royel, Head of Human Resources and Organisation Development	
Action Title	Action Owner	Planned Completion Date
Review progress against actions arising from the Autumn 2018 staff survey	Corporate Management Team	April 2019

Risk ID	CRR0045	Risk Title: Effectiveness of governance within a Member-led Authority				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The continuation of a challenging financial and operating environment for Local Government (see risk CRR0009) will require difficult policy decisions to be made in a timely manner, which requires continued effective governance and robust internal control mechanisms.</p> <p>KCC's constitution explicitly references its Member-led / Officer managed demarcation, which consequently places dependency / risk on the effectiveness of the member governance of the Council. It is crucial that the Council avoids some of the inherent risks such as:</p> <p>Professional / statutory officers failing in their duty to provide robust professional advice needed by Member to effectively discharge their member leadership role, or unwillingness of elected Members to appropriately consider advice from professional / statutory officers.</p> <p>Over reliance on informal governance arrangements and political group meetings to direct officers and make decisions</p>	<p>Members are unwilling or unable to agree necessary policy (service) decisions to deliver a legally balanced budget and sustainable medium-term financial plan (MTFP).</p> <p>Members agree a budget requiring unrealistic and undeliverable efficiency savings leading to significant in-year overspends.</p> <p>Officers act on direction from members which has no basis in statutory decision making or the Council's constitution.</p> <p>Statutory officers (S151, Monitoring Officer, Head of Paid Service) are required to use their powers to intervene or alert the Council to inappropriate/illegal decision-making.</p>	<p>Decisions challenged under judicial review on the appropriateness of the decision-making within KCC</p> <p>Monitoring Officer / Head of Paid Service statutory report to Council</p> <p>Reputational damage to the Council</p> <p>S114 Notice issued by the S151 Officer</p>	<p>Paul Carter, Leader of the Council</p> <p>David Cockburn, Head of Paid Service</p>	<p>Unlikely (2)</p> <p>Target Residual Likelihood</p> <p>Very Unlikely (1)</p>	<p>Major (5)</p> <p>Target Residual Impact</p> <p>Major (5)</p>	

outside of formal statutory decision-making and scrutiny arrangements.

Policy options regarding the service offer of the Council are not adequately or appropriately considered within the budget development/approval process.

Failure of the governance structures of the council (Cabinet, Cabinet Committee, Full Council, Scrutiny Committee/Governance & Audit) to provide robust internal and external oversight, scrutiny and challenge of budget options and delivery of agreed MTFP savings programme.

Control Title	Control Owner
Strategic Statement agreed by County Council and published setting out medium-term objectives and priorities of the Council	Paul Carter, Leader of the Council
MTFP and Budget Book agreed by Full Council and support/briefing provided for all political groups by officers on budget development options	Dave Shipton, Acting Section 151 Officer
Key and significant decision-making process in place for Executive decisions and appropriately published Forward Plan of Executive Decisions	Ben Watts, General Counsel
Transformation plans and/or business cases for strategic change underpinning MTFP shared with non-executive members through Cabinet Committees as part of the executive decision-making arrangements	David Cockburn, Head of Paid Service
Member and Officer codes of conduct in place and robustly monitored and enforced	Ben Watts, General Counsel
Member development and training programme in place and overseen by Selection and Member Services Committee	Ben Watts, General Counsel
Appropriate officer development and training programme in place and overseen by CMT	Amanda Beer, Corporate Director – EODD
Appropriately detailed and timely financial monitoring reports considered by Cabinet and Cabinet Committees	Dave Shipton, Acting Section 151 Officer

Appropriate performance reporting of service and corporate performance to Cabinet, Cabinet Committee and Full Council	David Cockburn, Head of Paid Service	
Effective internal audit arrangements in place and robust monitoring arrangements for the delivery of internal audit recommendations to Governance & Audit Committee	Dave Shipton, Acting Section 151 Officer	
Provision for Chief Officers to seek written direction from Executive Members within the KCC Constitution	Ben Watts, General Counsel	
Annual Governance Statement (AGS) arrangements in place with returns made across both senior and statutory officers	Ben Watts., General Counsel	
Appropriate and effective corporate risk management procedures in place for the Council	David Whittle, Director SPRCA	
Democratic Services appropriately resourced to support effective Committee governance and scrutiny arrangements	Ben Watts, General Counsel	
Informal governance arrangements authorised by the KCC Constitution have been published on KNet, as a practical guide for how officers work with elected Members to help them support effective decision making for our service users, residents and communities.	David Whittle, Director SPRCA	
New operating standards for KCC officers that support KCC's constitution published on KNet, signposting officers to essential policy information and additional guidance on specific topics, to help officers discharge their responsibilities effectively.	David Whittle, Director SPRCA	
Action Title	Action Owner	Planned Completion Date
Development of single Strategic Delivery Plan for KCC	David Whittle, Director SPRCA	March 2019
Refresh of the Kent County Council's constitution	Ben Watts, General Counsel	May 2019

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**From: Catherine Rankin, Cabinet Member for Strategic Commissioning
Vincent Godfrey, Strategic Commissioner**

To: Policy and Resources Cabinet Committee – 8 March 2019

Subject Six Month Update and Forward Plan for Contract Management Review Group

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Divisions: All

Summary:

The Contract Management Review Group, which is Chaired by the Cabinet Member for Strategic Commissioning, meets on a regular basis to look in detail at how a specific contract is being managed.

The contracts are reviewed using a methodology based on the National Audit Office guidance on how contracts should be managed.

Recommendations:

The Policy and Resources Cabinet Committee are asked to:

- i) comment on the report and endorse the timetable of reviews; and
- ii) support the direction of travel for contract management identified in section five.

1 Overview

1.1 The Contract Management Review Group (CMRG) meets on a regular basis to look in depth at a specific contract, asking contract managers to review the maturity of their contract management practice against a set of criteria based on National Audit Office guidance. Background on the development of the group can be found in Appendix 1.

1.2 The membership of the group is:

- Cabinet Member for Strategic Commissioning (Chair)
- Deputy Cabinet Member for Strategic Commissioning
- Deputy Cabinet Member for Finance

- Head of Finance, Operations
 - Strategic Commissioner
 - Head of Commissioning Support
 - Commissioning Standards Manager
- 1.3 CMRG reports to the Budget Delivery Group as a standing item.
- 1.4 Advice is given to managers for areas to consider in their future practice, or when they are looking at re-commissioning services.
- 1.5 In total, CMRG has reviewed over 30 contracts, with 16 major contracts reviewed in the past year, including Adults Residential Care, Highways Term Maintenance, Total Facilities Management.
- 1.4 The Forward Plan of items for the next five months is included below

2. Key learnings from reviews undertaken this year

- 2.1 Overall the engagement between the CMRG and the contract managers has been very positive and successful in promulgating good contract management practice.
- 2.2 Contracts that have been re-reviewed have seen significant improvements in how they are managed, now contract owners are better informed about standards and expectations of the NAO framework.

An excellent example of this is the Agilisys contract. CMRG identified performance issues when the contract was first considered in October 2016 and gave the contract managers areas to focus on. When the contract was reconsidered in January 2018, the group was satisfied and reassured that robust contract management has ensured that the rectification plans had been put in place, and that suitable remedies and action plans had been closely monitored and resolved.

- 2.3 During the course of the year certain themes have emerged when reviewing the contracts, many of them involved with the initial set up of the contracts.
- 2.4 One area that has been highlighted has been the need to be evidence based, specific and relevant when developing performance measures for the contract, both in terms of the provider's ability to deliver, but also in terms of measurability.
- 2.5 The challenges of mobilisation have often been under-estimated, and although planning has been evident, this has not also been followed through, nor risks effectively mitigated.
- 2.6 There is, in general, a lack of understanding that contracts need to develop over time, to be concurrent with need, rather than remaining the same as when they were let. This is especially true when contracts are running over a longer period.

There were some areas where this ability had been utilised, and it was clear that the level of commercial understanding in the organisation is starting to improve.

2.7 The systems within the organisation were limiting the ability of contract managers to do their job and therefore the level of maturity in the Administration section of the assessment was restricted to scores of 3 out of 5.

3. Review of Older Persons Residential and Nursing Care Homes Contract

3.1 In June 2018 CMRG reviewed the Older Persons Residential and Nursing Care Homes contract – (184 contracted care homes), with anticipated value of £94m in the current financial year.

3.2 Several issues were found with the management of the contract and CMRG requested focussed work to turn this around.

3.3 The Cabinet Member for Strategic Commissioning has held two interim follow up meetings with the contract manager to monitor progress, and the Contract returned to CMRG on January 29th, where it was clear that progress had been made, and that the contract managers had identified and moved forward on all of the issues associated.

3.4 However, it was also clear that, as highlighted above, there is a need for improvement in the systems that support contract managers in their work.

4. Upcoming Reviews

4.1 Items are selected for review based on a number of criteria:

- Value
- Complexity i.e. are there factors that would make contract management more difficult – e.g. demand led activity-based contracts as opposed to set monthly payments
- Risk - is the service one that carries inherent risks, e.g. safeguarding risks associated with social care contracts
- Stage of commissioning cycle – will the contract be coming to an end in the next two years. Examination during this time will allow for lessons learned to inform the future approach
- Synergy with audit – is a review of the contract on the timetable for audit, or have audit recently conducted a review (contracts will then be moved down the list – and CMRG will look at how contract managers have implemented audit recommendations
- Strategically important – contracts that may not fulfil the above criteria but recognised as important to the council fulfilling its

strategic objectives e.g. Inward Investment Service (Locate in Kent)

4.2 In addition to items selected on the above basis, CMRG is also responsive to requests from Members, Committees and the Commissioning Boards. For example, the CYPS Cabinet Committee recently requested that the group review the Targeted and Specialist Mental Health Contract, and this will be incorporated into the timetable and will report back to the Cabinet Committee

4.3 The table below sets out topics discussed at recent meetings and the forthcoming items.

Date of CMRG	Contract	Lead Officer
29.01.19, 11.30am – 12.30	Adult Residential Care	Clare Maynard
14.02.19, 3pm – 4pm (Moved to March)	Inward Investment Contract - Locate in Kent Visitor Economy Contract - Visit Kent	David Hughes
26.02.19, 2pm – 3pm	School Building Contracts (to include Kier and Willmott Dixon)	Rebecca Spore
12.03.19, 3pm – 4pm	Targeted & Specialist Mental Health Service Contract	TBC
26.03.19, 1.30 – 2.30pm	Kent Community Health Foundation Trust – Psychosexual Counselling Services	TBC
April (date tbc)	Carers short break service Domestic Abuse Support Services	Tracey Schneider Emma Hanson/Melanie Anthony
April (date tbc)	ICES Lot 2 TECS Invicta Telecare Integrated Community Equipment Contract	Tracey Veasey, Mark Hogan & Jane Miller Tracey Veasey, Mark Hogan, Jane Miller, Clare Maynard
May (date tbc)	Fostering Placements Contract	Christy Holden

5. Next Steps

- 5.1 The Maturity Assessment matrix is currently being reviewed to ensure that it is fit for purpose.
- 5.2 Following this review, it will be used to inform the development of a Contract Management Standard and associated supporting documentation for contract managers.
- 5.3. The standard and maturity assessment tool will be used to shape the delivery of future contract management training modules, with the support of Learning & Development
- 5.4 Analysis is being undertaken to identify the current usage and issues with support systems for contract managers, which will then be used to develop a case for change.

6. Recommendations:

The Policy and Resources Cabinet Committee are asked to:

- iii) comment on the report and endorse the timetable of reviews; and
- iv) support the direction of travel for contract management identified in section five.

Background Documents

- Contract Management Review Group – Report to P & R Cabinet Committee
11th May 2018

Report Author

Wayne Gough, Commissioning Standards Manager

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Relevant Director:

Vincent Godfrey, Strategic Commissioner

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Vincent.godfrey@kent.gov.uk

Background to the Contract Management Review Group

- 1.1 The Policy and Resources Cabinet Committee (PRCC) meeting of September 2016 considered and endorsed next steps to developing the Council's commercial approach through effective contract management practice. Contract management is a key component of the commissioning cycle and enables the effective delivery of our strategic outcomes in line with the County Council's Strategic Statement "Increasing Opportunities, Improving Outcomes". It is arguable that contract management has historically received less attention than other phases of the commissioning cycle such as procurement whilst being equally important.
- 1.2 A sub-group of the Budget and Programme Delivery Board (BPDB) was subsequently convened and chaired by the Cabinet Member for Finance to undertake a series of contract management reviews. The objective of the sub group is to promulgate better practice that in turn improves value for money and management of risk. Membership of the sub group has developed over time and now includes those listed below and recognises the critical role of members in providing oversight and governance around the commissioning cycle.
- Cabinet Member for Strategic Commissioning (Chair)
 - Deputy Cabinet Member for Strategic Commissioning
 - Deputy Cabinet Member for Finance
 - Head of Finance, Operations
 - Strategic Commissioner
 - Head of Commissioning Support
 - Commissioning Standards Manager
- 1.3 The CMRG adopted the National Audit Office (NAO) good practice contract management framework as the reference standard for its reviews. This framework identifies eight key contract management activities as follows.
- Planning and governance
 - preparing for contract management and providing oversight
 - People
 - ensuring the right people are in place to carry out the contract management activities
 - Administration
 - managing the physical contract and the timetable for making decisions
 - Managing relationships
 - developing strong internal and external relationships that facilitate delivery
 - Managing performance
 - ensuring the service is provided in line with the contract
 - Payment and incentives

- ensuring payments are made to the supplier in line with the contract and that appropriate incentive mechanisms are in place and well managed
 - Risk
 - understanding and managing contractual and supplier risk
 - Contract development
 - effective handling of changes to the contract
- 1.4 The CMRG used the framework to develop a contract management maturity assessment template for its reviews (Appendix 1 refers). Each contract owner completes the template and provides supporting evidence for submission prior to meeting the CMRG. The expectation is that contract owners should have the information required to complete the template readily available in some form or another as part of a day-to-day good practice approach to contract management.
- 1.5 Unlike an audit, the review process relies on self-assessment by the contract owner and the CMRG does not itself verify evidence and check source material. Contract owners do though sign to attest that the information provided to the CMRG is accurate and that they are accountable for it. The CMRG would refer a matter to internal audit should the need arise. Within the CMRG meeting the member led group provides a robust level of challenge and questioning to determine where improvements can be made in Contract Management practice.

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

To: **Policy and Resources Cabinet Committee - 8 March 2019**

Subject: **Ground Lease at Meopham Academy, Wrotham Road, Meopham for the new Meopham Library**

Decision No. 19/00022

Classification: Unrestricted

Past Pathway of Paper: Published on Forward Plan

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: Gravesham Rural

Summary: This report sets out the recommendation to enter into a new 999 year lease with Swale Academy Trust, for relocation of the new Meopham Library.

Recommendation(s):

The **Policy and Resources Committee** is asked to **CONSIDER** and **ENDORSE**, or **MAKE RECOMMENDATIONS** to the Cabinet Member for Corporate and Democratic Services on the proposed decision to enter into a new lease of land at Meopham Academy and for the Director of Infrastructure to finalise terms and complete the transaction.

1. Introduction

1.1 Meopham School entered the former grant-maintained sector in September 1992. The Transfer to the School's Governing Body was completed in January 1996. The School became a Foundation School on 1st September 2009 and converted to an Academy on 1st February 2013.

1.2 At the time of the School's incorporation into the former grant-maintained sector, the County Council operated a Public Library from the School. In accordance with the Education Reform Act 1998, the County Council were entitled to retain an estate interest in the Library, as this property was neither held for nor used by the School at the time of conversion.

1.3 As the Library formed part of the main School building at the time, the County Council took a 999 year internal – repairing lease of the Library, at a peppercorn rent, with rights of access, shared car parking facilities. The lease was completed in January 1998.

1.4 The Academy was the subject of a Education Funding Agency (EFA) – led Priority School Building (PSB) Project, for redevelopment of the site to provide new education buildings. The approved design and layout of the new buildings did not include an integrated replacement Library, as it was considered more appropriate for a new Library to provided in a separate building, within the grounds of the Academy.

1.5 The EFA's Direction, in the form of a letter dated 22nd March 2016, compelled the Trust to grant a new ground lease of an area within the Academy to the County Council, for construction, use and occupation of a new self-contained Library. The lease to be for a term of 999 years, at a peppercorn rent, for consistency with the lease previously granted in January 1998.

1.6 The new Library was built in Summer 2017, handed over to the County Council in Autumn 2017 and opened to the public in early December 2017. The County Council vacated the former Library in December 2017. The County Council currently occupy the Library under the terms of a short term lease, pending completion of the 999 year lease. The former Library and original School buildings were demolished in 2018.

2. Corporate Objectives:

The proposed decision meets the objectives of “Increasing Opportunities, Improving Outcomes: Kent County Council’s Strategic Statement (2015 – 2020) “ as follows:-

- The young people of Meopham and adjoining communities will maintain access to work, education and training opportunities by the provision of a local Library,
- Meopham residents and adjoining communities will maintain a good quality of life, with social and cultural opportunities.

3. Consultations

The Local Member has been formally notified of the proposed taking of the lease.

4. Financial Implications

4.1 A rent of £1 (one pound) per annum, if demanded. Each party to bear its own costs upon completion of the new lease.

4.2 The running costs of the former Library and the new Library have increased which is representative of a stand alone building rather than an apportionment of costs based on the academy operating costs.

5. Legal

The land subject of the proposed lease was previously owned by the County Council, prior to the Transfer to the Governing Body as referred to in item 1.1 above. The Governing Body have not disclosed any dealings they may have completed on the land

since it came into their ownership which could prejudice the proposed lease, though full due diligence will be carried out as part of the process for the taking of the lease.

6. Equalities

The new Library provides an improved full and direct disabled access compared to the former Library and exclusive and fully accessible welfare facilities for the Library staff and users. A disabled parking space is located directly in front of the new Library, considerably closer than before.

7. Conclusion

The taking of the lease will provide the County Council with an estate interest in the new Library equal to its interest in the former Library and allows KCC to continue to provide its services in the locality

8. Recommendation

The **Policy and Resources Committee** is asked to **CONSIDER** and **ENDORSE**, or **MAKE RECOMMENDATIONS** to the Cabinet Member for Corporate and Democratic Services on the proposed decision to enter into a new lease of land at Meopham Academy and for the Director of Infrastructure to finalise terms and complete the transaction.

9. Contact details

Report Author:

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Relevant Director:

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:

19/00022

Unrestricted

Key decision: YES

Subject: Land at Meopham School – Taking of a long lease to Kent County Council for the benefit of Meopham Library

Proposed Decision:

As Cabinet Member for Corporate and Democratic Services, I agree to the County Council taking a new lease of land at Meopham Academy of a term in excess of 20 years, and to the Director of Infrastructure finalising the lease terms and completing the transaction.

Reason(s) for decision:

The County Council will need to take the lease to ensure it has an equivalent estate interest in the new Library, as it previously had in the former Library.

Equality Implications

N/A

Financial Implications

- A rent of £1 (one pound) per annum, if demanded. Each party to bear its own costs upon completion of the new lease.
- The running costs of the former Library and the new Library have increased which is representative of a stand alone building rather than an apportionment of costs based on the academy operating costs.

Legal Implications

In order to protect KCC's long term property interest KCC needs to enter into the long lease

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered and rejected:

N/A

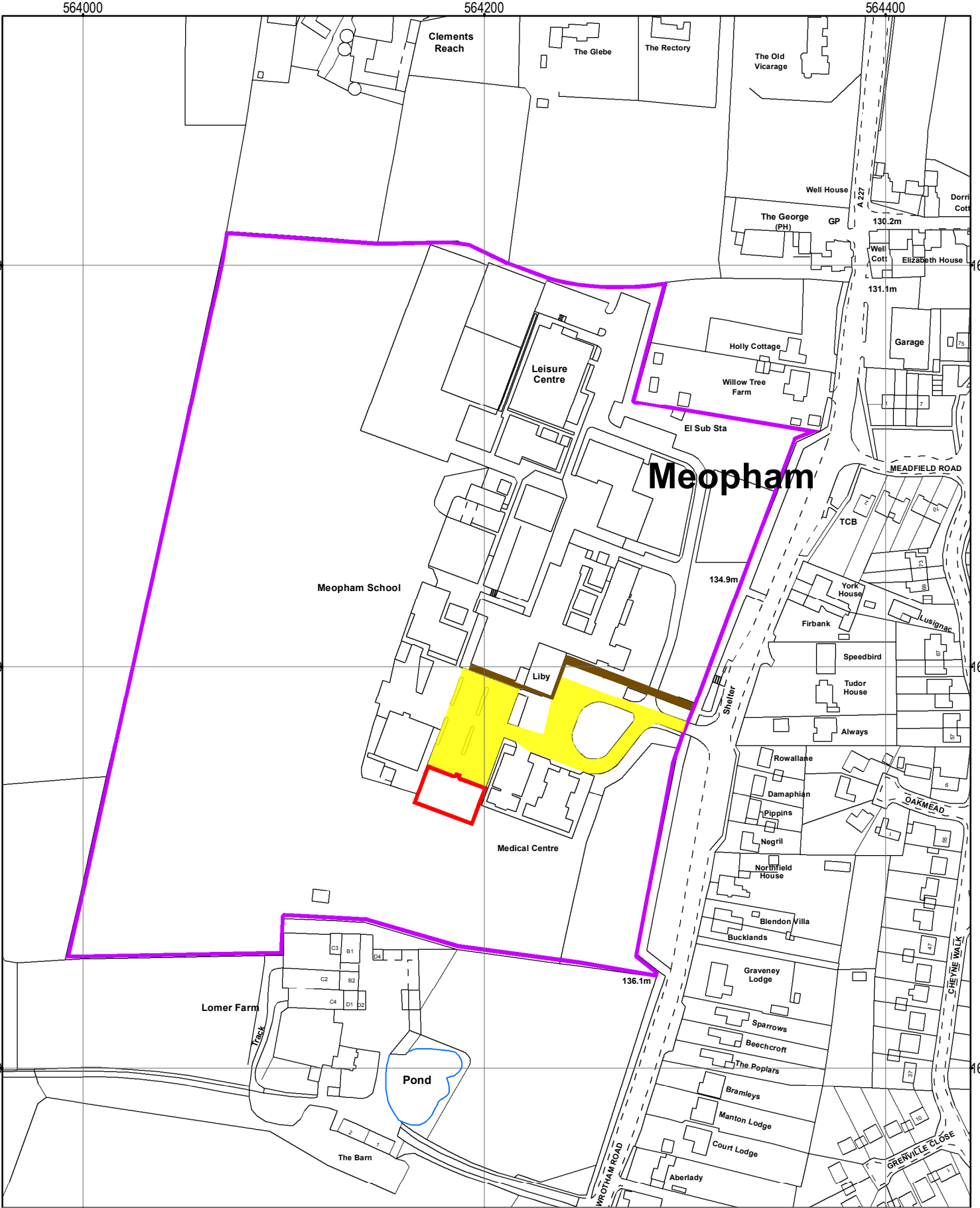
Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None. This Decision ensures that the County Council's lease of the new Library reflects the terms of the lease of the former Library and is required under the County Council's Constitution.

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signed

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date

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**MEOPHAM SCHOOL
WROTHAM ROAD
MEOPHAM
GRAVESEND
DA13 0AH**

**PROPOSED GROUND LEASE
FOR LIBRARY**

MasterMap

Meters
0 5 10 20 30 40 50 60 70 80 90 100 110 120
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Kent County Council
kent.gov.uk



**PROPERTY AND
INFRASTRUCTURE SUPPORT**
County Hall, Maidstone
Kent ME14 1XQ
Tel:08458 247247

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

Amanda Beer, Corporate Director Engagement, Organisational Design and Development

Cath Head, Head of Finance Operations

Rebecca Spore, Director of Infrastructure

Vincent Godfrey, Strategic Commissioning

To: Policy and Resources Cabinet Committee – 8 March 2019

Subject: KCC Commissioned Services from Cantium Business Solutions

Classification: Unrestricted

Past Pathway of Paper: Not Applicable

Future Pathway of Paper: Not Applicable

Summary: This report updates the Policy and Resources Cabinet Committee on the delivery of KCC services since the establishment of Cantium Business Solutions in July 2018

Recommendation:

The **Policy and Resources Cabinet Committee** is asked to **CONSIDER** and **NOTE** the report.

1. Introduction

This report updates the Policy and Resources Cabinet Committee on the delivery of KCC commissioned transactional Finance, HR and ICT services from Cantium Business Solutions since its establishment in July 2018.

2. Background

The Business Services Centre (BSC) was established in 2015 as an internally commissioned service to deliver transactional Finance, HR and ICT services to KCC, schools and external customers. Alongside this the back-office procurement exercise concluded and the Council took a decision that it was unable to award a contract. The market testing exercise demonstrated that the private sector was unable to deliver a solution which represented an acceptable price and risk profile for the Council.

The BSC successfully delivered financial benefits to KCC in line with the Medium-Term Financial Plan. This has been achieved from efficiencies and growth of traded activity. Following a detailed business case process Cabinet approved the establishment of the BSC as an arms-length trading company wholly owned by the

County Council. The company, Cantium Business Solutions was established in July 2018 and delivers a range of transactional Finance, HR and ICT services for the Council.

On the establishment of Cantium Business Solutions the company governance arrangements were put in place with the company performance being overseen by Hold Co and the Shareholder Board. A contract was put in place for the delivery of KCC services for an initial 3-year period plus extension options. The contract contains the service specifications setting out the requirements for the delivery of services back to KCC. Performance is managed by a series of Key Performance Indicators. The Corporate KPIs are reported to the Policy and Resources Committee through the Performance Dashboard with a further series of performance measures used for day to day operational management.

3. KCC Service Performance

3.1 Finance Services

The Finance Division commissions the following Financial Services from Cantium Business Solutions for KCC and the KCC wholly owned companies:

- Cashiers, income received is administered and banked
- Debt Recovery of KCC Sundry Debts
- Payment for Adult Services, including Private and Voluntary Providers and Direct Payments
- Payment for Children Services, including Adoption, Special Guardianship Orders and Direct Payments
- Payments for all other services
- Payment Control and Compliance, including update and maintenance of Accounts Payable and Accounts Receivable Systems
- Pensions Payroll
- Free School Meals, including advice to parents and schools
- Customer Care and Management Information, including complaints and Freedom of Information Requests

Performance against a set of Key Performance Indicators and Performance Indicators is reported monthly by Cantium Business Solutions and discussed with the Finance Commissioner at the monthly Service Review Meetings, and with Business Partners and Finance Managers. These are historic performance measures and are being reviewed as part of the ongoing conversations with Cantium Business Solutions about the commissioning needs and priorities of the commissioner.

Performance against these measures has been consistent and KPI targets normally met or exceeded. Formal and informal engagement between Cantium Business Solutions and the commissioner is working well which has allowed any service related issues or additional requirements from the business to be tackled early and effectively.

KPI	Target	Year to Date	RAG
% of Sundry Debt under 60 days old	75%	75.4%	
% of Sundry Debt over 6 months	15%	12.7%	
% of invoices received on time and entered into AP System by the KCC due date	97%	97.2%	

3.2 HR Services

The Engagement, Organisational Design and Development (EODD) division commissions the following HR services from Cantium Business Solutions for KCC and the KCC wholly owned companies:

- Recruitment, including pre-employment checks
- Management of the employee lifecycle from the issuing of contracts, contract variations through to end of employment
- Payroll, payments to and deductions from employees and payroll control and compliance
- Advice and support to organisation change and projects
- Provision of Staff Care Services - purchased directly by customers
- Provision of Schools Personnel Service – purchased directly by schools

Performance against a set of Key Performance Indicators and Performance Indicators is reported monthly by Cantium Business Solutions and discussed with the EODD Commissioner, Business Partners and HR/OD Managers. These are historic performance measures and are being reviewed as part of the ongoing conversations with Cantium Business Solutions about the commissioning needs and priorities of the commissioner.

Performance against these measures has been consistent and KPI targets normally met or exceeded. It is noted that customer satisfaction is high, and frequently reported at 100%, although the introduction of the new Cantium Business Solutions CRM system, ServiceNow, will provide the capability to provide more comprehensive and consistently gathered feedback.

There has been particular focus on the service provided by Staff Care Services, in part due to anecdotal feedback from managers suggesting it was not always meeting operational needs. A full review of the service has been carried out and a collaborative approach is being taken towards continuous improvement and communication with managers.

KPI	Target	Year to Date	RAG
Overall accuracy of payroll	99.5%	99.53%	
Overall provider accuracy of payroll	99.5%	99.95%	
Payroll and HR Admin Customer Satisfaction	90% Good or above	99.1%	
Queries resolved at first point of contact	90%	98.1%	
Complex queries requiring further	90%	86.2%	

investigation/escalation resolve within 5 working days			
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Formal and informal engagement between Cantium Business Solutions and the commissioner is working well and any service related issues or requirements have thus far, been tackled early and effectively.

3.3 ICT Services

The Infrastructure division commissions the following ICT services from Cantium Business Solutions for KCC and the KCC wholly owned companies:

- Service Desk services for break/ fix calls and requests
- Infrastructure services providing network connectivity
- Applications Services supporting business systems
- Projects and Change programs
- Security and Compliance

ICT Performance is reported and monitored on a monthly basis with Cantium Business Solutions. The overall performance of the service has been good over the past year. The Corporate Performance Indicators are all currently within the targeted performance levels as reported in the Corporate Dashboard.

KPI	Target	Year to Date	RAG
Call to ICT Helpdesk resolved at the first point of contact	70%	74.1%	
Positive feedback rating with ICT Helpdesk	95%	96.6%	
Working hours where Kent Public Service Network is available to staff	99.8%	99.9%	
Working Hours where ICT Service is available to staff	99%	99.8%	
Working hours where e-mail is available to staff	99%	100%	

The Corporate Performance Indicators are augmented with more granular indicators that assist in identifying where the service may be experiencing difficulties or over performing.

There have been some fluctuations in service that on occasions has resulted in the service falling outside of the service parameters. Such situations are reviewed with the cause and remediation plans discussed and agreed to bring service back inside acceptable tolerances. Performance indicators have remained constant over the past year but these will be reviewed as part of the overall contract review taking place to ensure they remain appropriate and support continuous service improvement.

KCC and Cantium Business Solutions have been working closely to deliver the transformation of our IT services and continue to do so. Following on from Exchange on-line and Skype Collaboration transformations programs we have now moved 128 servers into the cloud reducing our on-premise Data Centre requirement which supports our green agenda. The roll-out of new devices over a period of months rather than years is a good indicator of our ability to work together

in different ways to transform quickly to drive the modern workplace. We will continue this collaboration to further the Modern Workplace agenda with further collaboration tools that are both flexible and scalable in the coming months. This will further reduce our reliance in on-premise IT capacity.

4. Contract Monitoring

The contract delivery is overseen by Commissioners in KCC and Client Manager in Cantium Business Solutions across each of the service areas through the monthly Service Review Boards. If any issues are unable to be resolved by the Service Review Boards, they are escalated to the Director for that service area and the Chief Executive of Cantium Business Solutions.

To reflect the strategic partnership between KCC and Cantium Business Solutions, a Strategic Review Board has also been established as a forum to manage the relationship on cross-functional shared services matters. This includes strategic direction, contract development, ownership and development of business systems, the transition to steady state and overall financial monitoring. Membership includes the Directors of EODD, Finance, and Infrastructure, the Strategic Commissioner and the Chief Executive of Cantium Business Solutions. The Board currently meets on a monthly basis. After the transition to steady state (year two onwards), it is anticipated this meeting will be held quarterly.

The Authority has committed to pay a minimum annual amount for the core services provided by Cantium Business Solutions. These services cover Finance, IT and HR. This core fee is paid quarterly in advance which helps to provide a secure income stream for the company, assists cashflow and provides certainty for KCC in terms of what it will pay. The core fee in the first nine months of trading as a company (July '18 to March '19) is guaranteed at £7.3m.

Any additional optional services are paid for outside of the core fee and this is either on the basis of a fixed price or in some cases based on volume. The estimated spend for the 9 months from July 18 is £3m. The company is currently delivering successfully against the business case and its business plan.

5. Cantium Business Solutions transition for KCC services

The delivery of KCC services across ICT, HR and Finance have continued seamlessly since Cantium Business Solution's launch in July. Service Levels have continued to be met and Cantium Business Solutions have continued to work closely with the commissioner to monitor service opportunities. There is strong regular engagement at Director level and service manager level.

In ICT Cantium Business Solutions have taken over the support of Skype for Business from an external provider, this has reduced the cost of service to KCC whilst maintaining the service levels. Cantium Business Solutions are working with EODD to provide support in shaping the digital transformation agenda. Cantium Business Solutions have been working with Corporate Finance to develop and deliver the solution to enable Direct Debit payments for school travel. This will be live in April.

6. Conclusion

Since the establishment of Cantium Business Solutions, service delivery overall has continued to perform to the expected level. The contract management processes are maturing and there is a close working relationship between the lead commissioners and Cantium Business Solution's management and delivery teams.

7. Recommendation(s)

The Policy and Resources Cabinet Committee is asked to **CONSIDER** and **NOTE** the report.

8. Background Documents

None.

9. Contact details

Report Author:

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Relevant Director:

Amanda Beer, Corporate Director Engagement, Organisational Design and Development

Cath Head, Head of Finance Operations

Rebecca Spore, Director of Infrastructure

Vincent Godfrey, Strategic Commissioning

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

To: **Policy and Resources Cabinet Committee – 8 March 2019**

Subject: **Property Services Commissioning**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This paper updates members on the future commissioning plan for the delivery of property services.

Recommendations: **The Policy and Resources Cabinet Committee** is asked to note the future commissioning model.

1. Background

1.1 In 2011 the Council implemented the corporate landlord model and centralised all of its assets into the corporate property function. The annual revenue operating budget for property related services in 2018-19 was £34.3m Gross with £11.6m income and a net budget of £22.7m. Since 2011 the property services budget has been reduced by c.35% in line with the Medium-Term Financial Plan. The function is accountable for the delivery of the following services:

- the management and oversight of 533 **capital and minor works projects** with a contract value of £28 million for the modernisation of assets programme over the next 3 years and £524.7 million of major capital projects over a 9-year period (from feasibility to defect period);
- the delivery of **strategic asset and estate management** services for the management of KCC property portfolio of 1842 assets with an estimated value of £1.87 billion;
- the delivery of **facilities management services** at 350 corporate landlord and 370 school sites
- the delivery of a **disposal pipeline** of 50 plus assets with a value of £117 million;

- the delivery of **property transformation programmes** across the property portfolio including service transformation, the delivery of the property asset management strategy, new ways of working, development/investment vehicles and asset utilisation.

The Council's Asset Management Plan sets out the key service objectives in the management of the estate and sits alongside a number of other key KCC plans and strategies. All property services are currently commissioned through third parties with a small retained client function. Of the current revenue budget, £33.4m is spent through third party suppliers with the largest spend on facilities management services through the Total Facilities Management Contracts.

Whilst the service continues to utilise a wide supplier base, key suppliers are outlined below:

- GEN2 (property managing agent services)
- Total Facilities Management Suppliers (Kier, Skanska and AMEY)
- Principal Contractors Framework (a KCC framework with a number of suppliers to deliver works contracts. The Framework has two lots, Lot 1 with 11 contractors for capital works up to £1 million and Lot 2 with 10 contractors for capital works between £1 million - £8 million. The contractors are selected for projects through a mini-competition process).
- Professional Construction Consultancy Framework (a KCC framework number of supplier to support the delivery of the construction and provide professional consultancy services with a number of lots including architectural, quantity surveying, project management. The Consultants are selected for projects through a mini-competition process).

A number of the above contracts are approaching contract break and review points in 2020/21 and consideration has been given to future commissioning requirements for KCC with support from the KCC strategic commissioner.

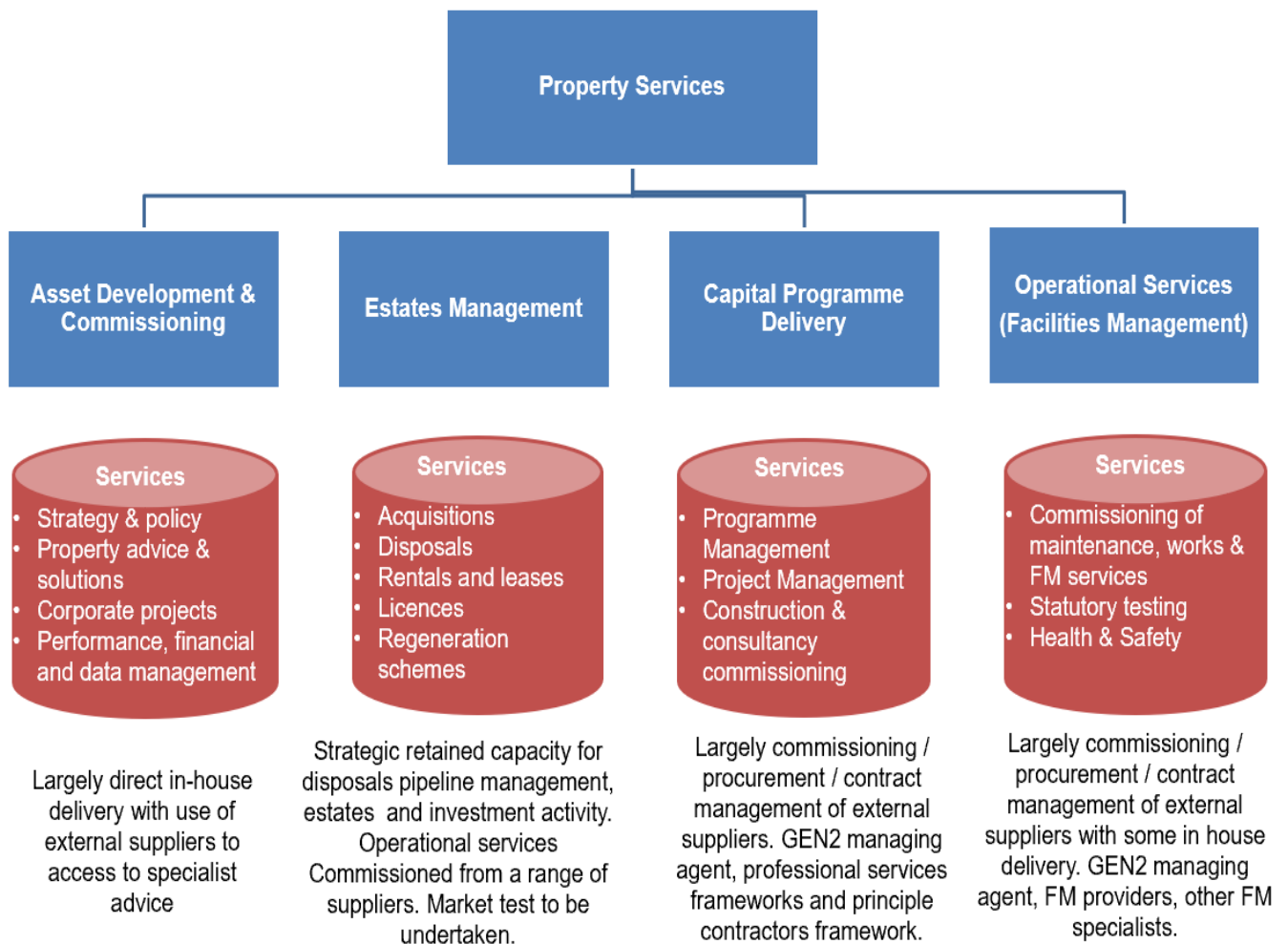
The review found:

- KCC requirements and operating environment have evolved since the establishment of the current commissioning model in 2014.
- Increased collaborative working between public sector organisations in respect of asset management/ property strategies requires greater strategic capacity in the retained client e.g. One Public Estate and the Kent and Medway Health Sustainability Transformation Plan.
- Evolving and changing KCC service needs against the backdrop of new service strategies and models requires a different commissioning approach.
- Key service risks have materialised with a greater focus on compliance since Grenfell.
- New operating models are available in the market place which offer opportunities for service innovation.
- Significant changes and developments in the market place (the outsourcing market in general)
- A need to access a greater level of commercial support in relation to property activities
- The completion of the final stages of the Corporate Landlord Model is required to ensure that all assets are held centrally.
- Further investment and development is required in systems with KCC retaining ownership of key asset management systems.
- Requirement to strengthen the Commissioning Team capability to provide adequate assurance, oversight and the delivery of strategic asset management / property transformation services.

2. Updated Commissioning Model for property services

2.1 The future commissioning model is currently being developed and seeks to address the findings above to ensure that the current and future needs of KCC property requirements are met, delivering value for money, and enablement for KCC to access the latest innovation and best practice in the delivery of property services. The resulting structural model is designed to ensure the appropriate capability and capacity of commissioning staff to provide the necessary assurance and oversight of the services commissioned via external companies.

2.2 The diagram below illustrates the principles for the commissioning of KCC's property infrastructure service.



2.3 Strategic Asset Management/ Commissioning – these will be provided through a strengthened core team utilising and building on the current property IT systems to build robust business data to support strategic property planning and robust decision making, including portfolio asset management strategies and the management of the disposal strategies. To support the core team the function will put in place arrangements to access specialist advice as required to support the development and delivery of asset strategies.

2.4 Facilities Management Services - Facilities Management Strategy, service assurance and the management of the PFI contracts will be directed by a strengthened KCC property services commissioning function. GEN2 will

provide management agent services based on the current Total Facilities Management Services. The Total Facilities Management Providers will provide the day to day operational services until the current contract expiry. The future FM delivery model is currently being scoped as to the options following the expiry of the current contracts.

2.5 Capital Programme – KCC will provide the capital programme oversight, pipeline management, assurance and strategy development. GEN2 will provide managing agent services to KCC for the delivery of the Capital Projects utilising KCC professional services and construction frameworks. The current frameworks are due to come to an end in 2021 and scoping work is due to start to develop the future delivery options which meet KCC's requirements.

2.4 Estate Management Services (landlord and tenant) will be directed by KCC whilst a market engagement and scoping exercise is commenced to determine whether outsourcing is appropriate. The market test is expected to take 9 months and will commence in the Spring 2019.

3. EQUIA

3.1 An EQUIA has been undertaken which has shown the impact of implementing the new model of commissioning to be low. This will be reviewed throughout the implementation phases.

4. Conclusion and Next Steps

4.1 The Council's requirements have changed since the implementation of the current operating model. With a number of key contracts approaching end dates the commissioning principles have been considered as to the requirements of the retained KCC functions and those areas that will continue to be delivered by third parties. The proposed implementation process is as follows:

- Restructure of the commissioning function - implementation May/ June 2019
- Estates Operations Market Test - Spring 2019 – Dec 2019
- FM re- procurement Spring 2019 – December 2021

- Capital works framework and professional services Framework – Spring 2019- Spring 2021

4.2 The development and implementation of detailed delivery strategies replacing the current contracts in estates, FM and capital will be key decisions and will be brought forward for consideration by the committee in due course.

5. Recommendation(s)

Recommendations: The Policy and Resources Cabinet Committee is asked to note the future commissioning model.

None

6. Contact details

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- Rebecca.Spore@kent.gov.uk

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

To: **Policy and Resources Cabinet Committee – 8 March 2019**

Subject: **Total Facilities Management – Bi-annual Review**

Classification: **Unrestricted**

Electoral Division: **All**

Summary: This paper considers the performance of the Total Facilities Management Contracts - Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier.

Recommendations: The Policy and Resources Cabinet Committee is asked to **NOTE** the current performance of the Total Facilities Management Contractors and assurance from the Policy & Resources Property Sub Committee.

1. Introduction

- 1.1 In January 2013 the Cabinet Member responsible for this portfolio took the decision (Decision No. 12/01838) to proceed with the implementation of a Total Facilities Management solution. Following a competitive procurement, contracts commenced with Amey and Skanska on 31 October 2014 and with Kier on 21 January 2015. The Policy and Resources Cabinet Committee reviews the performance of these contracts on a bi-annual basis to provide Member oversight and assurance.

This report is intended to update Members on the performance of these contracts since the previous review in November 2018, and to provide Members with assurance that management and monitoring of the three TFM contracts are in place.

2. Financial Implications

- 2.1 The financial savings identified in the MTFP of £1 million have been delivered following the implementation of the TFM Contracts.

3. Bold Steps for Kent and Policy Framework

- 3.1 The implementation of a Total Facilities Management solution directly relates to the delivery of the benefits from implementing a corporate landlord model as part of the change to keep succeeding plans, ensuring that our buildings are able to support front line service delivery and the delivery of the financial position as set out in the medium-term financial plan.

4. The Report

4.1 The principles behind the contracts are:

- The delivery of outcomes. The authority's requirements were set out in an Output Specification. Bidders provided solutions to deliver the outcomes required by the Council. Bidders took the risk on how they were to deliver the required outcomes.
- Performance in the delivery of outcomes is measured against a set of Key Performance Indicators (KPIs). This is supported by a performance regime where deduction penalties are made for poor performance. The contracts are for 5 years with an option to extend for 2 years and are designed to foster a partnering relationship.
- Officers are currently liaising with the three TFM Suppliers to discuss the extension provisions.

4.2 As with all substantial contracts (approximately £15 million spend per annum across the three contracts) there is a need to ensure that there is a robust client function and contract management process in place to manage performance. Gen2 provide day to day contract management services.

5. Performance Review

5.1 The current summary report showing the TFM contractors' KPI performance, key trends in the performance data and current status against triggers is included in the exempt Appendix 1.

5.2 Over the last reporting period the following actions have been taken:

5.2.1 A continuing review of FM has been undertaken to monitor the key issues within FM delivery following reported issues with health & safety compliance and delays in completion of reactive tasks. The management actions taken during the last period have supplied a greater transparency of the levels of performance of the TFM Suppliers with regards to Statutory Compliance, improvements to the overall compliance standards and reduction in response times. The ongoing management approach will ensure:

- a more comprehensive contract management regime is in place to address all operational issues;
- full implementation of KPI's to ensure audit tests on performance are undertaken and addressed;
- analysis and transparency of FM spend and control of costs;
- CAFM (Computer Aided Facilities Management) system review which remains ongoing and an independent compliance tracker being maintained to monitor performance.

5.2.2 A compliance audit process remains in place to ensure all resultant works are processed as required and as identified from assessments. Property commissioning undertake compliance audits in addition to Gen2 audits to provide further assurance.

- 5.2.3 Service user bi-monthly meetings are ongoing to discuss issues and improve communications.
- 5.2.4 Site Audits are undertaken each quarter to check compliance documentation is in place and in date certificates are being held on site.
- 5.2.5 Audits of TFM Suppliers Help Desk systems and Contract Management processes have been undertaken and recommendations have been actioned by Gen 2 and the TFM Suppliers working in conjunction with Property Commissioning team. KCC audit have recently undertaken an audit of Health and Safety compliance and the findings are being discussed upon completion of which the findings will be implemented.
- 5.2.6 Continuation of the Health & Safety Group workshops to ensure management and information flow relating to all Health & Safety matters are discussed and shared with all stakeholders
- 5.2.7 Escalation process through KCC Operations meetings and to the Joint Management Team to review and address long outstanding contractual issues, such as lack of functioning of the supplier CAFM systems.
- 5.2.8 Greater management of the asset enhancement programme, which includes works to enhance and replace assets within properties, improving health and safety and modernising facilities for users, to ensure full programme delivery of the 18/19 programme.
- 5.2.9 Client and service user engagement regarding the future of FM and potential procurement options.

6. Conclusions

- 6.1 During this six month period to December 2018, on-going reviews and process improvement of FM has been undertaken to further understand health & safety issues and management processes. A joint approach has continued to operate between Gen2 and KCC to support the escalation of issues. Improved service user engagement through regular meetings continue to enhance communications and understand service user risk and concerns. Compliance monitoring has been strengthened with closer KCC Commission involvement to provide further assurance.
- 6.2 Corporate KPIs are reported on a monthly basis to Policy & Resources committee. These include a TFM related KPI namely 'Reactive Maintenance calls through TFM Helpdesk resolved within timescales. The 3 TFM helpdesk deal with circa 1600 reactive tasks per month of which on average 1450 tasks (90.6%) are completed within the contract Response & Rectification times. Between the period of July 2018 and December 2018, the KPI performance trend improved between July and November 2018 (up to 95%) however declined in December to 89%. This was due to generally lower level of available TFM resources during the holiday period impacting response times and a dip in Kier's performance. Recovery plans have been implemented to avoid this going forwards.

7. Recommendation(s)

Recommendations: The Policy and Resources Cabinet Committee is asked to **NOTE** the current performance of the Total Facilities Management Contractors and assurance from the Policy & Resources Property Sub Committee.

8. Background Documents

- 8.1 Policy and Resources Cabinet Committee Report - 27 September 2012
- 8.2 Record of Decision No: 12/01838
- 8.3 Attachments Exempt Appendix 1: Mid Kent Performance; East Kent Performance, West Kent Performance

9. Contact details

- Rebecca Spore
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- 03000 416716

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

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of the Local Government Act 1972.

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

Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 8 March 2019

Subject: Work Programme 2019/20

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 2019/20.

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 2018/19

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

4. Conclusion

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

5. **Recommendation:** The Policy and Resources Cabinet Committee is asked to **CONSIDER** and **AGREE** a work programme for 2019/20.

6. Background Documents

None.

7. Contact details

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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2019/20

	When was item added?	Has item been deferred?
Thursday 16 May 2019		
• Contract Management update (Exempt)	Standard item	
• Gateway Strategy	Rebecca Spore e-mail to Mr Bird on 4 Feb 2019	
• KPI Targets for 2019		
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Thursday 13 June 2019		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Friday 20 September 2019		
• Fair Funding Review	Added at P&R agenda setting on 28 Nov 18	
• Update on Legislative Changes around Business Rate Retention	Added at P&R agenda setting on 28 Nov 18	
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Friday 8 November 2019		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Tuesday 21 January 2020		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Friday 20 March 2020		
• Corporate Assurance	Annual report	

• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	
Tuesday 12 May 2020		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2019/20	Standard item	

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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:

19/00008

For publication

Subject: Renewal of Oracle Support and Maintenance

Decision:

Proposed decision – The Cabinet Member for Corporate & Democratic Services authorises the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services to renew the contract(s) for the provision of Oracle Support and Maintenance including 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 a contract with a supplier to deliver the required support and maintenance such that finance, procurement and HR are able to maintain essential services on the Oracle system.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered:

None

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

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signed

.....
date

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