

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 8th November, 2019

9.30 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 8 November 2019, at 9.30 am
Darent Room, Sessions House, County
Hall, Maidstone

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 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda

- 4 Minutes of the meeting held on 20 September 2019 (Pages 5 - 12)
- 5 Review of Voluntary and Community Sector policy (Pages 13 - 20)
- 6 Enterprise Business Capabilities (EBC) (Pages 21 - 28)
- 7 Annual Report on the Implementation of the Armed Forces Covenant in Kent (Pages 29 - 34)
- 8 Strategic Delivery Plan Monitoring: Quarter 2 2019/20 (Pages 35 - 62)
- 9 Contract Management (Pages 63 - 66)
- 10 Work Programme 2019/20 (Pages 67 - 70)

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.

- 11 19/00077 - Barton Court Free School - Building Contract (Pages 71 - 80)
- 12 19/00080 - Disposal of the Former Sittingbourne AEC and land to the rear, College Road, Sittingbourne, ME10 1LF (Pages 81 - 92)
- 13 Cyber Security (Pages 93 - 110)
- 14 Invicta Law - Update (Pages 111 - 114)
- 15 19/00072 - Oakwood House Redevelopment (Pages 115 - 128)

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, 31 October 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, County Hall, Maidstone on Friday, 20 September 2019

PRESENT: Mr R A Marsh (Vice-Chairman in the Chair), Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mrs T Dean, MBE, Mr D Farrell, Mr P W A Lake, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson, Mr P M Hill, OBE, Mr P J Oakford and Miss C Rankin

IN ATTENDANCE: Ms A Agyepong (Corporate Lead - Equalities and Diversity), Ms S Annan-Vetch (Policy Advisor), Mr V Bhatia (FM Commissioning Lead), Mr M Bridger (Strategic Commissioning Standards Manager), Ms Z Cooke (Corporate Director of Finance), Mr S Dodd (Investment and Development Consultant), Mr V Godfrey (Strategic Commissioner), Ms R Kennard (Chief Analyst), Mr N Roberts (Head of Property Strategy and Commissioning), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Weiss (Head of HeadStart Kent), Mr J White (Southborough Project Manager), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

179. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mr Sweetland and Mr Cockburn.

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

(Item 3)

Mr Thomas declared an interest as he was the Chairman of the Planning Committee at Canterbury City Council and some of the items on the agenda would require planning permission before decisions could be implemented.

181. Minutes of the meeting held on 13 June 2019

(Item 4)

RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee meeting held on 13 June 2019 are correctly recorded and that they be signed by the Chairman.

182. Strategic and Corporate Services Performance Dashboard

(Item 5)

Ms Cooke (Corporate Director of Finance), Mr Godfrey (Strategic Commissioner – Public Health), Ms Kennard (Chief Analyst) and Ms Rankin (Cabinet Member for Strategic Commissioning) were in attendance for this item.

- (1) Mr Godfrey and Ms Kennard introduced the report which set out progress made against targets set for Key Performance Indicators.

Officers then responded to comments and questions from Members, including the following: -

- a) Miss Carey (Cabinet Member for Customers, Communications and Performance) talked about the level of complexity within each Freedom of Information (FOI) request and said that requests often had multiple sub-questions attached to them. She added that Kent County Council continued to ensure that as much data was available on the Council's website as possible in a bid to reduce the number of FOI requests being received.
- b) Miss Carey confirmed that officers within Kent's County Council's FOI team were responsible for receiving requests and ensuring that the requests reached the relevant departments for a response to be made but it was these departments that were responsible for answering the queries. This meant that simply increasing staffing in the FOI team would not improve performance. Mr Godfrey said that officers within Kent County Council's Commissioning team were often required to answer FOI requests and added that the nature of many FOI requests was unpredictable, varied and complex.
- c) Mr Watts stated that many of the FOI requests that Kent County Council received requested further information in relation to data that was already available on the Council's website. He added that the FOI process would soon be reviewed to ensure best practice, efficiency and transparency.
- d) Miss Carey clarified information within the report in relation to the Performance Management RAG ratings.
- e) Ms Cooke referred to the 'Sundry debt due to KCC which is under 60 days old' rating within the report and confirmed that an income pathway project had been undertaken in order to review the process by which KCC's invoices were raised and the way in which invoices were monitored in relation to debt recovery. She added that the income pathway project changes would be implemented alongside Cantium Business Solutions by December 2019.
- f) Mr Watts mentioned response satisfaction rates in relation to FOI requests and said that a full set of data was published on the Council's website and brought to the Policy and Resources Cabinet Committee on a yearly basis. He confirmed that he could circulate the current dataset to Committee Members.
- g) Mr Watts referred to the Subject Access request figures within the report and confirmed that circumstances had improved.

(2) RESOLVED that the report be noted.

183. Embedding Social Value in KCC's Commissioning Activity

(Item 6)

Ms Agyepong (Corporate Lead - Equalities and Diversity) and Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.

(1) Mr Hotson (Cabinet Member for Corporate and Democratic Services) and Ms Agyepong introduced the report which set out progress against the Equality and Human Rights Policy and Objectives 2016-2020, a statutory requirement under the Equality Act 2010.

Officers then responded to comments and questions from Members, including the following: -

- a) Mr Whittle confirmed that additional work would be undertaken in regard to automating Kent County Council's key processes, which would restrict services' ability to progress Committee reports without the necessary equality impact analysis.
- b) Mr Watts confirmed that he could provide further information to Committee Members outside of the meeting in relation to Kent County Council's workforce profile.
- c) Ms Agyepong referred to the peer reviews that were actively considered by the Local Government Association, who undertook Equality Framework assessments for local government. She added that preparation for the assessment process would allow Kent County Council to grasp a clearer focus on the areas which required improvement.

(2) Mr Watts thanked Ms Agyepong for her dedicated approach to supporting the Policy and Resources Cabinet Committee, Members supported this.

(3) RESOLVED that the report be noted.

184. Annual Equality and Diversity Report 2018-19

(Item 7)

Mr Hill (Cabinet Member for Community & Regulatory Services), Mr Weiss (Head of HeadStart Kent) and Ms Annan-Veitch (Policy Advisor) were in attendance for this item.

(1) Officers and Mr Hill introduced the report which set out The Domestic Abuse Strategy, a partnership document under the governance of the Kent and Medway Domestic Abuse and Sexual Violence Executive. Kent County Council had worked with partners to develop a coherent and focused strategy, which was out

for consultation. The final strategy will be launched in partnership with the Police and Crime Commissioner's Office later this year.

Officers then responded to comments and questions from Members, including the following: -

- a) Ms Annan-Veitch said that the consultation was aimed towards Kent County Council's partners and a key theme was stronger coordinated working.
 - b) Mr Weiss stated that each district in Kent had its own support services with different providers to support victims of domestic abuse. He added that Kent Police prioritised urgent domestic abuse cases.
 - c) In response to a Member's question about finding information about domestic abuse on the Council's website, Miss Carey (Cabinet Member for Customers, Communications and Performance) said that the majority of people searching for help would use a search engine such as Google and helpline numbers for Kent were easily found this way. She added that comments made by Members in relation to improving the domestic abuse support page on the Council's website were noted and that appropriate action would be taken to improve the website where possible.
- (2) The Chairman requested that the comments made by Members be incorporated into the strategy and that a copy of the consultation response be distributed to all Members.
- (3) RESOLVED that the report be noted.

185. Domestic Abuse Strategy

(Item 8)

Mr Hill (Cabinet Member for Community & Regulatory Services), Mr Weiss (Head of HeadStart Kent) and Ms Annan-Veitch (Policy Advisor) were in attendance for this item.

- (1) Officers and Mr Hill introduced the report which set out The Domestic Abuse Strategy, a partnership document under the governance of the Kent and Medway Domestic Abuse and Sexual Violence Executive. Kent County Council had worked with partners to develop a coherent and focused strategy, which was out for consultation. The final strategy will be launched in partnership with the Police and Crime Commissioner's Office later this year.

Officers then responded to comments and questions from Members, including the following: -

- a) Ms Annan-Veitch said that the consultation was aimed towards Kent County Council's partners and a key theme was stronger coordinated working.

- b) Mr Weiss stated that each district in Kent had its own support services with different providers to support victims of domestic abuse. He added that Kent Police prioritised urgent domestic abuse cases.
 - c) In response to a Member's question about finding information about domestic abuse on the Council's website, Miss Carey (Cabinet Member for Customers, Communications and Performance) said that the majority of people searching for help would use a search engine such as Google and helpline numbers for Kent were easily found this way. She added that comments made by Members in relation to improving the domestic abuse support page on the Council's website were noted and that appropriate action would be taken to improve the website where possible.
- (2) The Chairman requested that the comments made by Members be incorporated into the strategy and that a copy of the consultation response be distributed to all Members.
- (3) RESOLVED that the report be noted.

186. Work Programme 2019-2020

(Item 9)

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

187. 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)

188. Maximising returns from Capital Disposals

(Item 10)

Mrs Spore (Director of Infrastructure) and Mr Dodd (Investment and Development Consultant) were in attendance for this item

- (1) Mr Hotson introduced the report which set out options to drive additional value from the Council's Capital Disposals Programme. Mrs Spore gave a short presentation and answered Members' questions.
- (2) RESOLVED that the contents of the report be noted, the omitted Appendix (detailed Strategic Business Case prepared by the council's consultancy team) be circulated to committee members shortly after the meeting, and the next steps outlined in Section 10 of the business case be considered further in January 2020 and following a briefing for Members.

Post-Meeting Note - *The detailed Strategic Business Case prepared by the council's consultancy team was circulated to committee members after the meeting*

189. 19/00057 - East Kent TFM - Contract Extension

(Item 11)

Mr Long (Cabinet Lead for Traded Services), Mrs Spore (Director of Infrastructure), Mr Roberts (Head of Property Strategy and Commissioning) and Mr Bhatia (FM Commissioning Lead) were in attendance for this item.

- (1) Mr Hotson introduced the report which asked the Cabinet Committee to comment on the proposed decision to authorise the award of a contract for the delivery of Facilities Management Services in East Kent and delegate authority to the Director of Infrastructure, in consultation with him, to agree the final terms and enter into any necessary contractual arrangements.
- (2) RESOLVED that the proposed decision, by the Cabinet Member for Corporate and Democratic Services, to authorise the award of a contract for the delivery of Facilities Management Services in East Kent and delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to agree final terms and enter into any necessary contractual arrangements be endorsed.

190. 19/00058 - Maidstone East Development

(Item 12)

Mrs Spore (Director of Infrastructure) and Mr Dodd (Investment and Development Consultant) were in attendance for this item

- (1) Mr Hotson introduced this report which asked the Cabinet Committee to comment on the proposed decision by Cabinet to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services and the Cabinet Member of Finance, to finalise terms and enter into the necessary documentation to complete the transactions in line with the recommendations outlined in section 9.3 of the report. Mrs Spore gave a presentation and answered Members' questions.
- (2) Mr Hotson noted the concerns aired by Members and undertook not to make a decision until after the heads of terms were made available to the Cabinet Committee.
- (3) RESOLVED that the proposed decision to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services and the Cabinet Member of Finance, to finalise terms and enter into the necessary documentation to complete the transactions in line with the recommendations outlined in section 9.3 of the report be endorsed subject to a further review by the Policy and Resources Cabinet Committee.

191. 19/00070 - Letting of the building contract for the Southborough Hub Project

(Item 13)

Mr Long (Cabinet Lead for Traded Services), Mr Hill (Cabinet Member for Community & Regulatory Services), Mrs Spore (Director of Infrastructure and Mr White (Southborough Project Manager) were in attendance for this item

- (1) Mr Hotson introduced the report which asked the Cabinet Committee to comment on the proposed decision, by the Cabinet Member for Corporate and Democratic Services, to authorise the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services and the Corporate Director for Finance, to enter into the necessary legal documents to enable the construction of the Southborough Hub development.
- (2) RESOLVED that the proposed decision by the Cabinet Member for Corporate and Democratic Services to authorise the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services and the Corporate Director for Finance, to enter into the necessary legal documents to enable the construction of the Southborough Hub development be endorsed.

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From: Mike Hill, Cabinet Member for Community and Regulatory Services
 David Cockburn – Head of Paid Service, Corporate Director of Strategic & Corporate Services

To: Policy and Resources Cabinet Committee – 8th November 2019

Subject: **Review of Voluntary and Community Sector policy**

Classification: Unrestricted

Future Pathway of Paper: N/A

Electoral Division: Countywide- all divisions affected

Summary:

KCC's Voluntary and Community Sector (VCS) policy was approved in September 2015. There was a commitment within the document to review the policy by 2019.

This report sets out the proposal to refresh the VCS policy into a new Civil Society strategy for Kent and the intention to go out to formal consultation on this in the new year.

Recommendation(s):

For Policy and Resources Cabinet Committee to:

- 1) Endorse the proposal to refresh KCC's VCS policy into a new KCC Civil Society Strategy
- 2) Comment on the proposed structure of the strategy and the draft model of support to the sector
- 3) Endorse the decision to go out to formal consultation on the new strategy in the new year.

1. Background

1.1 KCC's Voluntary and Community Sector (VCS) policy was approved in September 2015. The policy set out KCC's future relationship with the sector including its offer of infrastructure support and adopted a new grant framework for the Council. There was a commitment in the document to review the policy by 2019.

1.2 There was an initial evaluation of the VCS policy within SPRCA (Strategy, Policy, Relationships and Corporate Assurance), which went to the Corporate Management Team in June 2018. This found that the policy had been largely successful particularly in the implementation of a grant framework, which had brought consistency to grant funding processes across the Council and led to the development of greater intelligence and understanding of the wider sector in Kent. During this evaluation it was made clear that there remained a commitment to having a VCS policy for KCC and that it should be refreshed.

1.3 Since the adoption of the VCS policy the political and policy landscape has shifted. The Government has published its own Civil Society Strategy and at the core of civil society is the 'social sector' – charities and social enterprises. We therefore intend to refresh the VCS policy into a civil society strategy for Kent, which focuses on our

relationship with the VCSE and how we can support and strengthen civil society, without compromising its independence. Within this we will also look at civil society's role in tackling issues such as social isolation and loneliness, in response to the recent KCC Select Committee.

2. Size and scope of VCSE in Kent

- 2.1 Since 2015 considerable work has taken place to map the charity sector in Kent, to understand the breadth of organisations that exist, their contribution to the Kent economy, KCC's investment in the sector and to support the strategic relationship that was set out in the policy as an ambition. This work as focused on registered charities as this data is available through the Charity Commission.
- 2.2 There are 3,011 active voluntary organisations in Kent with a total income over £397.7m¹. In real terms the Kent voluntary sector saw an income increase of 16.4% since 2012, with growth in each size category of organisation from major to micro. A recent Social Enterprise prospectus by SELEP (South East Local Enterprise Partnership) estimates, based on national projections that there are between 2,135 and 2,774 social enterprises in Kent and Medway. There has been an increase in charities moving to a social enterprise 'trading' model in more recent years.
- 2.3 The VCSE is a considerable partner to KCC. Total spend with the VCSE in 2018-19 is £137m², with £10m of this as grant spend. However, the vast majority of the VCSE received no funding from KCC and exists entirely independently. The majority of KCC grant spend for example, goes to large and medium sized organisations, whereas most organisations in Kent are small and micro and receive no KCC funding.

3. KCC VCS policy 2015

- 3.1 The VCS policy in 2015 intended to broaden out KCC's relationship with the VCS, beyond simply those that we fund. It set out a strategic relationship recognising the role of the sector as both a partner in delivering KCC services but also the contribution of the VCS in our communities, that exists entirely independently from KCC. Recognising the wider sector was something that the sector told us was important during our consultation, with frustrations that sometimes the Council can concentrate too heavily on a small proportion of the sector- those it funds to deliver services. This had failed to recognise the breadth of organisations which exist within our communities.
- 3.2 The sector also voiced some concern about the council's approach to grant funding, that it was not always transparent and accessible to a wide range of organisations and was too often based on historic arrangements. As a result we reviewed the grant processes across the council and developed a new grant framework to ensure that grants were open, transparent and followed a standardised approach, which intended to also put an end to over reliance and unsustainable grant funding to a small proportion of the sector in Kent.
- 3.3 The policy also set out the principles, which would underpin our future offer of support to the sector based on the findings of the consultation. The offer of support was intended to build the capacity and sustainability of the sector and ensure VCS organisations in Kent were enabled to deliver their mission. Included in this offer was a commitment from KCC to support cross sector networking events, to provide a

¹ Charity Commission data 16/17 and based on the 'general charities' definition but excludes certain categories such as independent schools, faith charities and those controlled by government

² KCC spend with registered charities, CiC and Mutuals includes all spend on grants, contracts and services

forum for organisations across the VCS to come together alongside social enterprises and small businesses to share ideas and information and these have been very successful and well received by the sector over the past 4 years.

VCS policy 2015 principles and overview:

Overview:	Principles
<ul style="list-style-type: none"> • Set out KCC’s strategic relationship with the sector (not just those we fund) • Outlined the principles which would underpin our future offer of support • Set out our commitment to engagement with the wider sector and facilitating information sharing • Put in place a new open and transparent grant framework for the Council 	<ul style="list-style-type: none"> • recognition of the contribution of the VCS in Kent, not only those organisations that provide services on our behalf, building capacity and resilience within our communities • commitment to ensuring our grant funding is outcome driven, accessible and transparent, • commitment to ensuring VCS organisations in Kent are supported to deliver their mission without being overly dependent on local authority funding • focus on building the capacity of the sector to support KCC to achieve the outcomes it wants for the residents of Kent • commitment to safeguarding sector independence

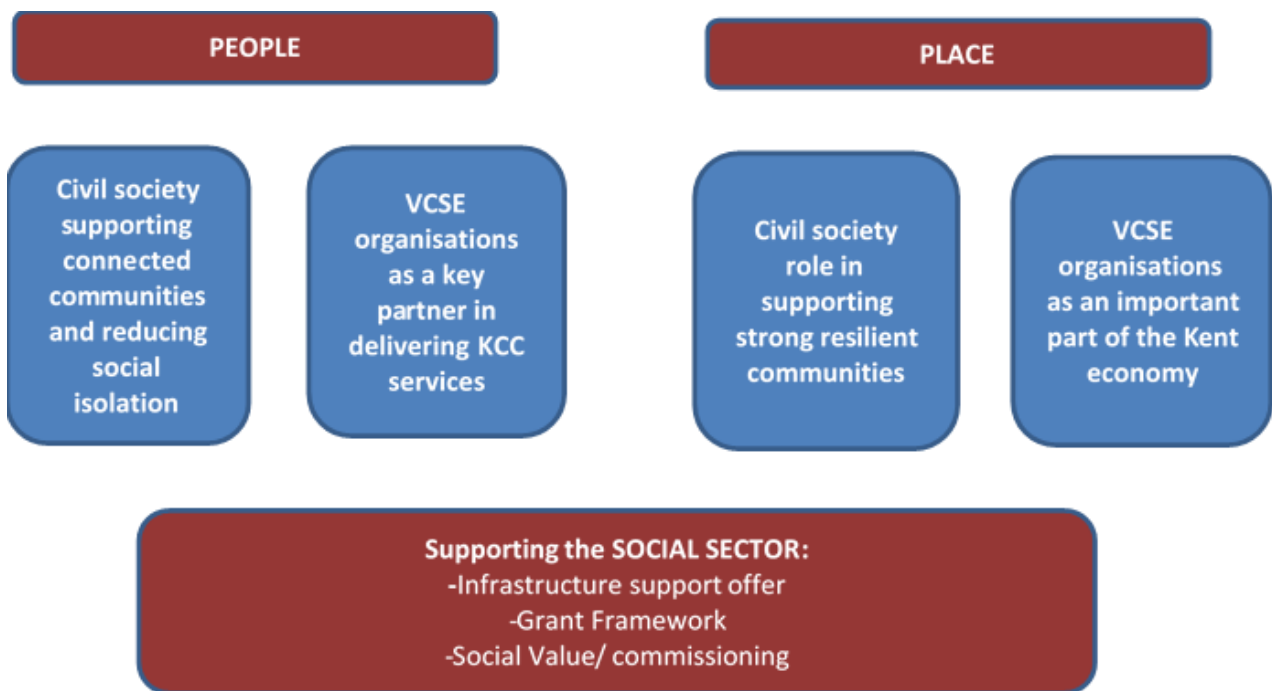
4. Move to a new Civil Society strategy for Kent

- 4.1 There is a commitment from KCC to continue to have a VCS policy for Kent and that therefore the 2015 policy should be revised. However, since 2015 the national policy landscape around the VCS has shifted, with the publication of the governments first Civil Society Strategy and we therefore intend to reflect this and have a civil society strategy for KCC. For the purposes of our strategy, ‘civil society’ is defined as all those individuals, informal and formal groups and organisations that operate outside of state control and for the primary purpose of social good. We intend to focus the strategy on those organisations that do not distribute profits, those at the core of civil society – voluntary, community and social enterprise organisations or the ‘social sector’.
- 4.2 The VCS policy in 2015 did not particularly focus on social enterprises. Many charities are moving to a more entrepreneurial, social enterprise trading model and we therefore believe our new strategy and support offer should reflect this. It is not a true reflection of the sector in Kent, if the strategy focuses on a narrow definition of ‘charity’ when indeed we know the sector is far more diverse. We also wish to recognise the huge contribution of social enterprises to our communities and the Kent economy. We believe whilst charities and social enterprises are diverse and there are distinct features within both, there are many areas where they complement, focusing on similar objectives – social good and face similar challenges.
- 4.3 The new strategy will reflect a similar strategic relationship with the sector to the existing policy, however it will be broader, recognising the role of civil society and the VCSE as core part of that. It will be structured around 3 themes- People, Place and Supporting the Social Sector (**described in figure 1 below**). This will enable us to outline the role of civil society in supporting connected communities, tackling issues such as social isolation and as a key partner in delivering KCC services. Whilst also

looking at civil society's role in shaping place – building strong resilient communities and VCSE organisations as a key part of the Kent economy. It has also been proposed that we reflect the recommendations from the Select Committee on Social Isolation, which relate to the VCS and civil society through the new strategy rather than a standalone social isolation strategy and this structure will allow that.

- 4.4 The 2015 policy embedded the principles set out in the Kent Partners Compact but recognised the need for this to be reviewed. Since 2015, the government through its civil society strategy, has committed to reviewing the National Compact, however when this will take place remains unknown. The Kent Compact was last updated in 2012, the principles around 12-week consultation are already set out in statutory Best Value Guidance, endorsed in the existing VCS policy and the Compact is woefully out of date in terms of commissioning practice and does not consider the Social Value agenda.
- 4.5 We are therefore proposing to embed the principles of the Compact into the new strategy rather than discharging these through a standalone document and to include a Compact checklist appended to the document to ensure that it continues to uphold the principles. As and when the government updates the National Compact, we will review this checklist. Recognising that the Compact was a partnership document, we will inform public sector partners of our decision and be engaging them through the development of the strategy.

Figure 1: Civil Society Strategy structure







5. Supporting the social sector

- 5.1 The strategy, as in 2015, will set out the principles and objectives of our funding for the future infrastructure support to the social sector. The detail of how this will be delivered will be set out in an action plan. KCC, through Public Health has funded a contract over the past 3 years to deliver support to the sector, which is due to end in December 2019, this will be extended to the end of the financial year (31 March 2019), to align with the development of the new strategy after which new arrangements will be tied to the objectives and model set out in the new strategy. We

are working collaboratively with colleagues in public health and strategic commissioning to develop the future offer.

- 5.2 The new support offer will recognise the role of the VCSE as a core part of civil society, supporting and strengthening our communities and as a partner in delivering KCC services. It will need to be flexible enough to meet the diverse needs of the sector, enable organisations to access a range of specialist support to ensure that the sector is sustainable, able to thrive and importantly maintain its independence.
- 5.3 The sector's needs are diverse, and a range of expertise are required to support new organisations and those who are looking to diversify or grow their income streams and investment. We believe there is potential to deliver an effective support offer in house that can meet these diverse needs. This may include grant funding held in-house for the sector to bid into to access a range of external specialist support. An in-house option would give us greater flexibility to respond to the sectors changing needs and enable us to better understand the impact of our funding on the sector. It would also help to build our intelligence e.g. how organisations use our funding to develop their organisation, to access different funding streams and how many employees or volunteers work within their organisation and are in turn supported. It will also enable us to use our funding more strategically and to look at opportunities to leverage additional funding from both partners and other funders in Kent. Details of the potential support model are in **Figure 2**; these are, however, initial ideas and further engagement and consultation on the strategy will develop this model further.
- 5.4 The support model set out in this report has been influenced by early engagement with representatives from the VCSE, we have also looked at surveys carried out by other organisations in Kent that support the sector and largely we believe the support needs have not changed since 2015. However, there is an increasing request from the sector for support around business development that is bespoke to the VCSE and support to help develop Trustee Boards. The sector has consistently highlighted the need for access to specialist support such as business planning, financial planning and financial skills, as well as legal support particularly around governance, and digital skills training. They have also told us that ensuring this support is independent and tailored to the organisational needs is of high importance. The commitment made in 2015 to developing cross sector (voluntary, private, social enterprise and public sector) networking opportunities for the sector we believe remains a priority and given the successful delivery of this element, largely delivered in house, we would look to build on this in our new offer.
- 5.5 We are also committed to supporting small, grass root organisations that we know, often need access to grant funding simply to help them to achieve their social mission, not for the delivery of services defined by and monitored by KCC. Following the Select Committee on social isolation and the role we know these organisations play within our communities and in improving wellbeing, we believe a funding pot that supports small organisations in this way would support the objectives in the new strategy and should be considered as part of the new support offer.

← Supporting the Social Sector to be sustainable and maintain its independence →

Themes	Support need	Possible mechanism
<p>Business development and Trustee Board development</p> 	<ul style="list-style-type: none"> • Access to specialist skills e.g. finance and business planning including support to look at reducing back office costs • Upstream support for VCSE to buy-in expertise to explore other funding models such as social finance or income generation • Governance and legal framework advice 	<p>KCC grant funding for organisations to access external specialist support. Would require an application or business case.</p> <p>Potential for a diagnostic or mentoring element (externally delivered) to be part of this to assist organisations in accessing the right support.</p>
<p>Digital capacity and infrastructure</p> 	<ul style="list-style-type: none"> • Access to digital skills training • Access training on how to utilise social media and digital marketing • Improving organisations digital infrastructure to be more efficient 	<p>Potential for a diagnostic or mentoring element (externally delivered) to be part of this to assist organisations in accessing the right support.</p>
<p>Empowering neighbourhoods and resilient communities</p> 	<ul style="list-style-type: none"> • Access to funding to support small, grass root organisations to carry out 'social good' or their core mission within local communities • Recognising civil society's role in improving wellbeing and tackling social isolation 	<p>KCC grant funding pot for small community organisations to access funding to support them in delivering their core mission</p>
<p>VCSE engagement</p> 	<ul style="list-style-type: none"> • VCSE networking forums to enable the sector to share ideas, meet other organisations and engage with KCC and partners in an informal setting • To support innovation and collaboration 	<p>Fund a delivery partner to establish and support a series of ongoing networking events across Kent for VCSE</p>

5.6 In addition to our model of support, the strategy will also reaffirm our commitment to a blended funding model. It will set out the KCC grant framework from 2015, revised based on our learning over the past 4 years, which will be an annex to the strategy. However, it will also reflect that the VCSE sector needs to be supported to increasingly access different types of funding such as grants, social finance and where appropriate contracts, rather than relying on one income stream.

5.7 The strategy will also recognise how civil society unlocks social value and will link to the KCC social value framework and social value statement. Indeed, KCC's investment in an offer of support to the VCSE reflects the value we place on the social sector in Kent, in bringing about social good. Many local authorities have significantly reduced or in some cases ended their infrastructure support offer to the sector, however we believe investing in the VCSE in this way is part of our commitment to a strong civil society and the social value that brings to our communities.

6. Timescales and next steps

6.1 Whilst we have started some early, informal engagement with the VCSE on the broad principles of the strategy and support offer, set out in this report, there will be a formal consultation on the new strategy.

6.2 We are holding an event with the sector at the end of November where we will continue to test out the development of the strategy. There will also be internal engagement throughout the development of the strategy with colleagues across a range of relevant services who work with the VCSE. We anticipate that a draft strategy will be developed by the new year and formal consultation will then take place. We therefore anticipate that the new strategy will come back to P&R Cabinet Committee for endorsement in Spring 2020, with the new offer of support in place later in the year.

Recommendations:

For the Policy and Resources Cabinet Committee to:

- 1) Endorse the proposal to refresh KCC's VCS policy into a new KCC Civil Society Strategy
- 2) Comment on the proposed structure of the strategy and the draft model of support to the sector
- 3) Endorse the decision to go out to formal consultation on the new strategy in the new year.

7. Contact Details

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Responsible Director: Andrew Scott-Clark
Director of Public Health
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**From: Peter Oakford, Deputy Leader, Cabinet Member for Finance,
Corporate and Traded Services**

Vincent Godfrey, Strategic Commissioner

To: Policy and Resources Committee – 8th November 2019

Subject: Enterprise Business Capabilities (EBC)

Classification: Unrestricted

Summary: The Council is at the outset of programme to modernise its Enterprise Business Capabilities (EBC) covering finance, human resources, payroll, and procurement, including the replacement of its Oracle software (£1.2m per annum). This paper is intended to start the engagement with the Cabinet Committee and develop a shared understanding of the scope prior to the development of the Strategic Outline Business Case (SOBC).

Recommendation(s):

The Cabinet Committee is asked to note and discuss the programme to modernise the Council's Enterprise Business Capabilities (EBC).

1. Introduction

- 1.1 The Council is developing a significant initiative that will fundamentally change the way central services within the Council will work. Underpinning this programme will be the implementation of new software that will support the core functions of central services including finance, human resources, payroll, and procurement, as well as many supplementary services that will together deliver better ways of working and outcomes. It will lead to the replacement of many business processes and associated software applications including Oracle. Initiatives of this type are now commonly referred to as Enterprise Business Capability (EBC) programmes.
- 1.2 As organisations shift their focus from technology to outcomes and experiences, the need for a solid core of EBC is critical. Gartner¹ refers to EBC as “the emerging fourth era of ERP” having evolved through the Materials Requirement Planning (MRP), Manufacturing Resource Planning (MRPII), and Enterprise Resource Planning (ERP) eras. Successful ERP was concentric on the development of systems of record (SORs) that systems of differentiation and innovation then leverage. In practice this largely amounts to relational database being utilised by functional applications incorporating forms, workflow and reports. Conversational platforms, chatbots, artificial intelligence and day visualizations are rapidly changing the way ERP applications are being used.

¹ Gartner, Inc. is a global research and advisory firm providing information, advice, and tools for businesses in IT, finance, HR, customer service and support, legal and compliance, marketing, sales, and supply chain functions.

1.3 Gartner's strategic planning assumptions on the future of ERP/ECP are as follows.

“

- a) By 2022, 30% of large enterprises will have moved to a platform and product centric approach with standardised ERP capabilities at the platform core.
- b) By 2023, 40% of large enterprises will have moved to an Enterprise Business Capability strategy away from monolithic vendor strategies.
- c) Through 2021 [*organisations*] who take a strategy-first approach to ERP will deliver 60% increased business value over those who take a vendor-first approach.
- d) By 2022, organisations that continuously improve their ERP will realise 60% more value through adopting the latest best practices in frequent vendor releases.
- e) By 2022, 65% of [*organisations*] will incorporate artificial intelligence in their postmodern ERP strategies to gain competitive advantage.
- f) The ERP market growth rate from 2017 to 2018 is at 10%. ERP is not a saturated, dying or static market... and is forecast to be worth \$44-billion by 2022.”

1.4 There is the imperative that the Council's licenses for Oracle expire on 31st March 2021 and is a key priority in the Strategic Delivery Plan (Item 77). Whilst extension is possible, the Council's on-premise hosted instance of Oracle will become increasingly costly to support and even obsolete in the near term. Oracle in common with most technology suppliers, makes its licenses and support for older versions of its products increasingly more expensive over time and ultimately withdraws support altogether. Customers have no choice but to either find third-party support, upgrade onto the newer versions, or transition to alternatives. Oracle's strategy is to shift its products to a cloud-based subscription approach and withdraw support for on-premise products. So far it has only announced that all 4,000 of its on-premise customers in the Middle East and Africa will be moved onto the cloud within the next two years, but it will surely follow in the United Kingdom.

1.5 The Council's Technology Strategy 2016/20 set out a new operating model for the delivery of the Council's technology infrastructure and business systems that have driven change programmes. The principles include a cloud first strategy, a configure not customise approach, with standardisation and optimisation of the Council's enterprise platform. These principles will need to be firmly embedded as part of the EBC programme.

1.6 Although the Council has much of the Oracle ERP functionality available to it (paragraph 1.2 refers), use is limited, and it could not really be described as a full ERP implementation. The purchase to pay process runs across several databases, the applications do not integrate or use workflow particularly well if at all, and basics such as a single supplier view are precluded without extensive rework for example. This in turn causes process inefficiency and cost for both users and systems support.

- 1.7 Cloud hosted solutions, which mimic the internet in their subscription approach to consuming software, have rapidly become the default and transferred the responsibility for much of the delivery and maintenance of the software and associated infrastructure to the service providers. Transition to cloud, even Oracle cloud, is a substantial undertaking. They require organisations to “adopt” standard business processes rather than “adapt” software to the model the organisation’s historic approach to say invoice processing. The Council’s on-premise instance of Oracle is reckoned to have around one-million lines of bespoke code for example. Software updates happen automatically in the new cloud Software-as-a-Service (SaaS) world; so how should the organisation manage rolling updates and business change where there is no longer any choice in whether they are installed?
- 1.8 Broadly speaking there are three general service models in the cloud including Software-as-a-Service (SaaS), Infrastructure-as-a-Service (IaaS), and Platform-as-a-Service (PaaS), as shown in Appendix A. The degree of control afforded to an organisation vary depending on the service model chosen, as do the benefits and the cost. There are also broadly three types of cloud deployment including Public, Private and Hybrid “Closed Public Cloud”. With the attendant trade-offs regarding data residency and efficiency. If the Council does adopt a cloud solution it will need to work through an appropriate assessment and decision-making process to choose the right options.
- 1.9 It is important to reiterate that EBC and cloud solutions are a means to an end, not the end itself, and do not by themselves make the Council a “digital business”. This programme is about the Council being more able and agile to standardise and optimise the way it works, so it delivers better stakeholder experience and value.
- 1.10 Whilst EBC programmes and their forerunners are a well-trodden path that is proven to support the delivery of stakeholder experience and value, examples of poor executions that do not deliver value and or cause substantial programme and cost overruns are common. A comprehensive and robust approach to strategy, organisational culture, change leadership, and governance that is widely understood and supported across the organisation will be integral to the success of the programme, as will the broad understanding of the benefits of the new ways of working to the Council as a whole.

2. Approach

- 2.1 The Strategic Commissioner will be the Senior Responsible Officer (SRO) for the programme working closely with the Corporate Director for Finance, Corporate Director for People and Communications, and Director of Infrastructure who will lead their respective functions. Cantium Business Solutions (CBS) is a key stakeholder and will work as the Council’s delivery partner for the implementation of the programme, augmenting its resource with specialists as appropriate. Together this group feeding into the already established Technology Board, will act as the design authority making sure that decisions are taken by a combined functional team to manage dependencies as well as minimise the risk of dysfunctionality and re-work.

2.2 This will most likely be a 2-3-year programme. It will be developed and implemented through the six classic phases typically associated with programmes of this nature as set out below².

- a) Stage 1 – An Inception (or familiarisation) Phase that educates and informs the programme and the wider business) of the overall approach to solution delivery.
- b) Stage 2 – A Discovery Phase (broken down by functional area, or a collection of related areas) used to gather information on what is important to the business. Provides context to the implementation, captures the fundamental business goals, defines the vision, objectives, goals and challenges that need to be overcome.
- c) Stage 3 – A Definition Phase should document the baseline configuration of the to-be system. To include the approach to data migration integration and testing among others.
- d) The use of Iterative Prototyping to validate the solution, and end-to-end process confirmation resulting in an initial “sign-off” of the target system characteristics. Results in a working system (rather than a specification) that can be tested by users.
- e) An Implementation Phase that documents the functional and technical “runbooks” that will deliver the solution. It should also confirm the detailed approach to data migration, integration, testing etc.
- f) A discrete Validation Phase which incorporates industry-standard test phases e.g. user acceptance testing alongside dry-run for example, around payroll.
- g) Transition: a robust transition strategy and cutover plan, including final reconciliation and confirmation of support arrangements.

2.3 Business milestones will be factored into the implementation plan such as financial year end, statutory reporting, salary award dates etc. Another consideration will be the sequencing of business process delivery. Should finance or human resources go first?

2.4 At this time the Council is “technology agnostic” and has yet to decide what platform will underpin the future direction. Whatever technical solution is chosen it will need to be an “integrated platform” with data recorded once and managed centrally to give a single view of a member of staff or supplier. By taking a platform/product approach and developing a holistic strategy and governance model, it will avoid descending into the best-of-breed nightmare scenarios that have befallen ERP and large technology projects more widely in recent years. It does not follow that a single system or application will be purchased but rather a properly integrated, readily implementable, and sustainable platform.

2.5 The Council has already invested in and widely deployed: Azure (Microsoft cloud service for building, testing, deploying and managing applications and

² Certus solutions

services through managed data centres); Office 365 (Microsoft cloud service for office and productivity applications); and Power BI (Microsoft business analytics service). Microsoft's Dynamics 365 is showing strongly in Gartner's most recent assessment of the cloud ERP market (October 2018). Developing and further leveraging the Council's relationship with Microsoft is therefore a strong option that will be considered. Of interest is that in June 2019, Microsoft and Oracle announced a cloud interoperability partnership enabling customers to migrate and run critical enterprise workloads across Microsoft Azure and Oracle Cloud and this is perhaps the start of further collaboration and convergence.

- 2.6 Supplier selection will be crucial and should reflect the significant shift in the technology market place in recent years; especially if a cloud solution is chosen. It cannot be the case that the suppliers "drop and run" once on-premises software is delivered only to reappear for the renewal of licenses as has typically been the case. The Council will be selecting a strategic partner or partners where the ongoing quality of the relationship in terms of support, process development etc. will form an integral part of the evaluation in the procurement process and subsequent contract terms.

3. Next steps

- 3.1 Work is currently underway on the Inception and Discovery Phases (paragraph 2.2 refers) with a view to producing a Strategic Outline Business Base (SOBC) and subsequently an Outline Business Case with a full options appraisal. Ascertaining and baselining the "as-is" architecture, applications, processes and costs associated with corporate services is a crucial and substantive part of this work. It is anticipated that the SOBC will be available by the end of December 2019 and the OBC by the end of March 2020 depending on what is identified in the Inception and Discovery Phases that currently have many unascertained variables.
- 3.2 Facilitated workshops with relevant business subject matter experts will be used to identify and capture much of the information required. These workshops will also be used to assess the various components in terms of their current functional fit with and gap to best practice. There are expected to be around ten workshops covering subject matter such as: core financials; core human resources; payroll, compensation and reward; purchase to pay; and cloud options.

4. Financial Implications

- 4.1 The financial implications of this programme cannot be ascertained at this early stage and not until the work described in paragraph 3.1 and the Outline Business Case (OBC) is completed. The cost of developing the programme in the meantime is expected to be absorbed from current operating budgets at opportunity cost (the cost of other work that could have been done instead) albeit this will be kept under review. Work will only progress beyond that point if the OBC is approved and necessary funding secured.
- 4.2 The total cost of the current architecture, applications and processes associated with corporate services and in scope is likely to be several millions of pounds with annual recurring savings likely to be substantial notwithstanding any one-

off implementation costs. Oracle licenses alone currently cost circa £1.2m per annum excluding any associated hardware and service management.

- 4.3 There is the possibility that other local authorities may want to join this programme, particularly if it is a cloud solution. There is also the possibility that Cantium Business Solutions can use it to sell its own services. This will be explored during the Inception and Discovery Phases (paragraph 2.2 refers).

5. Conclusions

- 5.1 The Council is embarking on a programme over 2-3-years that will modernise its Enterprise Business Capability covering core functions including finance, human resources, payroll, and procurement, as well as many supplementary services. This is expected to deliver better ways of working and outcomes including significant financial savings. There is an imperative in part because the Council's licenses for Oracle, on which several of its key business processes depend, expire in March 2021 and will soon become obsolete.
- 5.2 Whilst programmes of this nature are proven to be successful, they are high risk, high value, and complex, and there are lots of examples of sub-optimal value, cost and programme overruns in both the private and public sectors. Executing an ERP strategy is an ongoing stream of decisions and changes to business process and technology architecture and applications. A comprehensive and robust approach to strategy, organisational culture, change leadership, and governance that is widely understood and supported across the organisation will be integral to the success of the programme, as will the broad understanding of the benefits of the new ways of working to the Council as a whole. Cloud solutions require organisations to "adopt" standard business processes rather than "adapt" software which on its own causes major business change.
- 5.3 These will be developed through Inception and Design Phases of programme that are expected to run until December 2019 and March 2020. The respective outcomes will be a Strategic Outline Business Case followed by an Outline Business Case, with full options appraisal, cost implications and risk register, and the programme will not progress further unless these are approved. Development of programme through to the OBC will be funded through existing revenue budgets notwithstanding opportunity cost.

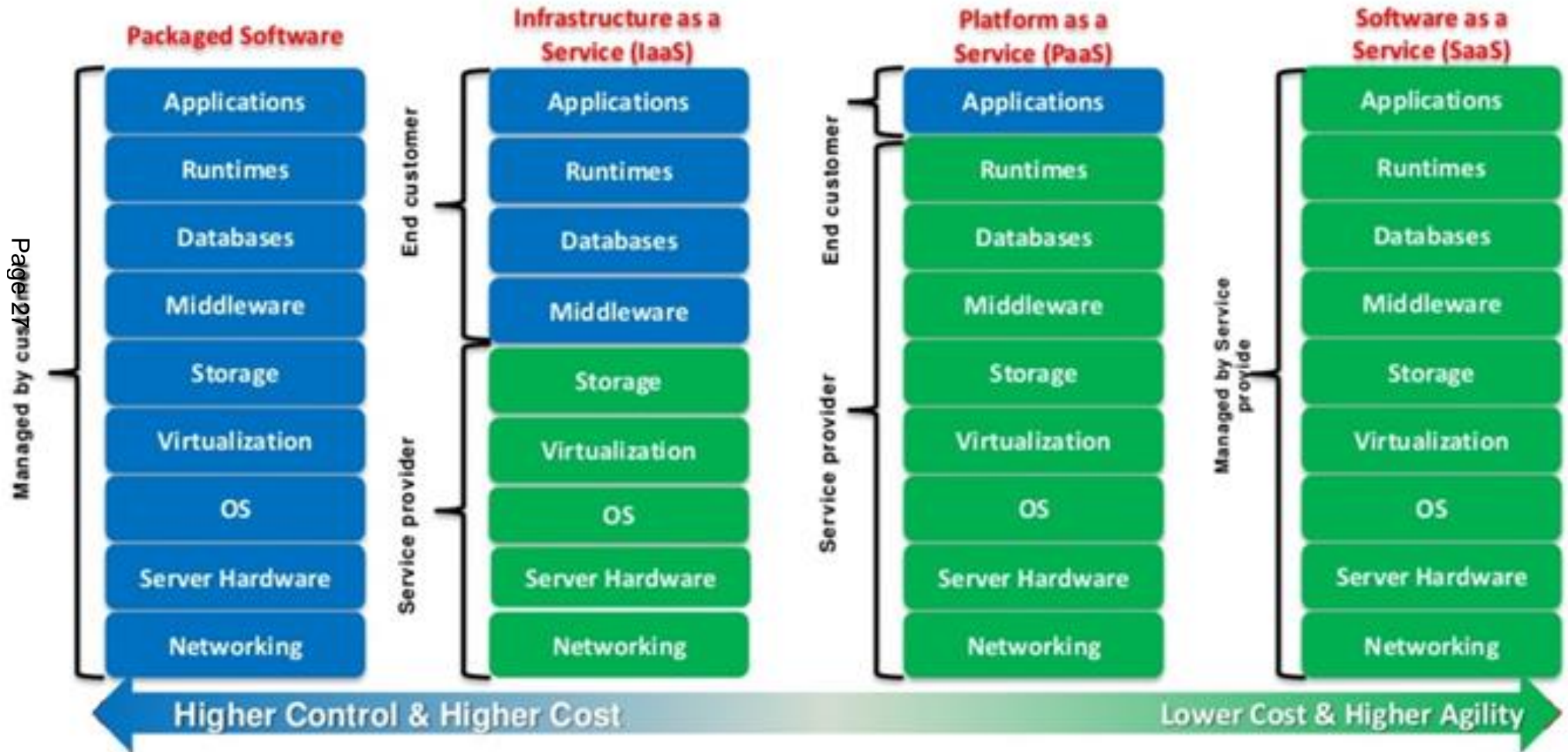
6. Recommendation(s):

- 6.1 The Cabinet Committee is asked to note and discuss the programme to modernise the Council's Enterprise Resource Capabilities (EBC).

7. Contact details

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Cloud “as-a-service” models (Oracle Corporation)



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From: Richard Long, Armed Forces Champion
Mike Angell, Armed Forces Champion
David Cockburn, Corporate Director of Business Strategy & Support

To: Policy & Resources Cabinet Committee

Date: 8 November 2019

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

Classification: Unrestricted

Summary: This report provides a briefing on Kent County Council's work to support Kent's Armed Forces community, summarises key achievements since the report to County Council in 2018, and seeks Members' support for the proposed future actions.

Recommendation

Members are asked to NOTE all that is being done to deliver the Armed Forces Covenant in Kent and to CONFIRM the council's commitment to this work.

1. Introduction

- 1.1 The Armed Forces Covenant outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level. Kent County Council was one of the first authorities to sign a Covenant, back in September 2011. In October 2017, a new combined Armed Forces Covenant including KCC, Medway, 11 Infantry Brigade and RSME was re-signed at the Kent and Medway Civilian-Military Partnership Board.
- 1.2 The purpose of the Covenant is to encourage support for the Armed Forces Community (AFC) working and residing in Kent and to recognise and remember the sacrifices they have made for us to keep Britain safe and free.
- 1.3 The Kent & Medway Civilian-Military Partnership Board oversees the implementation of the Covenant and meets twice a year, supported by sub-groups covering the following themes:
- Health and wellbeing
 - Children and Youth
 - Vulnerable Veterans
 - Employment and Skills
 - Recognise and Remember

2. KCC's Activities to support the Armed Forces Community over the last year

- 2.1 On 13 June 2019, the Board held its 6th Annual Conference at The Duke of York's Royal Military School in Dover. The Conference brought together senior Ministry of Defence officials, Armed Forces, Councils, public services, military charities and others in the voluntary sector to consider the needs of the armed forces community in the county and how we can collaborate to ensure the Covenant is fully implemented. There was a focus on "strengthening connections" and working together in partnership. The delegate feedback was very positive. A revised Action Plan has been developed with all the relevant Sub-Groups being tasked to take forward all the issues raised.
- 2.2 The fourth Service Children's Voice Conference was held earlier in June bringing together service children from around Kent, their teachers and for the first time some parents to explore what it meant to be an Armed Forces child. This year we had a focus on how to support service children in schools with only a few service children. As a result, we have set up an advice and guidance page on KELSI for school staff which can be found at: <https://www.kelsi.org.uk/support-for-children-and-young-people/supporting-children-of-armed-forces-personnel-in-school>. The conference was such a success that we are already planning the next one which will take place in June 2020, again at Duke of York's School. Professor Jan Walker attended the Conference to gather research for a House of Commons Paper on the needs of service children. We are also looking at the operation of service pupil premium and best examples of good practice in its use. We published a book 'Our Parents are Special' by the Service Children of Kent, taking quotes from the children who attended the 2018 Service Children's Conference, copies of which are now in all libraries and a pdf version can be accessed on the website.
- 2.3 Peter Bruinvels, who has been commissioned to work with us in Kent since 2016, continues to provide dedicated capacity to support the Armed Forces Covenant. He also works for Surrey County Council and 11 Infantry Brigade and has excellent connections with a number of service charities which has resulted in the forging of closer links between KCC and partners across the South East. He has also ensured that the Civic Office is well connected into the Board's work.
- 2.4 Kent was part of a consortium from the South East, led by Surrey who successfully bid for £321k from the MoD to embed awareness of the Covenant and the needs of the Armed Forces Community in all front-line services, as well as training Elected Councillor Armed Forces Champions and Covenant Lead Officers. The resulting project, Forces Connect South East, has been a runaway success. The two Training Teams have been working across the South East ensuring consistency in the delivery of the Covenant and the provision of welfare advice with Kent leading on the design and production of a dedicated 'Forces Connect' App which is now being widely used by both service providers and the armed forces community themselves.
- 2.5 As part of this project, a range of training programmes have been rolled out, including:

- Training for Elected Councillor Armed Forces Champions, including newly elected Councillors across Kent and Medway by Peter Bruinvels: a second dedicated training session was held in October 2019, with lead officers and 36 Royal Engineers also present, to ensure they have a consistent understanding of their role, and the knowledge and support needed to carry it out, along with the role played by the military.
 - Targeted training for customer-facing front-line staff, including contact centre staff: short 45-minute sessions for teams to raise their awareness and ensure they ask customers whether they have connections to the armed forces in order to ensure appropriate support or signposting. To date, over 2,300 staff members have now been trained.
 - A Service Champion training programme in partnership with the NHS resulting in fully trained service champions in every local front-line service in the county.
 - An eLearning Training Module raising awareness about the issues facing the Military Family and the implications of the Armed Forces Covenant. KCC launched this in October 2017 and has had over 425 staff complete the training. It is now on the Armed Forces Network website enabling access to colleagues in other organisations across Kent.
- 2.6 Human Resources colleagues developed KCC's first Reserves Armed Forces Policy focusing on formalising arrangements around our commitment to employment of serving reservists and veterans, including flexibility around annual training and deployment. This has been identified as an exemplar model policy nationally. It resulted in KCC holding its first Reservist Day at County Hall in June 2017, to celebrate the role that Reservists play. This successful event was repeated in June 2018. In June 2019, 3 Princess of Wales's Royal Regiment held an information and recruitment day on Reservist Day.
- 2.7 The very public commitment of Kent County Council to support defence personnel and their families was recognised under the Armed Forces Covenant Employer Recognition Scheme in 2019 with a gold award, just one year after it received its silver award. This was as a result of the Council not only pledging to be 'Armed Forces-friendly', but demonstrating commitment in practice by employing both Reservists and Ex-Service Personnel across the organisation, encouraging Cadet Adult Volunteers, having the policies and procedures in place to ensure they are supported around their Forces' needs and requirements, as well as our wider support for the Covenant and Armed Forces Day.
- 2.8 Following on from our survey of staff and members, which identified more than 65 people who have connections with the armed forces, including serving and ex-armed forces personnel, but also those who are partners, parents or children of serving personnel or veterans, we set up a KCC Military Peer Support Group. This group continues to meet biannually and is proving to be an invaluable sounding board as well as providing mutual support and being a focus for internal celebration of the armed forces (e.g. an annual gathering with the Chairman).
- 2.9 This year, we have continued to focus on building stronger local-level relationships with visits to and meeting with our lead Army Task Force Commander and District Armed Forces Champions, Unit Welfare Officers, RAF at Manston, and Royal Navy.

These discussions continue to provide valuable hands-on feedback on the current issues impacting the armed forces community, ensuring that the Board's priorities are well focussed, and result in improved collaboration.

- 2.10 We have also worked closely with our Districts and Boroughs to offer them support in applying both for MoD Covenant Grants and successfully applying for MoD Employers Recognition Silver Awards – in the case of Dover, Folkestone & Hythe and Medway. We have also helped a number of Councils in Kent establish Civil-Military Panels.
- 2.11 Working with Kent County Council's nominated Armed Forces Communications Lead, the Board is continuing to raise the profile of the Covenant both internally and externally. This includes multiple articles on KNet, our public website, press releases and videos.
- 2.12 1 Royal Gurkha Rifles (1RGR) who are currently based in Shorncliffe near Folkestone, and 2 Royal Gurkha Rifles (2RGR) who are now in Brunei are preparing to swap over again in summer 2020 (their last Unit move was in 2017). This will be a significant logistical exercise, particularly as fewer families will be coming to the UK than are leaving for Brunei. The Board is once again taking a leading role to ensure plans will be in place early, learning from issues raised in previous years. All the stakeholders from the Army and 11 Infantry Brigade including the Defence Infrastructure Organisation (which manages service family accommodation), Amey (which manages allocation and maintenance of Armed Forces housing), local schools, KCC's school admissions team, Health, District Councils and Job Centre Plus are working together to scrutinise plans, agree a timeline, mitigate any issues and set up a task group to deliver the plans. The challenges around integration of family and dependants into local communities at both ends (with the transition of schooling, housing, healthcare and spousal employment) were addressed in 2017 much more successfully than in previous years, so we are confident that 2020 will run even more smoothly. Education colleagues are working particularly hard to secure school places and prepare children and parents for the move.
- 2.13 We have been working with 11 Brigade for some years on workforce skills, and recently have been in discussion about the relationship between the armed forces community and the Guilds. We are exploring how service leavers can be supported or encouraged to move into those industries where there are personnel or skills shortages, by providing advice early in the transition period to enable them to develop the right skills. We are also seeking to spread messages to employers about the benefits of employing service spouses, and how they can be supported into employment.
- 2.14 The Kent Shed concept and brand was developed back in 2013. The two main objectives were to support ex-military men to reintegrate (externally funded by MoD Libor Grant) and to provide accessible opportunities to combat social isolation for men of all ages in Kent (funded by Public Health, KCC). There are currently nearly 30 Sheds across Kent. They are highly diverse, many are themed around sustainable activities such as gardening, woodwork, boats or arts whilst others are focused on supporting the local community. Most people attracted to this activity are men, but

Kent Sheds is open to men and women of all ages, should they wish to participate, as agreed locally. The Programme has become popular with local people and has about 250 members. In addition to improving people's wellbeing, a number of Shedders have also gone on to gain paid employment as a result of their work in Sheds. KCC is exploring further how Kent Sheds can support people back into work as part of a three-year EU funded programme called Step By Step, which started last year.

- 2.15 The Forces Connect South East Veterans Hub project offers MoD Covenant Grant Funds to establish new Veterans Hubs and Veterans Drop-In Centres. A start-up guide 'Grow Your Own Hub' has been produced along with a Needs and Gap Analysis of the current provision for veterans across Kent. With 77,000 veterans residing in Kent, it is considered an excellent way of supporting them. Funds can also be awarded to sustain existing ones (and Sheds can also be Veterans Hubs).

3. Priorities for 2020

- 3.1 Ensure that the legacy of the very successful Forces Connect South East project is maximised and we continue to build on it. The Board is collaborating with the MoD to share and promote best practice nationally.
- 3.2 Expand, train and strengthen the network of KCC officers who champion the armed forces, encouraging them to cascade information and raise awareness amongst their colleagues of how to support the armed forces community.
- 3.3 Hold another successful Service Children's Voice Conference in June 2020 and continue to promote awareness in schools – particularly amongst schools with only a few service children – about the potential needs of service children.
- 3.4 Build on previous achievements to deliver an innovative and meaningful 7th Kent & Medway Armed Forces Covenant Conference in May 2020.
- 3.5 Improve publicity and communication around events that support the armed forces and encourage KCC Members to support local events.
- 3.6 Continue to develop the Military diary of forthcoming events, celebrating Armed Forces Week and Reservists Day, and promoting Remembrance events, especially around Armistice Day 2019.
- 3.7 Support the FCSE Veterans Hub project by identifying new locations for such provision as well as sustaining existing ones.
- 3.8 Make the most of the benefits of achieving the Armed Forces Covenant Employer Recognition Scheme Gold Award – including sending staff on the Sandhurst Leadership Challenge and RAF Halton training.
- 3.9 Work closely with Kent Police and Kent Fire & Rescue, S E Coastal Ambulance Service to take forward the work around supporting vulnerable veterans.

4. Conclusions and Recommendations

4.1 Policy & Resources Cabinet Committee is asked to NOTE all that is being done to deliver the Armed Forces Covenant in Kent and to CONFIRM the council's commitment to this work.

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From: Roger Gough, Leader of the Council
 David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy & Resources Cabinet Committee – 8 November 2019

Subject: **Strategic Delivery Plan Monitoring: Quarter 2 2019/20**

Classification: Unrestricted

Past Pathway of Paper: Health Reform and Public Health Cabinet Committee (1 November 2019)

Future Pathway of Paper: Children, Young People and Education Cabinet Committee (15 November 2019); Adult Social Care and Health Cabinet Committee (27 November 2019); Growth, Economic Development and Communities Cabinet Committee (28 November 2019); Environment and Transport Cabinet Committee (29 November 2019).

Electoral Division: All

Summary: This report provides an overview of the Council’s Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 submissions.

Recommendation(s):

The Policy & Resources Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20.

1. Introduction

- 1.1 In April 2019, Corporate Board agreed KCC’s Strategic Delivery Plan for 2019-20, a single KCC business plan that is more delivery focused and acts as a 3-year rolling plan. During the development of the Strategic Delivery Plan, the Executive and Cabinet Committees expressed their support for the development of proportionate monitoring arrangements.
- 1.2 This cover paper provides an overview of the monitoring arrangements and identifies a number of themes emerging from Quarter 1 and Quarter 2 analysis which Policy and Resources Cabinet Committee may wish to consider. The Strategic Delivery Plan Monitoring Analysis Report (Appendix A) presents an overview, and analysis, of monitoring information collated for Quarter 2 (July to September 2019). Individual activity scorecards for Quarter 2 2019/20 are available on request as a background document.

1.3 Policy and Resources Cabinet Committee are receiving an overview of all activity and exploration of specific trends and issues based on monitoring submissions. An amended analysis report tailored to the most relevant strategic outcome, with individual scorecards available as a background document, will be provided for other Cabinet Committees. Whilst the three outcomes do not directly match Cabinet Committee purviews there is significant alignment and will enable each Cabinet Committee to have a more focused discussion. Due to the cross-cutting nature of public health activities, the Health Reform and Public Health Cabinet Committee will receive the full analysis report with a cover paper which identifies the relevant public health activities.

2. **Strategic Delivery Plan Monitoring Arrangements**

2.1 The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activity and the role of the Corporate Management Team (CMT) in providing a leadership role for management action to deliver activity effectively and at pace. This includes ensuring appropriate resources and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place. Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action and building momentum to deliver better outcomes.

2.2 Monitoring of Strategic Delivery Plan activities takes place on a quarterly basis, providing a sense of progress on the County Council's key activities. The information gathered provides analysis across activities and builds-up trend data over time, to support CMT and Corporate Board to understand issues impacting on successful delivery, consider what actions may be required (if appropriate), consider wider trends and ensure appropriate and timely governance and assurance arrangements for activities.

2.3 The monitoring analysis is reported on a quarterly basis to the Corporate Management Team for action where required and to Corporate Board for Executive oversight. A report is taken to Policy and Resources Cabinet Committee on a 6-monthly basis with an overview of all activity and exploration of specific trends or issues based on monitoring feedback. Other Cabinet Committees receive a tailored report focused on the relevant activities within their purview.

2.4 Building on the approach used to develop the Strategic Delivery Plan, an online form was used to collect monitoring information from Lead Officers (or nominated colleagues) for each piece of activity in the Strategic Delivery Plan. The form is available to complete for 2 weeks every three months. Ahead of and throughout these submission windows, officers from across the organisation have access to a Microsoft Teams SDP monitoring site, where they can ask questions directly via an interactive conversation panel and access guidance documents such as FAQs, SDP Monitoring Quick Guide and

completed examples of the form. Microsoft Teams continues to be used to provide updates and engage officers.

3. **Strategic Delivery Plan Monitoring - Quarter 2 2019/20 Analysis**

3.1 Quarter 2 analysis was presented to CMT and Corporate Board in October 2019. A full analysis report on Quarter 2 2019/20 monitoring which provides an overview of the information received and highlights key trends across activities is available in Appendix A.

3.2 A summary of key findings from Quarter 2 2019/20 is summarised below.

- Engagement - There has been good engagement from officers, and in particular those responsible officers submitting the MS Form. All 79 activities within the Strategic Delivery Plan submitted a response in Quarter 1 and Quarter 2.
- Quality of Submissions - The quality of submissions in Quarter 2 has improved overall with greater information provided under 'Progress Description'. The inclusion of additional milestone questions in Quarter 2 has supported greater information on milestones, with responses including increased detail on specific or estimated milestone dates.
- Monitoring process - The online monitoring form will continue to be revised to reflect learning which should further support completion and monitoring in future. Lead Officers, Directors and Corporate Directors will also be engaged directly ahead of Quarter 3 monitoring to further support greater detail in future monitoring.
- Delivery – In Quarter 2, 64 activities were 'on track' for delivery, 10 require remedial action, 3 are unlikely to be achieved and 2 activities have not formally started. The table of activity not on track is detailed in 2.2. of the analysis report (Appendix A).
- End Date Changes – In total across all 79 SDP activities, 20 activities changed their end date or provided a 'Go Live' date beyond their original SDP end date, with a number of these reporting as being 'On Track'. A significant number of activities which previously reported in Quarter 1 as either requiring remedial action or unlikely to be achieved (3 of 8) have changed the end date of their activity. These activities are no.51 Analysis of Housing with Care (Extra Care) Placements no. 61. Implementing MOSAIC Adult Social Care case management and finance system and no. 63 To input to influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium-Term Financial Plan. The full list of activities with end date or go live date changes is detailed in 3.5 of the analysis report (Appendix A).
- 2019/20 Activities – Based on the end dates provided in the SDP, 29 activities are due to complete in 2019/20. Of these activities 24 are on track for successful delivery, 3 require remedial action, and 2 are unlikely to be

achieved. Of these 29 activities, 9 have provided new end dates, 6 of which still reported to be 'On Track'. 6 of these 9 activities are now due to complete outside of 2019/20.

- Project Status – In Quarter 2, 8 activities identified a change in project status, with 7 reporting as 'business as usual' and 1 reporting as complete. CMT have agreed that where activities are confirmed as 'on track' and either 'business as usual' or 'completed' the intention will be to not include in future SDP monitoring. CMT agreed the following activities will be considered 'business as usual' and therefore not monitored from Quarter 3 onwards:
 - 16. Input to Local Plans and Significant Development across Kent and nationally;
 - 17. Maximising opportunities of the Strategic Development Contributions process and updated strategy;
 - 23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding;
 - 25. Improving our highway assets and fixing Kent's potholes;
 - 36. Charging for non-household waste materials at Household Waste Recycling Centres

Further information is provided in 2.7 of the analysis report (Appendix A).

- Milestones – The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. 48 activities reported key milestones with a greater level of detail as part of their submissions. Further information on milestones is provided in section 3 of the analysis report (Appendix A).
- Issues – Of the 13 activities which are not on track, the key emerging issues were i) capacity, ii) complexity, iii) dependencies, iv) delivery environment, and v) stakeholders / relationships. Further information on issues is provided in section 4 of the analysis report (Appendix A).
- Mitigating Actions or Escalations – Of the 13 activities which are not on track for successful delivery, 10 have identified mitigating actions or escalations. Where actions are being taken these included i) a change of approach, ii) specific actions to resolve issues, iii) national and partner engagement, and iv) adapting resource arrangements. Further information is provided in section 5 of the analysis report (Appendix A).
- Governance – Of the 79 activities 37 are expecting to report to Cabinet Committees in 2019/20. A significant number of activities also identified future reporting to the informal governance boards in 2019/20 (23 activities in Q2). However only 7 of the 23 activities have currently requested a specific item on the informal governance forward plan. Lead officers will be encouraged to further define timescales for informal governance reporting and ensure items are scheduled on the informal governance forward plan in a timely manner. Further information on governance is provided in section 6 of the analysis report (Appendix A).

- Risk – 11 of the 13 activities with issues do have risks recorded within risk registers. A significant number (6 of the 13 activities not on track) have risks recorded within their project / programme risk registers in Quarter 2 2019/20. CMT have agreed for Corporate Risk and Assurance to have visibility of project / programme risk registers, alongside Service / Divisional, Directorate and Corporate Risk Registers, to provide greater and earlier visibility on emerging risks and advise on mitigations. Further information is provided in section 8 of the analysis report (Appendix A).
- Future Monitoring – In future monitoring, SDP activities will not be considered 'On Track' if their revised end date or 'Go Live' date extends beyond the original SDP end date. Future monitoring will also request further information on reasons for end date changes, including if due to internal or external factors. For future reporting SPRCA will undertake deep dive reviews on specific activities with high risk to identify recommended actions. Further guidance to Lead Officers will also request that information is included in activity submissions on the specific reasons for a particular change to an end date or 'Go Live' date. Where end dates or 'Go Live' dates have changed, Corporate Risk and Assurance will engage with Lead Officers as appropriate to provide further assistance.

4. Next Steps

- 4.1 The Quarter 2 analysis will be presented to Cabinet Committees in November 2019 as part of 6-monthly reporting, with a tailored analysis report focused on the relevant Strategic Outcome activities. Cabinet Committees will receive Quarter 4 analysis following the monitoring process in April – June 2020.
- 4.2 The Strategy, Policy, Relationships and Corporate Assurance division will take forward CMT agreed actions to progress the SDP monitoring arrangements. This includes engaging Lead Officers to further develop responses and the submission process as part of Quarter 3 monitoring in January 2020. This will emphasise the importance of sufficient information provided within the 'description of progress', 'issues' and 'mitigating actions' free text boxes. Greater guidance will also be provided to Lead Officers and wider colleagues via the SDP Monitoring MS Teams site to support the completion of the monitoring form.
- 4.3 Broader learning from Quarter 1 and Quarter 2 monitoring, including the inclusion of greater financial information and further detail on priority capital activities within major large-scale capital programmes, will be addressed through the development of the Strategic Delivery Plan for 2020/21.

5. Recommendation

Recommendation:

The Policy & Resources Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20.

6. Background Document

- Strategic Delivery Plan Monitoring – Quarter 2 2019/20: Scorecards
(Background document available on request)

7. Contact details

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Strategic Delivery Plan Monitoring – Analysis Report

Quarter 2: July – September 2019



Report version: Policy & Resources Cabinet Committee

– 8 November 2019



Introduction

The Strategic Delivery Plan sets out, and seeks to drive delivery of, the most significant change activity for the Council.

The Strategic Delivery Plan includes 79 pieces of significant activity identified by services across the Council which align to the outcomes in KCC's Strategic Statement. Corporate Directors are responsible for delivering the activity in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activity and the role of the Corporate Management Team (CMT) in providing a leadership role for management action to deliver activity effectively and at pace. This includes ensuring appropriate resources and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place. Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action and building momentum to deliver better outcomes.

Lead Officers, named within the Strategic Delivery Plan, are responsible for providing a quarterly update on progress through the Strategic Delivery Plan monitoring arrangements. Information collated focuses on exceptions where there are issues to successful delivery and will be utilised to build both individual activity information and whole council trends over time.

This report presents an overview of monitoring information collated for Quarter 2 (July to September 2019) and detailed analysis. The analysis (based on the 79 responses for Quarter 2 2019/20) indicates the emerging issues for the County Council's significant activity. Individual activity scorecards are available as a background document on request.

The report summarises key themes for Corporate Management Team and Corporate Board consideration, in order to:

- Understand the activities which have identified issues for successful delivery;
- Consider what actions may be required to address issues (if appropriate);
- Consider wider trends and address cross-activity implications (where required);
- Consider trends from time series data;
- Ensure appropriate and timely governance and assurance arrangements for activities;

Contact Details:

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Director: David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance

Monitoring Quarter 2 (July – September 2019) overview

100% (79) of activities submitted a response

81% (64) of activities are on track for successful delivery

13% (10) of activities require remedial action

4% (3) of activities are unlikely to be achieved

3% (2) of activities have not formally started

38% (11) of activities that are due to complete in 19/20 are not on track or are on track but with a revised end date

35% (5) of activities not on track are **People Commissioning** type activities

61% (48) of activities were able to identify key milestones

69% (9) of activities not on track have identified **dependency** issues

62% (8) of activities not on track have identified **capacity** issues

46% (6) of activities not on track have identified **complexity** issues

46% (6) of activities not on track have identified **stakeholder/relationship** issues

77% (10) of activities with issues have mitigating actions or escalations in place

29% (23) of activities are expecting to report to **Informal Governance Boards** (Service Commissioning Board, Infrastructure Commissioning Board, Budget Delivery Group)

47% (37) of activities are expecting to report to Cabinet Committees

46% (6) of activities not on track which are recorded in **Project/Programme risk registers**

38% (5) of activities not on track which are recorded in **Service / Divisional risk registers**

15% (2) of activities not on track which are recorded in **Directorate risk registers**

8% (1) of activities not on track which are recorded in **Corporate risk registers**

Monitoring Quarter 2 (July – September 2019) summary

Each activity response for Quarter 2 2019/20 has been developed into a 'scorecard' providing an overview of the activity (available as a background document on request). Below is a summary for each activity:

Outcome 1: Children and young people in Kent get the best start in life

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
1. Delivering the Kent Commissioning Plan for Education Provision 2019-2023	Yes, it is on track	✓	✓	✓	✓	✓
2. Transforming Early Help and Preventative Services (EHPS) Commissioning	Yes, it is on track	✓			✓	
3. Re-commissioning services to support the integration of Children's Services	Yes, it is on track	✓			✓	✓
4. Delivering the Total Placement Service Programme	It requires remedial action	✓			✓	
5. Mobilising the Young Persons Supported Accommodation and Floating Support Service	It requires remedial action					
6. Delivering the Commissioning Strategy for Disabled Children's Services	No, it is unlikely to be achieved	✓				
7. Transforming Children and Young People Mental Health Service commissioning (CYPMHS)	Yes, it is on track	✓			✓	✓
8. Integrate and transform Public Health Services for Children and Young People across Kent (KCHFT Strategic Partnership)	Yes, it is on track	✓			✓	✓
9. Progressing integration and joint commissioning through the 0-25 Kent Health and Wellbeing Board	Yes, it is on track	✓			✓	✓
10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	It requires remedial action	✓			✓	
11. Full Cost Recovery of Unaccompanied Asylum-Seeking Children (UASC) Costs to KCC	It requires remedial action					
12. Delivering school improvement support to maintain and enhance school standards through The Education People (TEP)	Yes, it is on track					✓

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
13. High Needs Funding and SEND Action Plan	Yes, it is on track		✓	✓		✓
14. Delivering the Post 16 Education Review, to facilitate better education, skills and training opportunities for young people	Yes, it is on track		✓			✓

Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	✓	✓			
16. Input to Local Plans and Significant Development across Kent and nationally	Yes, it is on track		✓			
17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	Yes, it is on track	✓				✓
18. Delivering the Council's Infrastructure Capital Delivery Programme	Yes, it is on track	✓			✓	✓
19. Delivering Local Growth Fund schemes and projects	Yes, it is on track		✓			
20. Delivering the Kent Broadband Programme	Yes, it is on track	✓				✓
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	✓	✓	✓		✓
22. Responding to Thames Estuary Growth Commission Report	Yes, it is on track	✓				✓
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	Yes, it is on track	✓				✓
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	✓			✓	✓
25. Improving our highway assets and fixing Kent's potholes	Yes, it is on track					
26. Delivery of KCC's input to the development of Operation Stack / Brock and related infrastructure improvements	Yes, it is on track		✓			✓
27. Delivery of a solution to Overnight Lorry Parking	Yes, it is on track		✓			✓
28. HGV Bans / Freight Management options	Yes, it is on track		✓			
29. Highway response to Brexit	Yes, it is on track		✓			

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
30. Trading Standards management of impacts from Brexit & resilience planning	It requires remedial action	✓				✓
31. The Big Conversation – delivery and evaluation of rural discretionary subsidised bus service pilot schemes	Yes, it is on track		✓			
32. Parking management and enforcement review	Yes, it is on track		✓			
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	✓				
34. Waste Partnerships: implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	Yes, it is on track	✓				✓
35. Critical Waste contracts commissioning programme	Yes, it is on track				✓	✓
36. Charging for non-household waste materials at Household Waste Recycling Centres	Yes, it is on track		✓			
37. Development and implementation of the Libraries, Registration and Archives Strategy	Yes, it is on track	✓				✓
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	Yes, it is on track	✓				
39. Further development of the Kent Integrated Dataset	Yes, it is on track	✓				
40. Development of a refreshed Kent Joint Health and Wellbeing Strategy	It has not formally started	✓				
41. Transforming preventative services through the Adult Healthy Lifestyle Commissioning Strategy	Yes, it is on track	✓			✓	✓
42. Continuing the transformation of Sexual Health Services in Kent	Yes, it is on track	✓			✓	✓
43. Refresh and implementation of the commissioning strategy for Substance Misuse Services (Drug and Alcohol services)	Yes, it is on track	✓				
44. Reshaping homelessness support transition services	Yes, it is on track					✓

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
45. Development of KCC's approach to an Integrated Care System for Kent and Medway	Yes, it is on track					✓
46. Supporting Local Care Implementation	Yes, it is on track	✓				
47. Continue to build effective strategic partnerships to maximise resource and improve public health outcomes (KCHFT and District partnerships)	Yes, it is on track	✓			✓	✓
48. Refresh of the Community Support Market Position Statement to inform market shaping, oversight and sustainability	Yes, it is on track				✓	✓
49. Effective Winter Pressures Commissioning and High Impact Changes – Home to Decide and Home to Settle	Yes, it is on track	✓			✓	
50. Refresh of the Older Persons Accommodation Strategy and Delivery Plan	Yes, it is on track	✓			✓	✓
51. Analysis of Housing with Care (Extra Care) Placements	Yes, it is on track	✓			✓	
52. Review of Voluntary and Community Sector Grants across the Council	No, it is unlikely to be achieved	✓			✓	✓
53. Recommissioning Care and Support in the Home Services and delivering associated projects.	Yes, it is on track	✓	✓		✓	
54. Commissioning Disability and Mental Health Residential Care Services	Yes, it is on track				✓	✓
55. Dementia Service Redesign and commissioning - KMPT	Yes, it is on track	✓				
56. Kent & Medway Neurodevelopmental (ND) Health Service commissioning	It requires remedial action	✓			✓	
57. Delivering the Transforming Care Programme for children and young people with autism and/or learning disability	Yes, it is on track	✓			✓	✓
58. Delivering the Transforming Care Programme for Adults with Learning Difficulties (LD)	Yes, it is on track					
59. Recommissioning of Carers Short Breaks	It requires remedial action	✓			✓	✓

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
60. Deliver the Income Pathway projects and develop future policy on the contribution from Adult Social Care clients	Yes, it is on track	✓	✓			✓
61. Implementing MOSAIC Adult Social Care case management and finance system	Yes, it is on track	✓				

Corporate Enabling Activity

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
62. Development of the new Strategic Statement for Kent County Council	Yes, it is on track	✓	✓	✓		✓
63. To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the MTFP	It requires remedial action		✓	✓		
64. Implementing outcomes based budgeting and accountability	Yes, it is on track		✓	✓		
65. Review of Company Governance	Yes, it is on track	✓	✓			✓
66. Strategic Commissioning: Whole Council Approach Stocktake and Future Delivery Options	It has not formally started					
67. Good, Better, Best - Continuing evolution of Commissioning in KCC to enable better outcomes for the residents of Kent	Yes, it is on track					
68. Review of KCC's Voluntary and Community Sector (VCS) Policy	Yes, it is on track		✓			✓
69. Delivery of the Property Asset Strategy	Yes, it is on track					
70. Delivery of the Disposals Programme	No, it is unlikely to be achieved		✓		✓	
71. Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	Yes, it is on track	✓	✓	✓	✓	✓
72. Developing a business case for the asset utilisation of Oakwood House	Yes, it is on track	✓			✓	

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
73. Re-commissioning of Contracts to provide Facilities Management services to the KCC office estate.	Yes, it is on track	✓			✓	
74. Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	It requires remedial action	✓			✓	
75. Delivering a compliance programme responding to Grenfell, Hackitt Review and Health and Safety reviews	Yes, it is on track					
76. Delivering the KCC Brexit Resilience Emergency planning and Business Continuity programme	Yes, it is on track	✓	✓	✓		✓
77. Oracle contract review and planning for procurement	Yes, it is on track	✓			✓	✓
78. Maximise the number of staff accessing Apprenticeship training within Kent County Council and schools	Yes, it is on track		✓	✓		✓
79. Delivering the Social Isolation Select Committee action plan	Yes, it is on track		✓			

Monitoring Quarter 2 (July – September 2019) analysis

1. Submissions

- 1.1 The Quarter 2 2019-20 submission window opened on 30 August for Lead Officers to complete and submit their online form. The MS Form closed two weeks later on 13 September.

- 1.2 Overall, 79 pieces of activity were submitted (100% of all Strategic Delivery Plan activities).

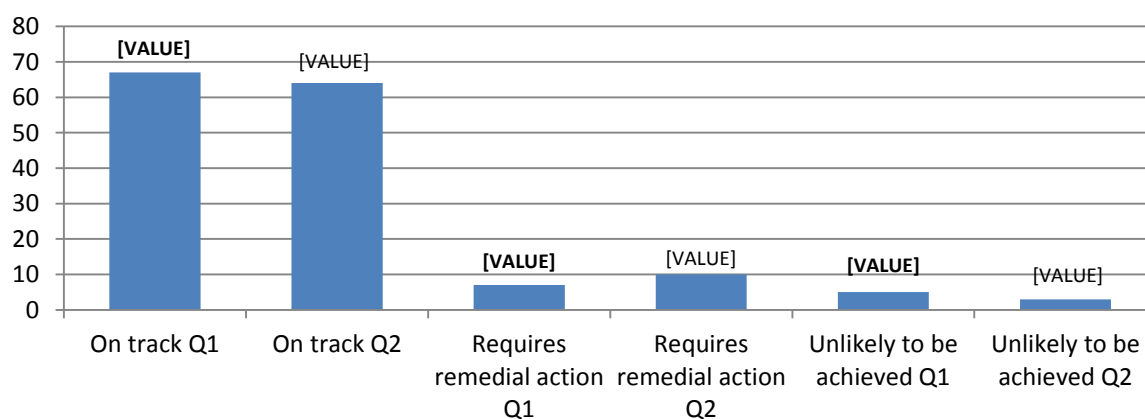
- 1.3 Engagement from Lead Officers and other relevant colleagues continues to be driven through the MS Teams site which includes an MS Form and guidance. Positive feedback was received on the use of the online form (a rating of 3.70 stars out of 5); although this was lower than the 4.22 stars in Quarter 1 which may be due to the increased milestone questions. A number of Directorates and Divisions also included additional governance processes to the submissions of activity updates in Quarter 2 which required completion of word documents rather than online completion. The online form will continue to be revised to reflect learning which should further support completion and monitoring in future.

- 1.4 Overall the quality of responses received improved from Quarter 1 with greater information in the 'Progress Description' and more detailed milestones. This will also be considered with further guidance to Lead Officers in future monitoring.

2. Delivery

- 2.1 Lead Officers were asked whether their activity is on track to be delivered successfully (to time, budget and with the necessary approvals). This is based on whether the activity has breached tolerance levels in the professional judgement of the Lead Officer or as defined in activity documentation. 64 activities are on track (67 activities in Q1) 10 require remedial action (up from 7 in Q1) and 3 are unlikely to be achieved (down from 5 in Q1). 2 activities have not formally started.

Delivery



2.2 Those that are not on track for successful delivery are:

Activity	Delivery Q1	Delivery Q2	Emerging Issues	Mitigating Actions / Escalations
4. Delivering the Total Placement Service Programme	Unlikely to be achieved	Requires remedial action	Capacity; Dependencies	✓
5. Mobilising the Young Persons Supported Accommodation and Floating Support Service	Yes	Requires remedial action	Capacity; Complexity; Stakeholders; Financial Benefits; Dependencies	✓
6. Delivering the Commissioning Strategy for Disabled Children's Services	Yes	Unlikely to be achieved	Capacity; Complexity	✓
10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children	Yes	Requires remedial action	Capacity; Dependencies	✓
11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC	Unlikely to be achieved	Requires remedial action	Capacity; Complexity; Stakeholders; Dependencies	✓
21. Developing the Kent and Medway Enterprise and Productivity Strategy	Yes	Requires remedial action	Capacity	✓
30. Trading Standards management of impacts from Brexit & resilience planning	Requires remedial action	Requires remedial action	Legal; Stakeholders; Delivery Environment; Dependencies	✓
52. Review of Voluntary and Community Sector Grants across the Council	Yes	Unlikely to be achieved	Capacity; Complexity; Stakeholders; Delivery Environment; Dependencies	✓
56. Kent & Medway Neurodevelopmental Health Service commissioning	Requires remedial action	Requires remedial action	Financial; Governance; Stakeholders; Dependencies	✓
59. Recommissioning of Carers Short Breaks	Yes	Requires remedial action	Complexity; Stakeholders; Delivery Environment; Dependencies	✓
63. To input to influence and take account of the impact of the Fair Funding	Unlikely to be achieved	Requires remedial action	Legal	x

Review and Business Rate Retention in the Medium Term Financial Plan				
70. Delivery of the Disposals Programme	Yes	Unlikely to be achieved	Financial; Delivery Environment	✓
74. Delivery of the Capital Programme and Revenue Maintenance for KCC's Corporate Landlord Estate	Yes	Requires Remedial Action	Capacity; Complexity; Delivery Environment; Dependencies	✓

2.3 A number of activities have moved to being 'On track' in Q2, having previously been 'Requires remedial action' or 'Unlikely to be achieved' in Q1, as set out in the table below. However these activities did not include information as part of their Q2 submissions on any specific resolution of the issues identified within Q1 reporting.

Activity	Q1 Status and Issues	Q2 Status	Reason for Change
34. Waste Partnerships; implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	Remedial Action	On Track	No information given on resolution of Q1 issues (Capacity; Financial; Delivery Environment; Other).
35. Critical Waste contracts commissioning programme	Remedial Action	On Track	No information given on resolution of Q1 issues (Capacity; Governance)
51. Analysis of Housing with Care (Extra Care) Placements	Remedial Action	On Track	No information given on resolution of Q1 issues (Complexity; Dependencies). Change of End Date.
54. Commissioning Disability and Mental Health Residential Care Services	Remedial Action	On Track	No information given on resolution of Q1 issues (Financial)
58. Delivering the Transforming Care Programme for Adults with Learning Difficulties	Unlikely to be achieved	On Track	NHSE funding of £2.2, for South East. No specific reference to whether this resolves Q1 financial issue.
61. Implementing MOSAIC Adult Social Care case management and finance system	Remedial Action	On Track	No information given on resolution of Q1 issue (Complexity). Change of End Date.
63. To input to influence and take account of the impact	Unlikely to be achieved	Remedial Action	Change in End Date.

of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan			
78. Maximise the number of staff accessing Apprenticeship training within Kent County Council and schools	Unlikely to be achieved	On Track	No information given on resolution of Q1 issues (Stakeholders; Delivery Environment).

2.4 Based on the end dates provided in the SDP, 29 activities are due to complete in 19/20. Of these activities 24 are on track for successful delivery, 3 require remedial action, and 2 are unlikely to be achieved. Of these 29 activities, 9 have provided new end dates, 6 of which still reported to be 'On Track'.

2.5 Where activity progress descriptions were detailed, many activity responses provided updates on the following:

- Progress with individual key elements of activity;
- Where milestones have been met or work completed;
- Specific activity updates including business case development, consultations, infrastructure delivery and progress with commissioning cycle activities including reviews, modelling and evaluations;
- Engagement both internally with officers and Members and externally with local and national partners;
- Progress with workforce recruitment and / or training;
- Identified dependencies and / or changes in context;
- Identified next steps;
- Challenges, concerns or issues.

2.6 Where progress description information was more limited this was often where activities referenced information set out in other internal or directorate monitoring processes or where the progress update did not directly refer to the specific aims stated within the Strategic Delivery Plan submission.

2.7 A significant number of responses in Q2 reported that their activity has completed, stopped or become business as usual. These were:

Activity	Completed, Stopped or BAU	Reason for Ending SDP Activity
16. Input to Local Plans and Significant Development across Kent and nationally	BAU	Business as usual – regular engagement is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.

17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	BAU	Business as usual – seeking developer contributions is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	BAU	Business as usual – KCC is a member of SELEP. CMT agreed activity is BAU and to be removed from SDP monitoring.
25. Improving our highway assets and fixing Kent’s potholes	BAU	Business as usual – core HTW asset management work. CMT agreed activity is BAU and to be removed from SDP monitoring.
36. Charging for non-household waste materials at Household Waste Recycling Centres	BAU	Business as usual – policy changes have been implemented. End date of 31/08/19. CMT agreed activity is BAU and to be removed from SDP monitoring.
70. Delivery of the Disposals Programme	BAU	Business as usual. CMT agreed for activity to remain on SDP monitoring.
71. Delivering a business case for Property Development Arrangements, to maximise value from the disposal of appropriate Council assets	Completed	The Strategic Business Case activity has completed. Other new activities and workstreams form the next steps. Property Development Company to be established by April 2020. CMT agreed for activity to remain on SDP monitoring.
74. Delivery of the Capital Programme and Revenue Maintenance for KCC’s Corporate Landlord Estate	BAU	Business as usual. CMT agreed for activity to remain on SDP monitoring.

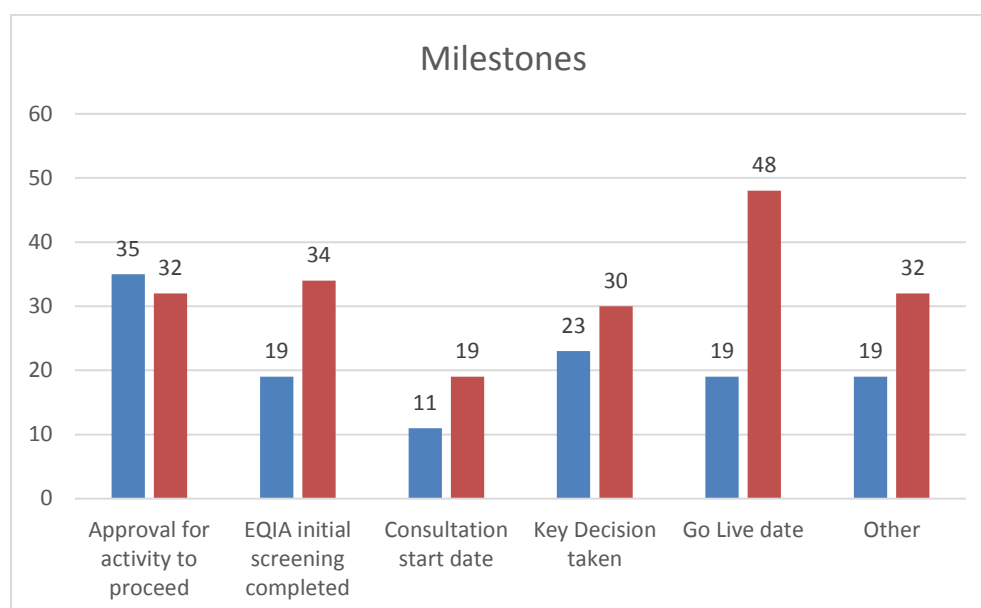
3. Milestones

3.1 The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. Whilst 48 of the 79 activities reported key milestones which was down from 51 in Quarter1, the level of detail included in submissions around key milestones has greatly increased.

<p>Milestones</p> <p>61% (48) of activities were able to identify key milestones</p>
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3.2 The level of accuracy and detail was inconsistent across activities with many activities providing estimates rather than a specific date. From the five options provided, 32 activities were able to identify milestones for approval to proceed (down from 35 in Q1), 34 for when an EQIA initial

screening would be completed (up from 19), 19 for a consultation start date (up from 11 in Q1), 30 for when a Key Decision would be taken (up from 23 in Q1), 48 for a 'Go Live' date (up from 19 in Q1), and 32 provided 'other' milestones.



3.3 32 activities identified 'other' milestones (up from 19 in Quarter 1). Milestones provided included commissioning and procurement milestones such as completion of analysis or contract start dates, review activities, engagement and consultation activity, presentations or reports to a wide variety of boards both directorate, Council and external, and approval milestones.

3.4 In future, activities will be monitored against the milestones they have provided and trend information over time will be reported via the quarterly report to Corporate Management Team and Corporate Board.

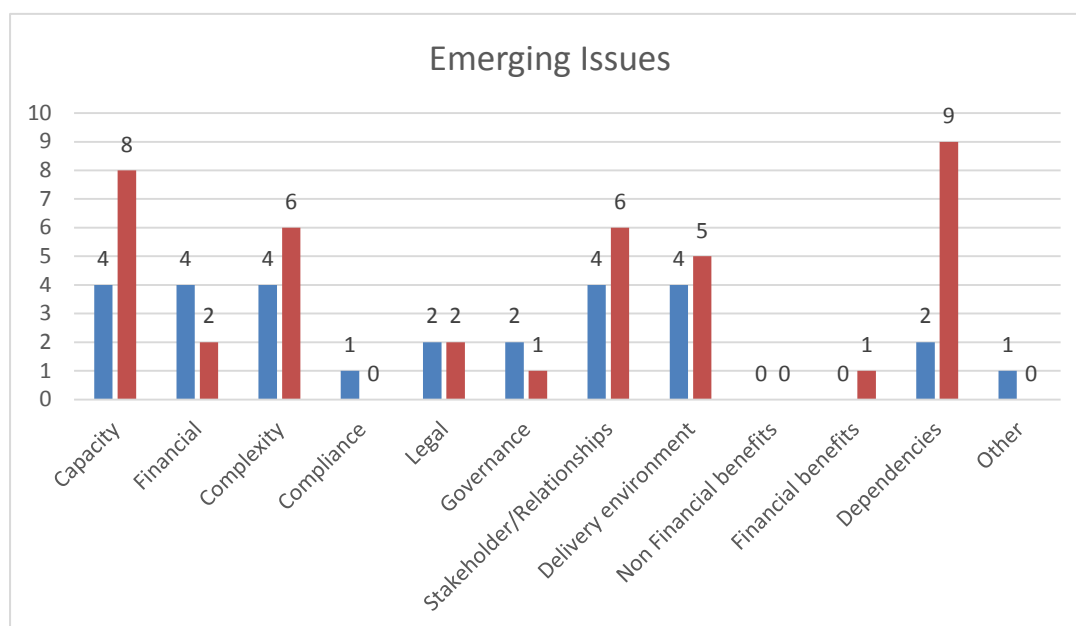
3.5 A significant number of activities in Q2 have revised their end dates or 'Go Live' dates beyond their original SDP end date. Many of these are reporting as 'On Track' These were:

Activity	Status	Original SDP End Date	New End Date	New 'Go Live' date
2. Transforming Early Help and Preventative Services (EHPS) Commissioning	Yes, it is on track	01/04/2020	01/10/2020	
3. Re-commissioning services to support the Integration of Children's Services	Yes, it is on track	01/04/2020	01/10/2020	
4. Delivering the Total Placement Service Programme	It requires remedial action	31/03/2020		01/09/2020
6. Delivering the Commissioning Strategy for Disabled Children's Services	No, it is unlikely to be achieved	31/03/2020	01/04/2021	
10. Development and delivery of the Sufficiency Strategy,	It requires remedial action	31/05/2019		01/09/2020

Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children				
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	01/08/2019	01/11/2019	
20. Delivering the Kent Broadband Programme	Yes, it is on track	31/03/2023	30/06/2023	
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	31/07/2020		30/03/2021
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	31/08/2019		01/06/2021
26. Delivery of KCC's input to the development of Operation Stack/Brock and related infrastructure improvements	Yes, it is on track	01/04/2023	01/12/2019	
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	01/01/2020		12/12/2018
49. Effective Winter Pressures Commissioning and High Impact Changes – Home to Decide and Home to Settle	Yes, it is on track	01/11/2019	06/04/2020	
51. Analysis of Housing with Care (Extra Care) Placements	Yes, it is on track	30/06/2019	31/10/2019	
52. Review of Voluntary and Community Sector Grants across the Council	No, it is unlikely to be achieved	01/01/2020	01/04/2021	
55. Dementia Service Redesign and commissioning - Kent and Medway NHS and Social Care Partnership Trust	Yes, it is on track	01/08/2019	01/09/2021	
56. Kent & Medway Neurodevelopmental Health Service commissioning	It requires remedial action	31/03/2020	31/10/2020	
59. Recommissioning of Carers Short Breaks	It requires remedial action	01/01/2020	01/04/2021	
61. Implementing MOSAIC Adult Social Care case management and finance system	Yes, it is on track	30/09/2019	31/03/2020	
63. To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan	It requires remedial action	01/04/2020	01/04/2021	
68. Review of KCC's Voluntary and Community Sector Policy	Yes, it is on track	31/05/2020	31/03/2020	

4. Issues

4.1 Where activities are not on track for successful delivery, Lead Officers were asked to identify the issues impacting on their activity. 11 options, based around Delivery Environment Complexity Analytic (DECA) themes, were provided with multiple responses allowed and an 'other' option where free text could be provided if required. Lead Officers were also asked to provide further detail explaining the issues, when and why they had occurred and what impact they will have on successful delivery.



4.2 Of the 13 activities which are not on track (either 'requires remedial action' or 'is unlikely to be achieved'), all were able to identify the contributing factors against DECA themes. The table above shows the identified issues for Quarter 1 (blue) and Quarter 2 (red).

4.3 Key Emerging Issues:

4.3.1 **Capacity** – Project capacity and corporate support were both identified as issues. Capacity issues for ControCC Systems changes were also highlighted as key for a number of activities in Quarter 1 and continue to impact on delivery of activity no. 4: Delivering the Total Placement Service Programme; activity no. 6 Delivering the Commissioning Strategy for Disabled Children's Services, and activity no. 10: Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children.

4.3.2 **Complexity** – Activities identified significant complexities in relation to ICT changes (ControCC Systems) and increasing demand (activity no. 5 Mobilising the Young Persons Supported Accommodation and Floating Support Service and activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC).

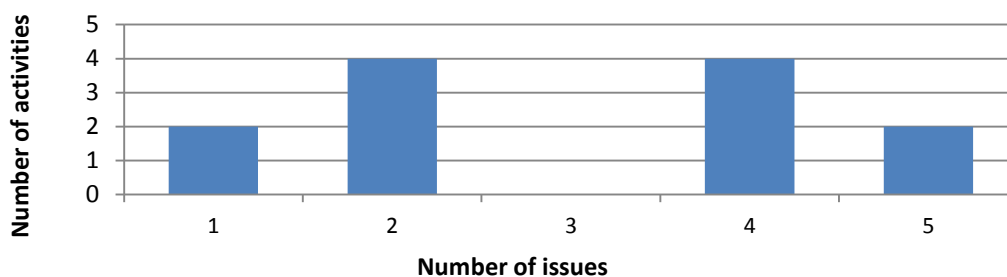
4.3.3 **Dependencies** – Activities identified dependencies with other projects including the delivery of ICT capability and activity 59. Recommissioning of Carers Short Breaks impacted by the revised project plan for the Community Wellbeing Services offer. Dependencies on Government were also particular issues with activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC and activity 30. Trading Standards management of impacts from Brexit & resilience planning.

4.3.4 **Delivery Environment** – Activities identified issues where they are significantly dependent on partnerships with health, the voluntary and community sector or wider markets. Activity 52. Review of Voluntary and Community Sector Grants across the Council highlighted the revised service model and procurement plan south to ensue less of a destabilising impact on the Kent Voluntary and Community Sector. Activity 56. Kent & Medway Neurodevelopmental Health Service commissioning identified the complexities of the changing landscape of the CCGs Integrated Care Partnerships. Activity 70. Delivery of the Disposals Programme identified the impact of investor confidence and market constraints on progression of disposals.

4.3.5 **Stakeholders / Relationships** – Government progress was identified as an issue for both activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC and activity 30. Trading Standards management of impacts from Brexit & resilience planning where greater clarity is required on the proposed legislative and service delivery changes.

4.4 The level of complexity of activities is highlighted by the fact that 8 activities identified more than one emerging issue (up from 7 in Q1). Of the 13 activities which identified issues, 2 identified 1 issue, 4 identified 2 issues, 4 identified 4 issues and 2 identified 5 issues.

Activities that reported multiple issues



5. Mitigating Actions or Escalations

5.1 Of the 13 activities which are not on track for successful delivery, 10 have identified mitigating actions or escalations.

5.2 Key themes from mitigating actions or escalations:

- 5.2.1 **Change of Approach** – A number of activities have taken a change in approach to address issues including no. 52 Review of Voluntary and Community Sector Grants across the Council which has reviewed the service model and developed a revised procurement plan and no. 6 Delivering the Commissioning Strategy for Disabled Children’s Services which has aligned the Community Support Contract procurement with the commissioning of the Short Breaks programme. A significant number of activities revised the end date or go live date in response to issues.
- 5.2.2 **Specific Action** – A number of activities are taking specific actions to resolve their issues. This includes establishing specific working groups to address issue (no. 4 Delivering the Total Placement Service Programme), development of internal and joint action plans and undertaking reviews (no. 5 Mobilising the Young Persons Supported Accommodation and Floating Support Service), developing greater strategic leadership involvement to address whole system issues (no. 56. Kent & Medway Neurodevelopmental Health Service commissioning).
- 5.2.3 **National and Partner Engagement** – Activity 5. Mobilising the Young Persons Supported Accommodation and Floating Support Service has commenced work with District and Boroughs to review current arrangements, Activity no. 30 Trading Standards management of impacts from Brexit & resilience planning continues to engage with Government departments to influence the development of plans and better understand the implications and no. 70 Delivery of the Disposals Programme includes actions to monitor and anticipate economic climate changes. Whilst activity no. 63 To input to influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Plan did not specifically identify mitigating actions, continued Government lobbying will be crucial going forward.
- 5.2.4 **Resource arrangements** – Activity 21 Developing the Kent and Medway Enterprise and Productivity Strategy is considering resource options, activity 10. Development and delivery of the Sufficiency Strategy, Market Position Statement and Market Intervention Plan for accommodation services for vulnerable children is progressing DBS checks to ensure commissioning officers are able to support the analysis, activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC continues to lobby Government for a funding response and activity 56. Kent & Medway Neurodevelopmental Health Service commissioning has progressed funding arrangements with CCGs.

5.3 The 3 activities which did not identify mitigating actions or escalations are:

- **52: Review of Voluntary and Community Sector Grants across the Council.** No mitigating actions have been identified, however the activity has reviewed the service model and revised the procurement plan to address issues.
- **63: To input to, influence and take account of the impact of the Fair Funding Review and Business Rate Retention in the Medium Term Financial Plan.** There is limited ability for KCC to influence Government on timescales for the Fair Funding Review which has been overridden by the short-term priority of a one-year settlement for all government departments including local government.

- **70: Delivery of the Disposals Programme.** Although no mitigating actions were identified the programme continues to monitor the market and anticipate changes in the economic climate to force a more holistic review of the disposal programme in the coming months.

6. Governance

6.1 Lead Officers were asked to identify if they had reported on their piece of activity to a number of boards during Quarter 2. Of the 79 activities in the Strategic Delivery Plan, 17 have reported to Cabinet Members Meeting, 14 have reported to Cabinet Committees, and 21 have reported to an informal governance board (Service Commissioning Board, Infrastructure Commissioning Board or Budget Delivery Group).

Governance (Reporting since Quarter 1)

17	activities have reported to Cabinet Members Meeting.
14	activities have reported to Cabinet Committees.
21	activities have reported to Informal Governance Boards.

6.2 Lead Officers were also asked if they were intending to report on their piece of activity during the rest of the monitoring year (2019/20). 25 responses indicated that they expected to report to Cabinet Members Meeting (down from 31 in Q1), 37 to Cabinet Committees (down from 41 in Q1) and 23 to an informal governance board (down from 31 in Q1). 21 activities are not expecting to report to any of the boards in 19/20 (up from 19 in Q1).

Governance (Expected reporting in 19/20)

25	activities expected to report to Cabinet Members Meeting.
37	activities expected to report to Cabinet Committees.
23	activities expected to report to Informal Governance Boards.

6.3 Of those 23 activities which expect to report to an informal governance board in 19/20, 7 (30%) have a scheduled item on the informal governance forward plan. Being able to confirm (if at least provisionally) an expected date to report to an Informal Governance Board or Cabinet Committee would help to manage the forward agenda planning of the Boards.

7. Additional Oversight and Assurance

7.1 **Corporate Risk and Assurance** provides oversight of a number of the Council's most significant or complex change activities and conducts independent reviews on the associated projects and / or programmes. Corporate Risk and Assurance have reviewed the Strategic Delivery Plan monitoring information which is consistent with their understanding of activities.

7.2 **Internal Audit** provides an evaluation of the effectiveness of the County Council’s risk management, control and governance processes. In future SDP monitoring Internal Audit will be engaged to ensure their findings around specific activities feeds into the SDP monitoring report. The Internal Audit and Counter Fraud Plan 2019-20 identified a review into ‘Companies in which KCC has a substantial interest / investment’ (RB48 2020) for completion in Quarter 1 2019/20. This will be reviewed to ensure consistency with SDP monitoring findings once reported to Governance and Audit Committee.

7.3 The Internal Audit and Counter Fraud Plan 2019-20 can be found at:

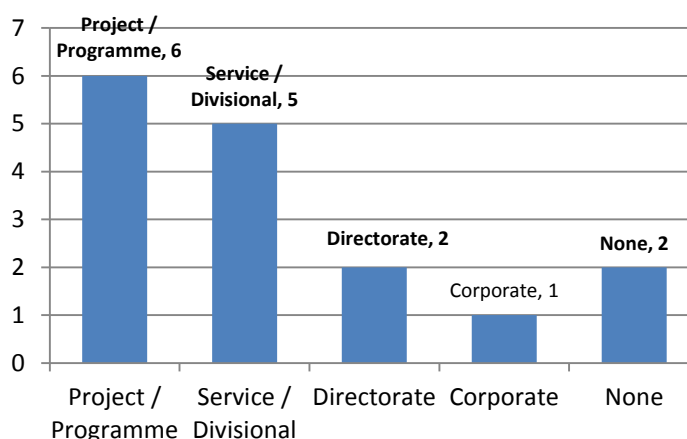
<https://democracy.kent.gov.uk/documents/s90024/Item%20008%20Internal%20Audit%20and%20Counter%20Fraud%20Plan%202019-20.pdf>

8. Risk

8.1 Where activities identified issues to successful delivery, those Lead Officers were asked whether their issues are currently recorded on a risk register. 11 of the 13 activities with issues do have risks recorded within project / programme, service / divisional, directorate or corporate risk registers.

8.2 The majority of these (6 activities) have recorded the issues within their project or programme risk registers, with 5 activities being recorded in service or divisional risk registers.

Risk Registers



8.3 2 activity which require remedial action or are unlikely to be achieved are not recorded within risk registers. These activities are no. 6: Delivering the

Commissioning Strategy for Disabled Children’s Services and no. 70: Delivery of the Disposals Programme.

9. Activity Scorecards

Each activity response for Quarter 2 2019/20 has been developed into a ‘scorecard’ providing an overview of the activity. These are available as a background document on request.

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From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,
Corporate and Traded Services
Vincent Godfrey, Strategic Commissioner

To: Policy and Resources Cabinet Committee

Date: 8 November 2019

Subject: Contract management

Classification: Unrestricted

Summary:

An update on the work of the Contract Management Review Group (CMRG) over the past six months, as well as work more broadly to improve contract management practice across the Council.

Recommendation(s):

The Cabinet Committee is asked to **consider** this update and **endorse** the CMRG's forward plan of reviews.

1. Introduction

1.1 The Contract Management Review Group (CMRG) was convened in September 2016 as a sub-group of the Budget Delivery Group (BDG) with the following terms of reference.

“Review the performance of providers and services in relation to financial, performance and contract management targets, including but not limited to contract / provider monitoring; contract / provider management; and contract / provider review and evaluation.”

1.2 CMRG has been chaired by the Cabinet Member for Strategic Commissioning with the Deputy Cabinet Member for Finance as the Vice Chair over the past six months. It fulfils the terms of reference by holding contract owners to account through a continuous programme of in-depth reviews against the National Audit Office good practice contract management framework.

1.3 CMRG selects contracts for review based on judgement that considers criteria including value, risk, complexity, strategic importance, proximity to contract expiry, and Member suggestion. There is also some coordination with the audit programme. Detailed findings from the reviews are passed to the appropriate Cabinet Member and Corporate Director who may share them with Cabinet Committees as appropriate. CMRG has reviewed over forty contracts since its inception, and in the past six months it has reviewed the following.

Date	Contract/s	Lead officer
26.03.19	Locate in Kent and Visit Kent	Dave Hughes
09.04.19	KCHFT	Karen Sharp
25.04.19	Youth Services	Karen Sharp
15.05.19	Independent Fostering Services	Karen Sharp
25.06.19	Carers Short Break Service Domestic Abuse Contract	Clare Maynard Clare Maynard
10.07.19	West Kent Drug and Alcohol Service and Community Mental Health and Wellbeing	Clare Maynard
22.07.19	CYP Mental Health Services	Karen Sharp
03.09.19	Eurovia Highways Resurfacing	Andrew Loosemore
01.10.19	Subsidised Bus Contracts	Phil Lightowler

1.4 The Strategic Commissioning Division has in parallel led work to support the improvement of contract management practice across the Council including: the development of a new contract management standard; implementation of a new contract management system (provided by Proactis) alongside a contract tiering tool; and officer training at scale.

2. Findings from the Contract Management Review Group

2.1 The overall standard of contract management has improved considerably since the inception of CMRG and there is a high level of awareness of good practice across the Council. There is in particular strong evidence that contract management roles, responsibilities and processes are much better understood, defined, and followed as part of business-as-usual.

2.2 Three consistent themes for further improvement that have emerged are: the use of key performance indicators; ongoing consideration of social value during the term of the contract; and comparison to best practice elsewhere. Key performance indicators in some older contracts have had to be revisited to make them more relevant and measurable. More validation at the source of suppliers' reported performance data has also had to be encouraged. Notwithstanding that the Council has a good record on social value, CMRG has used the reviews to challenge contract managers to revisit the social value opportunities that may be available through working with their suppliers and renegotiation. Not all contract managers have been benchmarking their contract performance against other local authorities and organisations in other sectors.

2.3 The forward plan of reviews for CMRG will cover contracts in the following areas.

Date	Contract/s	Lead officer
29.11.19	Westbrook and Westview PFI contracts	Alison Shepherd / Vikram Bhatia
03.12.19	Extra Care Housing Section 75 learning disability contract	Clare Maynard Karen Sharp
07.01.20	Microsoft and Oracle contracts	Rebecca Spore
04.02.20	Equipment supply and telecare	Clare Maynard

	Sensory Services and Advocacy Support	Clare Maynard
03.03.20	KCS' management of contracts for School building contracts	John Burr Rebecca Spore
07.04.20	Community Navigation Waste Transfer Stations	Clare Maynard David Beaver
TBC	Large Road / Infrastructure Scheme Contracts Support Services for Vulnerable and Homeless	Andrew Loosemore Clare Maynard

3. Improvement of contract management practice

- 3.1 In parallel with the work of CMRG, a new contract management standard has been developed to provide a single source of clear guidelines on the standards that the Council expects its officers to follow when managing contracts. The standard was developed with and reviewed by a cross-directorate working group with oversight from the Cabinet Member for Strategic Commissioning and input from other Members. The standard will shortly be incorporated into the Council's Operating Standards.
- 3.2 A new contract management system provided by Proactis is also being rolled-out in phases across the Council. The new system will provide the Council with a single easy to use repository for its contract information, something that up until now has not been the case. This will enable greater oversight of the Council's contracts and provide officers with support to improve day-to-day management. The system will link through to a contract register that is publicly available.
- 3.3 Alongside the new standard and contract management system, a contract tiering tool has been designed. Adapted from a Cabinet Office tool, this will enable contract managers to assign a Gold, Silver or Bronze rating to their contract, which is calculated based on value, risk and complexity. The tool, which has been developed and tested with contract managers across the Council, will enable improved governance and strategic oversight of the Council's contracts. Contract management effort will therefore be proportionate to the tier of the contract going forward.
- 3.4 The Council has also invested in training for its staff, with a clear drive to improve contract management practice. Over forty commissioners have been enrolled on Level 4 apprenticeships under the Chartered Institute of Procurement and Supply, which has a strong focus on effective contract management. Contract managers from across the Council have also been engaged on a training programme delivered by the Commissioning Academy, which aims to improve commercial judgement and evidence-based decision-making in commissioning and contract management.

4. Conclusion

- 4.1 CMRG continues to be an effective forum for robustly reviewing and improving contract management practice across the Council. The ongoing good work of CMRG, alongside the introduction of the new standard, contract management

system with contract tiering, and officer training, will lock-in and further develop the improvements that have been made in this area.

5. Recommendation(s)

The Cabinet Committee is asked to **consider** this update and **endorse** the CMRG's forward plan of reviews.

6. Contact details

Report Author/s:

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Relevant Director/s:

Vincent Godfrey, Strategic Commissioner

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

Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 8 November 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 2019/20

- 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

Report Author:
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Relevant Director:
Benjamin Watts
General Counsel
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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2020/21

	When was item added?	Has item been deferred?
Tuesday 21 January 2020		
• Strategy and Policy Framework	13.09.19 (request from David Whittle/Liz Sanderson)	
• VCS Policy	Lydia Jackson	
• Maximising returns from Capital Disposals		
• Update on Invicta Law	Bi-annual	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	
• Work Programme 2019/20	Standard item	
Friday 20 March 2020		
• Corporate Assurance	Annual report	
• Commissioning Framework Development Group	C.Rankin	
• Strategic and Corporate Services Risk Management	Annual report	
• Work Programme 2019/20	Standard item	
Tuesday 12 May 2020		
• Contract Management Review Group update (Exempt)	Bi-annual	
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Strategic and Corporate Service Directorate Performance Dashboard	Standing item – every other month	
• Work Programme 2019/20	Standing item	
Future items (2020/2021)		
• Fair Funding Review	Z.Cooke – potentially coming to Sept 2020 mtg	
• Update on Legislative Changes around Business Rate Retention	Deferred from Nov 2019 mtg (put on hold for a year as a result of the one-year	

	spending round.)	
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

19/00077

For publication**Key decision***

This is a key decision, as it involves expenditure over £1m

Subject: Letting of the building contract for the Barton Court Academy Trust Free School Project Canterbury

Decision:

As Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services I propose to: approve the award of building contracts to Kier Construction Limited for the Barton Court Free School and delegate authority to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services to finalise the contractual terms and enter into any necessary documentation including land sale and development agreements.

Reason(s) for decision:

KCC is delivering the construction of the new Barton Court Free School on the former Chaucer School site in Canterbury. The DfE has appointed KCC to act as the Local Delivery Agent (Responsible Body), with Gen2 acting as KCC's Agent. As the Responsible Body, KCC will be the contracting authority for the purpose of delivering the scheme. The new school will be located on part of the former Chaucer School site, with the remainder allocated to the land disposal programme.

Financial implications:

Funding for the project is provided by Project Delivery Grant from the Department for Education. KCC applies for the grant on a stage by stage basis.

Legal Implications:

A Minor Works building contract together with the Main Contract (JCT Design & Build Lump Sum Contract – Standard DfE Forms of Contract for Framework appointment) both with Kier Construction for the new Free School will be entered into.

Other legal agreements are anticipated to facilitate the development and are under negotiation/preparation:

Equalities Implications:

N/A

Cabinet Committee recommendations and other consultation:

A paper was presented to June 2019 ICB outlining the outcome of the procurement process to secure a building contractor and contracts are ready to be finalised.

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

This box will be used when the ROD is being signed.

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signed

.....
date

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

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

To: Policy and Resources Cabinet Committee – 8th November 2019

Decision No: 19/00080

Subject: Disposal of Former Sittingbourne AEC and land to the rear, College Road, Sittingbourne, ME10 1LF

Classification: **Report and Appendix 1 - For Publication**

Appendix 2 - Exempt – not for publication. Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, refers.

Past Pathway of Paper: N/A

Future Pathway of Paper: None

Electoral Division: Swale

Summary:

The report considers the proposed disposal of Former Sittingbourne AEC and land to the rear, College Road, Sittingbourne, ME10 1LF

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and either endorse or make recommendations on the Cabinet Member's proposed decision to sell the property as outlined in the exempt appendix 2 and to delegate authority to the Director of Infrastructure to finalise the selected purchaser and terms of the proposed sale.

1. Introduction

1.1 The former AEC is a grade II listed former school building sitting on approximately 4.742 acres although approximately 2.7 acres of this is the former playing fields which remain open and will be subject to on-going insurance and maintenance. The main building, c.2,582sqm in size, is in good structural condition which is evidenced by a high level non-intrusive building condition survey. A number of pre-fabricated buildings exist to the rear of the main building and these are in varying conditions having obviously passed their expected life.

1.2 There is a grassland area to the west of the site which is signposted on site as private property. It is observed that a number of people use the playing fields as amenity space. A number of the trees are protected by statutory preservation orders on the perimeter of the site. The playing fields are not immediately developable as they fall outside the Settlement Boundary as adopted in early 2018 and are classed as an Important Local Countryside Gap and would

therefore contravene policy DM25, however they are well positioned to be promoted as developable land in the medium term.

2. Marketing

2.1. A full marketing campaign was undertaken by appointed agents in January 2019 culminating in offers being requested from interested parties by the start of February on an unconditional basis for;

- The Former Sittingbourne AEC and hardstanding (referred to as Site A) and,
- On a conditional basis for the land to the rear (referred to as Site B).

2.2 Considerable interest was shown during the marketing and 5 offers were received by the due date. Further discussions have been held with 3 of the parties to enable detailed comparison and consideration of these offers. A preferred bidder has been selected.

3. Policy Framework

3.1 This decision relates to the Kent County Council Policy Framework in securing a capital receipt to fund the Capital programme and to streamline the Council's property portfolio to achieve financial and efficiency benefits in line with appropriate property policy.

4. Consultations

4.1 Local Member consultations were undertaken prior to the marketing and no comments were received.

5. Equality Impact Assessment

5.1 Not applicable

6. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and either endorse or make recommendations on the Cabinet Member's proposed decision to sell the property as outlined in the exempt appendix 2 and to delegate authority to the Director of Infrastructure to finalise the selected purchaser and terms of the proposed sale.

7. Background documents

7.1 Site plans attached, appendix 1.

8. Author Details

Rebecca Spore – Director of Infrastructure

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Alistair Fawley – Disposal and Investment Principal

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

19/00080

For publication [Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]

Key decision: YES

Key decision criteria. The decision will:

- a) result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or

Subject Matter

Disposal of the Former Sittingbourne AEC and land to the rear, College Road, Sittingbourne, ME10 1LF

Decision:

As Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services I agree to the sale of the Former Sittingbourne AEC and land to the rear on the terms set out in the accompanying exempt report, and to delegate authority to the Director of Infrastructure to progress with and enter into the necessary documentation and legal agreements required to implement this decision.

Governance:

The Executive Scheme of Delegation for Officers set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder) provides the governance pathway for the implementation of this decision by officers as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter. In this instance, the Acting Head of Investment and Disposals will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

Reason(s) for decision:

The disposal will secure a capital receipt to fund the Capital Programme and streamline the property portfolio to achieve financial and efficiency benefits inline with appropriate property policy.

Cabinet Committee recommendations and other consultation:

To be entered after the Policy and Resources Cabinet Committee on 8th November 2019.

Any alternatives considered and rejected:

The site has been declared surplus to the Council's Property Portfolio.

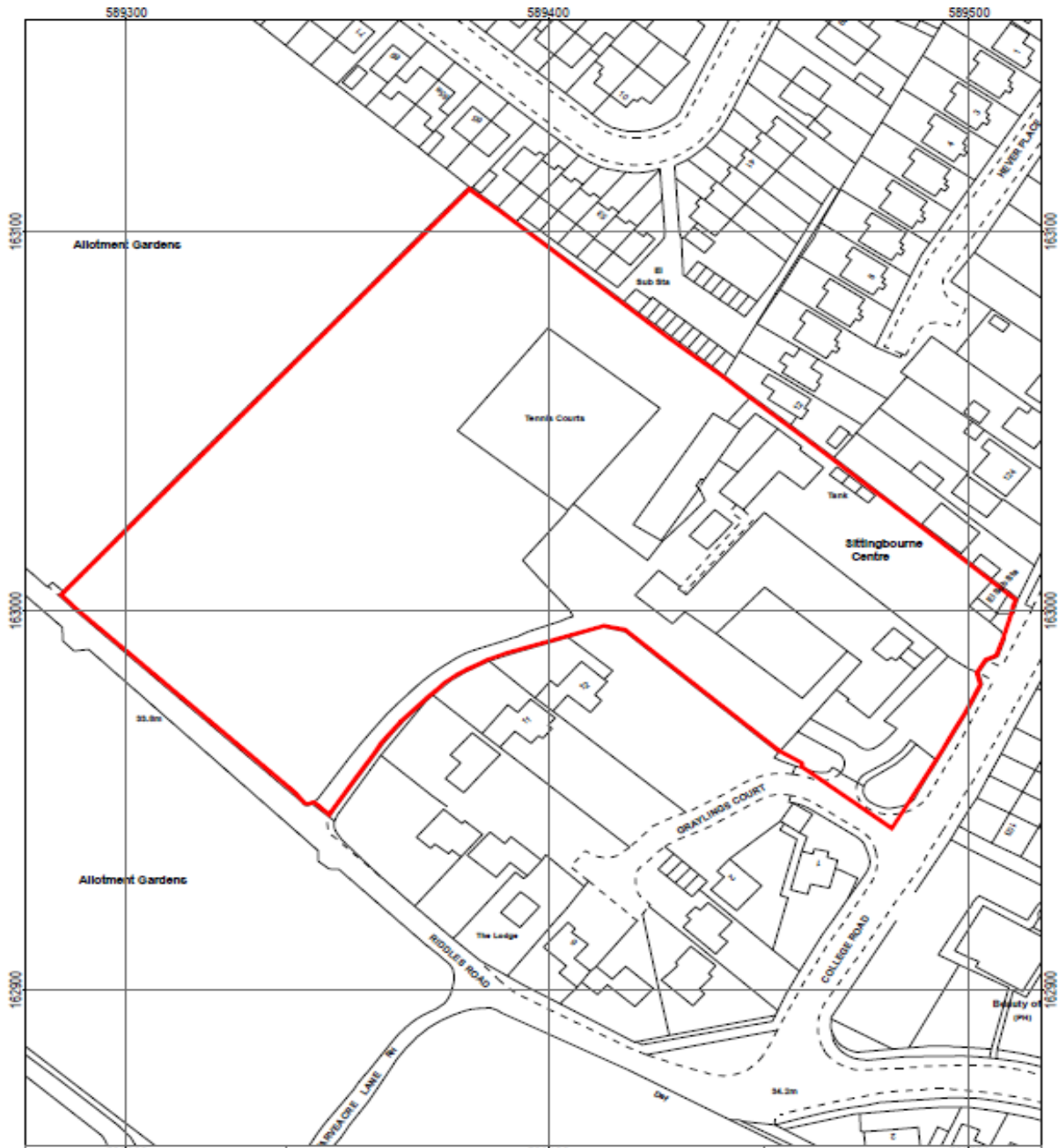
Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

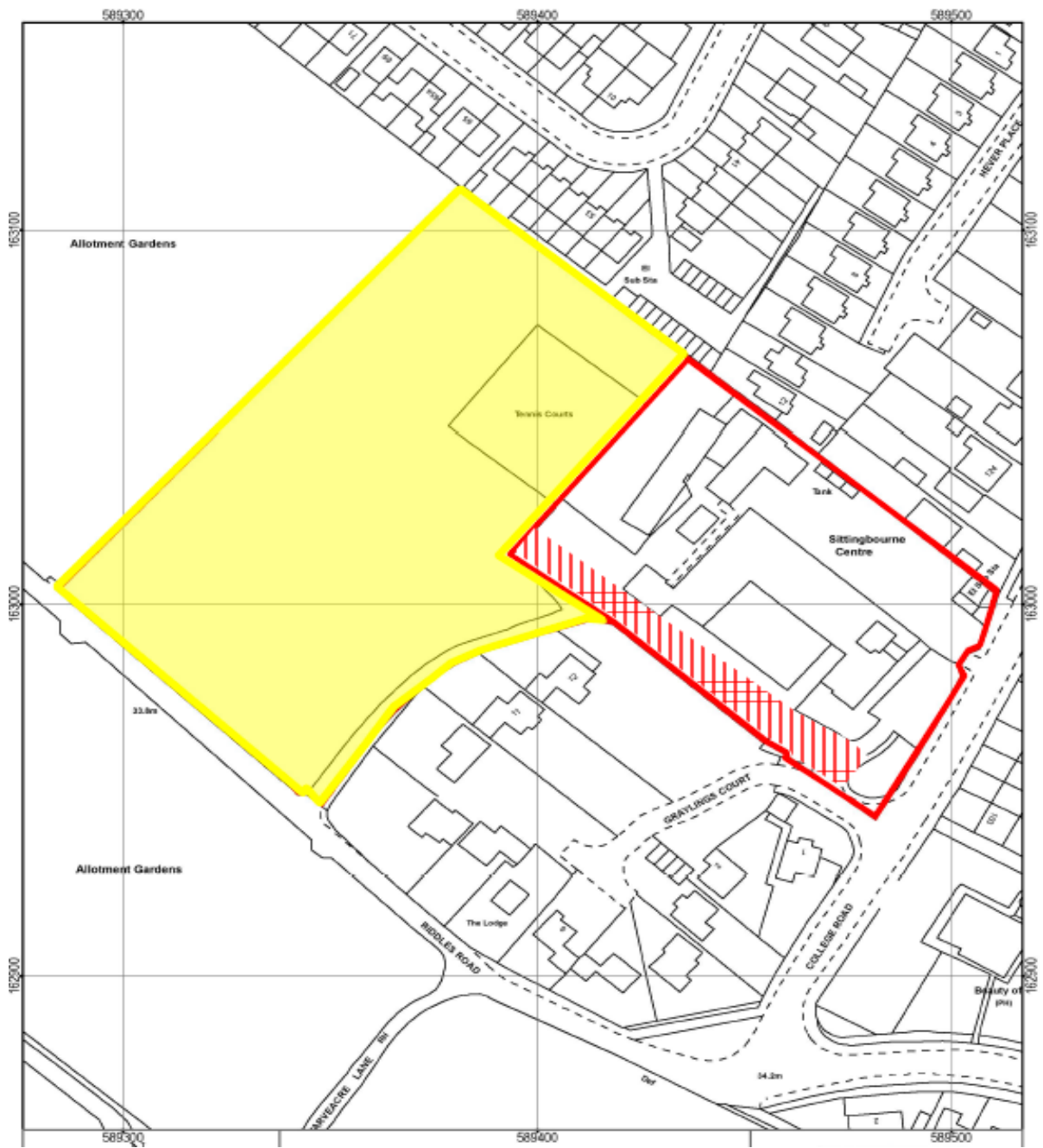
None.

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signed

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date

Appendix 1 - Site Plan for Former Sittingbourne AEC and land to the rear





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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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Agenda Item 15

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

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

DECISION NO:

19/00072

For publication [Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]

Key decision: YES

The decision will result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000)

Subject Matter / Title of Decision – Oakwood House Development

Proposed Decision:

The Policy and Resources Cabinet Committee are asked to CONSIDER and ENDORSE or MAKE RECOMMENDATIONS to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, on the proposed decision progress with Oakwood House Redevelopment as set out in the exempt report.

Reason(s) for decision:

To facilitate the Oakwood House redevelopment to accommodate the County Adoption Services, Adult Education Services, Coroners and County Registrar's Office.

Cabinet Committee recommendations and other consultation:

To be added after Committee on 8th November 2019

Any alternatives considered and rejected:

Alternative options for the re-provision of the service were considered along with alternative uses for the Oakwood House Building.

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

.....
signed

.....
date

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