AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 24 May 2023, at 10.00 am
Council Chamber, Sessions House, County Hall, Maidstone

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

Membership (16)

Conservative (12):   Mr R J Thomas (Chair), Mr N Baker, Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr T Cannon, Mr N J D Chard, Mr G Cooke, Mr P C Cooper, Mr M Dendor, Mr J P McInroy and Mr H Rayner

Labour (2):   Mr A Brady and Dr L Sullivan

Liberal Democrat (1):   Mr A J Hook

Green and   Rich Lehmann
Independent (1):

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 9 March 2023 (Pages 1 - 4)

5   Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (Pages 5 - 28)

6   Facilities Management Bi-Annual Update (Pages 29 - 42)

7   Kent Partnerships Update - Kent Estates Partnership (KEP) / Kent Connects (Pages 43 - 60)

EXEMPT ITEMS

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

Ben Watts,
General Counsel
03000 416814

Tuesday, 16 May 2023

KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 March 2023

PRESENT: Mr R J Thomas (Chair), Mr N Baker, Mr T Bond, Mr A Brady, Mr N J D Chard, Mr P C Cooper, Mr M Dendor, Mr A J Hook, Rich Lehmann, Mr J P McInroy, Mr H Rayner and Dr L Sullivan

ALSO PRESENT: Mr R Gough and Mr P Oakford

IN ATTENDANCE: Mrs A Beer (Deputy Chief Executive), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Ms L Gannon (Director of Technology), Miss K Reynolds (Democratic Services Officer), Mr R Clark (Contract and Commissioning Support Manager), Ms C Harrington (Procurement and Commercial Manager, Strategic Commissioning), Ms L Merchant (Senior Commissioner), Mr J Sanderson (Head of Property Operations) and Mr A White (Estates Surveyor)

UNRESTRICTED ITEMS

130. Apologies and Substitutes
(Item 2)

Apologies for absence had been received from Mr Bartlett, Mr Barrington-King, Mr Cannon and Mr Cooke. Ms McArthur was present as substitute for Mr Bartlett.

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

There were no declarations of interest.

132. Minutes of the meeting held on 18 January 2023
(Item 4)

It was RESOLVED that the minutes of the meeting held on 18 January 2023 are correctly recorded and they be signed by the Chair. There were no matters arising.

133. Update from the Contract Management Review Group (CMRG)
(Item 5)

1. Ms Louise Merchant introduced the item which provided and update on the work of the Contract Management Review Group (CMRG), following the previous report in July 2022, and the proposed forward plan of reviews for 2023. Mr Paul Cooper, the Chair of the CMRG, highlighted that the membership was now drawn from across the political spectrum.

2. In response to questions and comments from Members Ms Merchant said that:
   a) There was opportunity for the learning from the contract reviews to be considered when entering into future contracts.
   b) The CMRG's remit was limited to contract management reviews to provide assurance as to good practice in the management of KCC contracts. The CMRG were not involved in the commissioning or business plan process.

3. RESOLVED to consider this update and endorse the proposed forward plan of reviews for CMRG.

134. Risk Management: Chief Executive's and Deputy Chief Executive's Departments
(Item 6)

1. David Whittle and Mr Gough introduced the paper which presented the strategic risks relating to the Chief Executive's and Deputy Chief Executive's Departments, in addition to the risks featuring on the Corporate Risk Register that fall within the relevant Cabinet portfolios. It was said that some risk descriptions had been updated to be more relevant within the post-Covid-19 context.

2. In response to questions and comments from Members it was said that:
   a) The target score for CRR0054 (Supply chain and market challenges) would be agreed once the commissioning re-design had been completed. Members expressed concern that the decision-making timelines under current commissioning process did not allow adequate time for Members to sufficiently consider the alternative options.
   b) There would be ongoing training sessions offered to Members to minimise the risks related to CRR0014 (Cyber and Information Security Resilience).
   c) With reference to CRR0058 (Recruitment and retention of the workforce) it was said that staff engagement was fundamentally important for retention. The implementation of action plans arising from latest staff survey was planned to be completed in June 2023, however, the findings had already started to influence directorate-led activities.
   d) The scope of CRR0045 (Maintaining effective governance and decision making in a challenging financial and operating environment) would be re-evaluated in light of concerns raised by the Committee. There was ongoing work, including that undertaken in response to the Annual Governance Statement for 2021-22, which aimed to ensure that the Chief Executive Officer had a fit for purpose support and governance structure.

3. RESOLVED to consider and comment on the risks presented.

135. Minor Works Construction Partnership Framework - Update
(Item 7)

1. Mr Oakford, Mr James Sanderson and Mr Robert Clark introduced the paper which set out the benefits and challenges facing the Council and its partners for four options that were considered for the future provision of these works; the recommended option to implement a Minor Works Framework model; and the planned procurement process to select the Framework suppliers.

2. In response to questions and comments from Members it was said that:
   a) The model would be delivered in accordance with the Public Contract Regulations (PCR 2015). These regulations restricted the selection criteria for contractors; however, this framework model was designed to assist small and medium sized enterprises (SMEs). The selected contractors would have permission to subcontract work.
   b) This approach would reduce the time and resources required to openly tender work opportunities across a greater number of suppliers. Members requested that the estimated savings through the use of this framework be presented to the Committee ahead of the key decision which was expected to be taken in December 2023.

3. RESOLVED to note the preferred procurement option and timetable for this activity.

136. Construction Consultancy Services Framework Commission - Update
(Item 8)

1. Mr James Sanderson and Ms Carolyne Harrington introduced the report which provided an update on progress with the Construction Consultancy Services Framework procurement. It was said that since the publication of the report, the 'Selection Questionnaire Evaluation and Moderation' had been completed. It was highlighted that 77 percent of the suppliers were small and medium-sized enterprises (SMEs). In addition, 49 percent of the suppliers were Kent-based or had offices in Kent. Members were told that a key decision was expected to be taken in July 2023 to achieve contract awards to enable the framework to become operational from October 2023.

2. In response to questions and comments from Members it was said that for projects typically procured through the Major Construction Partnership, the liability for surveys would be with the contractor who has the design liability. Typically for projects procured through the proposed Minors Works Construction Framework, but using consultants to provide surveys, the liability and associated warranties would be with the consultant procured off this proposed framework.

3. RESOLVED to note progress.

137. 23/00020 - Granting of Long Lease to UK Power Networks for operation and use of Sub Station at St Edmunds Church of England Primary School, West Kingsdown.
(Item 9)

1. Mr Oakford introduced the report which outlined a proposed key decision to grant a Lease for over 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station located within the grounds of St Edmunds Church of England Primary School, West Kingsdown.

2. In response to questions and comments from Members it was said that:

a) The proposed air source heat pump system was approximately three times more efficient than the existing oil-based heating system.

b) Although KCC had received £250k towards the cost of upgrading to air source heat pumps at St Edmunds Church of England Primary School through the Public Sector Decarbonisation Programme, UK Power Networks would be responsible for the costs incurred in providing and maintaining the substation.

3. RESOLVED to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

a) authorise the granting of a new lease, for a term in excess of 20 years, in order for a new electricity substation to be built within the school grounds. This will serve new operational accommodation and development within the school grounds; and

b) authorise the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to take necessary actions, included but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

138. Work Programme 2023
(Item 10)

RESOLVED to consider and note the Policy and Resources Cabinet Committee planned work programme for 2023.

139. Annual Cyber Security Update
(Item 11)

1. Ms Lisa Gannon and Mr James Church introduced the report which updated the Committee on the Council's current approach to cyber security. Members were reminded of the operating environment and the cyber security activity and trends in 2022.

2. In response to questions and comments from Members it was said that:
a) As part of the Council's technical security roadmap, further training material would be provided to staff and Members.
b) It was agreed that the statistics on web blocking would be included in a future report.

3. RESOLVED to note the Council's current approach to cyber security.

From: Roger Gough, Leader of the Council

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

          Shellina Prendergast, Cabinet Member for Communications, Engagement,
          People and Partnerships

          David Cockburn, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 24 May 2023

Subject: Performance Dashboard for the Chief Executive's Department and Deputy Chief
          Executive's Department

Classification: Unrestricted

Summary:

The Performance Dashboard for the Chief Executive's Department (CED) and Deputy
Chief Executive's Department (DCED), shows progress made against targets set for Key
Performance Indicators (KPIs).

16 of the 25 KPIs achieved target for the latest month and were RAG (Red/Amber/Green)
rated Green, 5 were below target but did achieve the floor standard (Amber) and 4 did not
achieve the floor standard (Red).

Recommendation:

The Policy and Resources Cabinet Committee is asked to NOTE the performance position
for the Chief Executive's Department and Deputy Chief Executive's Department and
COMMENT on the KPIs and targets proposed for 2023/24.

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1.   Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions
of the Council that fall within the remit of the Cabinet Committee. To support this role
performance dashboards are regularly reported to each Cabinet Committee throughout the
year, and this is the third and final report for the 2022/23 financial year.

2.   Performance Dashboard

2.1. The current Performance Dashboard for CED and DCED provides results up to
March 2023 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 25
KPIs for 2022/23. The Dashboard also includes a range of activity indicators which help
give context to the KPIs.

2.3. KPIs are presented with RAG alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.4. Of the 25 KPIs, the latest RAG status is as follows:

- 16 are rated Green – the target was achieved or exceeded;

- 5 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green;

- 4 are rated Red – performance did not meet the expected floor standard:

  - CS04a: Daytime calls to Contact Point answered.
  - CS07: Complaints responded to in timescale.
  - GL02: Freedom of Information Act requests completed within 20 working days.
  - GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales.

3. KPIs proposed for reporting performance in 2023/24 are detailed in Appendix 2.

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4.   Recommendation

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department and COMMENT on the KPIs and targets proposed for 2023/24.

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5.   Contact details

Report Author:

Matthew Wagner
Chief Analyst (interim)
Chief Executive's Department
03000 416559
Matthew.Wagner@kent.gov.uk

Relevant Director:
David Whittle
Director of Strategy, Policy, Relationships & Corporate Assurance
03000 416833
david.whittle@kent.gov.uk

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

Financial Year 2022/23

Results up to March 2023

Produced by Kent Analytics

Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings.

RAG ratings are based on Targets and Floor Standards brought before the Cabinet Committee in May 2022.

Where relevant, RAG ratings are given for both the latest month and year to date (YTD).

RAG Ratings

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

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

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

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

Key Performance Indicator Summary

People and Communications	Latest RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Daytime calls to Contact Point answered	RED	RED
CS04b: Out of hours calls to Contact Point answered	AMBER	GREEN
CS06a: Daytime calls achieving 85% of quality scorecard	GREEN	GREEN
CS06b: Out of hours calls achieving 85% of quality scorecard	GREEN	GREEN
CS07: Complaints responded to in timescale	RED	RED
HR25: Completed corporate themed Health and Safety audits sent within timescale	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

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

Finance	Latest RAG	YTD RAG
FN01: Pension correspondence processed within 15 working days	GREEN	GREEN
FN02: Retirement benefits commenced within 20 working days of all paperwork received	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	AMBER	n/a
FN06: Sundry debt due to KCC outstanding over 6 months old	AMBER	n/a
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	AMBER	GREEN
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN
FN11: Financial assessments fully completed within 15 days of referral	GREEN	RED

Infrastructure	Latest RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the first point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	AMBER	AMBER
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	GREEN
ICT05: Working hours where email is available to staff	GREEN	GREEN
PI01: Rent due to KCC outstanding over 60 days	GREEN	n/a
PI04: Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Key Performance Indicators

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	97%	98%	**97%**	GREEN	**97%**	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	94%	85%	92%	**87%**	RED	**87%**	RED	95%	90%	87%
CS04b	Percentage of out of hours calls to Contact Point answered	88%	95%	95%	**93%**	AMBER	**95%**	GREEN	95%	90%	92%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	74%	71%	74%	*	GREEN	**73%**	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	83%	75%	74%	*	GREEN	**81%**	GREEN	70%	65%	82%

* Not available at time of reporting

CS04a/b – Increased call volumes have been experienced for a number of services, this coupled with staff sickness has led to a reduction in performance in recent months. Services receiving increased call volumes include Highways, more specifically potholes and insurance claims, including people chasing claims; clearer timescales have since been communicated to customers. A large number of Concessionary Bus Passes were due for renewal by the end of March 2023 which created high call volumes; to help mitigate this demand, customers were messaged regarding who needed to take action and who would receive their pass automatically. Adult Social Care calls increased with more repeat calls due to the imminent changes within the Service. Blue Badge calls remain high due to the backlogs in the service; however, better communication and the setting of realistic expectations for customers awaiting a response have lowered these.

Activity Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Year to Date	In expected range?	Expected Range Upper	Lower	Prev. Yr YTD
CS08	Number of calls answered by Contact Point	36,885	28,157	38,713	34,448	39,561	**447,517**	Yes	539,000	444,000	454,698

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	**Amanda Beer**	**Shellina Prendergast**	**People & Communications**

Key Performance Indicators – Quarterly

Ref	Indicator description	Jun-22	Sep-22	Dec-22	Mar-23	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	75%	78%	73%	**71%**	RED	**74%**	RED	85%	80%	77%
HR25	Percentage of corporate themed Health and Safety audits sent in 7 days	97%	100%	**100%**	*	GREEN	**98%**	GREEN	90%	85%	N/a

* Not available at time of reporting

CS07 – In the latest Quarter, there was an increase in complaints received for Libraries Registrations and Archives, partly due to the closure of Folkestone Library following safety concerns relating to the library building. KCC is investigating the extent of works required to bring the building back into use and exploring ways to fund the necessary repairs. The Children, Young People and Education Directorate, have the lowest Directorate response rate, particularly within the Special Educational Needs service, where there is a concerted effort to clear a backlog of complaints. Whilst this work continues, it is expected that performance will remain low as new cases are likely to exceed the 20 working days target.

Key Performance Indicators – Monthly

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	99%	99%	**99%**	GREEN	**99%**	GREEN	97%	95%	99%

Activity Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	YTD	In expected range?	Expected Activity Upper | Lower		Prev. Year YTD
CS12	Number of visits (sessions) to the KCC website (000s)	612	540	665	569	672	**8,329**	Yes	9,000	7,000	*

* Due to a review of KCC's use of cookies on kent.gov.uk, no visitor data was available from October 2021 until March 2022.

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	**Amanda Beer**	**Shellina Prendergast**	**People & Communications**

Activity Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	In expected range?	Expected Range Upper	Lower	Prev. Yr YTD
HR12	Number of current change activities being supported	94	100	102	99	**93**	Yes	95	85	78
HR13	Total number of e-learning training programmes completed (YTD)	42,695	46,679	53,524	58,739	**64,248**	Yes	65,000	55,000	67,833
HR16	Number of registered users of Kent Rewards	25,731	25,694	25,753	25,935	**26,356**	**Above**	25,000	24,000	24,902
HR21	Number of current people management cases being supported	103	111	115	132	**127**	**Above**	110	100	107
HR23	Percentage of staff who have completed all 3 mandatory learning events	84%	85%	85%	86%	**87%**	Yes	90%	80%	81%

HR16 – The number of registered users for Kent Rewards is higher than expected, due to increases in communication and engagement initiatives, which have helped to highlight how Kent Rewards can be used to access Childcare Vouchers, Cycle2Work schemes, and Health and Wellbeing initiatives.

HR21 - Case activity is driven by requests from Managers and fluctuates from month to month. The high level indicates that managers are taking a robust approach and managing cases through the appropriate channels with HR support and advice.

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

Key Performance Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Month RAG	YTD	YTD RAG	Target	Floor	Mar-22
FN01	Pension correspondence processed within 15 working days	99%	99%	100%	**100%**	GREEN	**99%**	GREEN	98%	95%	98%
FN02	Retirement benefits processed within 20 working days of all paperwork received	97%	100%	100%	**99%**	GREEN	**96%**	GREEN	90%	85%	70%
FN05	Percentage of sundry debt due to KCC which is under 60 days old	75%	76%	72%	**70%**	AMBER	n/a		75%	70%	76%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	17%	18%	16%	**18%**	AMBER	n/a		15%	20%	22%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	87%	91%	79%	**81%**	AMBER	**86%**	GREEN	85%	80%	85%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	98%	98%	97%	**98%**	GREEN	**98%**	GREEN	98%	95%	98%
FN11	Percentage of financial assessments completed within 15 days of referral	80%	86%	86%	**92%**	GREEN	**84%**	RED	90%	85%	89%

FN05/FN06 – Sundry Debt transferred from the management of Cantium Business Solutions back to Kent County Council in December 2022. A review of the existing processes has been undertaken and revised arrangements put in place. Staff are being trained on the revised processes and vacant posts are being recruited to. As part of the review, regular meetings with budget holders have been established to ensure outstanding or overdue debt is recovered more quickly.

FN07 – Although this KPI is ahead of target over the year, 1,326 invoices were not received within the 30-day target in February. Work is underway to provide details to Corporate Directors on those invoices received late, so they can follow up within their service areas to ensure invoices are paid on time in future.

FN11 – Client Financial Services have needed to undertake an additional 2,079 re-assessments of clients' financial circumstances as part of the Adult Social Care Savings Credit Project which has impacted on the achievement of this KPI. The number of financial assessments completed during February substantially increased, and the KPI achieved target for that month. New staff have been recruited and have completed their initial training and are now able to complete less complex assessments which will also contribute to an improved rate of completion.

Activity Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Year to date	Previous Year YTD
FN01b	Number of pension correspondences processed	705	439	734	634	**7,047**	6,640
FN02b	Number of retirement benefits paid	333	205	236	197	**2,544**	2,572
FN07b	Number of invoices received by KCC	12,539	12,049	10,664	6,940	**117,573**	104,660
FN11b	Number of financial assessments received	1,005	618	902	774	**8,526**	7,598
FN05b	Value of debt due to KCC (£000s)	27,747	29,059	32,569	**28,975**	N/a	46,834

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	**Ben Watts**	**Peter Oakford / Shellina Prendergast**	**Governance and Law**

Key Performance Indicators

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	Month RAG	YTD	Year RAG	Target	Floor	Prev. Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	100%	100%	GREEN	**100%**	GREEN	100%	96%	**100%**
GL02	Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	80%	76%	77%	**71%**	RED	**77%**	RED	92%	90%	**76%**
GL03	Data Protection Act Subject Access Requests (SARs) completed within timescales	67%	63%	71%	**63%**	RED	**64%**	RED	90%	85%	**63%**

GL02 – The percentage of FOI/EIR requests completed has averaged 77% in 2022/23 against a target of 92%. With regard to Directorate performance over the year, the largest number of requests were received by Growth, Environment and Transport (75% completed in timescale), followed by Children, Young People and Education (75%), Chief Executive's Department (79%), Deputy Chief Executive's Department (83%), and finally Adult Social Care and Health (75%). Reasons for delays include more complex requests, prioritisation of other work and time taken to produce a thorough response. This has been added to the Corporate Dashboard and each directorate has committed to improve performance throughout 2023/24 alongside system and process changes to improve timeliness.

GL03 - Over two-thirds of Subject Access Requests come under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include the complexity of some requests, prioritising of other work, and the need for the acquisition and use of redacting tools for electronic records which can add significant time when responding.

Activity Indicators

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	YTD	In expected range?	Expected Activity Upper	Lower	Previous Year YTD
GL01b	Committee meetings	10	19	6	21	144	N/a			154
GL02b	Freedom of Information requests	115	152	145	188	1738	**Below**	2200	1800	1966
GL03b	Data Protection Act Subject Access requests	42	46	45	48	549	**Above**	520	440	535

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Lisa Gannon	Peter Oakford	Cantium Business Services

Key Performance Indicators

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	73%	79%	74%	**74%**	GREEN	**75%**	GREEN	70%	65%	72%
ICT02	Positive feedback rating with the ICT help desk	91%	94%	91%	**91%**	AMBER	**93%**	AMBER	95%	90%	94%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	**100%**	100%	GREEN	**100%**	GREEN	99.8%	99.0%	100%
ICT04	Working hours where ICT Services are available to staff	99.7%	100%	100`%	**100%**	GREEN	**99.8%**	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where email is available to staff	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	99.0%	98.0%	100%

ICT02 – The current low level of response reduces the level of confidence in the results, and so KCC and Cantium are working together in order to trial ways to improve the response rate; this will enable us to have a more accurate representation of customer feedback.

Activity Indicators

Ref	Indicator description	Dec-22	Jan-23	Feb-23	Mar-23	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	5,065	6,421	6,801	**8,830**	**76,588**	82,060
ICT02b	Feedback responses provided for ICT Help Desk	318	328	261	**172**	**3,992**	5,568

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	**Rebecca Spore**	**Peter Oakford**	**Infrastructure**

Key Performance Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	1.5%	1.7%	1.7%	5.9%	**1.9%**	GREEN	5%	15%	2.1%

Activity Indicators

Ref	Indicator description	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	603	91	59	81	139	**2,016**	2,398
PI03c	Capital receipts banked (£000s)	0	1,618	0	0	5,698	**10,438**	7,086

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

Key Performance Indicators

Ref	Indicator description	Jul-22	Aug-22	Sep-22	Oct-22	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	95%	92%	93%	**93%**	GREEN	**94%**	GREEN	90%	80%	83%

Activity Indicator

Ref	Indicator description	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	YTD	Previous Year YTD
PI04b	Number of reactive tasks responded to	947	1,006	916	953	1,012	**6,925**	5,963

PI04 – These are the final results for the previous Total Facilities Management (TFM) contract. The new contract will be reported on in 2023/24 and proposed indicators can be found in appendix 2 of this report.

Proposed KPIs and Activity indicators for 2023/24

Chief Executive's Department

Key Performance Indicators – Finance

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
FN12	% of central bank accounts with an end of day credit balance	100%	100%	90%
FN13	% working days average credit rating for internally managed cash portfolio is no lower than AA	100%	100%	90%
FN14	% third-party insurance claims resolved within the designated timescales	95%	95%	85%
FN06	% of outstanding debt due to KCC over 6 months old	22%	30%	35%
FN07	% of invoices received by accounts payable within 15 days of KCC received date	86%	90%	85%
FN08	% of invoices received by accounts payable on time processed within 30 days	98%	98%	95%
FN11	% of financial assessments fully completed within 15 workings days of receipt of the referral	84%	90%*	85%*

* April target is 70%, Floor 55%.

Rationale and review for 2023/24

The above KPIs cover the core, measurable elements of good performance for the Finance Division, i.e., that we are performing well in terms of processing times for key tasks (including processing invoices, insurance claims) and that treasury and debt levels are being managed.

- FN01 (Percentage of pension correspondence completed within 15 working days) and FN02 (Percentage of retirement benefit paid completed within 20 working days from receipt of required paperwork) have been deleted, as the performance is reported through the Pension's Committee on a quarterly basis.

- FN12 & FN13 are two new KPI's which monitor the effectiveness of the Council's treasury management in terms of security and liquidity.

- FN14 is a new KPI which monitors the effectiveness of the Insurance function in terms of the resolution of third-party insurance claims within designated timescales.

- FN05 (Percentage of sundry debt due to KCC under 60 days old) has been deleted, and FN06 (Percentage of sundry debt due to KCC over 6 months old) has been revised to exclude debts not yet due. This indicator monitors the effectiveness of the management of Council finances in recovering or writing off debts promptly. The target and floor have been amended to reflect the change to monitoring due debts.

- FN07, previously measured the percentage of invoices that reach the Accounts Payable (AP) team within the authority's preferred payment term of 30 days. This has been identified as a key determinant of overall performance in respect of making payments on time. Whilst latest performance meets the current 85% target, Corporate Management Team have agreed that invoices should be received by AP within 15 days. The target will be increased to 90% with a floor of 85% for 2023/24. To help achieve target, in addition to the Late Payment Dashboard, Corporate Directors will also receive monthly updates on those Budget Managers who have submitted invoices late to take remedial action.

- FN08, measures the percentage of invoices that reach accounts payable within our preferred payment terms of 30 days that are processed by accounts payable within 30 days. This provides a measure of performance for the AP element of the process. The target and floor remain unchanged.

- FN11, financial assessments need to ensure income has been maximised (indexed linked to payments of Benefits) for the authority and the financial assessment has been accurately entered onto MOSAIC/ContrOCC within 15 working days of a complete referral being received into Client Financial Services. Due to continued pressures on the service in April when officers are required to support the reassessment process, the target continues to be lowered for that month.

Activity indicators – Finance

Ref	Indicator Description
FN14b	Number of third-party claims resolved
FN06b	Value of debt due to KCC (£000s)
FN07b	Number of invoices received by KCC
FN11b	Number of financial assessments received

Rationale

The activity indicators provide additional information which help to explain the KPI performance, and are reported against previous year actuals for comparison.

FN14b, 07b & 11b show level of demand for each of these activities and help contextualise the respective KPIs.

FN06b, helps to contextualise FN06.

Key Performance Indicators - Governance and Law

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	96%
GL02	Requests for information under FOI/EIR* completed within 20 working days	77%	92%	90%
GL03	Data Protection Act Subject Access requests, completed within one month	64%	90%	85%

*FOI/EIR stands for Freedom of Information / Environmental Information Regulations

Rationale and review for 2023/24

The above KPIs cover core, measurable statutory requirements that fall under the Governance & Law Division, i.e. that we are performing well in terms of publishing Council and Committee papers and processing FOI/EIR and SARs to statutory timescales.

- GL01, is a statutory requirement and supports the smooth running of the democratic process. The current target of 100% published on time is proposed to remain.

- GL02 & 03, are statutory requirements; adherence with the Act reduces the risk of enforcement action against KCC by the Information Commissioner who oversees and monitors compliance. Targets are already challenging and will remain at the same level for 2023/24.

Activity indicators – Governance and Law

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2023/24 Total
GL01b	Number of Committee meetings	Actuals reported against last year's figures					
GL02b	FOI/EIR requests completed	Upper	520	520	520	520	2,080
		Lower	420	420	420	420	1,680
GL03b	Data Protection Act Subject Access requests	Upper	150	150	150	150	600
		Lower	120	120	120	120	480

Rationale

These show level of expected demand for each of these activities and help contextualise the KPIs.

Deputy Chief Executive's Department

Key Performance Indicators – Marketing and Resident Experience

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
CS01	Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	97%	97**%**	90%
CS04 (a)	Percentage of daytime calls to Contact Point which were answered	87%	90%	85%
CS04 (b)	Percentage of out of hours calls to Contact Point which were answered	95%	95%	90%
CS06 (a)	Percentage of daytime calls to Contact Point achieving 85% of quality scorecard	73%	70%	65%
CS06 (b)	Percentage of out of hours calls to Contact Point achieving 85% of quality scorecard	81%	70%	65%
CS07	Percentage of complaints responded to in timescales	74%	85%	80%

Rationale

The first five KPIs above relate to our contract with Agilisys for the provision of Contact Point. They cover the core elements of good performance, i.e. that calls are answered, and then that the service provided is of good quality. The last KPI relates to the key area of complaints response.

- CS01, monitors public satisfaction with the service they receive from Contact Point Advisors in dealing with their calls – to provide an element of the voice of the service user in the assessment of overall performance, and to capture performance of the advisors specifically.

- CS04a & b, monitor the performance of Contact Point in respect of answering calls. There are separate performance measures covering daytime and out of hours calls, so that the Committee is able to gain the assurance that a high proportion of calls to Contact Point are being answered regardless of whether they are placed during or outside of core working hours noting however the differing types of operation with Out Of Hours being an emergency line only.

- CS06a & b, are contractual KPIs with Agilisys to monitor the quality of the Contact Point service provided to the public via a quality scorecard that covers aspects of how calls are handled (information gathered, advice given, data protection and customer service). There are separate performance measures covering daytime and out of hours calls, so that the Committee is able to gain the assurance that callers receive a high-quality service, regardless of whether they contact us during or outside of core working hours.

- CS07, monitors our performance around complaint handling through the extent to which KCC is meeting complaint service standards as advertised to the public. These are that complaints are answered within 20 days, which is a service standard in the KCC customer feedback policy.

2023/24 Review

There is an option within our contract with Agilisys to review KPIs and their associated targets annually, and changes to the labour market post Covid have required a review of metrics this year. Contact centres nationally have felt the effects of a buoyant labour market, significantly affecting recruitment and attrition, and therefore stability of operations. Given this, many councils have already recognised the limitations of measuring percentage of calls answered (CS04a&b) and are testing alternative measurements of performance with a move towards average speed of answer (ASA). Targets of between 3 and 5 minutes are now being widely used as a measure of ASA for all services. From April 2023 this measurement will be added to the activity indicators (CS13 and CS14) with one being an indicator for all KCC services, and an additional indicator of the average speed of answer for the priority services combined (adult social care, children's social care, highways emergency and death registrations). Due to the changes in the labour market and the combined effect of channel shifting shorter and more transactional calls online, the remaining call volume tends to be complex and requires a longer duration to resolve. Therefore, the daytime percentage of calls answered (CS04a) target will be reduced to 90% with a floor of 85% from the 1st April 2023. There would be significant cost implications if this target was not changed, due to extra resources needed and with no guarantee of meeting target. OOH targets remain unchanged as this operation benefits from lower volumes being an emergency line only, a smaller sized operation and operates from a shared operation with other councils. Contract end date is 8th December 2025

Activity Indicators - Marketing and Resident Experience

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2023/24 Total
CS08	Number of calls answered by Contact Point	Upper	119,000	132,000	113,000	123,000	487,000
		Lower	98,000	111,000	92,000	102,000	403,000
CS12	Number of visits (sessions) to KCC website (000s)	Upper	2,390	2,620	2,100	2,120	9,230
		Lower	1,970	2,200	1,680	1,700	7,550
CS13	Average speed of answer (ASA) by Contact Point – priority services (NEW)	Upper	2 mins				
		Lower	30 secs				
CS14	Average speed of answer (ASA) by Contact Point – all services (NEW)	Upper	5 mins				
		Lower	3 mins				

Rationale
Activity indicators provide the relevant context around the volume of demand being seen by services covered by the performance indicators, as well as providing oversight of activity and demand levels in the key services falling under the Marketing and Resident Team. Expected activity levels are articulated through the upper and lower thresholds, which provide an aid to interpretation of demand levels versus expectations.

- CS08, provides context for the Contact Point performance indicators (particularly CS04a & b), and evidences demand for the service vs expectations

- CS12 measures how many visits (sessions) the website receives so that the council can monitor digital take-up and web traffic vs expectations

- CS13 and CS14 provide context for the Contact Point performance (particularly CS04a &b), and sets expectations for average call wait time.

2023/24 Review
As previously mentioned, CS13 and CS14 have been added as activity indicators.

The other activity indicators remain relevant and so no changes to these measures are proposed. Thresholds are based on past trends and future expectations.

Key Performance Indicator – Human Resources and Organisational Development

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
HR09	Percentage of training evaluated by responding participants as having delivered stated learning outcomes	99%	97%	95%

Rationale
The above KPI relates to our performance in the key area of training.

- HR09, provides assurance around the quality and purposefulness of the training received by staff, by monitoring the extent to which staff feel that each piece of training they have received meets the stated learning outcomes of the course/activity.

2023/24 Review
The current KPIs and targets were reviewed by the Human Resources and Organisational Development Team and considered appropriate to be carried forward to 2023/24.

Activity Indicators - Human Resources and Organisational Development

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2023/24 Total
HR12	Number of current change activities being supported	Upper	90	90	90	90	90
		Lower	80	80	80	80	80
HR13	Total number of E-learning training programmes completed	Upper	16,250	16,250	16,250	16,250	65,000
		Lower	13,750	13,750	13,750	13,750	55,000
HR16	Number of registered users of Kent Rewards	Upper	27,000	27,000	27,000	27,000	27,000
		Lower	24,000	24,000	24,000	24,000	24,000
HR21	Number of current people management cases being supported	Upper	100	100	100	100	100
		Lower	90	90	90	90	90
HR23	Percentage of staff who have completed all 3 mandatory learning events	Upper	90%	90%	90%	90%	90%
		Lower	80%	80%	80%	80%	80%

Rationale

The indicators provide oversight of activity and demand levels in the key services falling under the Human Resources and Organisational Development Team. Expected activity levels are articulated through the upper and lower thresholds, which provide an aid to interpretation of demand levels versus expectations.

HR12, 13, 16, 21 & 23 monitor demand and uptake vs expectations for key services provided by the Human Resources and Organisational Development Team

2023/24 Review

The activity indicators remain relevant and so no changes to these measures are proposed. Thresholds are based on past trends and future expectations.

Key Performance Indicator – Health and Safety

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
HR25	Percentage of completed Health and Safety audits sent to recipients within 7 working days	98%	90%	85%

Rationale

- HR25, monitors our performance around Health & Safety audits through the extent to which audits are communicated within 7 working days of completion of the audit. Ensuring the outcomes of health and safety audits are communicated quickly, provides assurance that any issues highlighted can then be acted upon in a timely way.

2023/24 Review
The current KPI and target was reviewed by the Department Management Team and considered appropriate to be carried forward to 2023/24.

Key Performance Indicators – Technology

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
ICT01	Calls to ICT Help Desk resolved at the first point of contact	75%	70%	65%
ICT02	Positive feedback rating with ICT help desk	93%	95%	90%
ICT03	Working hours where Kent Public Sector Network available to staff	100%	99.8%	99.0%
ICT04	Working hours where ICT Service available to staff	99.8%	99.0%	98.0%
ICT05	Working hours where email is available to staff	100%	99.0%	98.0%

Rationale
The above KPIs relate to our performance around ICT, some aspects of which are included within our Service Level Agreement with Cantium. They cover the core elements of good performance, i.e. that the help desk is performing well (in terms of resolving issues and securing positive feedback) and that core ICT services/systems are available to staff.

- ICT01, measures to what extent service disruptions to staff and KCC are minimised by issues being dealt with at first point of contact.

- ICT02, measures to what extent the service provided to our customers is of a high quality, by enabling them to appraise the service received at point of ServiceNow ticket closure.

- ICT03, measures the quality of service provided by a third party, which is fundamental to the provision of data and voice networking to all KCC and many partner buildings. As a key foundation to ICT services, monitoring network availability is critical.

- ICT04, ICT service availability is fundamental to the delivery of many of the services that KCC provides and as such, this indictor is a measure of how effectively ICT are able to support the Council.

- ICT05, Email is a business-critical communications tool that supports the whole of KCC's operations in delivering their strategic objectives.

2023/24 Review
The current contract with Cantium is under review and so a full review of KPI's will not be possible until this process is complete. This is likely to be September 2023.

Activity indicators – Technology

Ref	Indicator Description
ICT01b	Calls to ICT Help Desk
ICT02b	Feedback responses provided for ICT Help Desk

These show the level of demand for each of these activities and help contextualise the KPIs, and are reported against previous year actuals for comparison.

Key Performance Indicators – Infrastructure

Ref	Indicator Description	2022/23 Latest	2023/24 Target	2023/24 Floor
PI01	Invoiced Rent Outstanding at 60 Days	1.9%	5%	10%
PI05	Planned Preventative Maintenance Tasks completed by due date	N/A	90%	80%
PI06	Reactive Help Desk Tasks completed by due date	N/A	90%	80%
PI07	Help Desk Telephone Response Times	N/A	90%	80%

Rationale
The above KPIs support monitoring of the delivery of the Asset Management Strategy, i.e. that we are performing well in terms of securing rent receipts and meeting SLA standards on task completion.

- PI01, supports monitoring of theme 3 of the Asset Management Strategy – effective asset and estate management

- PI05/6/7, supports monitoring of the Asset Management Strategy, specifically, theme 1 – innovation and customer focus, theme 2 – safe, warm, dry and proactively compliant, and theme 3 – effective asset and estate management.

<u>2023/2024 Review</u>
With the expiry of the former Total Facilities Management (TFM) contract on 31 October 2022. The previous indicator PI04 which related to reactive maintenance tasks undertaken under the TFM contract was retired with end of the contract. This has been replaced with PI06 from April onwards. There is a gap of 5 months in reporting which represents a bedding in period for the new contract.

In addition, we have new two new indicators. Firstly, PI05, which looks at the number of Planned Preventative Maintenance (PPM) tasks that are completed by their target date. The aim of this KPI is to provide assurance that PPM tasks are being delivered in line with the relevant programmes of work, and that the estate is meeting relevant regulations for building compliance.

The second new indicator is PI07, which looks at time taken to respond to the telephone calls coming into the Helpdesk. The new contractual arrangements see a single helpdesk for all facilities matters across Kent replacing the previous 2 helpdesks covering the 3 areas (East, Mid, West).

In addition to the formally reported KPIs, Infrastructure have implemented a Performance Information Management System, which is leading to improved performance metrics at a local level. This followed a recommendation from Internal Audit.

<u>Activity indicators – Infrastructure</u>

Ref	Indicator Description
PI01b	Total rent invoiced
PI03	Capital receipts
PI05b	PPM tasks completed
PI06b	Reactive tasks completed
PI07b	Telephone calls handled

<u>Rationale</u>

- PI01b, provides context for PI01.

- PI03, supports monitoring of theme 4 of the Asset Management Strategy – an efficient, adequate and appropriate estate, as well as KCC's capital programme.

- PI05b, PI06b, PI07b provide context for their respective performance indicators.At the present time, as this is the first year of the new contract, we do not have any baseline data for the first year of operation against which to define activity levels as the services are under the new contracts are not like-for-like with the previous contracts.

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

Rebecca Spore, Director of Infrastructure

To: **Policy and Resources Cabinet Committee – 24 May 2023**

Subject: **Facilities Management Bi-Annual Update**

Classification: UNRESTRICTED

Past Paper Pathway: Policy and Resources Cabinet Committee:
                20 March and 29 July 2020; 14 January and 9 November 2021;
                24 March and 14 September 2022.

Future Pathway of Paper: None

Electoral Division: All

Summary: This report provides the Policy and Resources Cabinet Committee the bi-annual update on Kent County Council's (KCC) Facilities Management arrangements to provide services across both the corporate and schools estate, for which KCC has responsibility. It includes an update on the performance of the current contract and changes over the last six months.

Recommendation:

The Policy and Resources Cabinet Committee is asked to note the report and progress.

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1.   Background

1.1   On the 1 November 2022 the disaggregated facilities management (FM) model came into effect across the corporate landlord and school managed estate.

1.2   The FM services have been split into dedicated contracts for:

- Hard FM contract – Planned and reactive maintenance, statutory compliance and overall helpdesk – delivered by Skanska.
- Cleaning and Feminine Hygiene contract – delivered by Churchills.
- Waste and Recycling – delivered by Countrystyle.
- Landscape and Pest Control – delivered by Commercial Services Group (Landscape Services).
- Security - delivered by Sight and Sound, Wards Security and Prestige - this service will be subject to a procurement exercise over 12–18 month period.
- Porterage, Reception and Post Room services – delivered in-house by KCC Facilities Management Team.

1.3 The KCC FM team provide day-to-day operational management of the contracts. The new model represents significant change with a move from two contractors who provided a fully integrated Facilities Management Model across three areas. KCC have been transitioning into the new model from November 2022, with the final TUPE transfer occurring at the beginning of March 2023.

1.4 The current poor condition of the KCC estate, and historic lack of asset replacement and capital investment in buildings, continues to place increasing pressure on the delivery of FM services.

1.5 The key objectives for the FM service delivery arrangements are:

- FM service delivery standards should be consistent and responsive to service requirements and required standards.
- FM services should deliver value for money for Kent and ensure that the Council meets its statutory responsibilities.

2. Hard FM Performance (Contractual including KPIs)

2.1 The FM team has been working closely with Skanska colleagues over the last six months to mobilise and transition to the new contract and working arrangements.

2.2 The Key Performance Monitoring data outlined below focuses on the completion of planned, reactive and statutory tasks.

2.3 Each month KCC and Skanska review the performance of the contract at the Governance group meetings.

2.4 The mobilisation and transition period within the contract is now ending and the period of deduction/KPI relief also ends. This means that deductions against the specified KPIs will be applied.

2.5 Overall Planned Preventative Maintenance (PPM) tasks for the corporate and school managed estate are as follows:

Month	All PPM Tasks	% Completion	Statutory PPM Tasks	% Completion
November '22	2738	97.4	321	98.8
December '22	2510	94.8	205	97.6
January '23	2703	94.2	305	88.2
February '23	2711	96.5	319	91.5

- These figures demonstrate the high volume of planned preventative maintenance tasks that are completed as part of the fixed priced fee on a monthly basis across the estate.
- The KPI data shows FM contractor's performance against the contract and not necessarily the level of statutory compliance being achieved across the KCC estate.

- Tasks which are completed one day late or beyond or where evidence of completion was not available in a timely manner, are failed, even though the site remains compliant with statutory requirements.
- Tasks are scheduled to be completed, including the production of the documentation, prior to the expiry of the previous report.
- Tasks that have not been completed in line with the Service Level Agreement (SLA) will be reschedule and completed.
- Resultant/remedial works from these reports are automatically loaded on the Skanska Concept system to be reviewed and agreed by the KCC FM team.

2.6 The information provided below demonstrates the contract performance for reactive services defined within the contract schedules.

2.7 These figures are applicable to the Corporate Landlord estate:

Month	Total tasks logged	% Completion
November 22	2311	82%
December 22	991	84%
January 23	1169	85%
February 23	945	93%

- The figures cover all reactive task priority levels within the agreed SLA i.e. Priority levels A-H.
- Each task is issued a priority level which is defined within the contract and corresponds to type of work being reported. More detail can be found in Appendix A priority levels and indicative scenarios.
- To support the contractor in ensuring that the correct Priority levels are applied, a detailed list of indicative scenarios have been agreed.
- Skanska have undertaken extensive training with the contract team including the helpdesk to ensure that the correct priorities are allocated to each call received.
- Each month the helpdesk priority level allocations are audited and reported back to KCC as part of the governance process.
- The contractual application of hourly rates is currently in dispute between KCC and Skanska. This has caused a delay in the authorisation of works based on the rates being charged. A temporary solution has been put in place with the agreement of all parties and a permanent agreement being worked on with implementation in June 2023.
- The completion rates of tasks are gradually improving and systems are being introduced to accelerate the time it takes to authorise quotes.

2.8 As part of the contract changes, there is now a single helpdesk provision, provided by Skanska, with calls being passed through to the other contractors when received based on the SLA.

2.9 The helpdesk call data for both Corporate and Schools is shown below:

Corporate Landlord (CLL) - Helpdesk Calls

	Nov-22	Dec-22	Jan-23	Feb-23
■ Calls Received CLL	799	590	598	456
■ Service Level Meet CLL	763	530	582	451
■ Calls Outside 60 Secs CLL	36	14	15	5
■ Calls outside 120 secs CLL	0	8	3	5
■ Calls outside 180 Secs CLL	0	14	3	5
■ Calls Abandoned CLL	23	24	19	14
■ % Complete in SLA	95%	90%	97%	99%

Schools - Helpdesk Calls

	Nov-22	Dec-22	Jan-23	Feb-23
■ Calls Received Schools	292	201	269	103
■ Service Level Meet Schools	282	192	265	102
■ Calls Outside 60 Secs Schools	10	9	3	1
■ Calls outside 120 secs Schools	0	5	1	1
■ Calls outside 180 Secs Schools	0	6	0	1
■ Calls Abandoned Schools	9	3	4	2
■ % Complete in SLA	97%	96%	99%	99%

- At the point of the contract change in November, an increase of nearly 300 calls were received by the Helpdesk across the school and Corporate Landlord (CLL) estate combined.
- This reflects calls only and does not include emails.
- SLA standard is that a call should be answered within 60 seconds. If the call continues to go unanswered the KPI is accumulative after every 60 seconds.

3.   Soft FM Performance (Contractual including KPIs)

3.1   *Cleaning:* The table shows the reactive tasks undertaken by Churchills cleaning.

Month	Total tasks raised	Total tasks completed within timescales	Percentage completed within timescale
November '22	152	152	100%
December '22	73	73	100%
January '23	104	104	100%
February '23	98	96	98%

3.2   *Waste Management:* The table below shows the number of waste collections including general waste, mixed recycling and confidential waste from across the estate.

Month	Lifts
November '22	1922
December '22	1731
January '23	1900
February '23	1614
Total	**7167**

3.3   *Landscape and Pest Control:* The table below indicates the number of planned visits conducted by Landscape Services across the CLL estate. Examples of the tasks include grass cutting and hedge trimming.

3.4   The slight reduction in overall percentage levels in February were due to unforeseen weather events and staff sickness. Visits were reallocated to be completed in the following month. During this period KCC and Kent Commercial Services Landscape Services have been working in partnership to mobilise the contract and refine the estate specification.

Grounds maintenance (planned)

Month	Planned	Completed	Percentage completed within timescale
November '22	158	158	100%
December '22	74	74	100%
January '23	104	104	100%
February '23	115	83	95%

3.5 The table below is the volume of reactive grounds maintenance tasks raised and completed within the agreed SLA for the CLL estate.

Grounds Maintenance (Reactive)

Month	Total tasks raised	Total tasks completed within timescales	Percentage completed within timescale
November '22	60	58	97%
December '22	27	27	100%
January '23	38	37	97%
February '23	32	31	97%

3.5 The table below shows the level of planned and completed Pest Control visits carried out across the CLL estate. Any missed visits in month are re-programmed to be completed as a rollover event into the next month.

Pest Control

Month	Planned	Completed	Percentage completed within timescale
November '22	36	36	100%
December '22	29	29	100%
January '23	61	61	100%
February '23	63	60	95%

4. FM Performance (Non-KPI related)

4.1 The last six months have seen the authority transition to a different FM model, which has been challenging as the new arrangements start to move into the new business as usual.   We continue to work with our contract supply chain to continuously improve the services we provide within the budget constraints.

4.2 The transfer (TUPE) of the Facility Officers and the Reception function across the office and Multi Agency Specialist Hubs (MASH) estates was completed at the beginning of March 2023. This increased the level of control and flexibility to manage the day-to-day operation of the office estate and align the building management arrangements to the new hybrid working arrangements.

4.3 Under the new arrangements, the Infrastructure division will undergo a redesign which will include the KCC Facilities Management Team, to ensure that the team have the right skills and capacity to support the new arrangements. Supporting engagement with the directorates and divisions is critical, and as part of the new arrangements, specified contacts within the FM team have been established to support the services where issues arise with contractor communication and where multiple parties including external organisations are involved such as Ofsted and the Care Quality Commission.

4.4 The health and safety of employees, residents, services and visitors etc as well as ensuring that KCC meets its legal and policy duties remains the highest priority.

4.5 Infrastructure are the owners of three main policies which are:

- Asbestos Management – currently under review. A new management, refurbishment and demolition survey to be introduced from May 2023 following feedback from the Health and Safety Executive's Duty to Manage inspections within the school sector. The policy and training provision review is being conducted in conjunction with the Health and Safety Team.
- Lift Policy – this is under review to reflect the changes in contractual requirements and is due to be complete by June 2023.
- Legionella Policy – this policy review will commence in August 2023. Regular meetings with Health and Safety colleagues to address concerns and to focus on improving the way in which risks are mitigated take place on a regular basis.

4.6 The FM contractors, particularly Skanska, continue to support KCC to meet its environmental initiatives including projects externally funded.

4.7 Where opportunities have arisen, for example, the introduction of LED lighting, the FM contractor has been delivering these projects to support the overall funding requirements.

4.8 The FM contractors continue to work with the wider KCC teams including environmental and sustainability teams to assist in KCC meeting its obligations under ISO14001 and its recent accreditation achievements.

5. Brief Look Forward To 2023/2024

5.1 Along with the Infrastructure division, the KCC FM team will be redesigned to meet the needs of the services being provided, along with all the business processes which have changed following the implementation of the new FM model.

5.2 The security provision will be reviewed considering experiences from previous procurement activities. The service will be reviewed and procured within a 12-18 month period.

5.3 The minor works frameworks will be procured to enable the delivery of small works to complement the existing FM contracts which are now in place.

5.4 The FM team will continue to engage with internal and external stakeholders to improve the services being provided to meet the needs of the authority and to ensure that KCC are meeting its statutory duties.

6. New KPIs

6.1 The KPIs proposed are as follows to be measured against the Hard FM contract:

6.1.1 The percentage of Planned Preventative Maintenance (PPM) tasks in any given month, relative to their frequency which are completed by their due date. This is to provide assurance that PPM tasks are being delivered in line with the relevant programmes of work, and the estate meets the requirements with relevant regulations for building compliance.

6.1.2 The percentage of Reactive tasks completed in any given calendar month concluded within the SLA time relevant for the type of task. This is to provide assurance that resultant and reactive works are being completed in a timely manner and meeting the contractual requirements.

6.1.3 The percentage of telephone calls to the FM helpdesk answered within contractual timescales. As this is a focal point for FM services, this is to ensure that all calls are answered and responded to.

7. Finance

7.1 The disaggregated FM contracts have been awarded within the existing base budget for the previous contractual arrangements. Each new contract is subject to indexation, and this has been provided for within the 2023-26 Medium Term Financial Plan (MTFP). The work with the new providers to finalise and confirm undiscovered assets, is to conclude shortly and is affordable within current budget envelopes.

7.2 There is a risk that the variable budgets will come under pressure due to the severely limited availability of capital budget within the Modernisation of Assets programme. This will need to be actively managed but could result in further backlog of maintenance occurring.

7.3 An additional pressure on the variable budgets will also be due to the decrease in the amount of Semi Comprehensive Maintenance Threshold (SCMT) now applicable to the Hard FM contract. This has changed from £1750 under the previous Total Facilities Management contract to £1000 under the new contract. This will be monitored on an ongoing basis.

8. Recommendation(s)

Recommendation(s)

The Policy and Resources Cabinet Committee is asked to note the report and progress.

9 Background documents

9.1 Appendix A - Priority Levels and Indicative Scenarios

10   Contact Details

Report Authors:	Relevant Director:
Tony Carty Head of Facilities Management 03000 41 72 43 anthony.carty@kent.gov.uk James Sanderson Head of Property Operations 03000 41 76 06 james.sanderson2@kent.gov.uk	Rebecca Spore Director of Infrastructure 03000 41 67 16 rebecca.spore@kent.gov.uk

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Priority Level	Description	Action	Service Level
A	Matters giving rise to an immediate security, health and safety or environmental risk.	Attend	Within 2 hours
A	Matters giving rise to an immediate security, health and safety or environmental risk.	Permanent Rectification **OR** Interim Rectification and Raise Child Service Request	Within 6 hours
B	Matters which prevent or severely restrict the Authority from conducting normal operations or have an adverse impact on the Authority's reputation.	Attend	Within 3 hours
B	Matters which prevent or severely restrict the Authority from conducting normal operations or have an adverse impact on the Authority's reputation.	Permanent Rectification **OR** Interim Rectification and Raise Child Service Request	12 hours
C	Matters which impinge upon the proper working of the facilities in relation to all users but have no reputational risk.	Permanent Rectification	Within 2 Business Days
D	Matters of a routine nature	Permanent Rectification	Within 5 Business Days
E	Change or cosmetic requests	Price Schedule Complete	5 days 2 Business Days following approval 20 days following

			approval
F	Specialist audio conference equipment	Attend	15 minutes
G	Lift Entrapment	Attend and Release	1 hour
H	Quotations requested by Authority	Submission	8 Business Days

Priority Level	Core Sites and Buildings - Indicative Scenarios (Guidance Only)
A	• Security intruder alarm system fault - where it's likely to cause a nuisance to the surrounding neighbours or the building cannot be secured/locked • Closed circuit television fault where service user safety is a concern e.g., Case conferencing • External windows operation – cannot close/lock to secure the building • Security incident i.e., theft, burglary, or problem affecting personal safety or security of the building. • External/entrance door operation if this impacts on fire plan/security of the building • Failure of gate or barrier operation – where it prevents access into or from site • Roof leak that gives rise to health and safety risk i.e., collapse or impacts services • Water leaks/ingress via roof, windows, ground source, drains or faulty plumbing that creates an unsanitary situation or immediate health and safety impact to builder users • Boiler failure affects the whole building and services unless boiler is not required for heating building • No heating where the internal temperature is below 17 degrees. • No hot water in the whole building or where there is a legionella risk • No hot water in an area of a care home, short break, or respite centre • Leak or plumbing issues preventing use of toilets where alternative facilities are not available. • Loss of water affecting the whole building • Loss of power affecting the whole building • Environmental incident e.g. flooding, fuel/oil/chemical spillage, land/air/water way contamination • Sewage incidents, unintentional substance release, wastewater treatment plant system or plant failure • General lighting failure that compromises ability of staff to work, building security plan or general health and safety • Complete fire alarm failure • Activation/Fault of the fire alarm system • Asbestos incident with potential exposure • Major electrical fault creating a hazard for occupants

	• Fire or risk of fire/explosion • Gas leak • Structural damage • Failure of sprinkler system • Ceiling collapse • uninterruptable power supply systems (where not integrated within IT Assets) • heating, ventilation and air conditioning in server rooms • generators • Vesda system in Kent History and Library Centre
B	• Security intruder alarm fault • Water leaks/ingress via roof, windows, ground source, drains or faulty plumbing that doesn't create an unsanitary situation or cause an immediate risk to building users • Loss of water to part of the building except care homes and respite centres • Loss of power to part of the building except care homes and respite centres • Water treatment plant pump failure – where there is no potential contamination of the water course • Lift breakdown without entrapment – where there are other lifts available in the building • Heating failure affecting parts of a building where temperature is above 17 degrees except care homes and respite centres. • Emergency lighting fault where there is no alternative emergency lighting within the area and no borrowed light • Broken window • Damage that prevents occupant access into building • Building Management System (BMS) fault – where boilers and Air handling units (AHUs) cannot be operated manually
C	• Failure of CCTV camera where the overall security of the site has not been compromised (i.e. not affecting case conferencing) • Failure of gate or barrier operation – where it can be manually operated • General lighting failure that does not compromises building occupancy • Leak or plumbing issues affecting toilets where alternative facilities are available
D	• Damage to building fabric • Water leak that does not cause immediate damage or impact building occupancy but causes water loss • General lighting maintenance requirements i.e. repair and replacement of lamps • General building maintenance e.g. any door furniture, hardware and viewing panels • Non-urgent battery replacement • Damage to gutters with no additional impact on building or users

E	• Shelf fitting, filling holes, carpet tile replacement, noticeboard installation and repairs, display cabinet repair, signage placing, clock – changing, easing and adjusting non-fire doors, painting, general repairs etc.
F	• Microphones plus acoustics only applicable where required on the Service matrix

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

           Rebecca Spore, Director of Infrastructure

To: **Policy and Resources Cabinet Committee – 24 May 2023**

Subject: **Kent Connects Partnership Update**

Classification: Unrestricted

Electoral Division: **All electoral divisions**

Summary: The External Partnerships Team in the Infrastructure division supports two multi-agency partnerships.

Kent Estates Partnership is part of the One Public Estate (OPE) Programme and works closely with Kent partners across the public sector, to ensure funding and collaborative opportunities are identified and that benefits are maximised.

Kent Connects is a partnership of public sector bodies in Kent, focussing on IT and digital technology to support the delivery of their services to the county. Kent Connects delivers a range of services including collaborative projects, training and development, networking and knowledge sharing.

Recommendations:

The Policy and Resources Cabinet Committee is asked to note progress to date and the development of the partnerships.

1. Introduction

1.1   Kent Connects and Kent Estates partnerships bring together representatives from public sector organisations in Kent to deliver collaborative projects and share best practice.

1.2   The two partnerships have a similar membership, and both include Kent County Council (KCC), the twelve district councils, Kent Police, Kent Fire and Rescue, and all three Kent universities. Kent Connects also includes Medway Council, while Kent Estates includes Health, Kent Association of Local Councils (KALC) and South East Coast Ambulance Service (SECAMB). There is also a close working relationship with Medway Estates Partnership.

2. Kent Estates Partnership (KEP)

2.1   One Public Estate (OPE) is an established national programme delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). It provides practical and technical support and

funding to Local Authorities to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

2.2 The core objectives of OPE are local growth (homes and jobs), integrated services and efficiencies. The programme acts as a catalyst for driving forward better asset management to support the provision of local services and save taxpayer money.

2.3 KCC has been a part of the OPE programme since the beginning of the initiative in 2013. The Kent Estates Partnership Board was formed in 2016 for the Phase 4 bid.

2.4 KEP has submitted four successful OPE funding bids, with additional funding awarded to develop a project pipeline. A total of £1,319,000 OPE funding has been received for eleven projects and the creation of a Project Management Office (PMO) to support the development of the partnership.

2.5 The successful projects to receive OPE funding are.

2.5.1   Dover Discovery Centre
2.5.2   Ebbsfleet Grove Road
2.5.3   Maidstone Civic Centre
2.5.4   Dartford Town Centre
2.5.5   Sittingbourne Civic Quarter
2.5.6   West Kent Partnership
2.5.7   Paddock Wood Community Hub
2.5.8   West Kent Blue Light Hub
2.5.9   Ebbsfleet Integration of Healthy Living and Preventative Services
2.5.10   Repton Housing and Health Hub
2.5.11   Whitfield Public Sector Office Hub
2.5.12   KEP Shared Workspaces
2.5.13   KEP Programme Management Office
2.5.14   OPE Opportunities Development Fund

2.6 The PMO has received funding in two rounds which has supplied one FTE and other resources have been provided by KCC.

2.7 A new round of OPE funding is expected in autumn 2023.

2.8 There have been four rounds of Land Release Fund (LRF) and Brownfield Land Release Fund (BLRF) and KEP has submitted ten successful funding bids and has been awarded £871,000 for LRF projects and £5,485,000 for BLRF.

2.9 The successful projects to receive LRF and BLRF funding are:

2.9.1   Brunswick Street and Union Street, (Maidstone Borough Council)
2.9.2   King Street carpark, (Maidstone Borough Council)
2.9.3   Heather House & Pavilion (Maidstone Borough Council)
2.9.4   Biggins Wood (Folkestone & Hythe District Council)
2.9.5   Princes Parade (Folkestone & Hythe District Council)
2.9.6   Beach St (Canterbury City Council)

2.9.7   Self-Build Plots 1 & 2 (Dover District Council)

2.9.8   Highview (Folkestone & Hythe District Council)

2.9.9   Farmstead Drive (Sevenoaks District Council)

2.9.10   White Oaks Residential (Sevenoaks District Council)

2.10 In March 2023 KEP submitted a bid for funding for eleven projects in Round 2 of the current BLRF programme, with a request for £10,874,000. The decision on successful projects is due to be announced summer 2023.

2.11 A third round of BLRF funding is scheduled for January 2024.

2.12 In addition to bidding for OPE and BLRF funding, KEP has piloted the Shared Workspaces project which has set up dedicated hot-desking spaces in council offices across the county. Staff can work in locations closer to home avoiding travel or work in multi-agency teams without special arrangements being set up.

2.13 Offices with Shared Workspaces

2.13.1   Gun Wharf, Medway

2.13.2   Invicta House, Maidstone

2.13.3   Brook House, Whitstable

2.13.4   St Peters House, Broadstairs

2.13.5   Sevenoaks District Office

2.13.6   Folkestone and Hythe District Office

2.13.7   Gravesham Borough Council

2.13.8   Canterbury City Council

2.14 The Shared Workspace project was nominated for three categories in the Smarter Working Awards 2023.

3.   Kent Connects Partnership

3.1 Kent Connects is a partnership of public sector bodies in Kent that seeks to leverage technology and digital services to support the county's objectives to grow the economy, tackle disadvantage and put citizens in control. The Partnership was established in 2001 as part of the government's e-gov programme.

3.2 By bringing together the knowledge and expertise of local councils, blue light organisations, and universities, Kent Connects provides a framework to connect and support public service delivery across the county of Kent. This includes a range of services from the Infrastructure division provided through the Kent Public Service Network (KPSN) Partnership, to collaborative projects, training and development, networking and knowledge sharing through specialist groups and business transformation events.

3.3 Kent Connects projects include GovRoam, which offers secure Wi-Fi to partners working in each other's offices. This was funded by Kent Connects and delivered by the KPSN Partnership.

3.4 The GovRoam system made it possible for KEP to deliver the Shared Workspaces project. Kent Connects has also funded a desk booking system to allow each partner organisation to manage their own desk allocation.

3.5 The next version of GovRoam is being planned which will make the system more robust and easier to support.

3.6 Kent Connects provides training to partners, which includes regular workshops for Senior Information Risk Officers (SIRO), and e-learning which can be deployed for all staff.

3.7 The SIRO training combines an update on cyber security risks and a training exercise which allows the delegates to engage with decision making for an imaginary organisation. The scenario allows participants to discuss the options as a group and see the outcomes of their decisions after each round of the game.

3.8 The e-learning suite of courses can be accessed through a dedicated e-learning system or loaded on to an organisation's existing e-learning system. All the training is funded through the Kent Connects subscription, so there is no extra cost to partners.

3.9 A Digital Accessibility course is live and available to all partners, for KCC this is available via Delta.

3.10 A Cyber Security course is in development, and this will update the Cyber Security training previously provided by the Kent Connects Partnership.

3.11 Kent Connects Partnership works very closely with the three universities: University of Kent, University of Greenwich and Canterbury Christ Church University. The Kent IT Alliance (KITA) was established to manage this collaboration and to support student placement in partnership organisations.

3.12 The KITA placements provide a 1-year paid placement for students, which is partly subsidised by Kent Connects. This arrangement brings new skills into the partner organisations and allows the students to develop meaningful knowledge of the workplace before graduating.

3.13 Kent Connects has managed the KITA Partnership for nine years, employing forty-four students across the partnership, with four returning to work in KCC after graduation and two returning to Gravesham Borough Council.

4. Financial Implications

4.1 KEP – Successful OPE funding is transferred to the External Partnerships PMO who check that spending matches the activities on the project bid before releasing funds to the project lead.

4.2 Kent Connects Partnership – The Partnership is funded through partnership subscriptions. Kent Connects Leadership Group decides on funding allocation and the External Partnerships PMO administers this.

5. Legal implications

5.1 KEP – All partners who receive funding through OPE must sign a Memorandum of Understanding (MOU) with KCC confirming they will meet all OPE criteria. LRF funding is paid directly to the successful project lead.

5.2 Kent Connects Partnership – All partners have signed a partnership agreement which states the terms of reference for the partnership.

6. Equalities implications

6.1 None

7. Other corporate implications

7.1. The External Partnerships Team are managed within KCC's Infrastructure division and work closely with the Property teams and the Technology division.

8. Governance

8.1 Kent Estates Partnership (KEP)

8.1.1 KCC is the Accountable Body for the partnership and the S.151 officer is responsible for the sign-off of each funding bid.

8.1.2 As the Accountable Body, KCC is responsible for transferring funding to projects on submission of the appropriate invoices. KCC through the PMO is also responsible for providing regular monitoring reports to OPE.

8.2 Kent Connects Partnership

8.2.1 The Partnership is directed through the Kent Connects Leadership Group, with all partners paying a subscription to join the group.

8.2.2 Part of the annual subscription goes into a development fund, which is used to support partnership projects. Business cases for funding requests are presented to the Leadership Board for assessment with successful projects feeding back to the Leadership Group with project outcomes and shared learning.

9. Conclusions

9.1 The KEP has made four successful bids for OPE funding and ten successful bids for LRF and BLRF funding with another bid under consideration currently.

9.2 The Kent Connects Partnership has funded the delivery of GovRoam which allows public sector staff to work in partner buildings across the county. It has delivered e-learning courses to partners and supported internal recruitment through the KITA programme.

9.3 Working together in partnership has strengthened links between public sector organisations in Kent. This partnership working has led from collaborations between small groups of partners to the countywide shared workspace project which has strong support from the whole partnership.

10. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note progress to date and the development of the partnerships.

11. Background Documents

11.1 Appendix A – External Partnerships slide deck to accompany report.

12. Contact Details

Report Author(s):	Relevant Director:
Julie Johnson Partnerships and Programme Development Manager Telephone: 03000 41 04 97 Email: julie.johnson@kent.gov.uk Phil Murphy Business Relationship Team Manager Telephone: 03000 41 02 82 Email: phillip.murphy@kent.gov.uk	Rebecca Spore Director of Infrastructure Telephone: 03000 41 67 16 Email: rebecca.spore@kent.gov.uk

External Partnerships

Partnership Members

Kent Estates Partnership - Property

- Kent local authorities, Kent Police, Kent Fire, SECAMB, Health and Kent universities

Kent Connects Partnership – IT

- Kent local authorities, Kent Police, Kent Fire, and Kent universities

Kent Estates Partnership

Kent Estates Partnership Funding Rounds

One Public Estate

- £1,319.000 OPE funding has been received for eleven projects
- Next funding round expected late summer 2023
- Collaborative projects at feasibility stage

Brownfield Land Release Fund

- £871,00 for LRF and £5,485,000 for BLRF for combined total of 10 projects
- Bid for 11 projects and 6 councils submitted in March
- Next round in January 2024
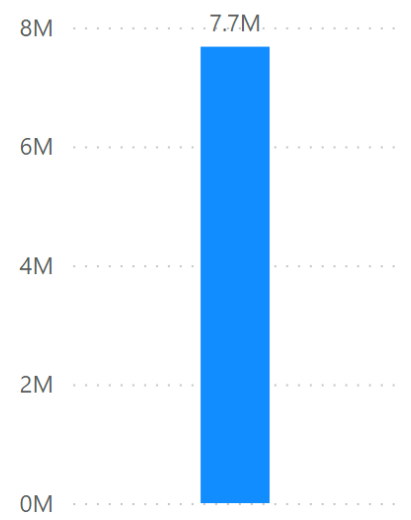- Local authority bids for "shovel ready" projects

Amount of Grant by Funding Source
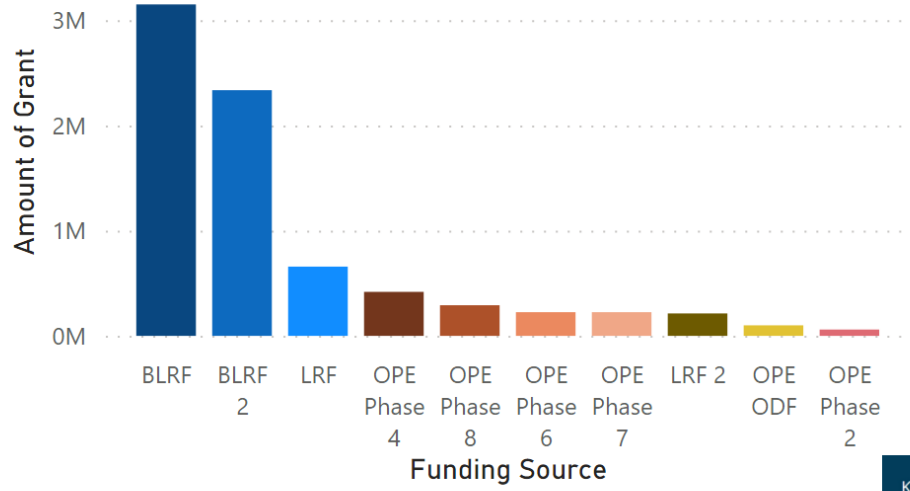
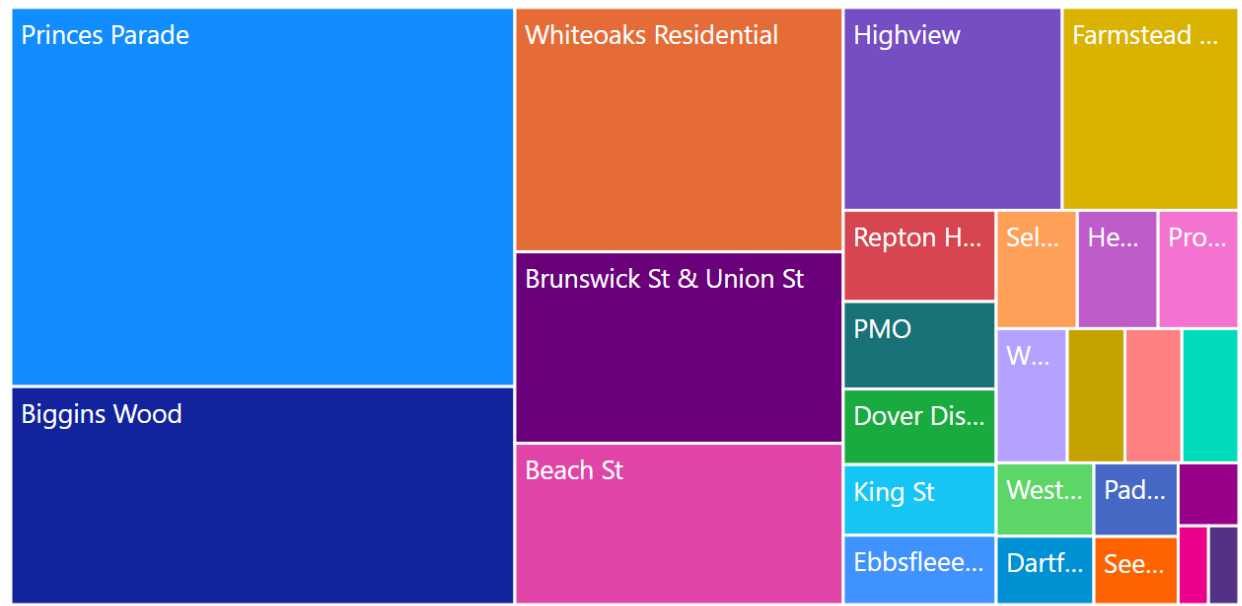
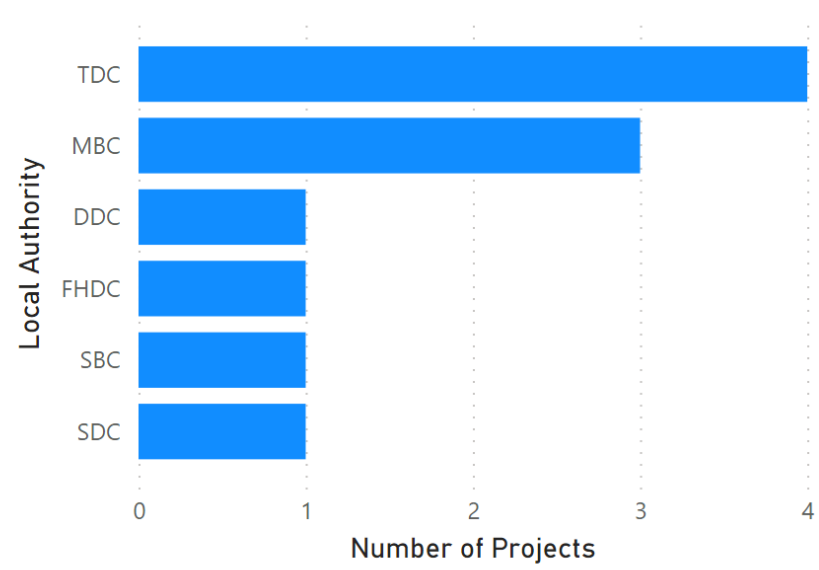# Number of Projects Funded by Year
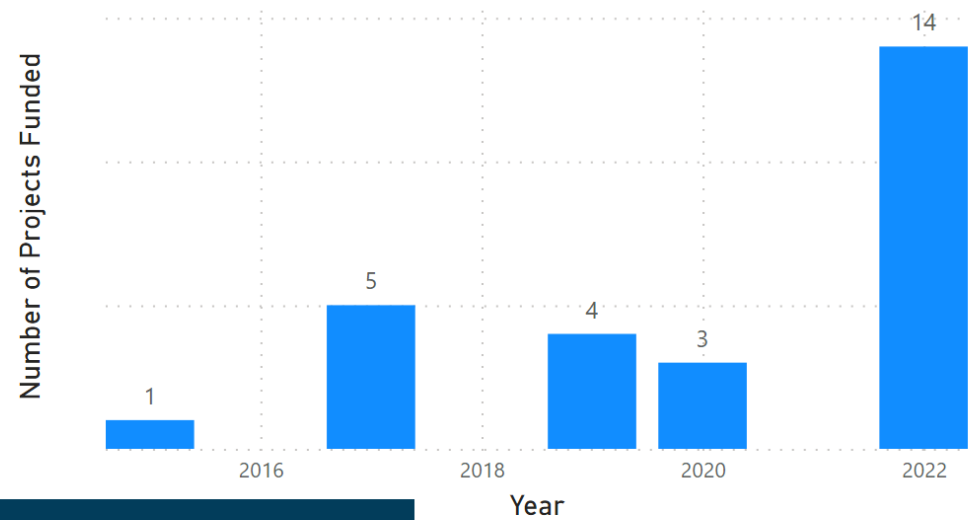
Funding Awarded to Date

Year	Funding Source
2015	OPE Phase 2
2017	OPE Phase 4
2019	LRF
2019	OPE Phase 6
2020	OPE Phase 7
2022	BLRF
2022	BLRF 2
2022	LRF 2
2022	OPE ODF
2022	OPE Phase 8

Kent Estates Partnership
A collaborative approach to estate management across the County
Supporting a more integrated, flexible and affordable public estate

Office of Government Property
Department for Levelling Up, Housing & Communities
Local Government Association

Supported by the **Brownfield Land Release Fund (BLRF2)** and **One Public Estate** programme

Amount Awarded by Project

BLRF2 Round 2 - Projects submitted by LA

Shared Workspace Buildings

Gun Wharf, Medway Council - 4 desks opened in October 2021

Sevenoaks DC – 2 desks opened 1st November 2022

Invicta House Maidstone KCC 6 desks opened October 2021

Folkestone and Hythe DC – 6 desks opened 1st July 2022

Brook House Whitstable – 6 desks opened December 2021

Gravesham BC– 4 desks opened June 2022

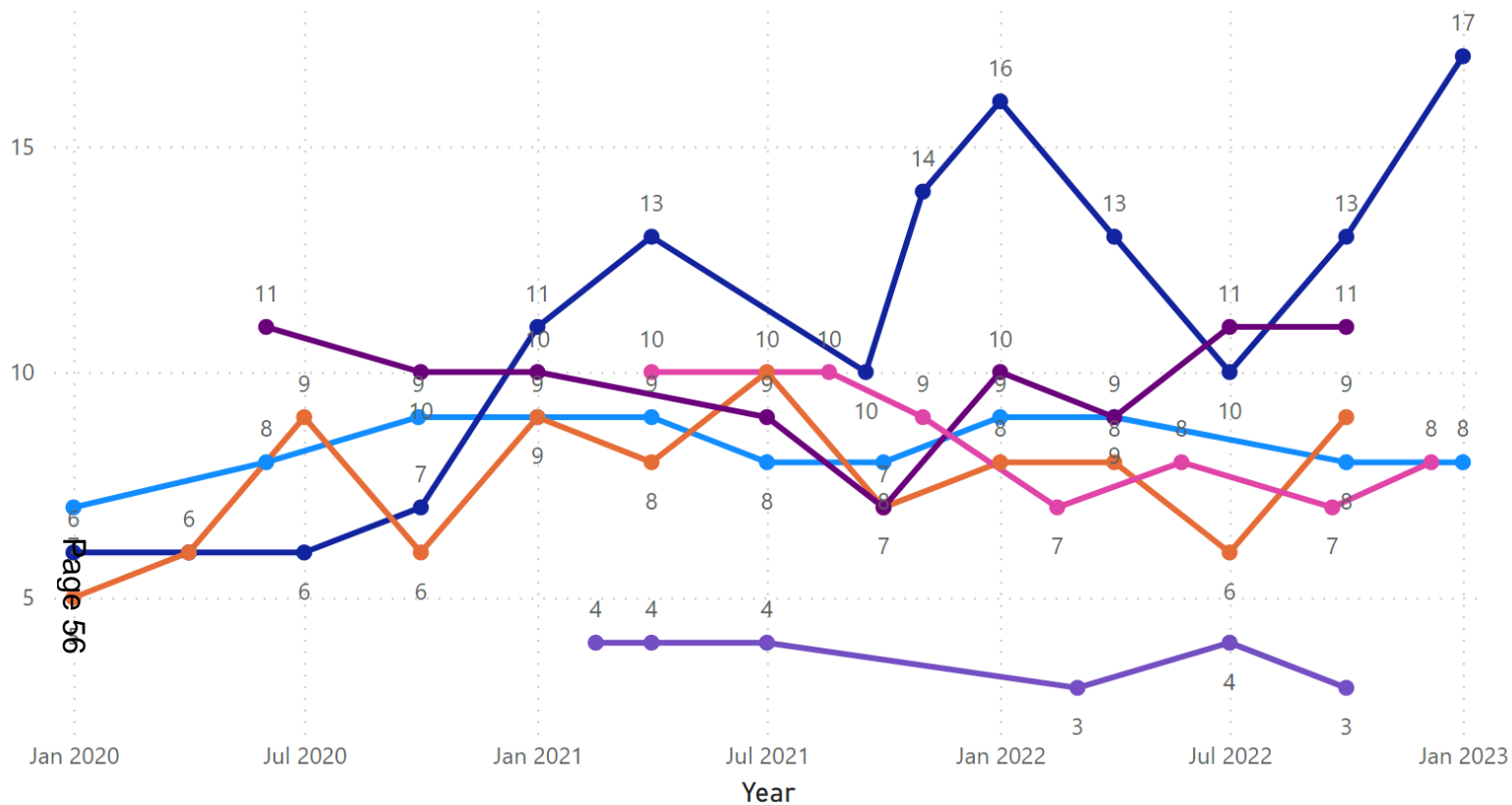St Peters House Broadstairs – 6 desks opened February 2022

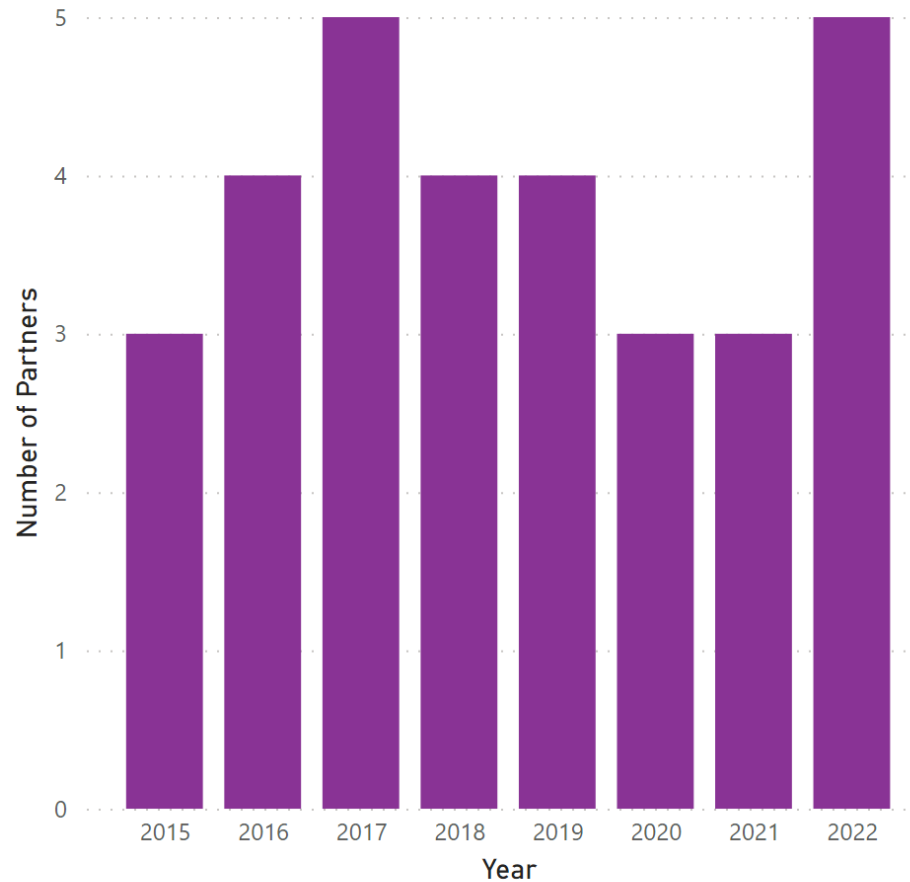Canterbury CC – 4 desks opened 1 April 2023

Kent Connects Partnership

Partner Organisations Attending Meetings

Legend: Leadership Group, KEP, Information Security Group, GIS Group, Digital Accessibility Group, Smart Kent & Medway Pr...

Number of Partners taking Students by Year

Kent Connects Events

Event	Number of Attendees
Reconnect Day	28
Future Workplaces	59
Digital Accessibility 2022 (8 webinars)	783
Digital Accessibility 2021 (4 sessions)	1309
Digital Accessibility 2020 (3 days)	2679
Cyber Resiliance - Operation Mamba	23
Beyond Covid	43
Total	**4924**

Style	Number of Attendees
Virtual	4896
Face2Face	28
Total	**4924**

eLearning

Snapshot 07/03/2023	Numbers
Organisations on LMS	21
Courses on LMS	3
Course Enrolements	515
Active Users on LMS	181
Active KC Partner Users	63

Over the last 10 years Kent Connects has supported partners to host **44** students.

Kent Connects transforming local services

Partnership Activities

- Free e-learning courses for Digital Accessibility and Cyber Security

- GovRoam offering secure wifi at partner offices

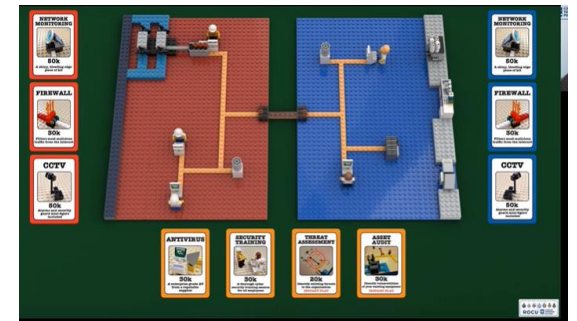- Shared workspaces in conjunction with Kent Estates Partnership

Partnership Training

E-learning

- An introduction to digital accessibility
- In development – Cyber Security
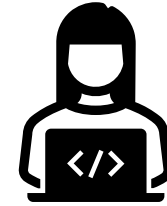
Interactive training

- Senior Information Risk Officer (SIRO) workshop

- Lego training exercise

Partnership Recruitment

Kent IT Alliance

- Recruitment programme with University of Kent and University of Greenwich
- Undergraduates complete one year in work as part of degree
- 44 students employed over 9 years

- KCC has employed 10 students,
- 4 returned to work in KCC following graduation.
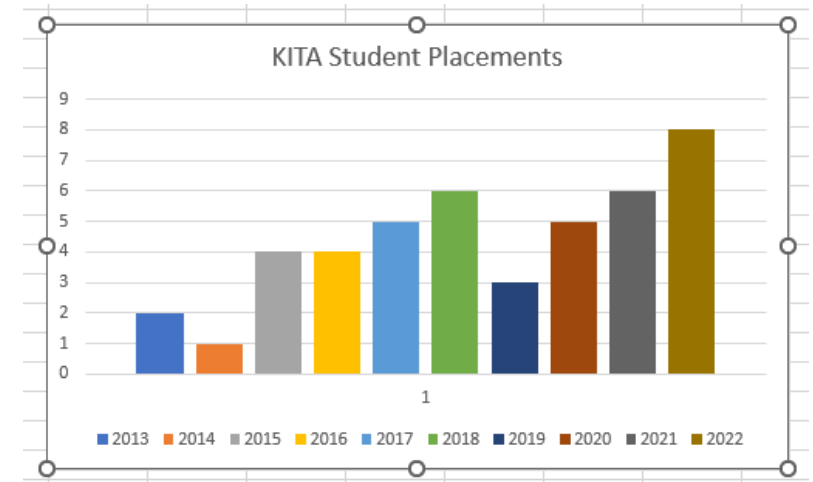
KITA Student Placements

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

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

Lisa Gannon, Director of Technology

To: **Policy and Resources Cabinet Committee – 24 May 2023**

Subject: **Decision 23/00037 – Microsoft Licencing Agreement Contract Award**

Key decision: **E*xpenditure or savings of > £1m – including if over several phases.***

Classification: UNRESTRICTED

Future Pathway of report: For Cabinet Member Decision

Electoral Division: N/A

Summary: Kent County Council (KCC) have heavily invested in Microsoft technology, to support current working arrangements and to ensure that the Council is able to access the full security protections now available by Microsoft. KCC has been able to leverage its relationship with both Microsoft and its reseller and secure beneficial pricing arrangements. It is proposed to enter into a new 3-year contract from 1 July 2023. The new contract will licence KCC for the full use of the Microsoft 365 tool set over the next 3 years to include enhanced security.

Recommendations:

The Policy and Resources Cabinet Committee is 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 to:

1. agree to enter into a new Microsoft licencing agreement for 3 years to meet KCC's business and Infrastructure licensing requirements; and

2. delegate authority to the Director of Technology in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, for the necessary contractual negotiations to enter into any legal agreements required to implement the above.

1. **Introduction**

1.1. This report outlines the proposal to enter into a new 3-year licencing agreement between July 2023 and June 2026.

2. **E5 Licencing Requirement**

2.1 Since the Covid-19 pandemic, the Council's operating model and reliance on technology systems have shifted significantly. As a result, there is a continuing need to access the full capabilities of the Microsoft 365 toolset, including the Business Intelligence (BI) capabilities and external sharing with multiple agencies.

2.2 To support current and future ways of working, continuation of the E5 licencing model is required to ensure full access to business analytics (Power BI), additional external sharing functionality and enhanced security arrangements. Amongst other features, the E5 licencing arrangements enable KCC to benefit from the following features:

- Microsoft Teams Full Package including instant messaging, call functionality, voicemail, audio and video conferencing;
- Enhanced analytics capability;
- Identity and Access Management – enhanced control of user identities including the ability to detect vulnerabilities;
- Advanced Threat Protection – providing addition protection for files, emails and outlook applications, real time checks of links and use of machine learning to identify trends;
- Advanced Data Governance with auto classification and labelling – includes scanning content to apply the appropriate governance protocols to data;
- Enhanced Cloud Security; and
- Additional support for secure external sharing.

2.3 In 2020, KCC entered into a 3-year contract with Bytes Software Services Ltd to provide corporate E5 licences. The current contract and pricing ends in June 2023.

2.4 The new contract will be procured under the KCS Framework.

3. Financial Implications

3.1 Initial indication based on current use is that the 3-year costs (July 2023 – June 2026) will equate to approx. £10.3m. The contract costs will be accounted for within the ICT budgets through the Asset Maintenance Reserve.

4. Legal implications

4.1 The are no legal implications and no requirement to consult external legal advisors.

5. Equalities implications

5.1 An Equality Impact Assessment (EqIA) has been completed and no further action is required.

6. Other corporate implications

6.1 None.

7. Governance

7.1 A Key Decision is required due to expenditure of more than £1m.

7.2 The proposed decision delegates authority to the Director of Technology in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, for the necessary contractual negotiations to enter into any legal agreements required to implement the decision.

8. Conclusions

8.1 KCC have heavily invested in Microsoft technology to support the current and future working arrangements and to ensure that the Council is able to access the full security protections now available by Microsoft. In order to secure the beneficial pricing, it is necessary to enter into a new 3-year contract from 1 July 2023.

9. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is 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 to:

1. agree to enter into a new Microsoft licencing agreement for 3 years to meet Kent County Council business and Infrastructure licensing requirements; and

2. delegate authority to the Director of Technology in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, for the necessary contractual negotiations to enter into any legal agreements required to implement the above.

10. Background Documents

10.1 Appendix A – Proposed Record of Decision

10.2 Appendix B – Published EQIA

11. Contact details

Report Author:	Relevant Director:
Tina Lloyd	Lisa Gannon
Commercial Lead	Director of Technology
Telephone: 03000 41 47 45	Telephone: 03000 41 43 41
Email: tina.lloyd@kent.gov.uk	Email: lisa.gannon@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NO:
Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services	**23/00037**

For publication

Key decision: YES

Subject Matter: Microsoft 365 Licencing Agreement Contract Award

Decision:

As Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services I agree to:

1. enter into a new Microsoft licencing agreement for 3 years to meet Kent County Council business and Infrastructure licensing requirements; and

2. delegate authority to the Director of Technology in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, for the necessary contractual negotiations to enter into any legal agreements required to implement the above.

Reason(s) for decision:

KCC entered into an Enterprise Licensing Agreement with Microsoft via its reseller in June 2020 for three years. Since the contract was awarded, Microsoft have made available a discounted licencing arrangement over a new 3-year term. This agreement provides access to a variety of Microsoft 365 applications, tools and modules which are essential to supporting the Council's business operations. As part of this arrangement the Council will be able to take advantage of enhanced licensing which is critical to support its remote working policy and enhancing the security of KCC's infrastructure.

Cabinet Committee recommendations and other consultation:
To be discussed at the Policy and Resources Cabinet Committee on 24 May 2023.

Any alternatives considered and rejected:
None.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: None.

....
signed

....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Microsoft Licencing Agreement

Responsible Officer

Tina Lloyd - ST T

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

Commissioning/Procurement

Strategy/Policy

No

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Deputy Chief Executive's Department.

Responsible Service

Technology

Responsible Head of Service

Lisa Gannon - ST T

Responsible Director

Lisa Gannon - ST T

Aims and Objectives

KCC have heavily invested in Microsoft technology, to support the current working arrangements and to ensure that the council is able to access the full security protections now available by Microsoft. KCC has been able to leverage its relationship with both Microsoft and its reseller and secured beneficial pricing arrangements. It is proposed to enter into a new 3 year contract from 1 July 2023. The new contract will licence KCC for the full use of the MS tool set over the next 3 years and offers enhanced security.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

No

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Not Applicable

Who have you involved, consulted and engaged with?

No consultation is required as there will be no impact or change in service.

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

Yes

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

No

Residents/Communities/Citizens

No

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

Potential to use the full M365 Office suite of tools to enable continuation of current working practices.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No. Note: If Question 19a is "No", Questions 19b,c,d will state "Not Applicable" when submission goes for approval

Details of negative impacts for Age

Not Completed

Mitigating Actions for Age

Not Completed

Responsible Officer for Mitigating Actions – Age

Not Completed

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval

Details of Negative Impacts for Disability

Not Completed

Mitigating actions for Disability

Not Completed

Responsible Officer for Disability

Not Completed

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval

Details of negative impacts for Sex

Not Completed

Mitigating actions for Sex

Not Completed

Responsible Officer for Sex

Not Completed

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender

No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval

Negative impacts for Gender identity/transgender

Not Completed
Mitigating actions for Gender identity/transgender
Not Completed
Responsible Officer for mitigating actions for Gender identity/transgender
Not Completed
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Race
Not Completed
Mitigating actions for Race
Not Completed
Responsible Officer for mitigating actions for Race
Not Completed
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Religion and belief
Not Completed
Mitigating actions for Religion and belief
Not Completed
Responsible Officer for mitigating actions for Religion and Belief
Not Completed
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Sexual Orientation
Not Completed
Mitigating actions for Sexual Orientation
Not Completed
Responsible Officer for mitigating actions for Sexual Orientation
Not Completed
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No. Note: If Question 26a is "No", Questions 26b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Pregnancy and Maternity
Not Completed
Mitigating actions for Pregnancy and Maternity
Not Completed
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Completed
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Marriage and Civil Partnerships

Not Completed
Mitigating actions for Marriage and Civil Partnerships
Not Completed
Responsible Officer for Marriage and Civil Partnerships
Not Completed
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Carer's responsibilities
Not Completed
Mitigating actions for Carer's responsibilities
Not Completed
Responsible Officer for Carer's responsibilities
Not Completed

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

Lisa Gannon, Director of Technology

To: Policy and Resources Cabinet Committee – 24 May 2023

Subject: Enterprise Business Capabilities (EBC) Modernisation Update

Classification: *UNRESTRCITED report with EXEMPT Appendix A, which is not for publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).*

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Countywide

Summary: The Council is in the process of assessing options to modernise its Enterprise Business Capabilities (EBC) covering finance, human resources, payroll, and procurement, including the replacement of its existing support arrangements across Rimini Street, Velocity and Azure (£997,231). This paper is intended to update the Cabinet Committee with the current progress of the EBC Program and outline the forthcoming steps in relation to decisions around progressing to award and implementation.

Recommendations: The Policy and Resources Cabinet Committee is asked to note progress and the next steps in the programme to modernise the Council's EBC.

1. **Background**

1.1 Kent County Council (KCC) is developing a significant programme to implement 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 The current Oracle Oracle E-Business Suite (EBS) Solution in use is approx. 20 years old and is operating an old and static version of Enterprise Resource Planning (ERP). The Council has minimised its previous risk, whereby the Council's licenses for Oracle expired on 31 March 2021 through transitioning to application support with Rimini Street and migrating its Infrastructure to a Cloud vendor to provide stability and consistency of service. 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. KCC are no longer within support and therefore have a static product version that cannot be enhanced nor take advantage of any new features that provides opportunities to introduce efficiencies.

1.3 Although KCC has much of the Oracle ERP functionality available to it, its use is limited, and cannot be described as a full ERP implementation. The purchase to pay process runs across several data bases, the applications do not integrate or use workflow well if at all, and basics such as a single supplier view are precluded without extensive rework. This in turn causes process inefficiency and cost for both users and systems support.

1.4 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 aspects such as invoice processing. KCC's on-premise example of Oracle has around one-million lines of bespoke code and software updates occur automatically under new Cloud Software-as-a-Service (SaaS).

1.5 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 KCC being more able and agile to standardise and optimise the way it works, to deliver better stakeholder experience and value.

1.6 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 This is envisaged as 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 below[1].

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. This stage has been completed.

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[1] Certus solutions

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. This phase is currently in progress.

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.

2.2 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.

2.3 The Council has successfully run an open tender Commissioning process looking at the various options available to the Council. The Council used the Back Office Software (BOS) Framework to invite all potential vendors who can potentially meet the detailed defined criteria by the functional teams across the Council. The EBC Program team received responses from four key vendors (all of whom are well known ERP Cloud providers in the market). These were Oracle, Workday, SAP and Unit 4.

2.4 The Commissioning process reviewed all responses and held a mid-bid review to address vendor questions before receiving final submissions from only one vendor – Oracle. The Commissioning process identified gaps in some of the interested parties who thereafter made the decision not to proceed further. The EBC Program is currently in discussions with Oracle with regards to its BAFO (Best and Final Offer).

3. Next steps

3.1 To support the Oracle Cloud proposal the EBC Program are, in parallel, operating a competitive tender between three identified System Implementors who will support the EBC Program in implementing and integrating the Cloud solution.

3.2 It is the intention of the EBC Program to conclude commercial discussions with Oracle and complete the assessment of the System Implementation partners to ascertain the overall costs regarding implementation. The final costs will also

include internal resource costs, external support as well as parallel running costs whilst the new Cloud platform is implemented providing the Council with the overall true total implementation budget required to proceed to the implementation phase.

3.3 Once commercial discussions have been finalised with Oracle, alongside the selection of a suitable Implementation partner and associated costs, the EBC Program will proceed to progress through the relevant KCC governance to reach a decision with regards to progressing to award.

4. Financial Implications

See exempt appendix A.

5. Conclusions

5.1 The Council is embarking on a programme over 2-3-years that will modernise its EBC 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.

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 The respective outcomes will be a Strategic Outline Business Case followed by an Outline Business Case (OBC), with full options appraisal, cost implications and risk register, and the programme will not progress further unless these are approved. Development of the programme through to the OBC will be funded through existing revenue budgets notwithstanding opportunity cost.

6. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note progress and the next steps in the programme to modernise the EBC.

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7. Background Documents

EXEMPT Appendix A – Financial

8. Contact details

Report Author:	Relevant Director:
Lisa Gannon Director of Technology Telephone: 03000 41 43 41 E-mail: lisa.gannon@kent.gov.uk	Lisa Gannon Director of Technology Telephone: 03000 41 43 41 E-mail: lisa.gannon@kent.gov.uk

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

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

                Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 24 May 2023

Subject: **Work Programme 2023**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee.

Recommendation: The Policy and Resources Cabinet Committee is asked to consider and note its planned work programme for 2023

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1.   Introduction

1.1   The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List, from actions arising from previous meetings and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting, in accordance with the Constitution, and attended by the Chair, Vice-Chair and group spokesmen.

1.2   Whilst the Chair, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2.   Terms of Reference

2.1   At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee "To be responsible for those functions that fall within the Strategic and Corporate Services Directorate" and these should also inform the suggestions made by Members for appropriate matters for consideration.

3.   Work Programme 2023

3.1   The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in the appendix to this report, and to suggest any additional topics to be considered for inclusion on agendas of future meetings.

3.2   The schedule of commissioning activity that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at

agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

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

4.   Conclusion

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

5.   Recommendation: The Policy and Resources Cabinet Committee is asked to consider and note its planned work programme for 2023

6.   Background Documents
None.

7.   Contact details
Report Author: Relevant Director:
Katy Reynolds   Benjamin Watts
Democratic Services Officer   General Counsel
03000 422252   03000 416814
katy.reynolds@kent.gov.uk   benjamin.watts@kent.gov.uk

POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2023-24

4 July 2023 – 2 pm – agenda setting 18 May at 3.00 pm (online)		
• **Contract Management Review Group update**	Clare Maynard Chris Wimhurst	*Regular item*
• **Property Accommodation Strategy - Strategic Headquarters**	Rebecca Spore James Sanderson Karen Frearson Simon Dodd	*Decision report* *Moved from March*
• **Regular Medium Term Financial Plan (MTFP) update including update on Budget Consultation**	Zena Cooke Dave Shipton	*Regular item – every other meeting*
• **Proposals regarding the Afghan Resettlement and United Kingdom Resettlement Schemes**	David Whittle David Cockburn Michael Thomas-Sam Chris Grosskopf	*Key decision*
• **Enterprise Business Capability**	Lisa Gannon	*Key decision*
• **Commissioning of legal services, incl full costings report on changes**	Ben Watts	*Requested at 23 November mtg* *Moved from March*
• **Work Programme 2023**		
19 September 2023 – 10am agenda setting 2 October at 2.00pm (online)		
• **Contract Management Review Group update**	Clare Maynard Chris Wimhurst	Six-monthly item
• **Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department**	David Whittle Rachel Kennard	Regular item
• **Work Programme 2023**		

Last updated 16 May 2023

22 November 2023 – 2 pm - agenda setting 2 October at 2.00pm (online)		
• **Annual Equality and Diversity Report (in 2022 moved to January)**	David Whittle	Annual item
• **Facilities Management update**	Rebecca Spore	Six-monthly item
• **Regular Medium Term Financial Plan (MTFP) update**	Zena Cooke Dave Shipton	Regular item
• **Kent Public Service Network (KPSN)**	Lisa Gannon Stuart Cockett	*Regular item* *Moved from March*
• **Disposal of Former Rosemary Centre, High Road, Dartford, DA2 7DP**	Rebecca Spore Karen Frearson Hugh D'Alton	*Key Decision* *Moved from March*
• **Work Programme 2023**		
17 January 2024 – 10am agenda setting 27 November at 3.00pm (online)		
• **Draft Revenue and Capital Budget and Medium-Term Financial Plan**	Zena Cooke Dave Shipton	Annual item
• **Implementation of the Armed Forces Covenant in Kent**	Tim Woolmer	Annual item
• **Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department**	David Whittle Rachel Kennard	Regular item
• **Work Programme 2023**		
13 March 2024 – 10am agenda setting 29 January at 2.00pm (online)		
• **Update on Asset Management Plan**	Karen Frearson Mark Cheverton	*Moved to 2024 due to new Facilities Management arrangements. (frequency thereafter to be confirmed)*
• **Risk Management (Including RAG ratings)**	David Whittle	Annual item

Last updated 16 May 2023

	Mark Scrivener	
• **Cyber Security**	Lisa Gannon	Annual item
• **Contract Management Review Group update**	Clare Maynard Chris Wimhurst	*Six-monthly item*
• **Regular Medium Term Financial Plan (MTFP) update**	Zena Cooke Dave Shipton	*Regular item*
• **Facilities Management update (bi-annual)**	Rebecca Spore	*Regular item*
• **Work Programme 2023**		
15 May 2024 – 10am – agenda setting 20 March at 2.00 pm (online)		
• **Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department**	David Whittle Rachel Kennard	*Regular item*
• **Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects**	Rebecca Spore Phil Murphy Julie Johnson	*Regular item*
• **Facilities Management update (bi-annual)**	Rebecca Spore	*Regular item*
• **Work Programme 2023**		
10 July 2024 – 2pm – agenda setting 22 May at 11.00am (online)		
• **Regular Medium Term Financial Plan (MTFP) update**	**Zena Cooke**	*Regular item*
• **Work Programme 2023**		

Last updated 16 May 2023

PATTERN OF REGULAR ITEMS

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

Last updated 16 May 2023

	meeting	Deputy Chief Executive's Department	Rachel Kennard
NOVEMBER/ DECEMBER	**Annual**	Annual Equality and Diversity Report (in 2022 moved to January)	David Whittle
	Six-monthly	Facilities Management update	Rebecca Spore
	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton

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