



## AGENDA

### POLICY AND RESOURCES CABINET COMMITTEE

**Wednesday, 15 May 2024, at 10.00 am**      Ask for:      **Katy Reynolds**  
**Council Chamber, Sessions House, County**      Telephone:      **03000 422252**  
**Hall, Maidstone**

#### **Membership (17)**

Conservative (12):      Mr D L Brazier (Chairman), Mr M Dendor (Vice-Chairman),  
Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr N J D Chard,  
Mr P C Cooper, Mr J P McInroy and Mr H Rayner

Labour (2):      Ms M Dawkins and Dr L Sullivan

Liberal Democrat (1):      Mr A J Hook

Green and  
Independent (2):      Rich Lehmann and Mr P Stepto

#### **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 13 March 2024 (Pages 1 - 4)
- 5      Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (Pages 5 - 36)
- 6      Kent Estates and Kent Connects Partnership Update (Pages 37 - 42)
- 7      24/00031 - Implementation of an Independent Construction Consultancy Services Framework (Pages 43 - 58)

- 8 24/00042 - Contingency contract to provide emergency response capabilities in the event of a marine pollution incident (Pages 59 - 70)
- 9 24/00030 - Land at Bapchild and Tonge CE primary School: Granting of a long lease to UK Power Networks (Pages 71 - 82)
- 10 24/00029 - Sheldwich Primary School: Grant of Long Lease to Academy Trust for Development of New Education Building (Pages 83 - 94)
- 11 Work Programme (Pages 95 - 100)

### **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, 7 May 2024**

**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 Wednesday, 13 March 2024

PRESENT: Mr D L Brazier (Chairman), Mr M Dendor (Vice-Chairman), Mr P V Barrington-King, Mr P Bartlett, Ms M Dawkins, Mr A J Hook, Mr H Rayner, Mr P Stepto, Dr L Sullivan and Mr M Whiting

ALSO PRESENT: Mr D Jeffrey and Mr P Oakford

IN ATTENDANCE: Mrs A Beer (Deputy Chief Executive), Mr M Scrivener (Head of Risk and Delivery Assurance), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), Ms L Gannon (Director of Technology), Mr A Carty (Head of Facilities Management), Alison Petters (Risk and Delivery Assurance Manager) and James Church (Compliance and Risk Manager)

**UNRESTRICTED ITEMS****192. Apologies and Substitutes**

*(Item 2)*

Apologies for absence had been received from Mr Bond, Mr Lehman and Mr McInroy. There were no substitutes present.

**193. Declarations of Interest by Members in items on the Agenda**

*(Item 3)*

There were no declarations of interest.

**194. Minutes of the meeting held on 17 January 2024**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 17 January 2024 were a correct record and that a paper copy be signed by the Chairman.

**195. Risk Management: Chief Executive and Deputy Chief Executive Departments**

*(Item 5)*

*Mr Roger Gough was in attendance for this item.*

1. Mr Mark Scrivener and Mr Roger Gough introduced the report which presented the strategic risks relating to the Chief Executive and Deputy Chief Executive Departments, in addition to the risks featuring on the Corporate Risk Register that fall within the relevant Cabinet portfolios. It was said that the corporate risk ratings remained the same as previously reported, with the

exception of “CRR0045: Maintaining effective governance and decision making in a challenging financial and operating environment” for which the rating had been increased in light of findings from recent External Audit reports and the Council’s Annual Governance Statement. It was said that the responses to the recommendations raised in these reports were being monitored via an action plan.

2. Members were reminded that the criteria for what risks appear on the corporate risk register and the criteria for risks to come off the register would be reviewed to ensure focus on material matters.
3. In response to comments and questions from Members it was said that:
  - a) The Risk Team worked closely with directorates to establish the current scores and target scores for risks identified on the Corporate Risk Register. Evidence was used to support these scores when available. There was aggregation and modelling carried out in relation to emergency response planning.
  - b) It was emphasised that the Council was operating within an extraordinarily challenging external environment which impacted its financial sustainability. These challenges were not unique to KCC. Mr Oakford assured the Committee that the Council was taking significant action to prevent the issuing of a Section 114 notice. However, it was noted that this level of activity was not sustainable. Members agreed that there were democratic challenges associated with having to reduce activity to the provision of statutory services.
  - c) Regarding workforce shortages, it was highlighted that there were challenges related to recruitment into skilled positions, for which the Council was competing with the private sector to attract suitably qualified and experienced staff. Members questioned whether there was the opportunity for joint authority working to address some of these workforce related challenges.
  - d) The Risk Team would consider the suggestion for the separation of “CRR0049: Fraud and Error” into two separate risks.
4. RESOLVED to consider and comment on the risks presented.

## **196. Facilities Management Bi-Annual Update**

*(Item )*

1. Ms Rebecca Spore and Mr Tony Carty introduced the report which provided an update on KCC’s Facilities Management (FM) arrangements to provide services across both the corporate and schools estate, for which KCC has responsibility. It included an update on the performance of the current contract and changes over the last six months. This was the first report that disaggregated the performance of the Hard FM services and the Soft FM contracts. Members were told that there had been a significant restructure within the Infrastructure Service and the FM Team to ensure that the structure was aligned with the new operating model. There would be a phased recruitment process to strengthen the teams and drive performance across the contracts.

2. In response to questions and comments from Members it was said that:
  - a) All of the FM contracts included a social value consideration. Ms Spore would provide Members with further information regarding this outside of the formal meeting.
  - b) Dip testing was carried out on a monthly basis and the KPIs attached to the dip tests were verified.
  - c) Performance data relating to email response times would be provided to Members via email. It was confirmed that there was a specific KPI attached to email responses which would also be communicated to Members.
  - d) It was agreed that the maintenance of the Member car park would be followed up with the relevant service managers.
  - e) Mr Oakford confirmed that he had raised concerns regarding the terms and conditions of the contractors working for KCC. He was working with officers to ensure that KCC's duty of care towards these contractors was fully recognised in the contracts.
  
3. RESOLVED to note the report and progress.

### **197. Work Programme**

*(Item )*

RESOLVED to consider and note the planned work programme for 2024.

### **198. Future Meeting Dates**

*(Item )*

RESOLVED to note the future meeting dates of the Policy and Resources Cabinet Committee.

### **199. Cyber Security Annual Report**

*(Item )*

1. Ms Lisa Gannon and Mr James Church introduced the report which updated the Policy and Resources Cabinet Committee on the Council's current approach to cyber security and provided an update to the report presented to the Committee on 9 March 2023. It was highlighted that there was an increasing number of cyber attacks globally and that investment into the Council's IT networks and cyber security remained a priority. It was said that further cyber security training would be provided to Members in light of the evolving risks, and Members were reminded of the reporting mechanisms in place. Members were told that a cross-directorate resilience group regularly looked at different ways to respond to cyber security incidents should they occur.
  
2. RESOLVED to note the Council's current approach to cyber security.

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From: Roger Gough, Leader of the Council

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

Dylan Jeffrey, Cabinet Member for Communications and Democratic Services

Amanda Beer, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 15 May 2024

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 performance against targets set for Key Performance Indicators (KPIs).

20 of the 27 KPIs achieved target for the latest month and were RAG (Red/Amber/Green) rated Green, two were below target but did achieve the floor standard (Amber), and five 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 2024/25.

**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 report for the 2023/24 financial year.

**2. Performance Dashboard**

2.1. The current Performance Dashboard for CED and DCED provides results up to March 2024 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 27 KPIs for 2023/24. 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 27 KPIs, the latest RAG status is as follows:

- Twenty are rated Green (two more than last report) – the target was achieved or exceeded.
  - Two are rated Amber (one fewer than last report) – performance achieved or exceeded the expected floor standard but did not meet the target for Green.
  - Five are rated Red (one fewer than last report) – performance did not meet the expected floor standard. These are:
    - FN07: Invoices received by Accounts Payable within 15 days of KCC received date
    - 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.
    - PI01: Rent due to KCC outstanding over 60 days.
3. KPIs proposed for reporting performance in 2024/25 are detailed in Appendix 2.

#### **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 2024/25.

## 5. Contact details

Report Author:

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Chief Executive's Department  
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Relevant Director:

David Whittle  
Director of Strategy, Policy, Relationships & Corporate Assurance  
03000 416833  
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# **Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department**

## **Financial Year 2023/24**

### **Results up to February/March 2024**

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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 2023.

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

### RAG Ratings

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved

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\*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

<b>Finance</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	N/A
FN07: Invoices received by Accounts Payable within 15 days of KCC received date	RED	RED
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN
FN11: Percentage of financial assessments completed within 15 days of referral	AMBER	AMBER
FN12: Percentage of working days aggregate bank balance is in credit	GREEN	AMBER
FN13: Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA	GREEN	GREEN
FN14: Percentage of third-party insurance claims resolved within the designated timescales	GREEN	GREEN
<b>Governance, Law &amp; Democracy</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
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

<b>Marketing and Resident Experience</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Daytime calls to Contact Point answered	GREEN	GREEN
CS04b: Out of hours calls to Contact Point answered	AMBER	AMBER
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

<b>Human Resource and Organisational Development</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

<b>Health and Safety</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
HR25: Completed corporate themed Health and Safety audits sent within timescale	GREEN	GREEN

<b>Technology</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
ICT01: Calls to ICT Help Desk resolved at the first point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	GREEN
ICT05: Working hours where email is available to staff	GREEN	GREEN

<b>Infrastructure</b>	<b>Latest RAG</b>	<b>YTD RAG</b>
PI01: Rent due to KCC outstanding over 60 days	RED	N/a
PI05: Percentage of scheduled Planned Preventative Maintenance completed by due date	GREEN	GREEN
PI06: Percentage of reactive help desk tasks completed by due date	GREEN	GREEN
PI07: Percentage of help desk calls answered within timescale	GREEN	GREEN

## Chief Executive's Department

Service Area	Director (interim)	Cabinet Member
Finance	John Betts	Peter Oakford

## Key Performance Indicators

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	Month RAG	YTD	YTD RAG	Target	Floor	Mar-23
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	38%	25%	23%	27%	GREEN	n/a		30%	35%	11%
FN07	Invoices received by Accounts Payable within 15 days of KCC received date	77%	67%	69%	72%	RED	67%	RED	90%	85%	Revised indicator
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	100%	99%	99%	99%	GREEN	98%	GREEN	98%	95%	99%
FN11	Percentage of financial assessments completed within 15 days of referral	68%	88%	97%	89%	AMBER	86%	AMBER	90%	85%	91%
FN12	Percentage of working days aggregate bank balance is in credit	100%	96%	100%	100%	GREEN	97%	AMBER	100%	90%	New Indicators for 2023/24
FN13	Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA	100%	100%	100%	100%	GREEN	100%	GREEN	100%	90%	
FN14	Percentage of third-party insurance claims resolved within the designated timescales	100%	98%	99%	99%	GREEN	99%	GREEN	95%	85%	

FN07 – This KPI was revised to measure invoices received within 15 days instead of within 30 days which it was last year. This was identified as a key revision to ensure payments are made on time. 2,455 invoices were received in Exchequer after 15 days in March. The performance information is available to the accountable budget managers as part of the Financial Health Check Suite of reports, so that remedial actions can be taken as appropriate.

FN11 – In August, there was a change in policy meaning financial assessments could be undertaken in advance of care, and this has created an increase in referrals for a financial assessment to be undertaken. In addition, there were some staff capacity issues in the second half of the year which exacerbated the situation, though these have now been addressed.

FN12 - All the overdrafts experienced in the year have all been within the Council's £1m authorised overdraft and therefore not a breach of the terms we have agreed with our bank. The cost of funds associated with having an occasional overdraft is less than the opportunity cost associated with an alternative approach of maintaining a higher credit balance (£1m) overnight.

### Activity Indicators

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	Year to date	Previous Year
FN06b	Value of debt due to KCC (£000s)	15,712	20,136	21,140	21,288	N/a	43,726
FN07b	Number of invoices received by KCC	6,835	9,173	8,244	8,892	<b>98,834</b>	127,262
FN11b	Number of financial assessments received	597	785	766	732	<b>9,871</b>	9,551
FN14b	Number of insurance claims resolved	58	183	215	160	<b>2,177</b>	New Indicator

Service Area	Director	Cabinet Member
Governance, Law & Democracy	Ben Watts	Dylan Jeffrey

### Key Performance Indicators

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	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%	80%	80%	74%	RED	76%	RED	92%	90%	77%
GL03	Data Protection Act Subject Access Requests (SARs) completed within timescales	50%	42%	29%	8%	RED	43%	RED	90%	85%	64%

GL02 – in 2023/24, no Directorate achieved target, with the best performing being Growth, Environment and Transportation with 79% completed in timescale, this Directorate also had the highest number of requests (620 requests). The volume of requests has been above expectations for the year, and particularly high in Quarter 4. Some of this increase has come from requests for information on specific issues, including the Herne Bay Active Travel Scheme, accommodation for unaccompanied asylum-seeking children, and potholes / general state of roads.

GL03 - Since April, nearly 80% of these came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include complexity of some requests, resourcing issues, and the significant amount of time it takes to appropriately redact records.

Activity Indicators

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	YTD	In expected range?	Expected Activity Upper   Lower		Previous Year YTD
GL01b	Committee meetings	9	15	8	20	143	N/a		144	
GL02b	Freedom of Information requests	127	199	205	191	2160	Above	2080	1680	1738
GL03b	Data Protection Act Subject Access requests	36	48	34	37	531	Yes	600	480	549

## Deputy Chief Executive's Department

Service Area	Head of Service	Cabinet Member
Marketing and Resident Experience	Christina Starte	Dylan Jeffrey

## Key Performance Indicators - Monthly

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	98%	99%	98%	GREEN	98%	GREEN	97%	90%	97%
CS04a	Percentage of daytime calls to Contact Point answered	94%	93%	95%	90%	GREEN	91%	GREEN	90%	85%	87%
CS04b	Percentage of out of hours calls to Contact Point answered	92%	91%	96%	92%	AMBER	92%	AMBER	95%	90%	95%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	73%	76%	77%	*	GREEN	74%	GREEN	70%	65%	73%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	75%	73%	73%	*	GREEN	75%	GREEN	70%	65%	80%

\* Not available at time of reporting

CS04b - Weather events, some of which occurred overnight or late in the afternoon, resulted in an increase in demand in January and March, with higher than expected staff sickness contributing to below target performance in December. The service does put in place additional resource when weather events are forecast to help meet demand.

## Key Performance Indicator – Quarterly

Ref	Indicator description	Jun-23	Sep-23	Dec-23	Mar-24	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	58%	63%	75%	56%	RED	63%	RED	85%	80%	74%

CS07 – A concerted effort has been made to clear the backlog of older cases, this has however had an impact on the closure of new cases, subsequently impacting the overall performance of response times.

In terms of Directorate performance, the Chief Executive's Department and Deputy Chief Executive's Departments, together achieved 64% of responses within timescale; Growth, Environment and Transport, 77%; Adult Social Care and Health, 54%; and Children, Young People and Education, 15%.

## Activity Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Year to Date	In expected range?	Expected Range Upper   Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	35,225	25,032	38,236	34,570	34,157	<b>425,480</b>	Yes	487,000	403,000	447,517
CS12	Number of visits to the KCC website, kent.gov (000s)	530	430	634	515	602	<b>7,182</b>	<b>Below</b>	9,230	7,550	8,329
CS13	Average speed of answer (ASA) by Contact Point - priority services (seconds)	53	30	39	36	49	<b>46</b>	Yes	120	30	N/a
CS14	Average speed of answer (ASA) by Contact Point - all services (seconds)	113	66	74	63	129	<b>106</b>	<b>Below</b>	300	180	N/a

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CS12 – The number of visits (sessions) to the kent.gov website has been lower than expected. This is likely due to a change in the website's cookie control mechanism rather than an actual reduction in website usage. This change was made by the Marketing and Residence Experience Team in December 2022 following customer feedback and recent case law, to include a clear and obvious "Reject cookies" button on the cookie control mechanism. This makes it even easier for users to tell us that they don't want us to use cookies, which are needed to count website traffic. Pages relating to Household Waste Recycling Centres continue to be the most visited.

CS14 – Performance below the lower threshold for this indicator shows calls are being answered promptly.

<b>Service Area</b>	<b>Director</b>	<b>Cabinet Member</b>
Human Resources and Organisational Development	Paul Royel	Dylan Jeffrey

### Key Performance Indicators – Monthly

Ref	Indicator description	Dec-23	Jan-24	Feb-24	Mar-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	99%	99%	99%	GREEN	99%	GREEN	97%	95%	99%

### Activity Indicators

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Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	In expected range?	Expected Range		Prev. Yr YTD
								Upper	Lower	
HR12	Number of current change activities being supported	91	88	81	83	82	Yes	90	80	93
HR13	Total number of e-learning training programmes completed (YTD)	46,538	51,687	58,403	64,155	70,016	Above	65,000	55,000	64,248
HR16	Number of registered users of Kent Rewards	27,330	27,180	27,426	27,543	27,654	Above	27,000	25,000	26,356
HR21	Number of current people management cases being supported	144	131	138	138	140	Above	100	90	127
HR23	Percentage of staff who have completed all 3 mandatory learning events	89%	89%	89%	89%	89%	Yes	90%	80%	87%

HR 13 – There has been an increase in the number of e-learning training programmes completed due to a high number of mandatory training completions in January 24, there has also been the introduction of new courses, such as *'The Role of the Evacuation Marshal'* which went live in March 24 and has already had a good uptake.

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	Interim Head of Service	Cabinet Member
Health and Safety	Maria Kelly	Dylan Jeffrey

**Key Performance Indicators – Quarterly**

Ref	Indicator description	Jun-23	Sep-23	Dec-23	Mar-24	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
HR25	Percentage of corporate themed Health and Safety audits sent in 7 days	100%	100%	100%	100%	GREEN	100%	GREEN	90%	85%	99%

<b>Service Area</b>	<b>Director</b>	<b>Cabinet Member</b>
<b>Technology</b>	<b>Lisa Gannon</b>	<b>Peter Oakford</b>

### Key Performance Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	77%	61%	87%	86%	GREEN	78%	GREEN	70%	65%	75%
ICT02	Positive feedback rating with the ICT help desk	95%	95%	95%	95%	GREEN	95%	GREEN	95%	90%	93%
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	99.9%	100%	100.0%	100%	GREEN	99.9%	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%

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### Activity Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	9,321	6,786	10,662	9,326	95,322	67,758
ICT02b	Feedback responses provided for ICT Help Desk	1,357	955	1,783	1,615	11,380	3,820

ICT01b - The last year has seen some substantial changes within ICT and this has contributed to an increase in calls. Programmes involving software migrations and device replacements have seen an expected increase in demand. Alongside this we have seen a significant rise in the high priority calls that have been occurring, which often affect a large number of staff. The team continues to work effectively at finding trends and ultimate solutions to these on-going issues.

Service Area	Director	Cabinet Member
Infrastructure	Rebecca Spore	Peter Oakford

### Key Performance Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	5.1%	31.6%	31.1%	26.9%	23.0%	RED	5%	10%	1.9%

PI01 – A single invoice that has been overdue since December accounts for the almost the entirety of the rent outstanding over 60 days. This tenant is a contractor occupying KCC property as part of their wider provision of services to KCC. Work is ongoing to resolve issues preventing payment and it is expected that this invoice will be paid within the next few months. When this is settled the KPI reduces to 0.8%, well within the 5% target.

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### Activity Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	451	196	34	385	329	3,115	2,016
PI03c	Capital receipts banked (£000s)	351	0	1,500	600	800	13,185	10,438

Service Area	Director	Cabinet Member
Infrastructure	Rebecca Spore	Peter Oakford

### Key Performance Indicators

Ref	Indicator description	Nov-23	Dec-23	Jan-24	Feb-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI05	Percentage of scheduled Planned Preventative Maintenance completed by due date	99%	99%	99%	99%	GREEN	99%	GREEN	90%	80%	*
PI06	Percentage of reactive help desk tasks completed by due date	96%	96%	96%	93%	GREEN	96%	GREEN	90%	80%	
PI07	Percentage of help desk calls answered within timescale	99%	100%	99%	99%	GREEN	99%	GREEN	90%	80%	

\* New indicators from April 2023

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Ref	Indicator description	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Year to Date	Previous Year YTD
PI05b	Number of Planned Preventative Maintenance tasks responded to	3,276	2,069	2,144	1,891	2,042	13,951	*
PI06b	Number of reactive tasks responded to	881	1,027	676	993	800	8,361	
PI07b	Number of help desk calls responded to	337	551	300	507	380	4,188	

\* New indicators from April 2023

## Proposed KPIs and Activity indicators for 2024/25

### Chief Executive's Department

#### Key Performance Indicators – Finance

Ref	Indicator Description	2023/24 Year end	2024/25 Target	2024/25 Floor
FN06	% of outstanding debt due to KCC under 6 months old	73%	70%	65%
FN07	% of invoices received by accounts payable within 30 days of KCC received date	67%	95%	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	86%	90%*	85%*
FN12	% of central bank accounts with an end of day credit balance	97%	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	99%	95%	85%

\* April target is 60%, Floor 45%.

#### 2024/25 Review

The above KPIs have been reviewed with the Accountable Managers with some changes suggested for 2024/25.

- FN06 Following discussions with the Finance Leadership Team, it was agreed that this KPI is revised to measure Sundry Debt under 6 Months old (as opposed to debt over 6 months old), with a 70% target. This provides consistency to the other KPI's in setting a target where a higher figure represents better performance.
- FN07 This indicator was changed last year from 30 days to 15 days in the hope that invoices would be submitted quicker. It is proposed that this indicator reverts to 30 days, and it is realigned with FN08. This will provide a more realistic performance target.
- FN08 There have been an increasing number of invoices submitted on days 29 and 30, which is having an adverse effect on the KPI. The AP Team is not able to process these within the 30-day window. The narrative will continue to highlight this as a factor if the KPI is not being fully met.

The monitoring of the Accounts Payable Team will form part of the Exchequer Performance Management reporting, which goes live in April 2024.

- FN11 Performance currently sits on the floor standard. The change to when a financial assessment is completed i.e., in advance of care, has created an increase in referrals for a financial assessment to be undertaken. Financial Assessment and Income are in the process of recruiting to existing vacant posts. Current performance is expected to improve when staff have been recruited and fully trained.
- FN12 This KPI is current showing as AMBER. It has been proposed by the Treasury Team that the KPI references the authorised overdraft limit of £1m, rather than a zero balance. Doing so results in a better financial outcome for KCC as the opportunity cost from holding sufficient funds at bank each day to avoid all overdrafts is more than expected overdraft costs which would be incurred under the (current) dealing approach. Moreover, there is an approved overdraft limit of £1m with NatWest, which is well within the agreed terms.
- FN14 Monitors the effectiveness of the Insurance function in terms of the resolution of third-party insurance claims within designated timescales.

### Activity indicators – Finance

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

### 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	2023/24 Year end	2024/25 Target	2024/25 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	76%	92%	90%
GL03	General Data Protection Regulations (GDPR) Subject Access requests (SARs), completed within one month		90%	85%

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

Rationale and review for 2024/25

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. Existing targets have proved challenging and will remain at the same level for 2024/25.

Activity indicators – Governance and Law

Ref	Indicator Description	Expected	Q1	Q2	Q3	Q4	2024/25 Total
GL01b	Number of Committee meetings	Actuals reported against last year's figures					
GL02b	FOI/EIR requests completed	Upper	530	530	530	530	2,120
		Lower	430	430	430	430	1,720
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	2023/24 Year end	2024/25 Target	2024/25 Floor
CS01	Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	98%	97%	90%
CS04 (a)	Percentage of daytime calls to Contact Point which were answered	91%	90%	85%
CS04 (b)	Percentage of out of hours calls to Contact Point which were answered	92%	95%	90%
CS06 (a)	Percentage of daytime calls to Contact Point achieving 85% of quality scorecard	74%	70%	65%
CS06 (b)	Percentage of out of hours calls to Contact Point achieving 85% of quality scorecard	75%	70%	65%
CS07	Percentage of complaints responded to in timescales	63%	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.

2024/25 Review

In 2023/24 KCC, like many other councils, recognised the limitations of measuring percentage of calls answered (CS04a&b) and introduced 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 and in April 2023 this measurement was added to the activity indicators (CS13 and CS14). CS14 is an indicator for all KCC services, and CS13 is an indicator of the average speed of answer for the priority services combined (adult social care, children's social care, highways emergency and death registrations). The current contract end date is 8<sup>th</sup> December 2025 and the Marketing and Resident Experience team are in the process of scoping the requirements of the next contract to initiate the procurement process.

Activity Indicators - Marketing and Resident Experience

Ref	Indicator Description	Expected	Q1	Q2	Q3	Q4	2024/25 Total
CS08	Number of calls answered by Contact Point	Upper	118,000	121,000	108,000	113,000	460,000
		Lower	96,000	102,000	89,000	96,000	383,000
CS12	Number of visits (sessions) to KCC website (000s)	Upper	2,150	2,130	1,690	1,780	7,750
		Lower	1,750	1,750	1,390	1,460	6,350
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 upper and lower values, which provide an aid to interpretation of demand levels versus expectations.

- CS08, provides context for the Contact Point performance indicators (particularly CS04a & b), and shows 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.

2024/24 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 – Human Resources and Organisational Development

Ref	Indicator Description	2023/24 Latest	2024/25 Target	2024/25 Floor
HR09	Percentage of face-to-face 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 at face-to-face learning events, 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.

2024/25 Review

The current KPIs and targets were reviewed by the Human Resources and Organisational Development Division and considered appropriate to be carried forward to 2024/25.

Activity Indicators - Human Resources and Organisational Development

Ref	Indicator Description	Expected	Q1	Q2	Q3	Q4	2024/25 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	18,750	18,750	18,750	18,750	75,000
		Lower	15,000	15,000	15,000	15,000	60,000
HR16	Number of registered users of Kent Rewards	Upper	28,000	28,000	28,000	28,000	28,000
		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 values, 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

2024/25 Review

The activity indicators remain relevant and so no changes to these measures are proposed. Thresholds are based on past trends and future expectations for HR13, HR16 and HR23. For HR12 and HR21 these are based on levels of demand which can be adequately supported by the Human Resources and Organisational Development Division

Key Performance Indicator – Health and Safety

Ref	Indicator Description	2023/24 Latest	2024/25 Target	2024/25 Floor
HR25	Percentage of completed Health and Safety audits sent to recipients within 7 working days	98%	95%	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.

2024/25 Review

The current KPI and target was reviewed by the Department Management Team and considered appropriate to be carried forward to 2024/25.

Key Performance Indicators – Technology

Ref	Indicator Description	2023/24 Latest	2024/25 Target	2024/25 Floor
ICT01	Calls to ICT Help Desk resolved at the first point of contact	78%	70%	65%
ICT02	Positive feedback rating with ICT help desk	95%	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	99.9%	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 indicator 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.

2024/25 Review

The current KPIs and targets are considered appropriate to be carried forward to 2024/25.

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	2023/24 Latest	2024/25 Target	2024/25 Floor
PI01	Invoiced Rent Outstanding at 60 Days	23%	5%	10%
PI05	Planned Preventative Maintenance Tasks completed by due date	99%	90%	80%
PI06	Reactive Help Desk Tasks completed by due date	96%	90%	80%
PI07	Help Desk Telephone Response Times	99%	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.

2024/2025 Review

The current KPIs and targets are considered appropriate to be carried forward to 2024/25.

Activity indicators – Infrastructure

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

Rationale

- 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.

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**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

**Date:** 15<sup>th</sup> May 2024

**Subject:** Kent Estates and Kent Connects Partnership Update

**Classification:** Unrestricted

**Electoral Division:** All electoral divisions

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**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.

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**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 supported one FTE and other resources have been provided by KCC. This funding covered the period 2017/18 to 2021/22.

2.7 There have been five rounds of Land Release Fund (LRF) and Brownfield Land Release Fund (BLRF), KEP has submitted successful funding bids in them all and has been awarded £871,000 for LRF projects and £13,089,810 for BLRF. Funding was awarded in the period 2018/19 to 2022/23

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

- 2.8.1 Brunswick Street and Union Street, (Maidstone Borough Council)

- 2.8.2 King Street carpark, (Maidstone Borough Council)
  - 2.8.3 Heather House & Pavilion (Maidstone Borough Council)
  - 2.8.4 Biggins Wood (Folkestone & Hythe District Council)
  - 2.8.5 Princes Parade (Folkestone & Hythe District Council)
  - 2.8.6 Beach St (Canterbury City Council)
  - 2.8.7 Self-Build Plots 1 & 2 (Dover District Council)
  - 2.8.8 Highview (Folkestone & Hythe District Council)
  - 2.8.9 Farmstead Drive (Sevenoaks District Council)
  - 2.8.10 White Oaks Residential (Sevenoaks District Council)
  - 2.8.11 Cockleshell Walk (Swale Borough Council)
  - 2.8.12 Ship Street (Folkestone & Hythe District Council)
  - 2.8.13 Former Royal Mail Sorting Office (Maidstone Borough Council)
  - 2.8.14 Poulton Close (Dover District Council)
  - 2.8.15 Clements Road (Thanet District Council) Dane Valley Arms (Thanet District Council)
  - 2.8.16 Tomlin Drive (Thanet District Council)
- 2.9 In February 2024 KEP submitted a bid for the funding of three projects within BFLR 2 round 3, the bid requested totalled £3,600,000. The outcome of this bid is due to be announced in the summer 2024.
- 2.10 In addition to bidding for OPE and BLRF funding, KEP piloted the Shared Workspaces project that has enabled 54 dedicated hot-desking spaces to be made available in partner 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.
- 2.11 Offices with Shared Workspaces
- 2.11.1 Gun Wharf, Medway
  - 2.11.2 Invicta House, Maidstone
  - 2.11.3 Brook House, Whitstable
  - 2.11.4 St Peters House, Broadstairs
  - 2.11.5 Sevenoaks District Office
  - 2.11.6 Folkestone and Hythe District Office
  - 2.11.7 Gravesham Borough Council
  - 2.11.8 Canterbury City Council
- 2.12 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 A new version of GovRoam is now live and is being implemented with partners 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 There are two courses available to all partners, for KCC they are available via Delta. The two courses are Digital Accessibility and Cyber Security.
- 3.10 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.
- 3.11 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.
- 3.12 Kent Connects has managed the KITA Partnership for ten years, employing fifty three 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 Kent Estates Partnership has made four successful bids for OPE funding and five 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 None.

**12. Contact Details**

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

**From:** Rebecca Spore, Director of Infrastructure

**Subject:** Implementation of an independent Construction Consultancy Services Framework to support the implementation and delivery of the Capital Works Strategic Programmes

**Decision no:** 24/00031

**Key Decision:** Decision affects more than 2 Electoral Divisions and involves expenditure or savings of maximum £1m – including if over several phases.

**Classification:** UNRESTRICTED

**Past Pathway of report:** Policy and Resources Cabinet Committee - 9 March 2023

**Future Pathway of report:** Cabinet Member Decision

**Electoral Division:** Countywide

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**Is the decision eligible for call-in?** Yes

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**Summary:** This report updates the Policy and Resources Cabinet Committee on progress regarding the independent Construction Consultancy Services Framework and seeks approval for the implementation of the Framework to support the delivery of the Capital and Minor Works Programmes.

**Recommendation(s):**

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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. The implementation of a new Independent Construction Consultancy Services Framework to support the delivery of the Capital and Minor Works Programmes over a 6-year (4 year+1+1) contract period and includes the following disciplines:
  - Lot 1 – Multi-discipline (including client delegated duties)
  - Lot 2 – Project Manager (including client delegated Quantity Surveying duties)
  - Lot 3 – Supervisor
  - Lot 4 – Technical Advisor

- Lot 5 – Construction Design and Management Advisor
2. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision.
  3. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to award extensions of contracts for commissioned services in accordance with the extension clauses within the contract (4 years + 2 x 1 year extensions).

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## 1. Introduction

### Procurement - The tender process

- 1.1 As set out in the report presented to Policy and Resources Cabinet Committee on 9 March 2023, the recommended delivery model (establishment of a framework) has been progressed and is at the tail end of the Invitation to Tender (ITT) stage of the procurement process as outline below:



- 1.2 Following the evaluation and moderation of the Selection Questionnaire, tenders were issued to 45 suppliers, across the 5 lots, on 23rd January 2024. A tender briefing meeting was held on 7th February 2024 to ensure all the suppliers understood the tender and how the pricing model etc worked. There were several supplier clarifications during the tender which were all responded to. Two suppliers asked for an extension of time, which was not permitted (both these suppliers subsequently submitted tenders).
- 1.3 When the tender deadline was reached KCC received a total of 33 out of a possible 42 responses to the Invitation to Tender stage across all Lots as follows:

Lot	No. tenders returned (expected)	SME's based in Kent
Lot 1 – Multi-Discipline	11 (11)	6
Lot 2 – PM/QS	10 (13)	9
Lot 3 - Supervisor	2 (3)	1
Lot 4 – Technical Advisor	3 (4)	1
Lot 5 – CDMA	7 (11)	4
<b>Total</b>	<b>33 (42)</b>	<b>21</b>

1.4 Of the 33 tender returns received, 21 tenders (64%) have been received by small and medium-sized enterprises (SME's) and Companies with Kent based offices.

1.5 The tender process included:

- Quality Questions – included as part of the tender, these were forward facing questions for the suppliers to demonstrate how they will deliver against requirements and included a question on commercial compliance against the issued Terms and Conditions. These questions were weighted and scored in accordance with the pre-determined scoring system set out at the tender stage.
- Price – the supplier's notional tender value is based on approximate volumes of project types and values with the supplier's fee percentages or lump sums applied to the notional quantities.
- Price per Quality Point (PPQP) - The overall evaluation model is based on Price per Quality Point whereby the supplier's total notional tender value is divided by the Suppliers overall quality score. This model provides a way of ensuring that quality is a strong contribution to the evaluation model and the lower the PPQP the better value for money.

### Next Steps

1.6 At the time of this report, we are at the tail end of the Invitation to Tender stage currently undertaking the evaluation and moderation of quality and commercial elements of tender returns. Each evaluator will undertake an independent evaluation and all scores and comments will be consolidated. The qualitative and commercial evaluations will not be undertaken by the same people, the commercial evaluation will be undertaken by the Commercial and Procurement Division.

1.7 Moderation meetings will be taking place with the evaluators to agree overall commentary and scores for each question and each supplier.

1.8 The Suppliers who submit compliant bids will be ranked in order of PPQP.

- 1.9 There will be a round of negotiations followed by invitation to submit final tenders. The negotiations will take place once the evaluation and moderation has been concluded and we have a clear indication of any outstanding points within the submissions that may need clarifying e.g. any clarification regarding price, quality, understanding of the scope and any amendments to the Terms and Conditions.
- 1.10 Once the Invitation to Submit Final Tenders has concluded the suppliers will be ranked in order of PPQP and the suppliers with the lowest PPQP (if competitive) will be recommended to be awarded the contract (based on the number of awards KCC advised they would make per lot (Lots 1 & 2 – up to 3-4 suppliers and for Lots 3,4,5 up to 3 suppliers))
- 1.11 Suppliers who are successful for Lot 1 and any of lots 2-5 will only be awarded Lot 1 as clearly set out in the tender documentation.
- 1.12 The recommendations and award reports may be separated out across the 5 lots to enable sensible phasing of negotiations, final tender evaluations, recommendations, approvals and contract engrossment and sealing.

### **Programme**

- 1.13 The programme has been updated since the indicative key activities were presented previously to the March 2023 Policy and Resource Cabinet Committee. The completion date is expected to be late September/early October 2024, noting that there could be a significant number of negotiation meetings to take place and a maximum of 17 contracts to seal.

<b>Activity</b>	<b>Date</b>
<b>Selection Questionnaire Evaluation</b>	Early December 2022 – January 2023 <b>- completed</b>
<b>Selection Questionnaire Moderation complete</b>	Mid-February 2023 - <b>completed</b>
<b>Selection Questionnaire Recommendation and Approval</b>	Late February 2023 - <b>completed</b>
<b>Policy &amp; Resource Committee Update</b>	March 2023 - <b>completed</b>
<b>Invitation To Tender Out (minimum 30 days)</b>	January 2024 - <b>completed</b>
<b>Tender Return</b>	March 2024 - <b>completed</b>
<b>Tender Response Evaluation</b>	April 2024
<b>Policy &amp; Resource Committee / Key Decision</b>	15 <sup>th</sup> May 2024
<b>Negotiation &amp; Invitation to Submit Final Tender</b>	Late June 2024
<b>Tender Response Moderation complete</b>	July 2024
<b>Complete Award Report</b>	Mid July 2024

<b>Authority to Contract Granted</b>	Late July 2024
<b>Issue Award Letter</b>	Late July 2024
<b>Contract Award (standstill over)</b>	Mid-August 2024
<b>Contracts drafted signed/sealed</b>	Mid – September 2024
<b>Service Commencement Date</b>	Late September / Early October 2024

## 2. Key Considerations

2.1 The proposed decision will support the objectives of the Framing Kent's Future – Our Council Strategy 2022-2026 by:

- Supporting the delivery of the Council's Capital and Minor Works Programmes.
- Supporting the delivery of the Kent Commissioning Plan for Education Provision 2020-2024, including the Basic Need programme.
- Supporting the KCC Corporate Estate maintenance programme.
- Supporting the KCC Education Estate maintenance programme.

## 3. Background

3.1 Kent County Council (KCC) have previously appointed consultants on a project-by-project basis via the Property Services Consultancy Framework to provide professional consultancy services to support construction projects. However, the Framework expired in June 2020 and procurement of such services has since been conducted on a project-by-project basis, tendered or by direct award procurements in-line with Spending the Council's Money Policy and Public Contract Regulations.

3.2 The current method of procuring consultancy services is time consuming and resource intensive and requires a more efficient approach. In addition, KCC need a professional consultancy services framework that aligns to the new construction partnership framework and can support the delivery of the minor works programme.

3.3 A progress update on the establishment of the independent Construction Consultancy Framework was provided to the Policy and Resources Cabinet Committee on 9 March 2023. This confirmed the lotting strategy for each discipline required to support project delivery, the outcome of the supplier qualification (SQ), for shortlisting suppliers for the tender stage. The update also included the future programme and tender evaluation criteria for those invited to tender.

## 4. Options considered and dismissed and associated risk.

4.1 A range of options were previously presented to the Policy and Resources Cabinet Committee including:

- Option 1 – Insource of consultancy provision.
- Option 2 – Continuing with current arrangement of tendering/direct award for each requirement.
- Option 3 – Establishing a new Construction Consultancy framework.

4.2 Option 3 was the preferred option as this would provide a pre-qualified framework of consultants to efficiently support the projects procured via the new Construction Consultancy Services Framework and support the delivery of the minor works programme on behalf of Kent County Council (KCC).

## 5. Financial Implications

5.1 The resources involved in this multiple procurement exercise are as follows:

- KCC Procurement resource from within Commercial and Procurement Division
- Internal KCC Operational resource from within Infrastructure
- Other KCC teams (e.g. Financial Accounts, and relevant Business Partners)
- External Legal support from Browne Jacobson
- External NEC Technical support from Stradia Consultancy.

5.2 The estimated cost of the procurement is shown in the table below. There is also an internal cost whereby we are utilising resources within existing teams across Commercial and Procurement, Infrastructure, and other teams. No additional resources are being brought into these teams with business activity being re-prioritised to support the procurement of the framework. The legal and technical costs are associated with third-party organisations and will be funded from infrastructure budgets.

<b>Resource</b>	<b>Notional Cost – Sept 2022 to Jan 2023</b>	<b>Notional Cost - Feb 2023 to Oct 2023</b>	<b>Notional Cost - Oct 2023 to Sept 2024</b>	<b>Estimate Cost over 24 months</b>
Procurement	£42,391	£76,303	£124,506	£243,200.10
Infrastructure	£36,000	£108,000	£97,000	£241,000
Other KCC	-	£8,000		£8,000
<b>Resource</b>	<b>Cost – Sept 2022 to Jan 2023</b>	<b>Cost - Feb 2023 to Oct 2023</b>	<b>Cost - Oct 2023 to Sept 2024</b>	<b>Estimate Cost over 24 months</b>
Legal (External)	-	£12,664.60	£7,335.40	£20,000
Technical (External)	£3,006.39	£ 3,873.62	£20,004.99	£26,885
<b>Total Forecast Cost</b>	<b>£79,576</b>	<b>£229,003</b>		<b>£539,085.10</b>

- 5.3 It is worth noting that these contracts will be nil let no commitment contracts and there is no guarantee of volumes under this framework. Each order raised under the framework will be subject to its own financial and operational approvals and budgets.

## **6. Legal implications**

- 6.1 KCC as Education authority is required to undertake relevant works or activities to meet its obligations to provide school places in compliance with building and planning regulations. In addition, as an employer under the H&S Work Act 1974 etc KCC has a duty of care to ensure all employees and visitors can undertake their day-to-day activities in a safe working environment across the Kent estate. This decision supports KCC's compliance by delivering against its obligations to provide compliant properties for staff, visitors, and pupils.

## **7. Equalities implications**

- 7.1 An Equality Impact Assessment (EqIA) was completed in March 2022, and it is not felt that this procurement activity presents any impact on any of the nine areas specified by KCC.

## **8. Data Protection Implications**

- 8.1 No Data Protection implications are anticipated because of this procurement activity.

## **9. Other corporate implications**

- 9.1 No foreseen implications with the implementation of the independent Construction Consultancy Services Framework. The framework will benefit project delivery across the Infrastructure Directorate.

## **10. Governance**

- 10.1 Delegated authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise, agree, award and enter into contracts following the procurement process to deliver the new independent Construction Consultancy Services Framework.

## **11. Conclusions**

- 11.1 The PCR Compliant procurement process for the establishment of the new Construction Consultancy Services Framework, as endorsed by the Policy and Resources Cabinet Committee, is making good progress. The tender process has resulted in a positive number of tender returns including a high percentage of SME's. The creation of this Construction Consultancy Services Framework, through agreed rates and Terms and Conditions, will ensure that the process to appoint consultancy services to support the Capital works Major and Minor projects, will be far more efficient than the current time consuming and resource intensive process. In addition, with a reduced pool of consultants they will become familiar with KCC, the project types, processes and procedures which

will result in a slicker pool of suppliers who can work in partnership with KCC sharing best practice and knowledge. The framework also creates resilience as there will be a maximum of 3 suppliers for each lot except for lots 1 and 2 which will have a maximum of 4 suppliers.

11.2 The framework will be nil let no commitment so no financial risk to KCC.

## **12. Recommendation(s):**

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**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. The implementation of a new Independent Construction Consultancy Services Framework to support the delivery of the Capital and Minor Works Programmes over a 6-year (4 year+1+1) contract period and includes the following disciplines:
    - Lot 1 – Multi-discipline (including client delegated duties)
    - Lot 2 – Project Manager (including client delegated Quantity Surveying duties)
    - Lot 3 – Supervisor
    - Lot 4 – Technical Advisor
    - Lot 5 – Construction Design and Management Advisor
  2. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision.
  3. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to award extensions of contracts for commissioned services in accordance with the extension clauses within the contract (4 years + 2 x 1 year extensions).
- 

## **13. Background Documents**

13.1 Appendix A – Proposed Record of Decision

13.2 Appendix B - Equality Impact Assessment

## **14. Contact details**

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

## DECISION TO BE TAKEN BY:

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

## DECISION NO:

24/00031

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

**Key decision: YES**

**Subject Matter / Title of Decision:** Implementation of an independent Construction Consultancy Services Framework to support the implementation and delivery of the Capital Works Strategic Programmes

### Decision:

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

1. the implementation of a new Independent Construction Consultancy Services Framework to support the delivery of the Capital and Minor Works Programmes over a 6-year (4 year+1+1) contract period and includes the following disciplines:
  - Lot 1 – Multi-discipline (including client delegated duties)
  - Lot 2 – Project Manager (including client delegated Quantity Surveying duties)
  - Lot 3 – Supervisor
  - Lot 4 – Technical Advisor
  - Lot 5 – Construction Design and Management Advisor
2. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision
3. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to award extensions of contracts for commissioned services in accordance with the extension clauses within the contract (4 years + 2 x 1-year extensions).

### Reason(s) for decision:

Kent County Council (KCC) have previously appointed consultants on a project-by-project basis via the Property Services Consultancy Framework to provide professional consultancy services to support construction projects. However, the Framework expired in June 2020 and procurement of such services has since been conducted on a project-by-project basis, tendered or by direct award procurements in-line with Spending the Council's Money Policy and Public Contract Regulations.

The current method of procuring consultancy services is resource intensive and requires a more efficient approach. In addition, KCC need a professional consultancy services framework that aligns to the new construction partnership framework and can support the delivery of the minor works programme.

**Cabinet Committee recommendations and other consultation:**

The proposed decision is scheduled to be discussed by Members of the Policy & Resources Cabinet Committee on 15 May 2024

**Any alternatives considered and rejected:**

A range of options were previously presented to the Policy and Resources Cabinet Committee including:

- Option 1 – Insource of consultancy provision.
- Option 2 – Continuing with current arrangement of tendering/direct award for each requirement.
- Option 3 – Establishing a new Construction Consultancy framework.

Option 3 was the preferred option as this would provide a pre-qualified framework of consultants to efficiently support the projects procured via the new Construction Consultancy Services Framework and support the delivery of the minor works programme on behalf of Kent County Council (KCC).

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

.....  
signed

.....  
date

## EQIA Submission – ID Number

### Section A

**EQIA Title**

Construction Consultancy Services Framework

**Responsible Officer**

Emily Nicholson - ST INF

### 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**

Strategic and Corporate Services

**Responsible Service**

Infrastructure

**Responsible Head of Service**

James Sanderson - ST INF

**Responsible Director**

Rebecca Spore - ST INF

### Aims and Objectives

The procurement and management of a New Consultancy Framework which will currently contract circa 18 suppliers to support the delivery of the Capital Programme delivering design, cost and quality consultancy support.

### 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?**

No

**Who have you involved, consulted and engaged with?**

Internally, Strategic Commissioning are leading on this New Procurement exercise. Currently seeking a FED decision.

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

No

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

Yes

<b>Section C – Impact</b>
<b>Who may be impacted by the activity?</b>
<b>Service Users/clients</b> Service users/clients
<b>Staff</b> Staff/Volunteers
<b>Residents/Communities/Citizens</b> No
<b>Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?</b>
Yes
<b>Details of Positive Impacts</b>
The Framework will be supporting Kents Strategic Plan and meeting the targets set by the Local Authority.
<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
No
<b>Details of negative impacts for Age</b>
Not Applicable
<b>Mitigating Actions for Age</b>
Not Applicable
<b>Responsible Officer for Mitigating Actions – Age</b>
Not Applicable
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>
No
<b>Details of Negative Impacts for Disability</b>
Not Applicable
<b>Mitigating actions for Disability</b>
Not Applicable
<b>Responsible Officer for Disability</b>
Not Applicable
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
No
<b>Details of negative impacts for Sex</b>
Not Applicable
<b>Mitigating actions for Sex</b>
Not Applicable
<b>Responsible Officer for Sex</b>
Not Applicable
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No
<b>Negative impacts for Gender identity/transgender</b>
Not Applicable
<b>Mitigating actions for Gender identity/transgender</b>
Not Applicable

<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
No
<b>Negative impacts for Race</b>
Not Applicable
<b>Mitigating actions for Race</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Race</b>
Not Applicable
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No
<b>Negative impacts for Religion and belief</b>
Not Applicable
<b>Mitigating actions for Religion and belief</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Applicable
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No
<b>Negative impacts for Sexual Orientation</b>
Not Applicable
<b>Mitigating actions for Sexual Orientation</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Applicable
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
No
<b>Negative impacts for Pregnancy and Maternity</b>
Not Applicable
<b>Mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Applicable
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Applicable
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Applicable
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No

<b>Negative impacts for Carer's responsibilities</b>
Not Applicable
<b>Mitigating actions for Carer's responsibilities</b>
Not Applicable
<b>Responsible Officer for Carer's responsibilities</b>
Not Applicable

**From:** Clair Bell, KCC Cabinet Member for Community and Regulatory Services  
Rebecca Spore, Director of Infrastructure

**To:** Policy & Resources Cabinet Committee – 15 May 2024

**Subject:** Contingency contract to provide emergency response capabilities in the event of a marine pollution incident

**Key decision** 24/00042

**Classification:** Unrestricted

**Electoral Division:** All

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**Is the decision eligible for call-in?** Yes

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**Summary:** As a Category 1 responder under the Civil Contingencies Act 2004, KCC has a duty to plan and prepare for emergencies. KCC also has a role in the Maritime & Coastguard Agency National Contingency Plan to respond to Tier 1 & 2 marine pollution incidents. An important aspect of the planning for such an event is the ability to deploy staff and equipment to manage the clean-up operation. A contract with a provider who can provide access to such resources is therefore required. In the event that the need to call upon this contract occurs, the costs to KCC are likely to be in excess of £1million.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services to agree to:

1. Enter into a contract for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.
  2. Delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Community and Regulatory Services to take necessary actions, included but not limited to entering into relevant contracts or other legal agreements to implement the above for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.
- 

**1. Introduction**

- 1.1 KCC has legal duties to plan and prepare for emergencies which may occur in Kent. The potential for an emergency to occur which results in the pollution of Kent's coastline is recognised. In relatively recent years there have been incidents that have come close to polluting areas of coastline Kent, the most

recent being the leak from a wreck on the Goodwin Sands in 2022. The location of the county, adjacent to the busiest shipping lane in the world, puts Kent at high risk of such events occurring.

- 1.2 Marine pollution events include pollution from marine / crude / waxy / vegetable oils, other noxious substances, cargo (e.g. timber, such as the Sinegorsk incident), land-based wastewater or sewage, algal blooms, or dead marine wildlife (i.e. whales, dolphins, porpoises or similar).

## **2. Requirement for contingency contract**

- 2.1 KCC has historically agreed to undertake a Tier 2 marine pollution response in support of boroughs / district / city councils (who undertake Tier 1 responses). This is a local agreement as there is no legal or regulatory duty upon KCC to cover Tier 2 responses. The *Maritime and Coastguard Agency National Contingency Plan* refers only to a local authority role in Tier 1 and 2 shoreline clean-up and doesn't specifically mention county councils or upper tier authorities.
- 2.2 KCC currently holds the existing contract on behalf of coastal borough / district councils (excluding Medway Unitary Authority). The contract allows for KCC to call down elements of it to support any response required to a marine pollution incident. KCC has historically funded the standby costs associated with the contract. However, for future contracts, KCC and the coastal borough / district councils have agreed that all authorities will contribute to the standby cost, and each will have the ability to call on the contract. The cost of activating the contract will also be split between the affected authorities a
- 2.3 KCC has held a contingency contract for the provision of oil pollution response capabilities for many years. The current contract expires on 30<sup>th</sup> June 2024 having previously been extended.
- 2.4 KCC is a core participant in the Kent & Medway Resilience Forum (KMRF) and chairs the KMRF Marine Pollution Group. The current contract is held by KCC on the understanding that it will be used to assist partners within the KMRF. The KMRF is not a legal entity and cannot, therefore, enter into contracts in its own right.
- 2.5 The KCC & Medway Shoreline Pollution Plan refers to the existence of a contingency contract for the provision of emergency response capabilities as part of the planned response to such an incident and enables a joined up response particularly if an incident was to span a number of districts or was to be of a significant scale that locally available resources would be insufficient.
- 2.6 Since the procurement of the existing contract, lessons have been learned nationally and locally following the incidents mentioned above In Section 1. The new contract will reflect relevant aspects of this learning.
- 2.7 More locally, KCC continues to work with partners to prepare for such an incident. The response to an incident will be phased with local capabilities being utilised first, supported by mutual aid agreements where possible.

- 2.8 A contingency contract is required for a situation where the initial phases of response will not be adequate to manage the situation.
- 2.9 A procurement exercise is currently being undertaken to establish the nature of the market, which is quite limited, with a view to identifying a suitable provider who can offer a 'call off' type contingency contract to provide those elements of the required capabilities necessary to manage the situation ranging from the provision of advice and guidance up to the provision of the full suite of cleanup equipment (e.g. booms, storage tanks, boats) and personnel.
- 2.10 The 'call off' nature of the new contract will allow KCC to call off those elements necessary to respond effectively with partners in the Kent & Medway Resilience Forum (KMRF), typically during incidents that affect multiple coastal local authorities (where KCC would act as the lead agency). It will also allow those coastal local authorities who have signed up to the contract to call off elements to support their roles and responsibilities. In these circumstances, it has been agreed that agencies will be responsible for meeting the cost of any elements they call off for their needs.
- 2.11 The current contract consists of an annual retainer fee and then a significantly greater cost should it be necessary to call upon the contract. It is likely that the procurement exercise will identify a similar format for a new contract.

### **3. Financial Implications**

- 3.1 The annual retainer cost for the current contract is less than £5K which is funded by KCC, and for the new contract would be lower cost to KCC as coastal boroughs / district councils would now be contributing financially.
- 3.2 If the contract is called upon, the expenditure will vary greatly depending on the nature and scale of the incident – the clean-up operation from the *MV Sea Empress* oil spill in Wales 1996 cost £60M (double that when the effects on the economy and environment are considered), but smaller incidents will cost significantly less. As a result, it is difficult to predict the quantum of the financial impact.
- 3.3 A marine pollution incident which results in expenditure will represent an unfunded pressure on KCC's finances which is likely to need to be met from reserves.
- 3.4 For significant incidents of the scale of the *MV Sea Empress* incident, KCC would require central government support and would look to activate the Bellwin Scheme to fund the expenditure. However, the activation of this scheme requires Secretary of State agreement and cannot be guaranteed.

### **4. Legal implications**

- 4.1 The Civil Contingencies Act 2004 defines Kent County Council as a Category 1 responder in relation to emergencies.
- 4.2 As a result, KCC has a duty to prepare, plan for, and respond to incidents and emergencies whilst continuing to carry out its own duties and taking action to reduce, control or mitigate the effects of an emergency.

## **5. Equalities implications**

- 5.1 An equalities impact assessment has been carried out for the placing of this contingency contract. To the best of our knowledge, there is no evidence available on the equalities impacts of procuring a contract to provide emergency capabilities to assist with the management and cleanup of marine pollution.
- 5.2 It is likely that this because in procuring such a contract, authorities are desiring a positive outcome by having the capability to quickly deploy resources to clean-up the affected area. Therefore, it is highly unlikely that there would be any negative impacts on any protected characteristics.
- 5.3 The KRF contingency plan requires that an equalities impact assessment is carried out if this contract is called down. This is the stage where sufficient data will be known to inform proper consideration.

## **6. Other corporate implications**

- 6.1 None in relation to the contract.

## **7. Governance**

- 7.1 The Director of Infrastructure will inherit the main delegations via the Officer Scheme of Delegation.
- 7.2 The key decision process has been followed and the Office of General Counsel (OGC) will provide legal advice as required.

## **8. Conclusions**

- 8.1 KCC has legal duties to plan and prepare for emergencies.
- 8.2 If an incident occurs which results in a marine pollution situation, the ability to manage the impact of such an incident is critical to affected environment and to the reputation of KCC and other partners.
- 8.3 A contingency contract to provide emergency response capabilities in the event of a marine pollution incident is an important element of the contingency planning for such an event.

## **9. Recommendation(s):**

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**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services to agree to:

1. Enter into a contract for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.
2. Delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Community and Regulatory Services to take necessary actions, included but not limited to entering into relevant contracts or other legal agreements to implement the above for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.

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**10. Background Documents**

- 10.1 Appendix A – Proposed Record of Decision
- 10.2 Appendix B - Published Equalities Implication Assessment (EQIA)

**11. Contact details**

<p>Report Author:</p> <p>Andy Jeffery Head of Resilience &amp; Emergency Planning</p> <p>Telephone number 03000 421871 Email address <a href="mailto:andy.jeffery@kent.gov.uk">andy.jeffery@kent.gov.uk</a></p>	<p>Relevant Director:</p> <p>Rebecca Spore Director of Infrastructure</p> <p>Telephone number 03000 416716 Email address <a href="mailto:rebecca.spore@kent.gov.uk">rebecca.spore@kent.gov.uk</a></p>
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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

Clair Bell, Cabinet Member for  
Community & Regulatory Services

**DECISION NO:**

To be allocated by  
Democratic Services

**For publication**

**Key decision: YES**

**Subject Matter / Title of Decision** Contingency contract to provide marine pollution response capabilities in the event of a mass fatality incident.

**Decision:**

As the Cabinet Member for Community and Regulatory Services, I to agree to:

1. KCC entering a contract for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.
2. Delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Community and Regulatory Services to take necessary actions, included but not limited to entering into relevant contracts or other legal agreements to implement the above for the provision of a marine pollution response capability, including equipment and expertise, in the event of a marine pollution incident.

**Reason(s) for decision:**

The existing contingency contract is scheduled to expire shortly. A new contract is a key element of planning for an emergency which results in a marine pollution incident. If such a contract is called upon it is likely that the costs will exceed £1M.

**Cabinet Committee recommendations and other consultation:**

The proposed decision is scheduled to be discussed by Members of the Policy & Resources Cabinet Committee on 15 May 2024

**Any alternatives considered and rejected:**

- **Do nothing.**
  - This would leave KCC exposed to not meeting its duties to plan, prepare and respond to an incident that threatens the environment of the UK, as defined in the Civil Contingencies Act.
  - It would also lead to significant reputational risk for KCC if there is a significant impact on the environment and / or the economy (e.g. loss of tourist income).
- **Rely on national government, local mutual aid agreements or military support.**
  - National government (through the Maritime & Coastguard Agency) has responsibilities for at-sea clean-up operations, but not onshore cleanup.
  - Mutual aid agreements between local authorities are already in place but they are limited in scope and do not provide the capability which would be required.
  - Military Aid to the Civil Authorities (MACA) may be sought in such an incident but it cannot be guaranteed and does not provide the specialist equipment required. MACA also requires that all civil options have been exhausted before it can be undertaken, including the commercial providers who could be contracted under this tender.

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

.....  
signed

.....  
date

## EQIA Submission – ID Number

### Section A

#### EQIA Title

Key decision - Contingency contract to provide emergency capabilities in the event of a marine pollution incident

#### Responsible Officer

Andy Jeffery - DCED INF

#### Approved by (Note: approval of this EqIA must be completed within the EqIA App)

Andy Jeffery - DCED INF

### 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

Strategic and Corporate Services

#### Responsible Service

Resilience & Emergency Planning Service / Infrastructure

#### Responsible Head of Service

Andy Jeffery - DCED INF

#### Responsible Director

Rebecca Spore - DCED INF

### Aims and Objectives

KCC has legal duties to plan and prepare for emergencies which may occur in Kent. The potential for an emergency to occur which results in the pollution of Kent's coastline is recognised. In relatively recent years there have been incidents that have come close to polluting areas of coastline Kent, the most recent being the leak from a wreck on the Goodwin Sands in 2022. The location of the county, adjacent to the busiest shipping lane in the world, puts Kent at high risk of such events occurring.

Marine pollution events include pollution from marine / crude / waxy / vegetable oils, other noxious substances, cargo (e.g. timber, such as the Sinegorsk incident), land-based wastewater or sewage, algal blooms, or dead marine wildlife (i.e. whales, dolphins, porpoises or similar).

KCC has historically agreed to undertake a Tier 2 marine pollution response in support of boroughs / district / city councils (who undertake Tier 1 responses). This is a local agreement as there is no legal or regulatory duty upon KCC to cover Tier 2 responses. The Maritime and Coastguard Agency National Contingency Plan refers only to a local authority role in Tier 1 and 2 shoreline clean-up and doesn't specifically mention county councils or upper tier authorities.

KCC currently holds the existing contract on behalf of coastal borough / district councils (excluding Medway Unitary Authority). The contract allows for KCC to call down elements of it to support any response required to a marine pollution incident. However for future contracts, KCC and the coastal borough / district councils have agreed that all authorities will contribute to the standby cost, and each will have the ability to call on the contract. The cost of activating the contract will also be split between the affected authorities.

There are no specific equalities impacts of procuring this contract – the positive aspect is the ability to quickly deploy resources to clean-up the affected area, and there are no negative impacts on any protected characteristics in entering into such a contract.

## Section B – Evidence

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

Yes

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

No

**Is there national evidence/data that you can use?**

No

**Have you consulted with stakeholders?**

Yes

**Who have you involved, consulted and engaged with?**

Coastal borough / district councils

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

No

**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**

No

**Staff**

No

**Residents/Communities/Citizens**

Residents/communities/citizens

**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**

The ability to quickly deploy resources to clean-up the affected area.

## Negative impacts and Mitigating Actions

**19. Negative Impacts and Mitigating actions for Age**

**Are there negative impacts for age?**

No

**Details of negative impacts for Age**

Not Applicable

**Mitigating Actions for Age**

Not Applicable

**Responsible Officer for Mitigating Actions – Age**

Not Applicable

**20. Negative impacts and Mitigating actions for Disability**

**Are there negative impacts for Disability?**

No
<b>Details of Negative Impacts for Disability</b>
Not Applicable
<b>Mitigating actions for Disability</b>
Not Applicable
<b>Responsible Officer for Disability</b>
Not Applicable
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
No
<b>Details of negative impacts for Sex</b>
Not Applicable
<b>Mitigating actions for Sex</b>
Not Applicable
<b>Responsible Officer for Sex</b>
Not Applicable
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No
<b>Negative impacts for Gender identity/transgender</b>
Not Applicable
<b>Mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
No
<b>Negative impacts for Race</b>
Not Applicable
<b>Mitigating actions for Race</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Race</b>
Not Applicable
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No
<b>Negative impacts for Religion and belief</b>
Not Applicable
<b>Mitigating actions for Religion and belief</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Applicable
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No
<b>Negative impacts for Sexual Orientation</b>
Not Applicable
<b>Mitigating actions for Sexual Orientation</b>
Not Applicable

<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Applicable
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
No
<b>Negative impacts for Pregnancy and Maternity</b>
Not Applicable
<b>Mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Applicable
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Applicable
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Applicable
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No
<b>Negative impacts for Carer's responsibilities</b>
Not Applicable
<b>Mitigating actions for Carer's responsibilities</b>
Not Applicable
<b>Responsible Officer for Carer's responsibilities</b>
Not Applicable

**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

**Date** 15<sup>th</sup> May 2024

**Subject:** Granting of Formal Lease for Electricity Sub Station at Bapchild  
and Tonge Church of England Primary School, Sittingbourne

**Decision No.** 24/00030

**Non-Key Decision** Yes

**Classification:** UNRESTRICTED

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** Cabinet Member Decision

**Electoral Division:** Swale East

**Is the decision eligible for call-in?** Yes

**Summary:** This report considers the proposal 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 the school.

**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. Authorise the granting of a Lease for a term in excess of 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station to be located within the grounds of the school; and
2. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

**1. Introduction / Background**

- 1.1 Kent County Council (KCC) are the freehold owners of land and playing fields at the Primary School. The buildings and tar paved areas are owned by Canterbury Diocesan Board.
- 1.2 UK Power Networks (UKPN) is currently planning an infrastructure improvement project in the area local to the school. An existing substation is sited on the edge of the school playing field on land leased to the (former) Southern Eastern Electricity Board (now UKPN), with an approximately 43 years unexpired term on the Lease.
- 1.3 The current location of the substation is now considered unsuitable by the school due to its proximity to one of its school buildings which it wishes to expand.
- 1.4 The current substation is enclosed within a compound surrounded by fencing, which also directly adjoins climbing aids for pupils; the presence of such apparatus could be used to assist unauthorised access into the compound. It is therefore proposed that a new substation is installed in a more appropriate location within the school site and housed in a glass reinforced plastic unit, rather than being a transformer in a compound. This new arrangement will supersede the existing substation which will be removed upon completion of the project and the remainder of the existing lease surrendered afterwards.
- 1.5 To meet the requirements of UK Power Networks a lease of 99 years will need to be granted for the provision and operation of the new substation.

## **2. Key Considerations**

- 2.1. UK Power Networks have the benefit of the existing lease 43 years unexpired.
- 2.2. It needs to install a modern substation, which will remain its property.
- 2.3. To enable the new substation to be provided, UK Power Networks requires KCC to grant a lease of a term of 99 years. This provides UKPN with security of tenure, having regard to its investment to provide and maintain the new arrangement.
- 2.4 The lease will be granted for nominal consideration i.e. a rent of £1 (one pound) per annum, as is common with utility leases and consistent with the old lease that will be surrendered. Given this, the size requirement, lease terms and use, the impact on land value will be minimal.

## **3. Proposed Express Terms of the New Lease**

- (a) a lease term of 99 years, together with rights of access and associated cable rights,
- (b) a rent of £1 per annum, if demanded, without review, throughout the term of the lease,
- (c) UK Power Networks to enclose the substation so it cannot be accessed by users of the adjoining School,
- (d) UK Power Networks to be responsible for all repairs and maintenance of the new substation,

- (e) UK Power Networks to be responsible for maintaining insurance cover in respect of the new substation.
- (f) upon expiry or sooner determination of the new lease, UK Power Networks to remove the substation, cap off all service connections thereto and reinstate all surfaces disturbed to the County Council's reasonable satisfaction.
- (g) Provision of a "lift and shift" clause enabling the County Council to reserve rights to relocate the new substation if the land is required for redevelopment.
- (h) Any other terms as may be agreed between the County Council and UK Power Networks and recommended for authorisation to the Director of Infrastructure.

#### **4. Options considered and dismissed, and associated risk**

- 4.1 Not to agree the lease – UKPN would retain its current substation compound for 43 years with its associated safety issues in a position that would prevent the school's expansion.
- 4.2 Agree the new lease and re-positioning of the substation on standard UKPN lease terms - the substation is required to provide electricity to the school to ensure it remains operational. Relocation of the existing substation will enable an existing school building to be extended to provide enhanced facilities to users of the school.

#### **5. Financial Implications**

- 5.1 UKPN to cover the County Council's reasonable legal fees up to a maximum specified amount of £1,700 (one thousand seven hundred pounds).
- 5.2 A rent of £1 (one pound) per annum, if demanded, is proposed within the 99-year lease.

#### **6. Legal**

- 6.1 KCC is the current owner of the land upon which the substation is to be located together with all necessary rights of access and associated cable rights.
- 6.2 UKPN hold a lease on the existing substation for 43 years and for it to be surrendered and for a new repositioned arrangement to be agreed, a new lease will be required. There is no statutory or contractual requirement to grant this new lease, though the old substation arrangement would likely continue as a result.
- 6.3 External legal advisors will be appointed as appropriate, in consultation with General Counsel.

#### **7. Equalities**

- 7.1 The substation is required to provide power to the school at this location. This will benefit all users of the school, and the local community. An equalities impact assessment (EQIA) has been completed with no negative impacts identified and this is published and attached to this report.

## **8. Data Protection Implications**

8.1 No Data Protection implications are anticipated by entering into the Formal Lease and therefore a DPIA is not required.

## **9. Corporate Objectives:**

9.1 This decision supports Framing Kent's Future – Our Council Strategy 2022-2026 as the decision ensures the school remains operational and enhances facilities, supporting KCC's commitment to maintaining its strategic role in supporting schools in Kent to deliver accessible, high-quality education provision.

9.2 Infrastructure for Communities will be maintained from the new substation to all the properties served by the existing substation, using modern materials and technologies associated with prevailing substation design and construction and protected for long term use by the presence of a long lease. Environmental Step Change objectives will also be achieved, as the proposed lease will compel the operator to use sustainable materials and reduce any carbon emissions compared to the existing substation, which will help the County Council achieve its Net Zero targets.

## **10. Governance**

10.1 The Local Member, Mr Lehmann, has been formally notified of the proposed granting of the 99-year lease and subsequent surrender of the existing substation lease.

## **11. Conclusion**

11.1 The granting of the proposed 99-year lease will provide UK Power Networks with an estate interest in a small area at the school and enable the facilities to remain in full operational use.

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## **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. Authorise the granting of a Lease for a term in excess of 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station to be located within the grounds of the school; and
2. Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

## 12. Background documents

12.1 Appendix A – Proposed Record of Decision

12.2 Appendix B - Published Equalities Implication Assessment (EQIA)

## 13. Contact details:

<b>Lead Officer(s):</b>	<b>Relevant Director:</b>
<p>Andrew White Principal Estates Manager (Education Estate) 03000 416825 <a href="mailto:Andrew.White@kent.gov.uk">Andrew.White@kent.gov.uk</a></p> <p>Mark Cheverton MRICS Property Strategy &amp; Policy Manager 03000 41 59 40 <a href="mailto:mark.cheverton@kent.gov.uk">mark.cheverton@kent.gov.uk</a></p>	<p>Rebecca Spore Director of Infrastructure 03000 41 67 16 <a href="mailto:rebecca.spore@kent.gov.uk">rebecca.spore@kent.gov.uk</a></p>

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# KENT COUNTY COUNCIL – RECORD OF DECISION

**DECISION TAKEN BY:**

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

**DECISION NO:**

24/00030

**For publication****Key decision\***

The granting of a lease of accommodation in excess of 20 years.

**Subject: Land at Bapchild and Tonge CE primary School – Granting of a long lease to UK Power Networks for relocation of an electricity sub-station.**

**Decision:**

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

1. The granting of a Lease for a term in excess of 20 years to UK Power Networks for occupation and use of a new Electricity Sub Station to be located within the grounds of the school and;
2. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

**Reason(s) for decision:**

The County Council will need to grant the lease to ensure UK Power Networks have an estate interest in the land to enable them to relocate an existing substation within the school grounds to a new location that will enable the school to undertake an expansion improvement to its building.

**Cabinet Committee recommendations and other consultation:**

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

**Any alternatives considered:**

Not to engage in the surrender and renewal of the substation lease. This would result in the current substation not being moved.

Relocation of the substation will enable an existing school building to be extended and prevent a possible trespass issue into the site of the existing substation. Therefore, not engaging with UKPN to facilitate the relocation was rejected.

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

.....  
Signed

.....  
date

## EQIA Submission – ID Number

### Section A

**EQIA Title**

Bapchild and Tonge CE Primary School - Grant of new Lease for relocated substation

**Responsible Officer**

Matthew Edwards - DCED INF

**Approved by (Note: approval of this EqIA must be completed within the EqIA App)**

Mark Cheverton - DCED INF

### Type of Activity

**Service Change**

No

**Service Redesign**

No

**Project/Programme**

Project/Programme

**Commissioning/Procurement**

No

**Strategy/Policy**

No

**Details of other Service Activity**

No

### Accountability and Responsibility

**Directorate**

Strategic and Corporate Services

**Responsible Service**

Real Estate Team

**Responsible Head of Service**

Mark Cheverton - DCED INF

**Responsible Director**

Rebecca Spore - DCED INF

### Aims and Objectives

The aim of this project is to remove an existing substation from its existing location to enable an adjoining School building to be extended and to also minimise the risk/possibility of trespass into the enclosure surrounding the existing substation. The substation will be replaced and relocated in a less sensitive part of the School.

Once the substation is relocated the objective of the project will be fulfilled i.e. the School building will be capable of being extended (subject to any necessary planning permission) and the risk/possibility of trespass will be eliminated as the replacement substation will comprise a kiosk and not located within a compound. The Land upon which the substation is to be relocated comprises a grassed amenity area which is not used by the School for any of its statutory outdoor education requirements.

There will be no loss to the School's education requirements, nor to any of its staff, pupils and visitors as a result of relocation of the substation.

### 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
<b>Is there national evidence/data that you can use?</b>
No
<b>Have you consulted with stakeholders?</b>
Yes
<b>Who have you involved, consulted and engaged with?</b>
Headteacher of the School who is supportive of the proposed relocation. The Canterbury Diocesan Board, who own land at the School (but not the existing and proposed sites of the substation) have been notified of the proposal some time ago but not commented nor objected to the scheme. The Local Member, Mr Lehmann has been notified of the proposal and has not expressed any concern at the proposal.
<b>Has there been a previous Equality Analysis (EQIA) in the last 3 years?</b>
No
<b>Do you have evidence that can help you understand the potential impact of your activity?</b>
Yes
<b>Section C – Impact</b>
<b>Who may be impacted by the activity?</b>
<b>Service Users/clients</b> Service users/clients
<b>Staff</b> Staff/Volunteers
<b>Residents/Communities/Citizens</b> Residents/communities/citizens
<b>Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?</b>
Yes
<b>Details of Positive Impacts</b>
Removal of the existing substation will enable an existing School building to be extended, which in turn will be built in accordance with prevailing Building Regulations and represent an improvement to the quality of the School's overall operational buildings, representing a positive benefit for the School pupils and their education.  Removal of the existing substation will also prevent an unnecessary trespass issue arising on the site which could possibly be generated by one of the School pupils. By eliminating the possibility of such an incident, there will be no temptation for a School pupil or unauthorised visitor to trespass into the existing compound surrounding the substation which will result in no adverse publicity/media attention being directed towards the School and the County Council.
<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
No
<b>Details of negative impacts for Age</b>
Not Applicable
<b>Mitigating Actions for Age</b>
Not Applicable
<b>Responsible Officer for Mitigating Actions – Age</b>
Not Applicable
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>

No
<b>Details of Negative Impacts for Disability</b>
Not Applicable
<b>Mitigating actions for Disability</b>
Not Applicable
<b>Responsible Officer for Disability</b>
Not Applicable
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
No
<b>Details of negative impacts for Sex</b>
Not Applicable
<b>Mitigating actions for Sex</b>
Not Applicable
<b>Responsible Officer for Sex</b>
Not Applicable
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No
<b>Negative impacts for Gender identity/transgender</b>
Not Applicable
<b>Mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
No
<b>Negative impacts for Race</b>
Not Applicable
<b>Mitigating actions for Race</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Race</b>
Not Applicable
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No
<b>Negative impacts for Religion and belief</b>
Not Applicable
<b>Mitigating actions for Religion and belief</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Applicable
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No
<b>Negative impacts for Sexual Orientation</b>
Not Applicable
<b>Mitigating actions for Sexual Orientation</b>
Not Applicable

<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Applicable
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
No
<b>Negative impacts for Pregnancy and Maternity</b>
Not Applicable
<b>Mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Not Applicable
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Applicable
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Applicable
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Applicable
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No
<b>Negative impacts for Carer's responsibilities</b>
Not Applicable
<b>Mitigating actions for Carer's responsibilities</b>
Not Applicable
<b>Responsible Officer for Carer's responsibilities</b>
Not Applicable

**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 - 15<sup>th</sup> May 2024

**Decision No.** 24/00029

**Subject:** Grant of Long Lease to Sheldwich Primary School for operation and use of part of the County Council's Retained Land at Sheldwich Primary School.

**Classification:** Non-Exempt

**Past Pathway of Paper:** Published on Forward Plan

**Future Pathway of Paper:** Cabinet Member Decision

**Electoral Division:** Swale East

**Is the decision eligible for call-in?** Yes

**Summary:** This report seeks approval to grant a Lease for over 20 years to Sheldwich Primary School for occupation and use of part of the County Council's Retained Land located within the grounds of the school for development and use of a new Pre-school facility.

**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 on the proposed decision to:

- ( a ) The County Council granting a new lease of land at the Primary School of a term in excess of 20 years,
- ( b ) Delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

**1. Introduction / Background**

- 1.1 Kent County Council is the freehold owner of land and buildings at the Primary School. Most of the County Council's land and buildings at the school has been

leased to Sheldwich Primary School (an Academy Trust) under the terms of a standard 125-year Academy Lease, following the school's conversion to an Academy in September 2011.

- 1.2 The County Council retained land out of the Academy lease, as this area was not held for nor used by the Academy at the conversion date. The retained land was, at the conversion date, leased for use by a third-party pre-school provider who has since vacated the site.
- 1.3 In 2015 and at the request of the County Council's Education Directorate, the Academy Trust was asked to provide a pre-school facility on the site, using the County Council's retained land for this purpose. A sub-20-year lease term was originally negotiated with the Trust.
- 1.4 The Trust has since spent a considerable sum in refurbishing a demountable building located on the County Council's retained land, which has resulted in a successful pre-school being established at the site. However, the demountable building is now reaching the end of its economic life and the Trust has started to plan the future of its Pre-School operation to ensure it can remain viable.
- 1.5 The Trust plans to erect a new building for the Pre-school and retain the existing demountable building for their extended operational requirements, namely a breakfast club and after-school club, which are provided from their assembly hall. The Trust has appointed its consultants to advise on the best location for such a new pre-school setting within the site; three locations were initially identified for such a facility though having regard to tight site constraints, the most appropriate location for the setting is on a site of approximately 190 square metres, half of which falls within the existing Academy lease demise and the other half falling within the County Council's retained land.
- 1.6 The Trust's existing Pre-school operation is locally well supported and there is likely to be an increasing demand for pre-school places from the public, due to recent increased entitlements for funding as announced by the Government.
- 1.7 Having regard to the anticipated costs of providing a bespoke permanent pre-school building at this location, the Trust will require a lease term of more than 20 years on the remainder of the land required for the pre-school facility. The reason for this is that prospective funders of a new pre-school building could require a lease in excess of 20 years. Depending upon the investment requirement, the proposed lease term required could exceed 30, even 50 years.
- 1.8 Granting a long lease of part of the County Council's retained land will not prejudice any opportunities for the County Council's retained land. The residue of the retained land will be offered for use by the Trust for its breakfast club and after school club, subject to an appropriate lease term and rental.

## **2. Proposed Terms of the New Lease**

- a) a lease term in excess of 20 years, together with rights of access thereto,
- b) a rent to reflect prevailing market ground rents with periodic reviews,
- c) the Trust to be responsible for all repairs and maintenance of the new Pre-school facility,

- d) the Trust to be responsible for maintaining insurance cover in respect of the new Pre-school facility,
- e) the Trust to be responsible for payment of all utilities, running costs, business rates, taxes, and all other outgoings in respect of the new Pre School facility.
- f) the Trust to use the land only for development and use of a Pre-school and ancillary purposes thereto.
- g) The lease to be capable of determination by either party in the event of It no longer being required for Pre-school uses.
- h) the granting of the lease to be conditional upon the Trust securing all necessary consents from the DFE to surrender part of their existing lease and enter into a new lease, together with securing planning consent for their proposals and funding for a new permanent Pre-school building.
- i) Any other terms as may be agreed between the County Council and the Trust and recommended for authorisation to the Director of Infrastructure.

### **3. Options considered and dismissed and associated risk.**

3.1 Three Options were considered by the Trust's consultants for the location of a permanent Pre School building:-

3.1.1 Land currently used part for the Trust's soft play requirements and part for the existing Pre School setting – this is the preferred option as it is the closest to the existing Pre School setting, and costs of relocating climbing apparatus on soft play area will be less prohibitive than other options. This is the option being taken forward.4.1.2The main car park within the Trust's existing Academy Lease – this was not favoured due to limited connections to existing services, loss of car parking spaces which cannot be easily replaced on site elsewhere and close proximity to local vehicular movements within the residue of the car park.

3.1.2 Adjacent to trees located on southern boundary of School within Trust's existing Academy Lease – this is not favoured due to high costs of connecting to existing services, associated groundworks, loss of mature trees, provision of new hard surface access and circulation routes and risk of trespass / vandalism due to secluded location of a building in this location.

3.2 KCC is not required either statutorily or contractually to lease its land to the school. It could market the site for lease to another provider. In this instance however given the preschool use by the school and that the site's location may cause letting to be difficult, letting to the school was considered the preferred option.

### **4. Financial Implications**

4.1 Each party to bear its own costs upon completion of the new lease. A market rent to reflect prevailing ground rents, with periodic rent reviews.

4.2 The value of the County Council's retained land will be increased as a result of the granting of the lease due to an income stream being generated by a market rental income payable by the Trust for the land required for the Pre School setting. The value of the land will be further increased by granting a separate lease to the Trust

on the residue of the County Council's retained land for the relocated breakfast and after school club function.

## **5. Legal**

5.1 The County Council is the current owner of the land upon which the Pre-school facility is proposed, subject to the existing Academy lease as described above.

5.2 There is no statutory or legal requirement to grant a lease, but the school has requested use of KCC's retained land to develop its pre-school and that the lease arrangement support its long-term plans and funding opportunities.

## **6. Equalities**

6.1 The existing Pre-school facility is in use by the Trust at this location and this will be enhanced by the provision of a new permanent Pre-school building at the site, subject to a long lease being granted for such a development. Supporting the school's plans by leasing it the land it requires will establish a longer-term future for the pre-school and the equality outcomes it already provides.

## **7. Data Protection Implications**

7.1 No Data Protection implications are anticipated by entering into the Formal Lease and therefore a DPIA is not required.

## **8. Corporate Objectives:**

8.1 The proposed decision meets the objectives of "Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015 – 2020) as it will allow the young people of Sheldwich and surrounding villages to maintain access to new pre-school education and training opportunities by the provision of new education facilities at an operational School, albeit with Academy status.

## **9. Governance**

9.1 The Local Member, Mr Lehmann, has been formally notified of the proposed granting of the long lease.

## **10. Conclusion**

10.1 The granting of the proposed long lease will provide the Trust with an estate interest in additional land at the school and enable a newer Pre-school facility to be developed and brought into operational use.

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**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 on the proposed decision to:

- ( a ) To the County Council granting a new lease of land at the Primary School of a term in excess of 20 years,
  - ( b ) To delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.
- 

## 11. Background documents

- 11.1 Appendix A – Proposed Record of Decision
- 11.2 Appendix B - Published Equalities Implication Assessment (EQIA)

## 12. Contact details:

<b>Lead Officer(s):</b>  Andrew White Principal Estates Manager (Education Estate) 03000 416825  <a href="mailto:Andrew.White@kent.gov.uk">Andrew.White@kent.gov.uk</a>	<b>Relevant Director:</b>  Rebecca Spore Director of Infrastructure 03000 416716  <a href="mailto:rebecca.spore@kent.gov.uk">rebecca.spore@kent.gov.uk</a>
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## KENT COUNTY COUNCIL – RECORD OF DECISION

### DECISION TAKEN BY:

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

### DECISION NO:

24/00029

### For publication

### Key decision\*

The granting of a lease of land at Sheldwich Primary School for a term more than 20 years.

**Subject: Land at Sheldwich Primary School - Granting of a long lease to Sheldwich Primary School ( an Academy Trust ) for development, use and occupation of a new permanent Pre School building.**

### Decision:

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

( a ) To the County Council granting a new lease of land at the Primary School of a term in excess of 20 years,

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

### Reason(s) for decision:

The County Council will need to grant the lease to ensure the Trust has an estate interest in the land to source and attract funding for development, use and occupation of a permanent Pre School building.

### Cabinet Committee recommendations and other consultation:

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

The lease to be granted to the Trust will enable the school to source and attract funding for development, use and occupation for its Pre School, which is well supported and been very successful.

The Local Member, Mr Lehmann, has been formally consulted with regard to the proposed long lease.

### Any alternatives considered:

#### Building

The Trust and their consultants have identified three other alternative locations within their existing lease demise, though having regard to site constraints, extending into KCC retained site provides the school with a better outcome for the new pre-school building.

Not permitting the use of KCC's land will constrain the pre-school building; KCC has no use of the retained land.

Lease

A lease of up to 19 years was offered to the Trust. It cannot accept this as it will not be sufficient to source and attract funding for development, use and occupation of a permanent Pre School building, and will constrain what they are able to deliver. Given the preschool delivers educational and social benefit and that KCC has no use for its retained land, facilitating the facility through a longer lease is considered an acceptable proposal.

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

.....  
Signed

.....  
date

## EQIA Submission – ID Number

### Section A

#### EQIA Title

Sheldwich Primary School Grant of New lease for Pre School

#### Responsible Officer

[Q04\_ResponsibleOfficer]

#### Approved by (Note: approval of this EqIA must be completed within the EqIA App)

[Q05\_ResponsibleHeadOfService]

### Type of Activity

#### Service Change

[Q07a\_ServiceChange]

#### Service Redesign

[Q07b\_ServiceRedesign]

#### Project/Programme

[Q07c\_ProjectProgramme]

#### Commissioning/Procurement

[Q07d\_CommissioningProcurement]

#### Strategy/Policy

[Q07e\_StrategyPolicy]

#### Details of other Service Activity

[Q07g\_OtherActivityDetails]

### Accountability and Responsibility

#### Directorate

[Q02\_Directorate]

#### Responsible Service

[Q03\_ResponsibleService]

#### Responsible Head of Service

[Q05\_ResponsibleHeadOfService]

#### Responsible Director

[Q06\_ResponsibleDirector]

### Aims and Objectives

[Q08\_AimsObjectives]

### Section B – Evidence

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

[Q09\_DataProtectedGroupsImpacted]

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

[Q10DataTimelyCostEffectiveWay]

#### Is there national evidence/data that you can use?

[Q11\_DataNationalEvidence]

#### Have you consulted with stakeholders?

[Q12\_ConsultedWithStakeholders]

#### Who have you involved, consulted and engaged with?

[Q13\_WhoConsultedEngagedWith]

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

[Q14\_PreviousEqualitiesLast3Years]

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

[Q15\_EvidenceOnPotentialImpact]

### Section C – Impact

#### Who may be impacted by the activity?

#### Service Users/clients

[Q16a\_AreServiceUsersClientsImpacted]

#### Staff

[Q16c_AreStaffImpacted]
<b>Residents/Communities/Citizens</b>
[Q16b_AreResidentsCommunitiesCitizensImpacted]
<b>Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?</b>
[PositiveImpactsYN]
<b>Details of Positive Impacts</b>
[Q17_DetailsOfPositiveImpacts]
<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
[Q19a_AreThereNegativeImpactsAge]
<b>Details of negative impacts for Age</b>
[Q19b_NegativeImpactsAgeDetail]
<b>Mitigating Actions for Age</b>
[Q19c_MitigatingActionsAge]
<b>Responsible Officer for Mitigating Actions – Age</b>
[Q19d_ResponsibleOfficerAge]
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>
[Q20a_AreThereNegativeImpactsDisability]
<b>Details of Negative Impacts for Disability</b>
[Q20b_NegativeImpactsDisabilityDetail]
<b>Mitigating actions for Disability</b>
[Q20c_MitigatingActionsDisability]
<b>Responsible Officer for Disability</b>
[Q20d_ResponsibleOfficerDisability]
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
[Q21a_AreThereNegativeImpactsSex]
<b>Details of negative impacts for Sex</b>
[Q21b_NegativeImpactsSexDetail]
<b>Mitigating actions for Sex</b>
[Q21c_MitigatingActionsSex]
<b>Responsible Officer for Sex</b>
[Q21d_ResponsibleOfficerSex]
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
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<b>Negative impacts for Gender identity/transgender</b>
[Q22b_NegativeImpactsGenderTransgenderDetail]
<b>Mitigating actions for Gender identity/transgender</b>
[Q22c_MitigatingActionsGenderTransgender]
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
[Q22d_ResponsibleOfficerGenderTransgender]
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
[Q23a_AreThereNegativeImpactsRace]
<b>Negative impacts for Race</b>
[Q23b_NegativeImpactsRaceDetail]
<b>Mitigating actions for Race</b>
[Q23c_MitigatingActionsRace]
<b>Responsible Officer for mitigating actions for Race</b>
[Q23d_ResponsibleOfficerRace]
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>

<b>Are there negative impacts for Religion and belief</b>
[Q24a_AreThereNegativeImpactsReligionBelief]
<b>Negative impacts for Religion and belief</b>
[Q24b_NegativeImpactsReligionBelief]
<b>Mitigating actions for Religion and belief</b>
[Q24c_MitigatingActionsReligionBelief]
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
[Q24d_ResponsibleOfficerReligionBelief]
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
[Q25a_AreThereNegativeImpactsSexualOrientation]
<b>Negative impacts for Sexual Orientation</b>
[Q25b_NegativeImpactsSexualOrientationDetail]
<b>Mitigating actions for Sexual Orientation</b>
[Q25c_MitigatingActionsSexualOrientation]
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
[Q25d_ResponsibleOfficerSexualOrientation]
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
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<b>Negative impacts for Pregnancy and Maternity</b>
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<b>Mitigating actions for Pregnancy and Maternity</b>
[Q26c_MitigatingActionsPregnancyMaternity]
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
[Q26d_ResponsibleOfficerPregnancyMaternity]
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
[Q27a_AreThereNegativeImpactsMarriageCivilPartnership]
<b>Negative impacts for Marriage and Civil Partnerships</b>
[Q27b_NegativeImpactsMarriageCivilPartnershipsDetail]
<b>Mitigating actions for Marriage and Civil Partnerships</b>
[Q27c_MitigatingActionsMarriageCivilPartnership]
<b>Responsible Officer for Marriage and Civil Partnerships</b>
[Q27d_ResponsibleOfficerMarriageCivilPartnership]
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
[Q28a_AreThereNegativeImpactsCarersResponsibilities]
<b>Negative impacts for Carer's responsibilities</b>
[Q28b_NegativeImpactsCarersResponsibilitiesDetails]
<b>Mitigating actions for Carer's responsibilities</b>
[Q28c_MitigatingActionsCarersResponsibilities]
<b>Responsible Officer for Carer's responsibilities</b>
[Q28d_ResponsibleOfficerCarers]

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**From:** Ben Watts, General Counsel  
**To:** Policy and Resources Cabinet Committee – 15 May 2024  
**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 2024

## **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 2024

**6. Background Documents**  
None.

**7. Contact details**

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## POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2024

<b>10 July 2024 – 2pm – agenda setting 22 May at 11.00am (online)</b>		
• Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton	<i>Regular item</i>
• Disposal of Boughton Mount, Boughton Monchelsea, Maidstone, ME17 4NA	Rebecca Spore Mark Cheverton Hugh D’Alton	<i>Key Decision</i>
• Contract Management Review Group update	Clare Maynard	<i>Regular item - Biannual</i>
• Asset Management Strategy 2024 – 2030	Rebecca Spore Rebecca Anderson Mark Cheverton	<i>Deferred to July at May agenda setting</i>
• Review of Consultation Process		<i>Requested at May agenda setting</i>
• Work Programme 2024		
<b>10 September 2024 – 10am – agenda setting TBC</b>		
• Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton	<i>Regular item</i>
• Facilities Management update (bi-annual)	Rebecca Spore	<i>Regular item</i>
• Proposals regarding the Afghan Resettlement and United Kingdom Resettlement Schemes	David Whittle Michael Thomas-Sam Chris Grosskopf	<i>Key Decision</i>
• Work Programme 2024		
<b>27 November 2024 – 10am – agenda setting TBC</b>		
• Annual Equality and Diversity Report	David Whittle	<i>Regular Item - Annual item</i>
• Draft Revenue and Capital Budget and Medium-Term	Zena Cooke	<i>Regular Item - Annual item</i>

<b>Financial Plan</b>	<a href="#">Dave Shipton</a>	
• <b>Work Programme 2024</b>		

## PATTERN OF REGULAR ITEMS

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

	<b>meeting</b>	Deputy Chief Executive's Department	Matt Wagner
	<b>Every other meeting</b>	Regular Medium Term Financial Plan (MTFP) update	Zena Cooke Dave Shipton
<b>NOVEMBER/ DECEMBER</b>	<b>Annual</b>	Annual Equality and Diversity Report (in 2022 moved to January)	David Whittle
	<b>Six-monthly</b>	Facilities Management update	Rebecca Spore
	<b>Annual</b>	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
<b>TBC</b>	<b>TBC</b>	Enterprise Business Capabilities - Update	Lisa Gannon
<b>TBC</b>	<b>TBC</b>	Update on KPSN	Lisa Gannon