



AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 5 March 2025, at 10.00 am Ask for: **Georgina Little**
Council Chamber, Sessions House, County Telephone: **03000414043**
Hall, Maidstone

Membership (16)

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 G Cooke, Mr P C Cooper, Mr J A Kite, MBE, Mr J P McInroy and
Mr H Rayner

Labour (2): Mr A Brady and Ms M Dawkins

Liberal Democrat (1): Mr A J Hook

Green and
Independent (1): 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 15 January 2025 (Pages 1 - 4)
- 5 Risk Management: Chief Executive and Deputy Chief Executive Departments
(Pages 5 - 38)
- 6 Contract Management Review Group update (Pages 39 - 44)

- 7 Commercial and Procurement Performance Report - Quarters 2 and 3, 2024 / 2025 (Pages 45 - 50)
- 8 25/00004 - Council Tax Collection Subsidies and Incentives (Pages 51 - 68)
- 9 25/00033 - Extension of Domestic Abuse Act Framework and KIDAS contract (Pages 69 - 92)
- 10 25/00003 - Disposal of land at Stanhope Road, Ashford TN23 5RA. (Pages 93 - 114)
- 11 24/00107 - Disposal of land adjacent to Stourmouth Road, Preston CT3 1HP (Pages 115 - 128)
- 12 25/00026 - Disposal of surplus land at Broomhill Bank school (North), Puddledock Lane and Rowhill Road, Hextable BR8 7RP (Pages 129 - 142)
- 13 25/00013 - Freehold disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone (Herein referred to as Aylesford Depot) (Pages 143 - 164)
- 14 25/00027 - Formal Lease for an Electricity Sub Station within grounds of the former Walmer Science College, Deal - to serve The Beacon and the Southwood Centre, Deal (Pages 165 - 178)
- 15 25/00024 - Granting of Formal Lease for a Solar Panel installation within the grounds of St Nicholas' School, Canterbury. (Pages 179 - 192)
- 16 25/00025 - Granting of Formal Lease for a Solar Panel installation within the grounds of Brunswick House Primary School, Maidstone (Pages 193 - 206)
- 17 25/00028 - Construction of new office building at Henwood Highways Depot - Disposal of surplus office building (Pages 207 - 228)
- 18 24/00101 - Contact Centre Procurement (Pages 229 - 274)
- 19 Work Programme (Pages 275 - 278)

Motion to exclude the press and public for exempt business

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

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

EXEMPT ITEMS

(During these items the meeting is likely NOT to be open to the press and public)

- 20 Cyber Security Update (Pages 279 - 298)

Ben Watts,

General Counsel
03000 416814

Tuesday, 25 February 2025

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KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 15 January 2025

PRESENT: Mr D L Brazier (Chairman), Mr M Dendor (Vice-Chairman), Mr P Bartlett, Mr T Bond, Mr A Brady, Mr G Cooke, Ms M Dawkins, Rich Lehmann, Mr J P McInroy, Mr H Rayner, Mr P Stepto and Mr C Passmore (Substitute)

ALSO PRESENT: Mr P Oakford

IN ATTENDANCE: Mrs A Beer (Chief Executive), Mrs R Spore (Director of Infrastructure), Ms I Hunter-Whitehouse (Domestic Abuse Project Officer), Mr D Whittle, (Director of Strategy, Policy, Relationships & Corporate Assurance), Mr B Watts (General Counsel), Mr D Shipton (Head of Finance -Policy, Planning & Strategy), Mr J Betts (Acting Corporate Director Finance), Mr M Wagner (Chief Analyst), and Emily Kennedy (Clerk)

UNRESTRICTED ITEMS**240. Apologies and Substitutes**

(Item 2)

Apologies were received from Mr Cooper, Mr Kite and from Mr Hook for whom Mr Passmore was present.

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

(Item 3)

Mr Bartlett declared an interest in agenda item 6 – Performance Dashboard for the Chief Executive’s Department and Deputy Chief Executive’s Department, relating to FN06: Percentage of sundry debt due to KCC under 6 months old. Mr Bartlett declared that he was a member of the Kent and Medway Integrated Care Partnership.

242. Minutes of the meeting held on 27 November 2024

(Item 4)

RESOLVED that the minutes of the meeting held on 27 November 2024 were a correct record and that a paper copy be signed by the Chairman.

243. Draft Revenue and Capital Budget and Medium-Term Financial Plan

(Item 5)

1. Mr Oakford introduced the report.
2. Further to questions and comments from Members, it was noted that:

- It would not be known until KCC had received the final settlement whether the grant would include increased costs in payroll for National Insurance. The money was being allocated on the basis of a national formula rather than actual local spending on staff.
- Work was being undertaken to address potential shortfalls in funding for social care provision.
- KCC was working to build up general reserves back to 5%.
- The training budget had not been reduced and the maintenance budget had been increased. Spending had been reduced in many discretionary areas but trying to maintain services to the most vulnerable in the county.

3. RESOLVED to note the update to the administration's draft revenue budget proposals and draft capital programme.

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

(Item 6)

1. Mr Wagner introduced the Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department. It was the second report for 2024/2025 and it showed target results up to the end of October 2024. 21 of the 27 Key Performance Indicators (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 four did not achieve the floor standard (Red).

The KPI that had dropped below the expected floor standard since the last report was:

FN06: Percentage of sundry debt due to KCC under 6 months old

2. In response to questions and comments from Members it was noted that:
 - Commitment had been sought from directorate services to improve the performance of: GL02: Freedom of Information Act requests completed within 20 working days, and, GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales. Progress had been sustained The backlog had been reduced to a small numbers of cases.
 - A large number of complaints (referred to at CS07) related to the Children's, Young People and Education (CYPE) and the issue was going to be brought to CYPE Cabinet Committee
 - Concerns were raised about what the next step would be regarding debt owed by the Integrated Care Partnership. Members were advised that the next step would be arbitration rather than resolution in a courtroom setting.
 - A supplier incentive scheme was being introduced as well as a new ledger and invoice system. It was hoped that these measures would help to improve the speed with which purchase orders and invoices went through the system and were paid.

- Further work would be undertaken where contracts were to be extended but sundry debts were outstanding. Explanation was given to Members about the impact of high value debts on the KPI reporting.
3. RESOLVED to note the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

245. Kent & Medway Domestic Abuse Strategy 2024-2029 Year One Update
(Item 7)

1) Mr Whittle introduced the report.

2) Ms Hunter Whitehouse outlined the report.

3) Further to questions and comments from Members, it was noted that:

- Work was being undertaken in schools about healthy relationships. There were resources for schools with lesson plans, there was a page on the KELSI website, and posters about 'toxic relationships'.
- There was also an upcoming project co-created with Kent Police, called 'Don't Disrespect'.
- It was difficult to measure impact and outcomes from campaigns but data was collected on engagement.
- Opportunities had been sought to assist people seeking refuge with pets and some locations were able to accept pets. It was noted that the use of pets in domestic abuse situations was very emotive.
- The work of White Ribbon UK was highlighted and that Mr Watts was the 'office ambassador' for this campaign. The Leader was the White Ribbon Ambassador for KCC.
- It was highlighted that any Member can become a champion for White Ribbon.
- The importance of minimising disruption to education where children moved home as a result of domestic abuse, was highlighted.

4) RESOLVED to note:

i) progress made against the Kent & Medway Domestic Abuse Strategy and make recommendations on future delivery plan direction;

ii) the development of the Domestic Abuse Champions scheme alongside the domestic abuse training review for roll out in the spring;

iii) the reaccreditation and KCC's status as a White Ribbon Organisation

iv) risks to future delivery including uncertainty around local and national funding allocation.

246. Work Programme
(Item 8)

RESOLVED to note the work programme.

From: Roger Gough, Leader of the Council
 Amanda Beer, Chief Executive Officer

To: Policy & Resources Cabinet Committee – 5th March 2025

Subject: **Risk Management: Chief Executive and Deputy Chief Executive Departments**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the 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.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

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

Owners' (along with the rest of the Corporate Management Team (CMT)) for several corporate risks.

- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced, with the aim of reducing the risk to a tolerable and realistic level. If the current level of risk is acceptable, the target risk level will match the current rating.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the 'KNet' intranet site.

2. Corporate risks led by the Chief Executive and Deputy Chief Executive Departments.

- 2.1 There is continued uncertainty in the local government operating environment with the Council facing issues relating to the cost-of-living crisis, economic volatility, workforce shortages and cost inflation all of which impact financial sustainability.
- 2.2 There is one new risk on the corporate risk register (CRR0065) 'Implementation of Oracle Cloud Programme'. This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk.
- 2.3 There are nine corporate risks of particular relevance to this Committee. A summary, including changes over the past year, are outlined below, with more detail of the risks and their mitigations contained in appendix 1.
- 2.4 These risks are reviewed regularly throughout the year and were presented to Cabinet along with the rest of the corporate risk register on 9th January 2025. In addition, the risk register will be presented to Governance and Audit Committee for assurance on 20th March 2025.

Risk Reference	Risk Description	Current Score	Target Score
CRR0009	Future financial operating environment for Local Government.	High (25)	High (16)

The risk focuses on the Council’s ability to operate effectively within an extraordinarily challenging external environment and uncertainty around sufficiency of the council’s core spending power when faced with service demand and other pressures. The risk rating has been at the maximum rating of 25 since September 2023.

Following the Chancellor’s autumn 2024 budget and local government provisional finance settlement for 2025-26, the Council is set to receive around £30m more than the previous year, however this is still insufficient to deal with the pressures being faced. In addition, policy decisions relating to the national living wage, national minimum wage and the changes to Employers National Insurance contributions will place further pressure on providers of social care, a sector under immense strain. A balanced budget can only be achieved with significant savings and income generation as spending growth is likely to continue to exceed the funding available from the government settlement and local taxation.

The Government’s Autumn Budget 2024 statement and subsequent Local Government Finance Settlement only covered 2025-26, with no indicative allocations for subsequent years, although there was a promise of multi-year settlements from 2026-27 onwards. This means that the forecasts for later years are speculative, consequently planning has to be sufficiently flexible to respond accordingly.

Risk Reference	Risk Description	Current Score	Target Score
CRR0014	Cyber and Information Security Resilience	High (20)	High (20)

This risk focuses on cyber and information security threats and the potential of malicious (intentional) actions against KCC from individuals, cyber criminals and state sponsored attacks, including within the Council’s supply chain.

Each year, the National Cyber Security Centre’s (NCSC) [Annual Review](#) details the key developments in cyber security nationally and abroad including an overview of emerging threats, risks and vulnerabilities which the Council reviews and takes the necessary action required to mitigate the risk.

The risk is at its target rating and remains a high rated risk. The risk rating reflects constantly evolving threats that require controls to remain effective and fit-for-purpose to protect the Council from threats to its information security.

CRR0039	Information Governance	Medium (15)	Medium (9)
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This risk is focused on the obligations of the Council to meet requirements of the UK General Data Protection Regulations (GDPR) and ensuring that the appropriate processes, procedures and behaviours are embedded to meet requirements.

The Council continues to monitor and report on performance against targets for responding to increasing volumes of Freedom of Information and Subject Access Requests, and continues to improve its response rates while balancing the priorities of front line services.

Controls in relation to mapping organisational data that is shared internally and externally have been strengthened.

In response to innovative technological developments, the Council has developed a policy to provide direction on the use of Artificial Intelligence, ensuring that personal sensitive data from either residents, or people who use our services and commercially sensitive data is used correctly and appropriately.

Since this risk was last reported to this Committee, there has been significant progress made on improving response rates to Freedom of Information Requests, this is reflected in the performance monitoring reports for quarter three of 2024/25. There has been a focus on improving Subject Access Requests processes, and there has been improvement in performance in this area, as reported to this Committee in January. The risk rating will be reviewed when the performance monitoring metrics are in line with regulatory requirements.

CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment	High (16)	Medium (10)
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This risk focuses on the need for effective governance and decision making as well as robust internal control mechanisms to support timely and challenging policy decisions.

The external auditor stated several areas of improvement during the year, including workshops, a review of written governance processes and a Member development survey, although they also noted that culture, behaviours and standards should keep pace with improvement work.

The risk rating has been reduced, which acknowledges the positive direction of travel highlighted by the external auditors, although a Key Recommendation and improvement recommendation was made in the 2023/24 Annual Auditor's report that the council is responding to.

CRR0049	Fraud and Error	Medium (10)	Low (5)
<p>This risk acknowledges the risk of fraud and/or error that exists within any organisation and the need for the council, like all public bodies, to be attuned to the risks facing their organisations and the public sector.</p> <p>The Counter Fraud team recently reported that cyber enabled fraud continued to be a risk for all organisations.</p> <p>The direction of travel for this risk has remained static, and the Counter Fraud team have been delivering several fraud awareness sessions and are part of the Serious and Organised Crime cross directorate working group.</p>			
CRR0053	Asset Management and Degradation and associated impacts, linked to Capital Programme affordability.	High (25)	High (16)
<p>This risk is focused on the degradation of organisational assets due to financial pressures, affordability of the capital programme, and the uncertainty surrounding grant funding for capital expenditure, with particular concern relating to impacts on our ability to meet operational requirements and/or statutory duties and invest in infrastructure. The major risks and issues associated with the capital programme have been discussed as part of the budget process.</p>			
CRR0058	Capacity and capability of the workforce	High (16)	Medium (12)
<p>This risk is focused on the capacity and skills of the workforce. The Council continues to experience high demand for services, with the strain on the existing workforce impacting their capacity. The number of workforce related risks identified across the organisation equates to approximately third of all risks being monitored by the Council, maintaining the position from last year.</p> <p>Continuation of skill shortages nationally in key areas, create challenges with attracting suitably qualified and capable staff, retaining them to ensure sufficient capacity and capabilities to deliver services continues to be reported as a challenge across directorates.</p> <p>The organisation continues to be subject to significant change across services while delivering 'business as usual' services.</p>			

CRR0059	Significant failure to bring forecast budget overspend under control within budget level assumed	High (25)	Medium (9)
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This risk is focused on the Council’s legal duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities. The most significant overspends (and budgeted spending growth) in both 2022-23 and 2023-24 are in adult social care and children’s services.

The Council has set the budget recovery strategy – *Securing Kent’s Future* – to address the in-year and future years financial pressures the council is facing and the specific and broader action that can be taken to return the council to financial sustainability.

Finance and performance monitoring progress reports are being considered at every Cabinet meeting to ensure the focus on *Securing Kent’s Future* remains until the council’s financial position is stabilised.

The position in Adult Social Care & Health continues to be the main focus and the forecast overspend as at Quarter 3 of 2024-25 has increased by £2.9m and is now £35.4m. The rest of the Council is generally underspending, which partly offsets the overspend in ASCH. A rapid review of current savings plans with ASCH has been undertaken to identify where savings may be accelerated and where new savings may at least partly offset the projected overspend in this financial year.

Following reporting of quarter three financial performance to Cabinet in January and in light of the overspend focused in the ASCH directorate, this risk will be reviewed.

CRR0065	Implementation of fit-for-purpose Oracle Cloud system.	Medium (10)	Low (5)
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This risk is focused on the implementation of a fit-for-purpose Oracle Cloud system.

This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk.

It is essential that the programme demonstrates robust governance, change and programme management, especially at a time where organisational capacity is stretched, with several major change activities in train.

3. Chief Executive’s and Deputy Chief Executive’s Departments’ risk profile

3.1 The Chief Executive’s and Deputy Chief Executive’s Departments hold a total of six risks between them on their departmental registers.

Table 1 - Deputy Chief Executive' Department Risk Register Summary

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2024
DCED0006	Border controls – Entry and Exit system	Medium (15)	Low (5)	New Risk
DCED0004	External supplier resource capacity	Medium (12)	Low (4)	↔
DCED0003	Departmental resource capacity	Medium (12)	Medium (9)	↔
DCED0002	Anti-bribery and corruption	Low (4)	Low (4)	↔

Table 2 - Chief Executive' Department Risk Register Summary

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2024
CED0003	Departmental resource capacity	High (16)	Medium (9)	New Risk
CED0004	Modernisation of financial operations	High (16)	Medium (8)	New Risk

- 3.2 There is one new risk in the DCED department (DCED0006) which is focused on the pending changes to border controls, primarily the entry and exit system (EES) at Dover docks. The responsibility for a number of controls and mitigating actions sit in services within the DCED department, therefore this risk is held on the departmental register for monitoring purposes. It should be noted that implementation of EES has been delayed by the EU due to a lack of readiness of core systems in three key countries. EES will now be a gradual rollout with the European Travel Information and Authorisation System (ETIAS) being implemented six months later.
- 3.3 Two risks have been added to the CED department risk register since risks were last reported to this Committee in March 2024. A high rated risk (CED0003) refers to the capacity pressures being experienced within several services in the department. Lastly, CED0004 is focused on the need for the Council to modernise its approach to financial management to improve efficiency, accuracy and timeliness of financial processes.

- 3.4 The departmental risk registers have been reviewed and amended during the year with quarterly reporting into the Departmental Management Teams, with the most recent review and discussion in January 2025.

4. Recommendation

Recommendation:

The Policy & Resources Cabinet Committee is asked to **consider** and **comment** on the risks presented.

5. Background Documents

- 5.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <https://kentcountycouncil.sharepoint.com/sites/KNet>

Contact details

Report Authors:

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Appendix 1 - Corporate Risks - Policy and Resources Committee

Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	3	Red	6	Total	9
Current Risk Level Changes				1	-4	↓	1 -4

0	1	1	0	3
0	0	0	2	1
0	0	0	0	0
0	0	0	0	1
0	0	0	0	0

Risk Ref	CRR0009	Risk Title and Event	Assigned To	Last Review date	Next Review			
		Future financial and operating environment for Local Government	John Betts	20/01/2025	20/04/2025			
		Levels of spending and growth pressures across services outstrip the Council's core spending power, threatening the financial sustainability of KCC, its partners and service providers.						
		In order to set a balanced budget, the council is likely to have to continue to make significant year on year savings.						
		Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen.						
		Continued delays and uncertainty surrounding review of local government funding impacts on KCC's medium term financial planning.						
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
The Government's Autumn Budget 2024 statement and subsequent Local Government Finance Settlement only covered 2025-26, with no indicative allocations for subsequent years, although there was a promise of multi-year settlements from 2026-27 onwards. This means that the forecasts for later years are speculative, consequently planning has to be sufficiently flexible to respond accordingly. 2025-26 and the medium term to 2027-28 are likely to	Unsustainable financial situation and potential drawdown from reserves, ultimately resulting in s114 notice.	High		<ul style="list-style-type: none"> Developing better scrutiny of spending bids and more detailed savings plans, to improve the overall robustness of the budget setting process, thereby improving financial resilience. 	John Betts A	-Accepted	31/03/2025	High
	Failure to delivery statutory obligations and duties or achieve social value.	25 Major (5)		<ul style="list-style-type: none"> Processes in place for monitoring delivery of John Betts savings and challenging targets to bear down on future cost growth, as well as the budget as a whole. 		Control		16 Serious (4)
	Potential for partner or provider failure – including sufficiency gaps in provision.	Very Likely (5)		<ul style="list-style-type: none"> Quarterly budget meetings between Chief Executive and Corporate Director for Finance with Corporate Directors as relevant. 	John Betts	Control		Likely (4)
	Reduction in resident satisfaction and reputational damage.			<ul style="list-style-type: none"> Forecasts for future spending growth to be revised as necessary once estimates become more certain and only finalised in controllable budgets once uncertainties have been resolved. 	John Betts	Control		

Risk Register - Corporate Risk Register

<p>continue to be exceptionally challenging and will require significant spending reductions. Even though overall net cash is increasing, this is not sufficient to keep pace with forecast spending demands. There is also no certainty that additional central government funding to address spending pressures in social care will be baselined/continued for future years. The level of savings required in 2025-26 and over the medium term continues to be higher than in recent years, driven largely by growth in spending rather than cuts in funding, representing a new challenge. A significant financial risk for the Council is the continuing and increasing underlying deficit and accumulated debt on the High Needs Block of Dedicated Schools Grant (DSG).</p> <p>An English Devolution White Paper was published at the end of 2024, which signals significant changes to the operating environment for the local government sector.</p>	<p>Decline in performance.</p> <p>Legal challenges resulting in reputational damage to the Council.</p> <p>Impact on Council Tax.</p>		<ul style="list-style-type: none"> • Regular "Star Chamber" budget reviews involving the Chief Executive Officer, section 151 Officer and Corporate Directors to scrutinise progress against agreed budget savings. John Betts • Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation. John Betts • Regular review of HM Treasury forecasts and Government planned spending levels for Local Government. John Betts • KCC Strategic Reset Programme established and reprioritised to focus on key budget delivery programmes. Amanda Beer • Budget Recovery Strategy - Securing Kent's Future - set to address the in-year and future years' financial pressures the council is facing and the specific and broader action that can be taken to return the council to financial sustainability. Roger Gough • Financial analysis conducted after each Chancellor of the Exchequer Budget Statement to review potential implications for future local government settlements. Dave Shipton • Ensure evidence of any additional KCC spend required to cover impacts relating to new burdens imposed. Dave Shipton • Engagement with CCN, Society of County Treasurers and other local authorities and Government of potential opportunities and issues around devolution and public service reform David Whittle • Ongoing policy analysis of the devolution agenda and devolution deals agreed by the government David Whittle • Regular monitoring and oversight of progress against KCC's 'Safety Valve' agreement with the Department for Education (DfE). Sarah Hammond 	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> • KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet. 	Matthew Wagner	Control		
			<ul style="list-style-type: none"> • Ongoing monitoring and modelling of changes in supply and demand in order to inform strategies and service planning going forward. 	Matthew Wagner	Control		
			<ul style="list-style-type: none"> • Regular analysis and refreshing of forecasts to maintain a level of understanding of volatility of demand which feeds into the relevant areas of the MTFP and business planning process. 	Corporate Directors CD	Control		
			<ul style="list-style-type: none"> • Assessing impact and responding to Government plans with the potential for significant financial implications for the Council, including adult and children's social care, charges to waste collection arrangements etc. 	Corporate Directors CD	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0053	Risk Title and Event	Assigned To	Last Review da	Next Review			
		Asset Management and Degradation and associated impacts, linked to Capital Programme affordability	John Betts	09/01/2025	20/04/2025			
Impact on ability to meet operational requirements and/or statutory duties.								
Increase in maintenance backlogs.								
Emergency works on essential sites are prioritised to avoid serious health and safety incidents, with knock-on impacts for non-priority sites.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Assets not being invested in sufficiently or adequately maintained now will require future additional spend to maintain with the possibility of reactive costs which may create a revenue pressure.</p> <p>Ongoing investment to maintain and modernise our assets competes with the priority to protect frontline services from effects of public sector funding restraint.</p> <p>The level of borrowing to fund the capital programme and the impact on the revenue budget is significant.</p> <p>The uncertainty includes capital expenditure funded by grants, many of which are crucial to delivery of statutory services.</p> <p>There are a number of geo-political uncertainties in the current environment which</p>	<p>Business interruption due to increasing level of reactive / emergency repairs, or parts of estate decommissioned (in whole or partially if deemed unsafe).</p> <p>Health and safety incidents (potentially serious) associated with asset degradation.</p> <p>Inability to meet statutory duties e.g. lack of appropriate school place provision.</p> <p>Non-priority sites may not be maintained to a sufficient standard and may not be safe and fit for purpose, leading to building closures.</p> <p>Delays result in additional inflationary costs.</p> <p>Funding annual rolling programmes from borrowing is unsustainable.</p> <p>Reputational damage as a result of building closures or any impact on service delivery.</p>	<p>High</p> <p>25</p> <p>Major (5)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> Papers to Secretary of State seeking approval to increase school financial thresholds 10 year 24-34 capital programme published. This identified projected costs for some of the rolling programmes and a separate section of potential stand-alone projects which are markers, and will need to have a full business case and identified funding planned, evaluated and agreed. Lobbying of Government in relation to capital funding. Review of current policy of no new external borrowing agreed in principle with senior Members, with potential impact on the capital programme from 2026/27. Asset safety factors associated with our assets are given priority during the budget setting process. An annual programme of planned preventative maintenance is undertaken at KCC sites by the relevant Facilities Management contract partners Health and Safety Team in place in advisory capacity to ensure compliance with Government and HSE guidelines. Premises Officers in place to visit schools and support them with forecasting maintenance budgets. 	<p>Joanne Taylor</p> <p>Cath Head</p> <p>John Betts</p> <p>John Betts</p> <p>Tony Carty</p> <p>Maria Kelly</p> <p>Joanne Taylor</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>30/04/2025</p>	<p>High</p> <p>16</p> <p>Serious (4)</p> <p>Likely (4)</p>

Risk Register - Corporate Risk Register

<p>additionally impact on the financial and operating environment.</p> <p>Current inflationary pressures are impacting on the capital programme significantly.</p> <p>Expectations of key stakeholders on capital spend.</p> <p>Risks associated with changes in legislation related to developer contributions. This could lead to a requirement for significant forward funding.</p>				<ul style="list-style-type: none"> • The most urgent works will be completed on the agreed, prioritised sites. • Infrastructure works with Assistant Education Directors to communicate to schools regarding their obligations for maintenance and their responsibilities for repairs under financial thresholds • External funding bid for 'schools rebuilding programme' (DfE) was submitted, and successful for Birchington Primary School. • Review of KCC estate – Future Assets Programme. Business cases for each of the three workstreams are being developed (Office Estate, Community Buildings, Specialist Assets) with associated consultations. • Lobbying central Government re capital grants relating to Highways. 	<p>Joanne Taylor</p> <p>Joanne Taylor</p> <p>Joanne Taylor</p> <p>Rebecca Spore</p> <p>Haroona Chughtai</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Risk Ref	CRR0059	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Significant failure to bring forecast budget overspend under control within budget level assumed	John Betts	20/01/2025	20/04/2025		
Risk of significant adverse variance to the level of savings and income agreed in KCC's budget.							
Spending growth pressures significantly exceeds forecasts.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>The Council is under a legal duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities.</p> <p>The latest revenue forecast position for 2024-25 was an overspend of £23m (excluding schools), based on Q3 data.</p> <p>The most significant overspend in 2024-25 relates to adult social care.</p> <p>Urgent action is required to bring revenue spending down to a sustainable level, both within the current financial year and over the medium term (see CRR0009) to safeguard the council's financial resilience and viability.</p>	<p>The level of reserves as % of revenue and sustainability of reserves based on recent levels of drawdown put the council at the top of the lower quartile of county councils.</p> <p>Council reserves further depleted below a sustainable position.</p> <p>Impact on service delivery.</p> <p>More imminent danger of financial failure – ultimately issuing of s114 notice by Corporate Director Finance (s151 Officer).</p> <p>Negative impact on MTFP three year plan.</p>	<p>High</p> <p>25</p> <p>Major (5)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> To maximise scope of effective scrutiny by all Members, there has been a review of meetings and agendas to ensure appropriate focus on core activity on the budget, key decisions and performance relating to "Securing Kent's Future", including regular finance update reports to Cabinet, Scrutiny Committee and Policy and Resources Committee. Council's Budget Strategy, linked to Securing Kent's Future, confirmed at County Council Budget meeting in February 2024 and confirms key principles to abide by. Section 151 Officer meeting weekly with the Leader, Deputy Leader (Cabinet Member for Finance), Chief Executive Officer and Monitoring Officer to provide progress updates. Finance and performance monitoring progress reports will be considered at Cabinet meetings to ensure the focus on Securing Kent's Future remains until the council's financial position is stabilised. Budget monitoring will continue to include a full report on all budgets on a quarterly basis with exception reports in the intervening months focussing on the largest and most volatile areas of spending. Savings delivery plans and monitoring processes in place. 	<p>Benjamin Watts</p> <p>John Betts</p> <p>John Betts</p> <p>John Betts</p> <p>John Betts</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Medium</p> <p>9</p> <p>Significant (3)</p> <p>Possible (3)</p>

			<ul style="list-style-type: none"> • Analysis and enhancements to financial reporting introduced to better identify the underlying drivers for the main budget variances and the impacts and dependencies of management action and policy choices to reduce the forecast overspend. 	John Betts	Control		
			<ul style="list-style-type: none"> • Quarterly budget meetings between Cabinet Member and Finance and Corporate Directors 	John Betts	Control		
			<ul style="list-style-type: none"> • The Council's Financial Regulations (and delegation levels within), "Spending the Council's Money" and Code of Corporate Governance, to ensure they remain fit for purpose in the current environment. 	John Betts	Control		
			<ul style="list-style-type: none"> • Robust delivery plan information has been developed for 2024/25 – milestones, risks, dependencies etc, and will be reported to Strategic Reset Board. 	Dave Shipton	Control		
			<ul style="list-style-type: none"> • Regular SRP engagement with Directors following approval of delivery plans in April 2024 	Brett Appleton	Control		
			<p>Bi monthly presentation of delivery plan monitoring and exceptions to the SRP programme board</p>				
			<ul style="list-style-type: none"> • Analytics function used to undertake detailed analysis of the main areas of overspend. 	Matthew Wagner	Control		
			<ul style="list-style-type: none"> • Equality Impact Assessment screening will be completed for any alternative and / or additional savings necessary under the recovery plan. 	Corporate Management Team	Control		
			<ul style="list-style-type: none"> • Budget Recovery Plan - Securing Kent's Future - being developed to address in-year forecast overspend and outline a pathway to future financial sustainability. This includes focusing predominantly on the material spending areas of council activity and those with the greatest forecast variances from the approved budget. 	Corporate Management Team	Control		

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			<ul style="list-style-type: none"> Any adverse variations to agreed savings / income are swiftly identified with compensating actions agreed with management. Resource Accountability Statements signed off by Corporate Directors. 	<p>Corporate Management Team</p> <p>Corporate Management Team</p>	<p>Control</p> <p>Control</p>		

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Risk Ref	CRR0014	Risk Title and Event	Assigned To	Last Review da	Next Review			
		Cyber & Information Security Resilience	Lisa Gannon	13/12/2024	13/03/2025			
Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Malicious (intentional) actions against KCC from individuals, cyber criminals and state sponsored attacks.	Data Protection breach and consequent Information Commissioner's Office (ICO) sanction. Damages claims. Reputational Damage.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> Reviewing visibility of CSG's risk profile regarding cyber security, to provide reassurance that the use of any shared resources or other inter dependencies from a cyber perspective are continually understood. 	James Church	A -Accepted	31/03/2025	High 20 Major (5) Likely (4)
Supply chain compromise including third party data transfers, vulnerabilities in purchased equipment and supplier system breaches.	Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated. Loss or corruption of data. Loss of key systems potentially impacting ability to deliver statutory services.			<ul style="list-style-type: none"> Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly. 	Paul Royel	Control		
Human error leading to staff revealing information or taking actions which assist malicious actors in being able to affect systems or data, including responding to phishing emails and losing account credentials.	Partners unable to discharge their duties Complaints			<ul style="list-style-type: none"> Supply chain risk management program including keeping an inventory of all ICT suppliers and third party data transfers, cyber requirements built into procurement, regular assurance of supplier security to ISO 27001 and Cyber Essentials, and regular risk assessments carried out to identify supply chain risks. 	James Church	Control		
Compromise of physical security controls and/or infrastructure including unauthorised access to data centres, network cables and natural disaster (flood, fires etc.)				<ul style="list-style-type: none"> Security engagement, training and awareness. Ongoing program of security engagement, training and awareness, upskilling staff to reduce human error. This includes communications, e-learning and training for staff. 	James Church	Control		
Gaps in existing resources and capabilities, including technological controls and resource challenges in provider's operational teams.				<ul style="list-style-type: none"> Frequent security audits, penetration tests and compliance submissions External review of security posture provides validation that our controls work and are being managed effectively. 	James Church	Control		

			<ul style="list-style-type: none"> • Multiple layers of logical, physical and administrative security controls Defence in depth is a key cyber security concept that the Authority adheres to, involving multiple layers of security control for protection from various threats. 	James Church	Control		
			<ul style="list-style-type: none"> • Cyber standards and risk assessment have been included into the central ICT commissioning framework 	James Church	Control		
			<ul style="list-style-type: none"> • Internal assurance programme including audits, risk assessment and vulnerability management Completion of internal audits and assurance audits to ensure cyber is being managed effectively. Continuing to action audit recommendations via the Consolidated Security Action Plan. Risk assessments completed on new implementations to ensure that cyber risks are highlighted and treated. Vulnerability management activities to identify and treat vulnerabilities in good time. 	James Church	Control		
			<ul style="list-style-type: none"> • Investment in and implementation of new controls and technologies including capabilities of M365 E5 licenses. Cyber security threats are constantly evolving and therefore new tools and capabilities are required to keep up and mitigate the risk. 	James Church	Control		
			<ul style="list-style-type: none"> • Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. Progress rates monitored regularly. 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Additional messages warning staff of cyber threats are being sent out regularly. 	Diane Christie	Control		
			<ul style="list-style-type: none"> • Messages to encourage increased awareness of information security amongst staff are to be communicated to align with key implementation milestones of the ICT Transformation Programme. 	Diane Christie	Control		

Risk Register - Corporate Risk Register

Risk Ref	CRR0058	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Capacity and capability of the workforce	Paul Royel	22/11/2024	22/02/2025		
<p>Workforce capacity challenges - insufficient staff to meet service demands.</p> <p>Capacity pressures within the management, and leadership teams potentially impacting time for reflection and decision making.</p> <p>Impact on budgets from use of agency staff/contractors to fill roles to support service delivery.</p> <p>There is a risk that services may not have the capacity to deal with the additional demand and associated cost pressures or may have to reduce quality to meet the need.</p> <p>Complaints from Kent residents</p> <p>Lack of depth / resilience of key personnel or teams.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>KCC is experiencing increasing demand for services due to whole system pressures which placing pressure on the existing capacity of the workforce.</p> <p>As a result of the complexity and volatility of issues being faced in the organisation capacity in within the management, and leadership teams is stretched.</p> <p>Increasing complexity of issues being faced by KCC require capable and experienced officers with potentially different skill sets.</p> <p>The financial position of the Council limits the ability to manage in spikes operational</p>	Adverse impact on productivity	High		<ul style="list-style-type: none"> Review of pay strategy to ensure it remains competitive and sustainable for the future. Ian Allwright Exit and retention surveys in place to identify drivers for both leavers and for those who chose to stay Diane Christie Targeted advice, support and interventions available via HR business partners for areas of particular recruitment / retention concern relating to key roles. Paul Royel Workforce planning and appropriate career development and succession planning mechanisms in place. Paul Royel Delivery of the People Strategy for 2022 approved by Personnel Committee Paul Royel KCC's Organisation Design principles set out and periodically refreshed and monitored to ensure they remain fit for purpose. Paul Royel 	A -Accepted	31/03/2025	Medium
	Negative impact on performance and / or delivery of statutory functions or services.	16 Serious (4)			A -Accepted		12 Serious (4)
	Lack of experienced staff with specialist skills	Likely (4)			Control		Possible (3)
	Reliance on interim and agency staff potentially impacting stability of teams and consistency of service.				Control		
	Inability to progress service development.				Control		
	Low staff morale and negative impact on wellbeing, potentially leading to burn out.				Control		
	Loss of discretionary effort/goodwill.						


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<p>demand by way of recruitment.</p> <p>To support capacity, use of agency staff is increasing.</p> <p>Newly qualified professionals in services require adequate time and support from senior officers, which has secondary capacity impacts.</p> <p>Impacts of supporting secondments on teams and services with limited capacity or on difficult to resource roles.</p> <p>As well as national skills shortages in key areas, attracting suitably qualified, skilled and experienced staff, and retaining them to ensure sufficient capacity and capabilities to deliver services continues to be reported as a challenge across directorates. This is influenced by internal and external factors such as the financial position of the Council, local and national elections and the subsequent political uncertainty.</p>	<p>Impact on delivery of projects to expected time scales.</p> <p>Employer and Service Reputational damage</p> <p>Negative impact on budgets and savings plans</p>			<ul style="list-style-type: none"> • Workforce profile report for the Personnel Committee gives detailed analysis on staffing levels and provides comparator information on previous years – now being provided more regularly to Personnel Committee for Member oversight and scrutiny. • Communication, implementation and measurement of the impact of the People Strategy. • Delivery of the Change Support Hub to provide suite of tools, knowledge, models, videos and change related resources to support leaders, managers, staff, and project delivery teams. The aim of the Change Hub is to aid employees to build change understanding and skills at a time right for them, to support the delivery of KCC ambitions through its many change programmes. • Delivery of Management Development activities to provide clarity and guidance for KCC managers on their responsibilities and accountabilities, including focus on key areas, such as digital, hybrid, equality, inclusiveness. • Regular staff survey conducted, followed by facilitation of engagement and action plans with senior management. Includes predictive analytics to explore key drivers of intention to leave to enable appropriate responses to develop. • Promoting even more regular communications between managers and their teams while working remotely via "Good Conversations" tools etc. 	<p>Paul Royel</p> <p>Paul Royel</p> <p>Janet Hawkes</p> <p>Janet Hawkes</p> <p>Diane Christie</p> <p>Diane Christie</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> • Communications and engagement campaigns will be delivered to support the implementation and embedding of People Strategy priorities. In particular, building awareness, understanding and use of our employee package will support staff retention. • Implementation of action plans arising from latest staff survey (conducted November 2023) 	<p>Kirsty Ireland</p> <p>Corporate Management Team</p>	<p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

Risk Ref	CRR0045	Risk Title and Event	Assigned To	Last Review da	Next Review		
Maintaining effective governance and decision making in a challenging financial and operating environment.			Amanda Beer	05/02/2025	05/05/2025		
Members are unwilling or unable to agree necessary policy (service) decisions within required timescales to deliver a legally balanced budget and sustainable medium term financial plan (MTP). Members agree a budget requiring unrealistic and undeliverable efficiency savings leading to significant in year overspends. Statutory officers (S151, Monitoring Officer, Head of Paid Service) are required to use their powers to intervene or alert the Council to inappropriate/illegal decision making.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>The continuation of a challenging financial and operating environment for Local Government (see risk CRR0009) will require difficult policy decisions to be made in a timely manner, which requires continued effective governance and decision making as well as robust internal control mechanisms. Examples from other local authorities has shown the impact that ineffective decision making can have on financial resilience.</p> <p>KCC's constitution explicitly references the demarcation of Member and Officer roles, which consequently places dependency on the effectiveness of the member governance of the Council.</p> <p>In October 2023 the External Auditors issued a report on governance arrangements at the Council, which identified 22 recommendations including around strategic arrangements</p>	<p>Decisions challenged under judicial review on the appropriateness of the decision-making within KCC. Monitoring Officer / Head of Paid Service statutory report to Council. Reputational damage to the Council. S114 Notice issued by the S151 Officer.</p>	High	20	<ul style="list-style-type: none"> • Medium Term Financial Plan and Budget Book agreed by Full Council and support/briefings provided for all political groups by officers on budget development options 	John Betts	Control	Medium
		16		<ul style="list-style-type: none"> • Effective internal audit arrangements in place and robust monitoring arrangements for the delivery of internal audit recommendations to Governance & Audit Committee 	John Betts	Control	Unlikely (2)
		Serious (4)	-4	<ul style="list-style-type: none"> • Appropriately detailed and timely financial monitoring reports considered by Cabinet and Cabinet Committees 	John Betts	Control	
		Likely (4)		<ul style="list-style-type: none"> • Governance reviews from across the Local Government sector are analysed to identify any lessons learned and reported to relevant stakeholders, including Governance & Audit Committee. 	John Betts	Control	
				<ul style="list-style-type: none"> • Appropriate officer development and training programme in place and overseen by CMT 	Paul Royel	Control	
				<ul style="list-style-type: none"> • Regular review of KCC Operating Standards and any necessary amendments are approved by CMT 	Amanda Beer	Control	
				<ul style="list-style-type: none"> • Budget Recovery Strategy - Securing Kent's Future - set, to address the in-year and future years' financial pressures the council is facing and the specific and broader action that can be taken to return the council to financial sustainability. 	Roger Gough	Control	

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<p>for delivering priorities, effective challenge to and scrutiny of decisions and the Councils structure, systems and behaviours.</p> <p>The External Auditors referred to their October 2023 report in their Annual Report of 2022/23, raising a key recommendation in regard to significant weaknesses in arrangements for governance, and noted that the same recommendation had been made in 2021/22. This was supported by findings in the Monitoring Officers annual governance statement who has noted that improvements need to be made if governance is to be effective, in both the 2021/22 and 2022/23 reports.</p> <p>The external auditor stated that there have been areas of improvement during the year including workshops, review of written governance processes and a Member development survey, however they also concluded that the culture, behaviours and standards should also keep pace with improvement work.</p>			<ul style="list-style-type: none"> • Appropriate performance reporting of service and corporate performance to Cabinet, Cabinet Committee and Full Council • Appropriate and effective corporate risk management procedures in place for the Council • Operating standards for KCC officers that support KCC's constitution published on KNet, signposting officers to essential policy information and additional guidance on specific topics, to help officers discharge their responsibilities effectively. • Informal governance arrangements authorised by the KCC Constitution have been published on KNet as a practical guide for how officers work with elected Members to help them support effective decision making for our service users, residents and communities. • Regular reporting to Governance & Audit Committee of implementation of the actions identified within Annual Governance Statements, and actions raised at Governance and Audit Committee, in addition Members and key stakeholders have access to PowerBi suite which captures all actions and progress to date. • Key and significant decision-making process in place for Executive decisions and appropriately published Forward Plan of Executive Decisions • Annual Governance Statement (AGS) arrangements in place with returns made across both senior and statutory officers • Democratic Services support effective Committee governance and scrutiny arrangements. • Member and Officer codes of conduct in place and robustly monitored and enforced 	<p>David Whittle</p> <p>David Whittle</p> <p>David Whittle</p> <p>David Whittle</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> • Member development and training programme in place and overseen by Selection and Member Services Committee 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Completion of the activities required, including the review of the Constitution, to ensure that the Chief Executive Officer (CEO) has a fit for purpose support and governance structure (as agreed by the County Council) to continue the effective discharge of duties. 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Following the publication of the 2021/22 AGS, a dedicated team was assembled within the Governance, Law and Democracy function to improve the awareness and application of governance and decision making across the council. 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Provision for Chief Officers to seek written direction from Executive Members within the KCC Constitution 	Benjamin Watts	Control		

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Risk Ref	CRR0039	Risk Title and Event	Assigned To	Last Review da	Next Review			
Information Governance			Benjamin Watts	16/12/2024	16/03/2025			
<p>Failure to embed the appropriate processes, procedures and behaviours to meet regulations. Failure to meet regulatory reporting deadlines. KCC is currently not meeting reporting requirements for FOI requests. Information security incidents (caused by both human error and / or system compromise) resulting in loss of personal data or breach of privacy / confidentiality. Council accreditation for access to government and partner ICT data, systems and network is withdrawn. Providers and or suppliers processing KCC data fail to embed the appropriate processes and behaviours. Poor data quality negatively impacts AI algorithms</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The Council is required to maintain the confidentiality, integrity and proper use, including disposal of data under the Data Protection Act 2018, which is particularly challenging given the volume of information handled by the authority on a daily basis. The Council has regulatory obligations into the management of SAR/FOI/EIR requests</p> <p>United Kingdom General Data Protection Regulations (UK GDPR) came into effect that have introduced significantly increased obligations on all data controllers, including the Council.</p> <p>The Covid-19 pandemic has introduced new risks e.g., staff adapting to new ways of working and increasing information security threats. There is insufficient resource available to undertake comprehensive oversight /</p>	<p>Information Commissioner's Office sanction (e.g., undertaking, assessment, improvement, enforcement or monetary penalty notice issued against the Authority).</p> <p>Serious breaches under UK GDPR could attract a fine. Increased risk of litigation. Reputational damage. Bias presenting in AI algorithms impacting outcomes and decision making</p> <p>Loss of trust in automated decisions</p>	Medium		<ul style="list-style-type: none"> Supply chain risk management program including keeping an inventory of all ICT suppliers and third party data transfers, cyber requirements built into procurement, regular assurance of supplier security to ISO 27001 and Cyber Essentials, and regular risk assessments carried out to identify supply chain risks. 	James Church	Control		Medium
		15		<ul style="list-style-type: none"> Data breach process enhanced by automated system, changes included auto reminders to services where further information is required. More data is available on service performance in relation to breach management and also allow for timely escalation where appropriate 	Peter Healey	Control		9
		Significant (3)		<ul style="list-style-type: none"> Senior Information Risk Owner for the Council appointed with training and support to undertake the role. 	David Whittle	Control		Significant (3)
		Very Likely (5)		<ul style="list-style-type: none"> Caldicott Guardian appointed with training and support to undertake the role 	Richard Smith	Control		Possible (3)
				<ul style="list-style-type: none"> Overarching policy for use of Artificial Intelligence is in place and has been communicated to the wider organisation 	Benjamin Watts	Control		
			<ul style="list-style-type: none"> Implementation of action identified within the 2023/24 consolidated annual governance action plan – Information Asset Owners assurance on data controls within the supply chain 	Benjamin Watts	Control			

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<p>assurance activity that provides assurance on compliance with existing information governance standards. There is a critical dependency on the Council's Local Authority Trading Companies (CBS) and other material third parties to support Information Governance compliance for the KCC systems and network. KCC services' requirement for non-standard systems creates vulnerabilities. Failure to manage data lawful when using automated decision making via algorithms</p>			<ul style="list-style-type: none"> • Staff are required to complete mandatory training on Information Governance and Data Protection and refresh their knowledge every two years as a minimum. • KCC are not meeting required deadlines for FOI returns. Paper to CMT regarding causes and requirements of services, • A number of policies and procedures are in place including KCC Information Governance Policy; Information Governance Management Framework; Information Security Policy; Data Protection Policy; Freedom of Information Policy; and Environmental Information Regulations Policy all in place and reviewed regularly. Data Protection Officer in place to act as a designated contact with the ICO. • Implementation of recommendations from working from home and records management audits. • Management Guide/operating modules on Information Governance in place, highlighting key policies and procedures. • Corporate Information Governance Group established, chaired by the DPO and including the SIRO and Caldecott Guardian acting as a point of escalation for information governance issues and further escalation to the Corporate Management Team if required • Privacy notices as well as procedures/protocols for investigating and reporting data breaches reviewed and updated • Information Resilience and Transparency team in place, providing business information governance support. 	<p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Benjamin Watts</p> <p>Caroline Dodge</p> <p>Caroline Dodge</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> • The data capture mapping capture form is in place. Policy guidance requires Information Governance leads to review data maps with the services on a bi annual basis, or as and when a new DPIA is created reflected on the data map. 	Hannah Rumball	Control		
			<ul style="list-style-type: none"> • Data Protection Impact Assessment (DPIA) is supported with a matrix detailing the type of data and its usage. KCC testing of Microsoft Copilot is moving into its second phase, and the DPIA remains a live document and will be updated accordingly. 	Hannah Rumball	Control		
			<ul style="list-style-type: none"> • Cross Directorate Information Governance Working Group in place. 	Hannah Rumball	Control		
			<ul style="list-style-type: none"> • ICT Commissioning function has necessary working/contractual relationship with the Cantium Business Solutions to require support on KCC ICT compliance and audit. 	Sverre Sverreson	Control		

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Risk Ref	CRR0049	Risk Title and Event	Assigned To	Last Review da	Next Review
		Fraud and Error	John Betts	20/01/2025	20/04/2025
<p>Failure to prevent or detect significant acts of fraud or error from internal or external sources, in that within any process or activity there are risks that:</p> <ul style="list-style-type: none"> - false representations made to make a gain or expose another to a loss - failure to notify a change of circumstances to make a gain or expose another to a loss - abuses of position, in which they are expected to safeguard to make a gain or expose another to a loss. <p>Given the size and complexity of KCC, with a significant number of payments going to a wide range of suppliers and other public bodies, whom have a legitimate need to amend their bank details, that this process is used to submit a fraudulent change of bank details (mandate fraud) to KCC in order to divert funds.</p> <p>Compromise of physical security controls and/or infrastructure including unauthorised access to ICT systems could lead to fraudulent access and/or use of data.</p>					

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
As with any organisation, there is an inherent risk of fraud and/or error that must be acknowledged and proactively managed. KCC is a commissioning authority and therefore need adequate controls in place to protect public money.	Financial loss leading to pressures on budgets that may impact the provision of services to service users and residents.	Medium 10 Moderate (2)		<ul style="list-style-type: none"> All tendering specification will include a requirement for the tenderer to provide details on what procedures they have in place to prevent fraud from occurring within the contract, both in the service delivery and invoicing into KCC. Support in evaluating these procedures will be obtained from the Counter Fraud Team as part of the overall evaluation process. 	Clare Maynard	A -Accepted	31/03/2025	Low 5 Minor (1) Very Likely (5)
The fraud threat posed during emergency situations is higher than at other times, and all public bodies should be attuned to the risks facing their organisations and the public sector. This is further impacted by inflation and the cost-of-living crisis. It is critical that management implements a sound system of internal control and always demonstrates commitment to it, and that investment in fraud	<p>Reputational damage, particularly if the public see others gaining services or money that are not entitled to, leading to resentment by the public against others.</p> <p>Potential legal challenge.</p> <p>Reputational damage.</p> <p>Poor service delivery.</p> <p>Potentially enabling Serious Organised Crime.</p>	Very Likely (5)		<ul style="list-style-type: none"> KCC is part of the Kent Intelligence Network (KIN), a joint project between 12 district councils, Medway Council, Kent Fire & Rescue and Kent County Council which analyses and data matches financial and personal information to allow fraudulent activity in locally administered services to be detected more proactively within Kent 	Nick Scott	Control		

Risk Register - Corporate Risk Register

<p>prevention and detection technology and resource is sufficient. This includes ensuring that new emerging fraud/error issues are sufficiently risk assessed.</p> <p>As part of the Economic Crime and Corporate Transparency Act (ECCT), a new corporate criminal offence of 'Failure to Prevent Fraud' has been introduced. The offence is intended to hold large organisations to account if they profit from fraud. Under the offence, large organisations may be held criminally liable where an employee, agent, subsidiary, or other "associated person", commits a fraud intending to benefit the organisation.</p>			<ul style="list-style-type: none"> • An agreed Memorandum of Understanding is in effect with partners (District Councils, Police and Fire Service) outlining the minimum standards expected to be applied by collection authorities (District Councils) to address fraud and error relating to council tax and business rates. Additional work jointly funded to identify and investigate high risk cases based on each authority's share of the tax base. This supports the work of the KIN. Dave Shipton • Multiple layers of logical, physical and administrative security controls. James Church <p>Linked to CRR0014 Cyber Security Corporate Risk.</p> <ul style="list-style-type: none"> • KCC reserves the right to carry out a dip sample of due diligence vetting checks in partnership with contract managers to verify declarations of non-involvement. Clare Maynard • Scheme of Delegation - compliance with Delegation Matrix and Spending the Council's Money Clare Maynard • Procurement standards reviewed, including rules relating to "Spending the Council's Money", which have been clarified, to ensure relevant controls are in place to mitigate e.g. declarations of interest for procurement fraud, authorisation levels etc. Clare Maynard • Clear process within relevant Commissioning Departments for procurement under the PCR threshold Clare Maynard • With supplier consent, within the Tender Selection Questionnaire and subsequent contract Terms and Conditions. Clare Maynard • Communication of mandate fraud / cyber security to KCC supply chain. Clare Maynard • Internal Audit includes proactive fraud work in its annual audit plan, identifying potential areas where frauds could take place and checking for fraudulent activity. Jonathan Idle 	Control		
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			<ul style="list-style-type: none"> • Mandatory training - Data Protection and Information Governance training is mandatory and requires staff to refresh periodically. <p>Linked to CRR0014 Cyber Security Corporate Risk.</p>	Benjamin Watts	Control		
			<ul style="list-style-type: none"> • Communication, including messaging to encourage increased awareness of information security amongst staff. <p>Linked to CRR0014 Cyber Security Corporate Risk.</p>	Diane Christie	Control		
			<ul style="list-style-type: none"> • Whistleblowing Policy in place for the reporting of suspicions of fraud or financial irregularity 	James Flannery	Control		
			<ul style="list-style-type: none"> • Training and awareness raising is conducted periodically and is included in the Counter-Fraud action plan. 	James Flannery	Control		
			<ul style="list-style-type: none"> • Preventing Bribery Policy in place, presenting a clear and precise framework to understand and implement the arrangements required to comply with the Bribery Act 2010. 	James Flannery	Control		
			<ul style="list-style-type: none"> • Anti-fraud and corruption strategy in place and reviewed annually 	James Flannery	Control		
			<ul style="list-style-type: none"> • Counter Fraud Action plan in place to manage resources in conducting reactive and proactive work across KCC. 	James Flannery	Control		
			<ul style="list-style-type: none"> • Participate in the National Fraud Initiative exercise every two years to identify any fraud and error within key risk areas. 	James Flannery	Control		
			<ul style="list-style-type: none"> • KCC Counter Fraud & Trading Standards are a member of the Kent Fraud Panel to help inform current fraud trends and emerging risks that may impact KCC and its residents. 	James Flannery	Control		
			<ul style="list-style-type: none"> • Mandate fraud risks are communicated as part of the fraud awareness sessions. 	James Flannery	Control		

Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> Systems of internal control which aim to prevent fraud and increase the likelihood of detection e.g. financial controls such as authorisation of payments and spend. The Corporate Management Team is required to engage the Counter Fraud Team regarding all new policies, initiatives and strategies as per the anti-fraud and corruption strategy, and have relevant fraud risk assessments and mitigating controls in place on specific fraud risks associated with their areas. 	<p>Corporate Management Team</p> <p>Corporate Management Team</p>	<p>Control</p> <p>Control</p>		

Risk Register - Corporate Risk Register

Risk Ref	CRR0065	Risk Title and Event	Assigned To	Last Review da	Next Review				
		Implementation of fit-for-purpose Oracle Cloud system.	Simon Jones		10/03/2025				
Oracle Cloud system not fit-for-purpose.									
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk		
<p>This is a critical programme for the organisation, replacing the current outdated infrastructure. It is a large and complex programme, which carries with it significant inherent risk. There have been reports in the public domain about other implementations that have been fraught with difficulties, so it is important that this organisation-wide risk features on the Corporate Risk Register for visibility and that the programme demonstrates robust governance, change and programme management, especially at a time where organisational capacity is stretched, with several major change activities in train.</p>	<p>1. Most impact on finance - unable to carry out month/year end, paying suppliers/providers/clients and staff and receive payments in to the Authority. 2. Services unable to carry out operational duties. 3. Costs to the Oracle Cloud programme will increase as resources to the programme extended. 4. Reputational impact to the Authority. 5. Increased costs will impact the MTFP and Securing Kent's Future.</p>	Medium		<ul style="list-style-type: none"> Right skills in place to carry out User Acceptance Testing (UAT). Transition / change management planning to be completed. Programme Team to provide Internal communications with regular updates and key messages so that information is given in a timely matter. UAT phases - control points for sign off. Build & Functional Test phases for each module built in to the programme with sign off required at end of each 'build' phase. Pre UAT & Training schedule as part of the programme. 	Ramzan Amin Ramzan Amin Ramzan Amin Ramzan Amin Ramzan Amin	A -Accepted A -Accepted A -Proposed Control Control Control	30/04/2025 28/03/2025 28/03/2025	Low 5 Major (5) Very Unlikely (1)	
		10		<ul style="list-style-type: none"> Owner of control sits with the Service Implementation partner who sit outside of KCC. Agree date of 'change freeze' across all applications that interface with Oracle Cloud readiness assessment (with Service Leads) phase undertaken to map out current processes and how these will fit to the new system taking on board 'ADOPT not ADAPT' Oracle Cloud Board Members to ask their respective areas to ensure that the programme is aware of any proposed changes to the current Oracle System or associated 3rd party systems to enable the programme to impact assess as otherwise it could result in additional costs. 	Simon Jones Simon Jones Simon Jones	Control Control Control			
		Major (5)							
		Unlikely (2)							

From: Peter Oakford, Deputy Leader
Clare Maynard, Head of Commercial and Procurement

To: Policy and Resources Cabinet Committee

Date: 5 March 2025

Subject: Update from the Contract Management Review Group (CMRG)

Classification: Unrestricted

Summary:

This report reflects on the work of the Contract Management Review Group (hereinafter referred to as CMRG or the Group).

The paper summarises the key outcomes and common themes emerging from the contract reviews that have been undertaken and assesses the impact that the Group has had in the time period since the last report to Committee on 10 July 2024. The paper also looks forward to the work programme of the CMRG for the coming six months and identifies opportunities to further improve how the Group is contributing to raising the standard of contract management across the Council.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to **consider** and **note** this report.

1. Introduction

- 1.1 The CMRG was first established in September 2016. Since its establishment, the Group has maintained a key role in identifying and promoting the best practice of contract management across the Council, while highlighting areas for further improvement.
- 1.2 This paper reflects on the contract reviews that have been undertaken since the last update to the Committee, areas of focus identified during the Group's reviews, and emerging themes. This paper outlines the future work programme for the CMRG, and opportunities for continuous improvement and learning.

2. Reflections on CMRG contract reviews since September 2024

- 2.1 The workplan completed across 2024 reviewed contracts covering multiple directorates and a diverse range of services.
- 2.2 Since the last update to Policy and Resources Cabinet Committee in July 2024, the CMRG has met a total of three times and reviewed four contracts identified as being of strategic importance.

2.3 The table below outlines the contracts that have been reviewed at the CMRG. It notes the point at which the contracts were reviewed and the key outcomes following discussion.

Date	Contract/s	Total Value	Review Point	Key Outcome/s
19.09.24	KCC Cleaning Services Corporate	£15,585,000 (including potential extension)	Mid life	The contract management arrangements were positively received by the Group. Further information on commercial performance was requested; contract leads were advised to liaise with KCC finance to understand what additional financial information can be requested from the supplier and provide a clearer understanding of the auditing process of the cleans to help determine performance. The Group discussed and noted recommendations on reviewing the social value model.
5.11.24	People's Voice	£3,761,295 (including potential extension)	Mid life	The contract management arrangements were discussed at length during the Group. Recommendations to re-visit and review KPI wording, contract management oversight, review of contract specification to see if there are savings to be made by reducing activity delivered, and financial information were offered. The contract lead will be re-attending the CMRG later in 2025, prior to any proposed extension.
21.1.25	Safe Accommodation Support Service	£2,790,700 (including potential extension)	Prior to Extension	This prior to extension presentation was well received by the Group, who felt the contract management arrangements were well explained, and practices undertaken to drive cost savings were well received. Recommendations were noted on KPI's to further drive supplier performance.
21.1.25	Kent Integrated Domestic Abuse Service	£23,915,291	Prior to Extension	The presentation detailed the proposed commissioning approach, which was well received by the Group, who noted its thorough and detailed manner.

2.4 The CMRG assessed the above contractual arrangements' level of maturity against different elements of contract management, using the NAO Good Practice Contract Management Framework, which is applied in proportion to the contract's strategic importance.

2.5 Where contractual arrangements were brought to the Group at a prior-to-extension point, the Group sought assurance on the proposed approach from a

commissioning and commercial perspective. The Group, in its advisory capacity, were informed of the forward plans, and the Contract Manager's rationale behind these.

- 2.6 The main challenges posed by the Group surrounded financial performance and the economic and standing of the suppliers. The Group ensured through these conversations that optimum value for money was being achieved, and where it was felt improvements could be made here, through robust commercial conversations and by officers applying commercial acumen in order to achieve best value for money from their contracts.
- 2.7 Where applicable, recommendations from the Group were offered following review of best value, which noted commercial discussions surrounding income generation, further account visibility, and areas of potential cost savings as ways to further improve value for money.
- 2.8 On balance, the maturity of the contract management has been well received by the Group. Officers have been open and transparent during their presentations, detailing where they feel strengths lay, and areas where further improvements can be made. Officers attending the CMRG have been appropriately informed of the areas of strength and where improvements could be made, following the scrutiny of contract management. Identified actions and recommendations, should there be any, are recorded and shared with officers so they are aware of and able to take forward any areas where continuous improvement is required.
- 2.9 The Group's discussions included the review of the commercial performance of these contracts, looking at supplier performance against key performance indicators. The Group scrutinised the number of key performance indicators, the description of the indicators and particular wording, in order to achieve the best commercial performance from suppliers. They sought to ensure each indicator was achievable but would drive supplier efficiencies. The Group looked for assurances for any performance where they felt improvements could be made, and asked presenters to share how any risks were mitigated against.
- 2.10 Added value secured through the contracts were also discussed. The Group reviewed social value arrangements; what additional benefits were being received, how these were reviewed and how suppliers were held to account for the added value commitments, through KPIs. Social Value commitments across the contracts reviewed include donations to local Kent charities, litter picking on Kent beaches and, donations of games and craft supplies to families attending.
- 2.11 The contract's risk and how any identified risks were mitigated against is discussed during the Group. The Group felt that on balance, risks were well documented and known, and should any improvements be noted in this area, officers were open to ways in which continued improvements could be made.
- 2.12 Resources on the management of the contract, and in particular, how these were deployed, and managed, were discussed as part of the review of

contracts. These discussions looked at the general management of the contract and found that resources managing these were appropriate and proportionate.

2.13 Governance arrangements for the contracts were also reviewed by the Group. This has included ensuring that there is appropriate accountability for the contracts, and that any future plans for the contract such as contract extensions, are being appropriately managed and correctly authorised.

3. Future work programme and opportunities for continuous improvement

3.1 The below table sets out the contractual arrangements that will be considered by the CMRG, set out in the future work programme. The contractual arrangements have been selected based on the criteria of strategic importance, value, risk, and complexity:

Date	Contract/s	Total Value	Review Point
18.03.25	Live Well Kent	£30,537,212	Prior to Extension
	Voucher Portal for Social Care	£60,000,000	Prior to Extension
20.05.25	Supported Accommodation	£6,000,000	Mid Life
	Revisit- People's Voice	£3,761,295	Prior to Extension
15.07.25	County Wide Strategic Model	£16,000,000	Mid Life
23.09.25	Hard FM Services Contracts	£220,000,000	Mid Life
25.11.25	Community Services to meet requirements of Advocacy, DOLS and LPS	£5,210,000.	Prior to Extension

3.2 The future work programme was agreed at the CMRG meeting held in September 2024. Further revisions may be required to the future programme of work, should contracts meeting the eligibility criteria be required to attend prior to any extension. This was also noted at the September 2024 meeting, and any amendments involving additional contracts needing to attend prior to extension are noted at the Group meetings.

3.3 The work of the CMRG is of great importance when understanding emerging themes through reviews and findings of the Group. These help to inform future policies and procedures. Lessons learned and emerging themes are shared with Divisional management to help with further insight. The learning emerging from the CMRG help to inform on areas where continuous improvements can be made through our practice, through further training which will be beneficial in our strive to continuously improve the Council's contract management practice, procedures, decisions and practices.

3.4 Feedback received from those attending the CMRG has shown that they value the discussions undertaken during the Group, understanding the need for the scrutiny and challenges offered, as part of a bigger discussion on understanding where strengths and areas for continuous improvement may be evident. Discussions with the Group have been open and honest, which presenters have also valued. Presenters have appreciated the guidance offered, and this being an opportunity to show their contract management practices areas of strength.

4. Conclusion

4.1 The CMRG has continued to offer an important forum for discussion and constructive challenge of our contract management procedures. Through this challenge and by offering an insight into the contract's management practices, it offers assurance and oversight of our commercial rigor, mechanisms for continuous improvement, and our areas of contractual management strength.

5. Recommendations

Policy and Resources Cabinet Committee is asked to **consider** and **note** this report

6. Contact details

Report Author:

Paige Edwards, Commercial Policy and Governance Lead

Katie Smith, Commercial Policy and Governance Officer

Relevant Director/s:

Clare Maynard, Head of Commercial and Procurement

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From: Roger Gough, Leader of the Council
Clare Maynard, Head of Commercial and Procurement

To: Policy and Resources Cabinet Committee

Date: 5 March 2025

Subject: Commercial and Procurement Performance Report
(Quarters 2 and 3, 2024 / 2025)

Classification: Unrestricted

Summary:

This report provides an overview of the performance reporting of the Commercial and Procurement Division (CPD) covering Q2 and Q3 of the 2024/2025 Financial Year.

The paper summarises the CPD and wider Council's achievements in delivering financial benefits and return on investment during this time period, detailing the value added and savings secured through commercial and procurement activity.

Additionally, the report highlights efforts to enhance wider public benefit, such as increased spending with local suppliers, SMEs, and VCSEs. The report also discusses improvements in category management, supplier relationship management, and transparency and compliance.

The paper further addresses the CPD's commitment to improved policies and procedures, governance, investing in staff capability, improved systems, and working collaboratively across the Council and with partners. This is especially important ahead of the new Procurement Act coming into force on 24 February 2025.

Finally, the report outlines the key plans and recommendations for further improvement are highlighted to explain how the Council can continue towards its vision to have the best commercial and procurement function in local government.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to:

- **Consider** and **note** this report.
- **Approve** a six monthly reporting frequency to the Committee on these matters.

1. Introduction

- 1.1. The Commercial and Procurement Division (CPD) was launched in September 2023 with a vision of becoming the best commercial and procurement function in local government, working in partnership across the whole Council to help ensure we collectively deliver best value for the county's residents.

- 1.2. Effective commercial and procurement practices can support delivery of financial benefits and value for money, increased transparency, and responsiveness to changes in legislation and the wider operating environment. At its outset, the CPD highlighted the key priorities supporting the above vision; Financial Benefits and Return on Investment, Wider Public Benefit, Supplier Management and Partnering, and Transparency and Compliance
- 1.3. This report provides an overview of performance in Quarters 2 and 3 of the Financial Year 2024-2025 against the key priorities outlined. It will focus on the key achievements against those priorities, and future plans and recommendations to further enhance commercial and procurement practice.

2. Financial Benefits and Return on Investment

- 2.1. Delivery of financial benefits and return on investment through expert procurement and contract management is key in supporting KCC to provide quality services to the residents whilst delivering on Securing Kent's Future.
- 2.2. In this reporting period, 22 contracts were awarded that reported either financial benefits (14), wider public benefits (2), or both (6). This represents 58% of the contracts that were procured and awarded by the CPD in this time period and across those contracts reporting a financial benefit (20) there is a 4.3% "saving" that has already been banked by directorates. Regarding the financial benefits delivered, the CPD has seen a total of £5,033,756 financial benefit in this period, with a total of £19,042,997 value now having been delivered since the CPD was first formed in September 2024.
- 2.3. This added value has been realised through negotiation, by benchmarking against market rates to push for competitive pricing, and by making better decisions (e.g., around specifications) to avoid costs. Led by the CPD, working with Directorates, KCC has negotiated for margin reductions, or rate discounts, and reduced the scope or volume seen in contracts to help deliver savings, or avoid costs, while still meeting core and statutory requirements. Additionally, value has been added via securing lower prices compared to previous contracts or anticipated budgets and generating shared savings through collaboration.
- 2.4. This work also recognises the importance of social value, carbon reduction and recycling across the delivery of Kent services, with a financial equivalent value of £205,168,602 attributed to these benefits within Quarters 2 and 3.
- 2.5. The CPD and Directorates will continue to work closely, particularly on contracts valued above the UK Public Procurement Thresholds, to take advantage of opportunities to negotiate with suppliers. Continued engagement from the CPD and wider stakeholders with the procurement governance boards will be key to identifying savings opportunities in both specification development and contract management. The CPD will continue to improve how value added is captured and reported and ensure this becomes routine for all procurements undertaken.

3. Wider Public Benefit

- 3.1. Over the past year, the CPD has been reviewing the Council's contracted spend with Kent-based suppliers, Small and Medium Enterprises (SMEs), and Voluntary, Community and Social Enterprises (VCSEs).
- 3.2. So far, in 2024/2025, 62% of KCC spend was with Kent based suppliers and this exceeds the average across other local authorities which sits at 46%; this was also an increase in total contracted spend of 15% compared to last year. While the Council's spend with SMEs is currently below the local government average, there has been an increase of 17% spent with SMEs this year compared to last year, which shows a positive shift towards recognising the importance these businesses play in the Kent market. Kent has also spent an additional £3 million with VCSEs this year compared to last year, showing a positive trend of increasing KCC's spend within this key provider sector.
- 3.3. These figures do not capture spend with prime suppliers who sub-contract to SMEs, VCSEs and/or Kent-based suppliers. There are several examples across KCC where such arrangements are key to supporting small, local suppliers. Additionally, there is a notable volume of spend, which is uncoded in terms of supplier type, and so the Council's SME spend may be higher. However, the Oracle Cloud Programme will help to address this data quality concern.
- 3.4. With the introduction of the Procurement Act 2023, the CPD have also engaged with SME and VCSE forums to outline the changes introduced by the Act, as part of an ongoing dialogue to explore how KCC can reduce the barriers faced. Requirements under the Act for transparency of KCC's procurement pipeline, a duty to consider splitting contracts into lots, and having due regard for SMEs when designing a procurement procedure, can contribute to increased accessibility of contracting opportunities. The CPD is also working with Digital Services to develop advice and guidance for SMEs and VCSEs interested in tendering for contracting opportunities, to be available on the KCC website.
- 3.5. Social Value is continually championed by the CPD, with work underway to standardise Social Value reporting including efforts to support environmental sustainability and tackle the risk of modern slavery in KCC's supply chains. As new legislation shifts more focus on to considering such matters, the CPD will help to ensure Officers are considering Social Value from specification design, through the tendering process, and during the life of the contract.

4. Supplier Management and Partnering

- 4.1. In the past six months, the CPD engaged the consultancy firm 'Efficio' to categorise the Council's third-party expenditure and provide a comprehensive overview of KCC's supply base. This process involved a detailed analysis of invoicing data and the alignment of supplier spend within specific spending categories. This work has improved spend visibility and, in the longer-term, will facilitate greater cost control and supplier consolidation. It will also enhance how the Council strategically sources, manages its suppliers, mitigates risks, and takes advantage of the Council's negotiating power.
- 4.2. Building on the work of Efficio, the CPD will be developing category strategies and supporting Directorates to manage key suppliers, getting even greater value from KCC's third party spend. There will also be further interrogation of

those suppliers that comprise 80% of spend per category. The CPD will collaborate with Directorates to roll out shared resources and systems, ensuring shared data and identifying opportunities for collaborative procurement and partnerships with other local authorities and public sector partners. The ambition for future reporting is to update on the above work, but also, over time, to include condensed summaries of performance across KCC's key contracts.

- 4.3. In addition to supplier and spend categorisation, the CPD identified the Council's key suppliers (based on spend) using Oracle BI Spend Analysis Dashboard and Oxygen Finance Insights tool. This will support KCC to identify where it is most critical to build strong supplier relationships, but also ensure KCC explores negotiation opportunities, manages risks, and collaborates with other contracting authorities and public sector partners. KCC's key suppliers, based on annual spend, are predominantly associated with the GET Directorate. However, there are also significant expenditures with single providers in ASCH and CYPE, in the adult and children's social care markets.

5. Transparency and Compliance

- 5.1. The CPD are key holders for the spending rules set out in Spending the Council's Money, and reports against compliance with these rules as part of this role. Within Spending the Council's Money, there are provisions for when Officers must request to waive their obligation to follow the internal rules, if these cannot be followed. Only if approval is offered can the internal rules be waived in that instance. The CPD monitor when and how this occurs including instances where an action that has already taken place which did not follow the mandatory spending rules, which is acknowledged via a retrospective waiver.
- 5.2. In Quarters 1 to 3 of this Financial Year, the CPD has received 35 requests through the 'Waiver Process', 26% of these have been retrospective. This is trending down, however the aim for the CPD is to reduce the retrospective waivers to zero, and as such the CPD will increase the reporting with Directorates and the Corporate Management Team and work closely to understand the trends behind the retrospective waivers. The CPD will engage with the directorates to ensure the expectations set out within Spending the Council's Money are clear and understood.
- 5.3. With the publication of the new National Procurement Policy Statement in February, the CPD are working to ensure that our practices align with the new guidance and expectations for public procurement set out by the Government. Additionally, Government are developing an Insourcing Playbook, which will include an assessment tool that supports Local Authorities to assess whether services would be better delivered 'in house'. The Head of Commercial and Procurement and Corporate Director for Finance were recently interviewed by the Ministry of Housing, Communities and Local Government and are supporting with the design of this assessment tool.
- 5.4. Working with Finance, the CPD also introduced a No PO No Pay Policy in November 2024 to ensure that all Council spend is approved through the correct authorisation process before any purchases can be made. This will ensure that the Council has robust control over its budgets, whilst accountability for spending decisions will always sit with those who are authorised to make

them. Over the 6-month period, there were 15,271 retrospective POs to 46,228 purchase orders: making up 33% of the total. However, in the last quarter there was a decrease with retrospective POs making up 30% of the total. The expectation is that this downward trend will continue as the No PO No Pay Policy is more widely embedded and understood following its implementation.

- 5.5. Implementation of new policies, refreshing of Spending the Council's Money and dedicated work to ensure all guidance and templates utilised by procurement officers are of the highest quality will be key activity for the CPD going forward and into the new legislation introduced on 24 February 2025.
- 5.6. The Commercial and Procurement Oversight Board (CPOB) and Contract Management Review Group (CMRG), each including CPD, Finance, and Legal representation, are essential for ensuring that commercial and procurement activity is effective, compliant, and ultimately results in the delivery of Best Value for Kent residents. There have been several positive implications of the Board and subsequent improvements to the Council's approach on strategically important procurement projects and contracts. Both CPOB and CMRG have proven to be a valuable forum for providing constructive challenge and identifying common areas for development that should be addressed.
- 5.7. Going forward, especially in the current financial climate and with key changes to public procurement regulations, CPOB and CMRG will remain a key part of KCC's commercial and procurement governance structure, supporting compliance, promoting best practice and collaboration with Directorates, ensuring that best value is achieved. These will be but one core component of the wider governance arrangements KCC has in place to provide robust oversight and assurance of such activity, which will be increasingly important.

6. Conclusion and Next Steps

- 6.1. The Commercial and Procurement Division (CPD), working closely with Directorates, has made significant progress towards achieving its vision of becoming the best commercial and procurement function in local government. The Division's efforts have resulted in substantial value added to contractual spend, enhanced supplier management, and increased transparency and compliance. However, there is still work to be done to fully realise this vision.
- 6.2. Moving forward, the CPD will continue to focus on delivering value for money, supporting local businesses, and promoting Social Value and environmental sustainability through procurement practices. The Division will also work on improving data quality and reporting, ensuring that all procurement activities are aligned with the latest legislation and best practices. Continued collaboration and engagement with all stakeholders will be essential in driving further improvements and achieving the best outcomes for the residents of Kent.
- 6.3. The CPD are proposing to return to the Policy and Resources Cabinet Committee on a six monthly basis to provide an update on the performance against the key priorities outlined within this report.

7. Recommendation(s)

Policy and Resources Cabinet Committee is asked to:

- **Consider** and **note** this report.
- **Approve** a six monthly reporting frequency to the Committee on these matters.

8. Contact details

Report Author:

Michael Bridger, Commercial Standards Manager

Paige Edwards, Commercial Policy and Governance Lead

Relevant Director/s:

Clare Maynard, Head of Commercial and Procurement

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

John Betts, Interim Corporate Director Finance

To: Policy & Resources Cabinet Committee – 5 March 2025

Subject: Council Tax Collection Subsidies and Incentives

Decision no: 25/00004

Key Decision : Affecting more than 2 Electoral Divisions
Expenditure and savings of more than £1m

Classification: Unrestricted

Past Pathway of report: Policy & Resources Cabinet Committee 27th November 2024

Future Pathway of report: Cabinet Member Decision

Electoral Division: All

Is the decision eligible for call-in? Yes

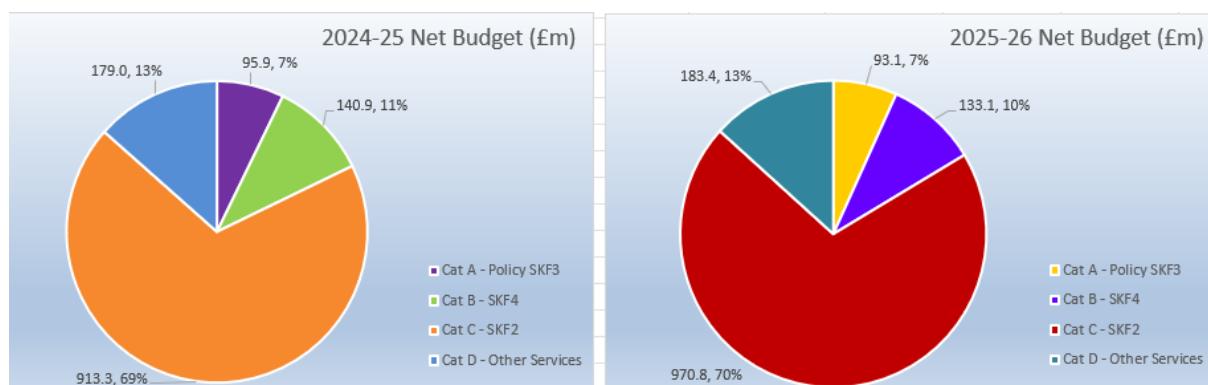
Summary: This report sets out to Cabinet Committee, the recommendations further to the requirement to deliver policy savings in the 2025-26 revenue budget to replace the use of one-off solutions used to balance 2024-25 revenue budget. The report outlines the history of the long-standing subsidies and incentives provided to district/borough/city councils as the billing authorities for council tax. The report recommends ceasing certain subsidies and incentives to facilitate the tax collection authorities (“Billing Authorities”) discharging their statutory functions as this is no longer tenable and the Council has to focus on its own statutory services.

Recommendation(s):

Policy & Resources Cabinet Committee are asked to **CONSIDER, ENDORSE** or **MAKE RECOMMENDATIONS** to the Cabinet Member on the proposals set out in the Proposed Record of Decision.

1. Introduction

- 1.1 The approved revenue budget for 2024-25 included £19.8m of one-off solutions from use of capital receipts, use of reserves and the final year of New Homes Bonus Grant. The budget setting report to the Council made it clear that the package of one-off solutions in 2024-25 needed to be replaced with equivalent, ongoing savings in 2025-26 and 2026-27. The details of these savings were still under development at the time the 2024-25 budget was approved and the report identified that all that was required for Council approval of the 2024-25 budget was confirmation of the principle that any recurring costs funded from one-off sources in 2024-25 must be replaced through ongoing savings and income in subsequent years.
- 1.2 The final 2024-25 budget set out the clear expectation that these £19.8m of policy savings would have to be found in accordance with Objective 3(Policy choices and scope of Council's ambitions) set out in Securing Kent's Future. Consequently, it has been essential that all areas of discretionary spending are reviewed and considered for savings.
- 1.3 To assist this process of considering savings a breakdown of the 2024-25 budget and planned amounts for 2025-26 and 2026-27 was prepared across four categories. These categories comprised the totality of the Council's budget (excluding non-attributable costs and centrally held budgets) as demonstrated in the graphic below:
- Category A - spending where there is most scope for local decisions. This includes discretionary services, services where there is a mix of statutory requirements and discretion, and statutory services where there is a significant degree of choice over the level of services provision.
 - Category B - support functions.
 - Category C - spending on adult social care, children in care, home to school transport.
 - Category D - other services (largely statutory with less choice over level of service provision).



- 1.4 In considering savings from spending in category A it was identified whether there was a binary choice whether to spend or not, those services where there was a range of options to review, or whether spending was considered too low to warrant consideration/was out of scope. Spending within the first two sub-categories was then tested against the following policy considerations:

- Whether the Council should limit spending on grant funded activities to the amount available within the grant conditions with no discretionary top-ups
 - Whether the Council should seek full cost recovery from clients/service users of discretionary services
 - Whether spending is on (niche) services which are visible/accessible/benefit a small number of the Kent population
 - Whether the Council is willing to remove or reduce (cross) subsidies where there is no requirement (duty) to provide support
- 1.5 The totality of spending (£3.75m net to KCC in 2024-25 budget) on the current arrangements for subsidies and incentives on council tax collection (including Council Tax Reduction Schemes (CTRS) and empty property discounts), and joint work on fraud and error comes is Category A spending and has been reviewed as part of this programme against the policy considerations – specifically the final one.
- 1.6 Spending on joint fraud and error activities across all 12 districts, and spending to subsidise the pursuit of outstanding debts in 3 East Kent districts (only the 3 districts are subsidised) provided returns on investment of over 400% per annum and therefore this report does not recommend making any savings from this expenditure.
- 1.7 There was not the same evidence for the spending on subsidising and incentivising Billing Authorities for local CTRS or incentives to reduce/remove empty property discounts/charge premiums on long-term empty properties. Consequently, spending on these activities (£1.75m net 2024-25 budget) for CTRS support and incentives and (£1.45m net 2024-25 budget) for empty properties was put forward for member consideration as part of formulating draft budget proposals. After full consideration proposed savings from ceasing these payments in 2025-26 were included in the administration’s draft 2025-26 budget proposals published on 29th October 2024 and final budget proposals approved by full Council on 13th February 2025. Following approval of the budget it is then necessary for the key decisions recommended in this report to be made in order to achieve the budgeted savings.
- 1.8 Leaders, Chief Executives and Chief Finance Officers of each of the district/borough/city councils (who are the billing authorities for council tax) (the Billing Authorities) have been informed at an early stage in the current financial year of the requirement for KCC to make £19.8m policy savings to replace one-offs in 2024-25 budget, and that these activities relating to council tax collection subsidies and incentives fell within the scope of those considerations. The Billing Authorities response was that if the subsidies and incentives were removed they would have to review working age CTRS and empty property discounts/premiums especially where these result in council tax charges that are not cost effective for the district to collect from their share of council tax. To date no Billing Authority has proposed or implemented any changes to discounts or premiums.

2. Key Considerations

- 2.1 As outlined in the introduction the Council has reviewed all spending on (cross) subsidies where there is no statutory requirement (duty) to provide support. This review is not limited to the support provided to the Billing Authorities towards their statutory obligations and reviews have taken place in other areas including support for schools, health authorities and the voluntary sector.
- 2.2 The key considerations for this particular decision included the potential impact on the council tax precept if Billing Authorities chose to reduce the size of collection teams, with a consequential impact on council tax collection rates. Consideration was also given to the impact should Billing Authorities choose to change local CTRS and/or reinstate council tax discounts or cease premiums.
- 2.3 In respect of the size of collection teams/council tax collection rates, there is a statutory obligation on individuals to pay council tax and the Billing Authorities are under a duty to levy and collect council tax. The section 151 officers and the monitoring officers of the Billing Authorities are also subject to their own duties (respectively) relating to the financial administration and legal compliance of their authority. Therefore, the potential impact on council tax collection rates is considered to be a matter for individual Billing Authorities to determine and justify through their own governance and compliance arrangements. See also paragraph 5 below for the financial implications and mitigation.
- 2.4 Whilst it is acknowledged that the vast majority of council tax is collected by the Billing Authorities on behalf of other authorities (including the Council) (the precepting authorities), any financial support by the Council towards collection is discretionary. Furthermore, collection costs are already deducted from council tax proceeds before they are distributed between precepting authorities and the Billing Authorities. This tension between collection and receipt of tax does not occur in unitary areas.
- 2.5 All Billing Authorities have simplified their local CTRS and moved to a banded approach. Under a banded scheme an individual household's discount does not change whilst household income remains within the band. This provides increased certainty for recipients and reduces assessment costs for the Billing Authorities. The Council has fully supported this move to banded arrangements even though up to this point there has been no change to financial support provided by the major preceptors. Effectively Billing Authorities have already benefitted from efficiency gains whilst still receiving subsidy from the Council.
- 2.6 The major precepting authorities have not required Billing Authorities to account separately for spending from the subsidy and incentive payments. Consequently, there is very little evidence how much it costs the Billing Authorities to operate local schemes. Up to 2022-23 the government also provided the Billing Authorities with a separate Localised Council Tax Support (LCTS) Administration Subsidy Grant. This was calculated annually based on caseloads. This LCTS grant was rolled into Revenue Support Grant in 2023-24, an indication that government now considers administration of local schemes to be a business as usual activity with no separate funding.
- 2.7 In conclusion, whilst there is there is an economic argument for providing increased support to low-income households this would still apply even if the Council removes the current subsidies and incentives. In setting local CTRS

Billing Authorities will have to balance competing claims of securing their financial resilience through their own budgets with protecting residents in difficult financial circumstances through cost of living crisis. Billing Authorities have their own challenge through increased costs of and demand for their council services within limited resources available through local taxation referendum limits and central government grants which can only be balanced through a combination of cuts to other council services, raising income from other sources or increasing council tax income through reviewing local schemes.

- 2.8 There is also little evidence that removing empty property discounts adds a significant ongoing administrative burden on Billing Authorities. One of the benefits put forward by Billing Authorities for removing discounts was that it would avoid the requirement to assess whether a property is empty to qualify for the discount. Consequently, there is a strong argument that this incentive payment should have been time limited in the first place and is no longer required.
- 2.9 The original arrangement was on an understanding that it was reviewed on a three-year cycle. The first review was undertaken and implemented in 2017 (delayed a year from 2016 to allow schemes to be aligned with changes to other welfare benefits under the Welfare Reform and Work Act 2016). There has been no subsequent review as emphasis has switched to providing support during Covid-19 pandemic and Cost of Living challenge. Consequently, review of the arrangements is long overdue.

3. Background

Council Tax Reduction Schemes

- 3.1 Until 2013 households on low incomes could claim welfare benefits (up to 100% of council tax) towards their household council tax charge. These arrangements were transferred to local CTRS in April 2013 under provisions in the Local Government Finance Act 2012. Funding from council tax benefit (CTB) was transferred from Department for Work and Pensions (DWP) into the local government finance settlement and allocated to the Billing Authorities through the redistribution mechanism for retained share of business rates (business rate baseline) and Revenue Support Grant (RSG). These are shown in the settlement as Settlement Funding Assessment (SFA). The funding transferred came with an overall 10% reduction compared to the cost of CTB.
- 3.2 Each Billing Authority is responsible for developing local CTRS to provide low income households with a discount on council tax charges. The legislation required that schemes for pensioner households had to provide the same value discount as CTB entitlement. A default scheme for working age households also offered the same discounts as CTB, or Billing Authorities could consult on and agree their own local schemes for working age discounts (in consultation with major precepting authorities in two tier areas).
- 3.3 To support the introduction of local schemes in April 2013 it was agreed locally in Kent that a total of £1.5m payment would be made by the major precepting authorities to the 12 Billing Authorities towards the cost of setting up and

administering local schemes. The preceptor shares are split pro rata to respective council tax shares, and have been fixed at 2017-18 levels (excluding adult social care levy for KCC) since then i.e. 83.1% KCC, 11.5% Police and 5.4% Fire. The agreement was designed to ensure that local CTRS took account of the 10% reduction in funding and the overall impact was financially neutral for all authorities.

- 3.4 A standard Kent scheme was developed that provided a maximum 81.5% discount for eligible working age households on the minimum level of income, with a tapered reduction to the discount for incomes above the minimum. This provided an offset for the 10% reduction in funding. There were different minimum income levels depending on household circumstances e.g. single person, lone parent, couples with no children, couples with children. Individual Billing Authorities had the option to agree alternative local arrangements to the standard Kent scheme e.g. provide more generous working age discounts, provided the impact remained financially neutral with offsetting reductions to other discounts e.g. empty properties.
- 3.5 Originally the arrangement provided all Billing Authorities with a fixed sum of £125k. This was partly funded by Billing Authorities agreeing to reducing the class C empty property discount (empty and largely unfurnished dwellings) from 6 months to 3 months. This increased council tax proceeds for all authorities. The allocation to Billing Authorities was subsequently reformed from the start of 2017 to the current arrangements based on lower fixed sum of £70k and the balance of the £1.5m allocated according to number of eligible low income households (pensioner and working age). The overall amount provided has never subsequently been changed since introduction of the scheme in April 2013. The £1.5m payment was provided by all major precepting authorities pro rata to share of council tax (excluding the subsequent ASC levy for KCC).
- 3.6 The original intention was that these local arrangements would be reviewed on a three-year cycle. The first review due for 2016 was delayed a year to ensure that changes to local CTRS could be made to align them with other welfare reforms under the Welfare Reform and Work Act 2016. This review resulted in the Council agreeing an additional £500k incentive fund, taking the total value of subsidy and incentive payments to £2m. This was intended to encourage Billing Authorities to align schemes with other welfare reforms and to incentivise districts to reduce the working age discount (the standard scheme was amended to 80%) and change other criteria limiting access to discounts e.g. levels of household savings. These changes were partly in response to reductions in RSG since the original schemes were introduced which had affected the financial neutrality equation. District allocations from the incentive fund are calculated annually based on number of eligible working age households weighted according to the extent to which changes to local schemes impact the council tax base calculations.
- 3.7 The amounts paid through the preceptor support subsidy and additional KCC incentive for local CTRS in 2024-25 are set out below:

District	Original CTRS Agreement				Additional KCC Incentive	Total KCC
	Preceptor Support Subsidy	Police Share	Fire Share	KCC Share		
Ashford	£127,485	£14,679	£6,849	£105,957	£58,745	£164,702
Canterbury	£130,524	£15,028	£7,013	£108,483	£41,175	£149,658
Dartford	£112,527	£12,956	£6,046	£93,525	£40,528	£134,053
Dover	£148,431	£17,090	£7,975	£123,366	£51,179	£174,545
Folkestone	£130,283	£15,001	£7,000	£108,282	£46,920	£155,202
Gravesham	£113,783	£13,101	£6,113	£94,569	£27,335	£121,904
Maidstone	£131,526	£15,144	£7,066	£109,316	£45,529	£154,845
Sevenoaks	£108,290	£12,468	£5,818	£90,003	£31,354	£121,357
Swale	£131,012	£15,085	£7,039	£108,889	£62,325	£171,214
Thanet	£148,431	£17,090	£7,975	£123,366	£45,274	£168,640
TMBC	£112,559	£12,960	£6,047	£93,551	£25,650	£119,201
TWBC	£105,150	£12,107	£5,649	£87,393	£23,986	£111,379
Total	£1,500,000	£172,710	£80,590	£1,246,700	£500,000	£1,746,700

Empty Property Discounts and Premiums

- 3.8 Until 2013 there were mandatory exemptions on council tax for certain empty properties. These included class C exemption of 6 months on empty and largely unfurnished dwellings, and class D exemption of 12 months on properties undergoing major repairs or structural alterations. The previous mandatory 50% discount on second homes had been removed by earlier legislation in 2004 and Billing Authorities already had discretion to offer discounts between 10% to 50% on second homes. There was a long-standing agreement between the Council and the Billing Authorities to share the proceeds from reducing the discounts on second homes.
- 3.9 The Local Government Finance Act 2012 introduced additional discretions on council tax. This included removing the mandatory class C and class D exemptions and replacing these with discretionary power to grant discounts of between 0 to 100%. The Act also extended the discount on second homes to between 0% and 50% and introduced a discretionary power to raise 100% premium on properties empty for more than two years (effectively meaning 200% charge on such properties).
- 3.10 The Council encouraged the Billing Authorities to use these new powers to reduce empty property discounts and to levy premiums on long term empty properties. The policy objective was consistent with the Council's "No Use Empty" programme and was intended to encourage empty properties to be brought back into use. Building on the existing second homes arrangement the Council offered 25% of its share of the increased council tax base to those Billing Authorities that agreed to reduce empty property council tax discounts and/or introduce council tax premiums on long empty properties under the new powers (other than to those Billing Authorities which elected to change empty property discounts as part of variations from the standard approach to local CTRS).

- 3.11 At the time individual Billing Authorities adopted differing approaches with some continuing to offer discounts but for reduced periods and others removing all empty property discounts. The amounts paid to individual Billing Authorities are largely historical based on the impact at the time discounts were reduced/removed and premiums levied. Each year Billing Authorities are asked whether they would like a roll-over of the previous year's payment or to provide latest information on numbers of dwellings being charged a premium/discounts removed and the council tax raised for the Council (excluding adult social care levy) to enable the subsidy to be recalculated. The previous second homes arrangement was ceased.
- 3.12 The premium on long term empty properties has subsequently been extended to allow discretion to raise additional premiums on properties empty for more than 5 years (200% premium taking the council tax charge to 300% of the standard rate) and more than 10 years (300% premium taking the council tax charge to 400% of the standard rate). In 2024 the power was extended to levy premiums on properties empty for more than one year. All Kent Billing Authorities used the powers to raise these long term empty premiums and by 2024 all authorities had removed all empty property discounts. In 2025 new powers come into force that allow up to 100% premium to be levied on second homes (taking the council tax to 200% of the standard charge).
- 3.13 The amounts paid under the empty property incentive in 2023-24 are set out below (the budget for 2024-25 was increased following the agreement with all Billing Authorities to remove all remaining empty discounts and maximise premiums although details of 2024-25 payments are still to be finalised awaiting confirmation from the Billing Authorities of the council tax raised for the Council):

Dartford	£109,550
Folkestone & Hythe	£152,861
Gravesham	£46,030
Maidstone	£100,009
Sevenoaks	£95,550
Tonbridge & Malling	£209,503
Tunbridge Wells	£109,780

4. Options considered and dismissed, and associated risk

- 4.1 Maintaining the current arrangements is not considered sustainable in the current financial climate with the urgent need for the Council to focus on its statutory responsibilities and consequential requirement to review policy choices and scope of the Council's ambitions. Reducing the amount was not considered as an option as this was identified as a binary choice whether or not the Council should continue to cross subsidise statutory functions of Billing Authorities. As set out in paragraphs 2.2 to 2.7 this poses a potential risk to future council tax income, but it is suggested that this is a potential risk rather than inevitable consequence. The decision does not alter either the statutory obligation on individuals to pay council tax or the duty on the Billing Authorities to levy and collect council tax. Ceasing these payments is consistent with the

policy consideration to review (cross) subsidies where there is no statutory requirement to provide support. The Council is not aware of similar subsidies and incentives towards the cost of council tax collection in other two tier areas.

- 4.2 A transitional arrangement which would allow for the phased removal of the two subsidies/incentives, with the empty property agreement ceased in April 2025 and local CTRS agreement ceased from April 2026, has been considered. This option is not recommended on the grounds that it would reduce the potential savings that could be achieved against the targets required for 2025-26 (increasing the amount that would need to be found from other alternatives or one-offs) and would run counter to the policy consideration to remove (cross) subsidies where there is no statutory requirement to provide support.
- 4.3 The Council intends to continue to contribute towards the costs of fraud and error activities which increase the amounts of council tax received and additional support towards the recovery of debt in those areas where council tax is proving most difficult to collect in 3 East Kent districts, provided these continue to show a positive return on investment.

5. Financial Implications

- 5.1 The annual saving to the Council from ceasing the subsidy and incentive on local CTRS is £1,746.7k based on 2024-25 approved budget. The annual saving to the Council from ceasing the empty property incentive is £1,450k based on 2024-25 budget.
- 5.2 A 1% reduction in collection rates across all 12 Billing Authorities would result in £9.5m to £9.8m reduction in the Council's share of council tax (with proportionate reductions in other preceptors and Billing Authority shares). Actual losses from collection will not be confirmed until annual accounts have been closed and audited. The Council will continue to manage fluctuations in collection through a smoothing reserve set up specifically for this purpose. The Council's annual council tax precept must be set based on tax base estimates calculated by each Billing Authority. The deadline for notifying these estimates is 31st January prior to the start of each financial year. The Council must notify the Billing Authorities of its council tax precept by the end of February.
- 5.3 It is estimated that if the cessation of the local CTRS subsidy and incentive led to Billing Authorities reverting to the default scheme for working age households this would increase council tax discounts for the major preceptors by £14.6m, £12m of which would be the Council share. There would be an appropriate pro rata increase in the discounts on the Billing Authority share. Changes to CTRS schemes are subject to statutory consultation and must be agreed and implemented by 11th March prior to start of financial year. Re-instating empty property discounts and/or removing empty property premiums would also reduce the share of council tax for all councils (preceptors and billing authorities) although the impact is more difficult to estimate as it depends on the number of empty properties at any point in time.

6. Legal implications

- 6.1 The Council is not under a duty to provide the subsidies and incentives that it is proposing in this report to end. The Council can therefore cease the payments in accordance with its functions.
- 6.2 The obligation on individuals to pay their council tax, and the obligation placed on Billing Authorities to collect to council tax remain.
- 6.3 The subsidies and incentives have been paid pursuant to informal arrangements between the Council and the Billing Authorities. There is no formal agreement that commits the Council to continue the payments beyond this financial year and the Council has not made any other express or implied commitment or given any assurance to the Billing Authorities that any payment would continue beyond this financial year.
- 6.4 The Council has consulted on the savings identified through the budget setting process and has engaged specifically with the Billing Authorities on the removal of these payments with the outcome of those consultations taken into account in preparing this report and summarised.

7. Equalities implications

- 7.1 No equalities implications identified as this decision does not directly impact on individuals with protected characteristics.

8. Data Protection Implications

- 8.1 No data protection impact identified.

9. Other corporate implications

- 9.1 No overlap with other functions of the Council

10. Governance

- 10.1 No additional delegations required other than to delegate authority to Interim Corporate Director Finance as per the recommendations in this report.

11. Conclusions

- 11.1 The subsidies and incentives the Council currently offers to Billing Authorities towards the costs of council tax collection are long standing but entirely discretionary, and as far as we can ascertain unique to Kent. The Council has a

requirement to find £19.8m savings to replace one-off solutions used to balance the 2024-25 budget in accordance with Objective 3 (Policy choices and scope of Council's ambitions) set out in Securing Kent's Future. Removing these subsidies and incentives is consistent with the policy consideration to review all (cross) subsidies where there is no statutory requirement (duty) to provide support.

11.2 Ceasing these arrangements will not alter either the statutory obligation on individuals to pay council tax or the duty on Billing Authorities to bill and collect council tax. In ceasing these arrangements the Council is aware of the potential risk of loss of council tax income through under collection and/or increased discounts/reduced premiums. The Council believes these risks are potential and not inevitable and in the short-term can be mitigated from an established smoothing reserve to deal with fluctuations in collection levels.

Recommendation(s):

Policy & Resources Cabinet Committee are asked to **CONSIDER, ENDORSE** or **MAKE RECOMMENDATIONS** to the Cabinet Member on the proposals set out in the Proposed Record of Decision.

10. Appendices

Appendix 1 – Proposed Record of Decision
Appendix 2 – Equality Impact Assessment

11. Contact details

Report Author: Dave Shipton Head of Finance (Policy, Planning & Strategy) 03000 419418 dave.shipton@kent.gov.uk	Director: John Betts Interim Corporate Director Finance 03000 410066 john.betts@kent.gov.uk
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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 NUMBER:

25/00004

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

Key decision: YES

Key decision criteria. The decision will:

- a) result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or
- b) be significant in terms of its effects on a significant proportion of the community living or working within two or more electoral divisions)

Subject Matter / Title of Decision

Council Tax Collection Subsidies and Incentives

Decision:

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

- (a) Cease the current arrangement with the Billing Authorities pursuant to which the Council provides financial support and incentive payments towards the cost of setting up and administering local Council Tax Reduction Schemes (CTRS) with effect on and from 1st April 2025.
- (b) Cease the current arrangements with the Billing Authorities pursuant to which the Council makes incentive payments to support the removal of local discretionary empty property discounts and the charging of empty property premiums with effect from 1st April 2025.
- (c) Delegate authority to Interim Corporate Director Finance to formally notify the Billing Authorities that payments will cease from 2025-26 financial year and to take any actions or make any decisions deemed necessary to the Interim Corporate Director Finance to implement the decisions of the Cabinet Member for Finance, Corporate and Traded Services in (a) and (b) above.

Reason(s) for decision:

The subsidies and incentives the Council currently offers to Billing Authorities towards the costs of council tax collection are long standing but entirely discretionary, and as far as we can ascertain unique to Kent. The Council has a requirement to find £19.8m savings to replace one-off solutions used to balance the 2024-25 budget in accordance with Objective 3 (Policy choices and scope of Council's ambitions) set out in Securing Kent's Future. Removing these subsidies and incentives is consistent with the policy consideration to review all (cross) subsidies where there is no statutory requirement (duty) to provide support.

Ceasing these arrangements will not alter either the statutory obligation on individuals to pay council tax or the duty on Billing Authorities to bill and collect council tax. In ceasing these arrangements

the Council is aware of the potential risk of loss of council tax income through under collection and/or increased discounts/reduced premiums. The Council believes these risks are potential and not inevitable and in the short-term can be mitigated from an established smoothing reserve to deal with fluctuations in collection levels.

Financial Implications

The annual saving to the Council from ceasing the subsidy and incentive on local CTRS is £1,746.7k based on 2024-25 approved budget. The annual saving to the Council from ceasing the empty property incentive is £1,450k based on 2024-25 budget.

A 1% reduction in collection rates across all 12 Billing Authorities would result in £9.5m to £9.8m reduction in the Council's share of council tax (with proportionate reductions in other preceptors and Billing Authority shares). Actual losses from collection will not be confirmed until annual accounts have been closed and audited. The Council will continue to manage fluctuations in collection through a smoothing reserve set up specifically for this purpose. The Council's annual council tax precept must be set based on tax base estimates calculated by each Billing Authority. The deadline for notifying these estimates is 31st January prior to the start of each financial year. The Council must notify the Billing Authorities of its council tax precept by the end of February.

Legal implications

The Council is not under a duty to provide the subsidies and incentives that it is proposing in this report to end. The Council can therefore cease the payments in accordance with its functions.

The obligation on individuals to pay their council tax, and the obligation placed on Billing Authorities to collect to council tax remain.

Equalities implications

No equalities implications identified as this decision does not directly impact on individuals with protected characteristics.

Cabinet Committee recommendations and other consultation:

Policy & Resources Cabinet Committee will be consulted on 5 March 2025.

Any alternatives considered and rejected:

Maintaining current arrangements

- Transitional arrangement for phased removal of subsidies / incentives

Further information regarding consideration of alternatives is available in the report.

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

N/A

.....
signed

.....
date

EQIA Submission – ID Number

Section A

EQIA Title

Council Tax Collection Subsidies and Incentives

Responsible Officer

Dave Shipton - CED F

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

Dave Shipton - CED F

Type of Activity

Service Change

Service Change

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

Strategy/Policy

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Finance

Responsible Head of Service

Dave Shipton - CED F

Responsible Director

John Betts - CED F

Aims and Objectives

The approved revenue budget for 2024-25 included £19.8m of one-off solutions from use of capital receipts, use of reserves and the final year of New Homes Bonus Grant. The budget setting report to the Council made it clear that the package of one-off solutions in 2024-25 needed to be replaced with equivalent, ongoing savings in 2025-26 and 2026-27. 1.2 The final 2024-25 budget set out the clear expectation that these £19.8m of policy savings would have to be found in accordance with Objective 3 (Policy choices and scope of Council's ambitions) set out in Securing Kent's Future. Consequently, it has been essential that all areas of discretionary spending are reviewed and considered for savings

The spending on the current arrangements for subsidies and incentives on council tax collection (including Council Tax Reduction Schemes (CTRS) and empty property discounts) falls within the discretionary spending and specifically whether the Council is willing to remove or reduce (cross) subsidies where there is no requirement (duty) to provide support.

There is a statutory obligation on individuals to pay council tax and the Billing Authorities are under a duty to levy and collect council tax. The section 151 officers and the monitoring officers of the Billing Authorities are also subject to their own duties (respectively) relating to the financial administration and legal compliance of their authority. Therefore, the potential impact on council tax collection is considered to be

a matter for individual Billing Authorities to determine and justify through their own governance and compliance arrangements.

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?

Leaders, Chief Executives and Chief Finance Officers of each of the district/borough/city councils (who are the billing authorities for council tax) (the Billing Authorities) have been informed at an early stage in the current financial year of the requirement for KCC to make £19.8m policy savings to replace one-offs in 2024-25 budget, and that these activities relating to council tax collection subsidies and incentives fell within the scope of those considerations. The Billing Authorities response was that if the subsidies and incentives were removed they would have to review working age CTRS and empty property discounts/premiums especially where these result in council tax charges that are not cost effective for the district to collect from their share of council tax. To date no Billing Authority has proposed or implemented any changes to discounts or premiums.

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

Billing Authorities may elect to increase Council Tax Reduction Discounts

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

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

From: Richard Smith, Corporate Director Adult Social Care and Health
Roger Gough, Leader of the Council

To: Policy and Resources Cabinet Committee – 5th March 2025

Subject: Extension of Domestic Abuse Act Framework and KIDAS contract

Key decision: Yes

Decision Number: 25/00033

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Leader decision

Electoral Division: All

Summary: Kent County Council will receive £4,031,222.00 for 2025-26 in Domestic Abuse Duty Safe Accommodation grant funding via the core settlement, which is an uplift of £796,559.00 to demonstrate central government’s commitment to halving violence against women and girls. In line with this continued funding, the ‘Domestic Abuse Framework’ approved under Key decision 23/00060, is required to be extended from 2025-27, as detailed in this paper, to support in determining activity and spend.

The Councils Kent Integrated Domestic Abuse Service (KIDAS) contract is due to end in March 2026. This contract underpins the Councils response to the Domestic Abuse Act and includes delivery of statutory safe accommodation support services for adult survivors. This includes services funded by the Domestic Abuse Duty Safe Accommodation grant, in line with the Framework. Financial uncertainties are impeding recommissioning activity for a new contract post March 2026. Legal advice has confirmed there is the opportunity to extend the existing contractual arrangements and postpone recommissioning activities. This contract extension also supports implementation of the Framework.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Leader of the Council on the proposed decision to;

1. **APPROVE** extension of the framework arrangements set out in the report for ongoing management of the DA Act Funding 2025-27.

2. **AGREE** extension of the KIDAS contract and additional services up until March 2027 (12 months), permissible by PCR 2015 72(1)(b) and to continue to utilise this contract to support delivery of the requirements of the Act until the end of the contractual term.

3. **CONFIRM** the arrangements put in place via Officer Decision OD-23-0002, taken under delegated authority by the Chief Executive, arising from Key Decision 22/00040, to delegate acceptance of any future monies to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding (2025-2026).

4. **DELEGATE** acceptance of any future monies (2026 onwards) to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding.

5. **DELEGATE** authority to the Corporate Director Adult Social Care and Health to, in consultation with the Leader, Corporate Director for Finance and Corporate Director for Children, Young People and Education, revise and amend the arrangement set out in the framework details, subject to the scope of the terms and conditions of the grant funding.

6. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Corporate Director for Children, Young People and Education where applicable depending on affected portfolios, to administer any further DA Act grant monies under the funding / governance framework put in place by this decision, including the determination of Officer Decisions to progress activity via the framework.

7. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Chief Executive to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement this decision.

1. Introduction

1.1 Kent County Council (KCC) has a statutory responsibility under Part 4 of the Domestic Abuse (DA) Act 2021 to;

- assess, or make arrangements for the assessment of, the need for “accommodation-based support” in its area,
- prepare and publish a strategy for the provision of such support in its area,
- monitor and evaluate the effectiveness of the strategy.

(“Accommodation-based support” means support, in relation to domestic abuse, provided to victims of domestic abuse, or their children, who reside in relevant accommodation as defined by the Secretary of State which includes refuges, Sanctuary Schemes, move-on and dispersed accommodation.)

1.2 Since 2021, new Grant Funding has been awarded to support implementation of these duties. Key decision 23/00060 sets out previous parameters for the management of the DA Act funding 2023-2025 (‘Domestic Abuse Framework’)

- 1.3 Further funding of £4,031,222.00 for 2025/26 has been confirmed by the Ministry of Housing, Communities and Local Government (MGCLG) and accepted by Officer Decision (ref OD/25/00001) in line with delegations under key decision 23/00060.
- 1.4 The Kent Integrated Domestic Abuse Service (KIDAS) delivers support to adults (16+) both in accommodation such as refuge and within the community. Additional services have been levied into this contract, achieved through successful funding bids made by Commissioners and the Providers, to increase the community service offer.
- 1.5 This contract also delivers additional safe accommodation support services, funded via the Councils Domestic Abuse Duty Safe Accommodation grant, in line with the Domestic Abuse Framework and statutory duties.

2. DA Act Framework 2025-27

- 2.1 It is proposed that the 'Domestic Abuse Framework' (previously agreed under key decision 23/00060) will continue to be used to determine spend of Domestic Abuse Duty Safe Accommodation grant funding, and support decision making across 2025-27.
- 2.2 The Framework decision approach places responsibility and accountability as well, as Strategic oversight, in a centralised position. With the Leader exercising the full Executive function as the decision-maker, operational decision-making and implementation activity, within the scope defined by the Framework agreed by the Leader as part of this decision, is delegated to Officers.
- 2.3 Under this Framework all expenditure of DA Act funding must be in line with budget forecasting and adhere to the MHCLG Guidance and Memorandum of Understanding terms. Additionally, proposals for spend must meet one of the following criteria:
 - A. Will support the council in conducting its statutory functions under the DA Act which include assessing need, preparation, publication, monitoring and delivery of strategies, commissioning activity and mandatory reporting back to central Government.
 - B. Will improve, develop, or maintain specialist support to people who have experienced domestic abuse (adults and children) residing in 'safe accommodation', as defined by the DA Act, (this includes Refuge accommodation, Specialist Safe accommodation, Dispersed accommodation, Sanctuary Schemes and Second stage accommodation) to meet gaps identified through the needs assessment.
- 2.4 Examples of projects that would meet the criteria include.
 - Engagement project to develop and maintain engagement with people who have experienced domestic abuse.
 - Development of new services to reduce barriers within existing support offers to underserved groups.

- 2.5 Activity for 2025-27 has been planned in line with this Framework criteria (Appendix A). Delivery of some of this activity includes using the councils existing contractual relationship through the Kent Integrated Domestic Abuse Service (KIDAS).

Adjusting proposals

- 2.6 The Act requires the countywide needs assessment to be refreshed annually and renewed every three years. Also to publish a strategy including the provision of support. A countywide assessment of need was published in February 2023 and the Kent and Medway DA Strategy 2024-29 developed and published to address its findings. The commitments made within this strategy have been agreed by all partner agencies across the Kent and Medway Domestic and Sexual Abuse Executive Group.
- 2.7 The Domestic Abuse Framework therefore requires the council to have the ability to deliver pilots, short-term services and expeditiously realign existing DA Act funded services, to meet the changing needs and demands of people who have experienced domestic abuse, providing all revised proposals meet the criteria set out in point 2.3.

Monitoring and reporting

- 2.8 The cross directorate New Burdens Funding Steering Group supports the Local Partnership Board in monitoring the expenditure of Domestic Abuse Duty Safe Accommodation grant funding and meeting reporting requirements to central Government.
- 2.9 Activity will be reviewed periodically, with any updates subject to consideration against the framework approved by this decision and the associated Grant agreement requirements. Updates on progress against delivery will be taken annually to the Policy and Resources Cabinet Committee.

3. Kent Integrated Domestic Abuse Service (KIDAS)

- 3.1 The core domestic abuse support service for adults is the KIDAS contract, which delivers support to adults (16+) both in accommodation such as refuge and within the community. This contract is partnership funded, with a total annual value of £3,667,904 in 2024-25. This value includes additional services, funded by separate sources, varied into this contract to increase the service offer and meet new statutory duties under the Act. This contract is due to end in March 2026.
- 3.2 The Integrated Commissioning team have been proactive in co-producing what a new service, post March 2026, will look like, using feedback gained from survivors, stakeholders and the market. However determination of a funding envelope for the new service, post March 2026, including DA Act Grant monies, is required to confirm the final service specification.
- 3.3 Lack of longer term Domestic Abuse Duty Safe Accommodation grant allocations beyond 2026 is impeding progression of recommissioning activity,

this could result in there being no service provision from 1 April 2026 and the council not meeting its statutory duties.

- 3.4 To mitigate this, legal advice has been sought which has confirmed there is the opportunity to extend the existing KIDAS contractual arrangements under Public Contracts Regulations (PCR) 2015 72,(1),(b). If implemented this would result in recommissioning activities being postponed until there is a more certain financial landscape from central government.
- 3.5 Negotiations have been undertaken with KIDAS Providers to agree delivery costs for a one year extension period from 1 April 2026 until 31 March 2027. Engagement has achieved positive commitment from KIDAS funding partners to continue financial contributions for this period.
- 3.6 The costs for the contract extension will be met in full by partner contributions which includes KCC, the Office of the Police and Crime Commissioner, Kent Fire and Rescue and Districts and Domestic Abuse Duty Safe Accommodation grant.

4. Options considered but rejected

DA Framework

- 4.1 The option for handling all DA Act funding activity on an individual basis, with certain projects managed at operational level and others progressing via the Key Decision process as and when required was considered. That option would not enable the council to respond quickly and flexibly to changing demand and need or provide a clear strategic plan for delivering against the DA Grant requirements.

Extension of KIDAS contract

- 4.2 The option to allow the KIDAS contract to come to an end from 31 March 2026 was considered and rejected as this would result in the Council not meeting its statutory duties under the DA Act 2021.
- 4.3 The option to recommission a new domestic abuse service, to commence 1 April 2026 was considered and rejected as to run a procurement, mobilise and then de-mobilise a new contractor would be very cost and resource heavy especially as the new contractor will only deliver the services for a short period of time (one year) due to the lack of longer term Domestic Abuse Duty Safe Accommodation grant allocation.

5. Strategic priorities

- 5.1 The KIDAS contract is an integrated service and aims to improve health and care outcomes. The DA Act funding furthers collaboration with our partners and delivery against shared priorities within the Kent and Medway DA Strategy 2024-29. This decision therefore supports the Council's strategic priorities in Framing Kent's Future – Our Council Strategy.

5.2 This activity has a focus on delivering preventative interventions to reduce further needs developing and people presenting with multiple complex needs and requiring further interventions from ASCH. The extension of the KIDAS contract supports Securing Kents Future and prioritises best value as to run a procurement, mobilise and then de-mobilise would be very cost and resource heavy and would achieve the same results as contract extension.

6. Legal Implications

6.1 The Local Authority has a statutory obligation to meet the duties set out in the Domestic Abuse Act 2021, including to provide support for people who have experienced domestic abuse residing in what is defined as ‘safe accommodation’. Continuing to implement the Framework and extending the KIDAS contractual term, will support the delivery of activity across 2025-2027 and the council in meeting its statutory duties.

6.2 Specific legal implications for operational or funding allocation activity will be considered through the delegated decision-making as normal.

6.3 In line with legal advice, the modification of the KIDAS contract length is permissible through the application of Regulation 72(1)(b) of the Public Contracts Regulations 2015 (PCR15)

7. Financial Implications

DA Framework

7.1 The cost of implementing the Domestic Abuse Framework across 2025-27 will be met in full by DA Act Grant funding, including unspent grant funding from previous years (held in reserves). A draft budget forecast for 2025-26 indicates that expenditure will be £4,451,727.48. A breakdown is provided in Appendix A. Regular financial monitoring reports will be produced and shared with the Corporate Director of Finance and Corporate Director of Adult Social Care.

7.2 MHCLG have advised that future allocations post 2026 will be consolidated within the core financial settlement and that a Memorandum of Understanding will accompany this. It is proposed that acceptance of future monies, providing it is given on similar terms, is delegated to the Corporate Director of Finance. Future activity planned in line with the Framework will be reviewed once the allocation post April 2026 is announced.

Extension of KIDAS contract

7.3 The cost to KCC to extend the KIDAS contract from 1 April 2026, is £2,899,332.46 per year, and will be met in full by the KIDAS funding partners and the Councils Domestic Abuse Duty Safe Accommodation grant, broken down as follows;

Funding Partner	2026-27 contribution
KCC	£2,504,327.41
External funding partners (including the Office of the Police and crime Commissioner, Kent Fire and Rescue and Districts)	£395,005.05

Total	£2,899,332.46
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7.4 Additional services, may be levied into this contract throughout the extension period, to increase the service offer and support the delivery of the Domestic Abuse Framework. These will be funded in full by external grants and in accordance with PCR regulations.

8. Equalities implications

8.1 An Equality Impact Assessment has been conducted and found no negative impacts as a result of this work. Specific service arrangements made via the Framework will incorporate necessary equality consideration as part of Officer level decision-making.

9. Governance

9.1 An executive decision is planned for March 2025 to extend arrangements for meeting DA Act requirements and continue appropriate funding use. The Key decision will be considered by Policy and Resources on 5th March 2025, in advance of the final decision being taken by the Leader.

10. Conclusion

10.1 Domestic Abuse Duty Safe Accommodation grant allocations 2025-2026 have been announced and KCC will receive £4,031,222.00.

10.2 It is proposed that the 'Domestic Abuse Framework' will continue to be used to determine spend of Domestic Abuse Duty Safe Accommodation grant funding and support decision making. Under this Framework all expenditure of DA grant funding must be in line with budget forecasting and adhere to the MHCLG Guidance and Memorandum of Understanding terms. Additionally, proposals for spend must meet one of the criteria detailed in section 2.3. Planned activity under this Framework is broken down in Appendix A.

10.3 The core domestic abuse support service for adults (KIDAS) is due to end in March 2026. This contract underpins the Councils response to the Domestic Abuse Act and includes delivery of statutory safe accommodation support services for adult survivors, funded by the Domestic Abuse Duty Safe Accommodation grant, in line with the Framework.

10.4 Due to lack of longer term Domestic Abuse Duty Safe Accommodation grant allocations, legal advice has confirmed that there is the opportunity to extend the existing contractual arrangements for a further year and postpone recommissioning activities. This will ensure the Council continues to meet its statutory duties and deliver activity under the DA Framework.

10.5 The cost to KCC to extend the KIDAS contract from 1 April 2026 until 31 March 2027, including additional services will be met in full by KIDAS funding partners.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Leader of the Council on the proposed decision to:

1. **APPROVE** extension of the framework arrangements set out in the report for ongoing management of the DA Act Funding 2025-27.
2. **AGREE** extension of the KIDAS contract and additional services up until March 2027 (12 months), permissible by PCR 2015 72(1)(b) and to continue to utilise this contract to support delivery of the requirements of the Act until the end of the contractual term.
3. **CONFIRM** the arrangements put in place via Officer Decision OD-23-0002, taken under delegated authority by the Chief Executive, arising from Key Decision 22/00040, to delegate acceptance of any future monies to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding (2025-2026)
4. **DELEGATE** acceptance of any future monies (2026 onwards) to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding.
5. **DELEGATE** authority to the Corporate Director Adult Social Care and Health to, in consultation with the Leader, Corporate Director for Finance and Corporate Director for Children, Young People and Education, revise and amend the arrangement set out in the framework details, subject to the scope of the terms and conditions of the grant funding.
6. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Corporate Director for Children, Young People and Education where applicable depending on affected portfolios, to administer any further DA Act grant monies under the funding / governance framework put in place by this decision, including the determination of Officer Decisions to progress activity via the framework.
7. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Chief Executive to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement this decision.

12. Background Documents

- EQiA

11. Report Author

Rachel Westlake
Senior Commissioner

03000 103416

Relevant Director

Richard Smith
Corporate Director Adult Social Care and
Health

03000 416838

Rachel.westlake@kent.gov.uk

Richard.smith3@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

The Leader

DECISION NO:

25/00033

For publication

Key decision: YES

Title: Extension of Domestic Abuse Act Framework and KIDAS contract

Proposed decision:

As Leader, I agree to;

1. **APPROVE** extension of the framework arrangements set out in the report for ongoing management of the DA Act Funding 2025-27.
2. **AGREE** extension of the KIDAS contract and additional services up until March 2027 (12 months), permissible by PCR 2015 72(1)(b) and to continue to utilise this contract to support delivery of the requirements of the Act until the end of the contractual term.
3. **CONFIRM** the arrangements put in place via Officer Decision OD-23-0002, taken under delegated authority by the Chief Executive, arising from Key Decision 22/00040, to delegate acceptance of any future monies to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding (2025-2026)
4. **DELEGATE** acceptance of any future monies (2026 onwards) to the Corporate Director of Finance, providing funding is given on similar terms and to enter into relevant agreements with Government as required to accept the funding.
5. **DELEGATE** authority to the Corporate Director Adult Social Care and Health to, in consultation with the Leader, Corporate Director for Finance and Corporate Director for Children, Young People and Education, revise and amend the arrangement set out in the framework details, subject to the scope of the terms and conditions of the grant funding.
6. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Corporate Director for Children, Young People and Education where applicable depending on affected portfolios, to administer any further DA Act grant monies under the funding / governance framework put in place by this decision, including the determination of Officer Decisions to progress activity via the framework.
7. **DELEGATE** authority to the Corporate Director Adult Social Care and Health, in consultation with the Chief Executive to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement this decision.

Reason(s) for decision:

Kent County Council will receive £4,031,222.00 for 2025-26 in Domestic Abuse Duty Safe Accommodation grant funding via the core settlement. The 'Domestic Abuse Framework' approved under Key decision 23/00060 is required to be extended from 2025-27, as detailed in this paper, to support in determining activity and spend.

The Kent Integrated Domestic Abuse Service (KIDAS) is due to end in March 2026. This contract underpins the Council's response to the Domestic Abuse Act and includes delivery of statutory safe accommodation support services for adult survivors, funded by the Domestic Abuse Duty Safe Accommodation grant, in line with the Framework.

Financial uncertainties are impeding recommissioning activity for a new contract post March 2026. Legal advice has confirmed there is the opportunity to extend the existing contractual arrangements and postpone recommissioning activities. This will ensure the council continues to meet its statutory duties under the Act and support delivery under the framework.

Cabinet Committee recommendations and other consultation:

To be discussed at the Policy and Resources Cabinet Committee on the 5 March 2025.

Any alternatives considered and rejected:

Domestic Abuse Framework

The option for handling all DA Act funding activity on an individual basis, with certain projects managed at operational level and others progressing via the Key Decision process as and when required was considered. That option would not enable the council to respond quickly and flexibly to changing demand and need or provide a clear strategic plan for delivering against the DA Grant requirements.

Extension of KIDAS contract

- The option to allow the KIDAS contract to come to an end from 31 March 2026 was considered and rejected as this would result in the Council not meeting its statutory duties under the DA Act 2021.
- The option to recommission a new domestic abuse service, to commence 1 April 2026 was considered and rejected as to run a procurement, mobilise and then de-mobilise a new contractor would be very cost and resource heavy especially as the new contractor will only deliver the services for a short period of time (one year) due to the lack of longer term Domestic Abuse Duty Safe Accommodation grant allocation.

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

.....
signed

.....
date

Appendix A – Planned DA Act Framework activity

Activity	Adherence to DA Act Framework criteria	2025-2026	2026-27*
Resources across multiple teams to lead in assessing need, preparation, publication, monitoring and delivery of strategies, conduct commissioning activity to procure new services.	Framework criteria A	£558,955.62	£575,724.29
Domestic abuse support to adults residing in refuges across the county delivered under the KIDAS contract.	Framework criteria B	£1,144,719.90	£1,144,719.90
Specialist IDVA to provide intensive support to adults who experience barriers in accessing refuge provision.		£488,000.00	£488,000.00
Intensive specialist support for adults residing in safe accommodation to address gaps in service identified through the needs assessment.		£97,600.00	£97,600.00
Male refuge pilot providing safe accommodation for males fleeing domestic abuse with their accompanying children		£96,657.96	£96,657.96
Services to increase move on opportunities and outcomes		£195,200.00	£195,200.00
Project to enable survivors to access refuge provision with their pets.		£10,000.00	£10,000.00
Safe Accommodation Support Service contract. Domestic abuse to children and young people residing in all forms of defined safe accommodation.		£680,675.00	£680,675.00
Countywide Sanctuary Access For Eligible Residents Scheme including a Single Point of Access and specialist domestic abuse support for those residing in properties that have property security applied.		£879,919.00	£879,919.00
Other Safe Accommodation support projects including housing sector project to improve the response to domestic abuse cases and development of new services to meet gaps in identified via needs assessments.		£300,000.00	£300,000.00
TOTAL		£4,451,727.48	£4,468,496.15

*Additional costs (not yet determined) expected in 2026-27 to enable smooth mobilisation and transition to new safe accommodation services from between October 2026 and April 2027.

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EQIA Submission – ID Number

Section A

EQIA Title

Domestic Abuse Framework 2025-27

Responsible Officer

Rachel Westlake - CED SC

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

Victoria Tovey - CED SC

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

Adult Social Care and Health

Responsible Service

Integrated Commissioning

Responsible Head of Service

Victoria Tovey - CED SC

Responsible Director

Richard Smith - AH CDO

Aims and Objectives

Kent County Council (KCC) has a statutory responsibility under Part 4 of the Domestic Abuse (DA) Act 2021 to;

- assess, or make arrangements for the assessment of, the need for “accommodation-based support” in its area,
- prepare and publish a strategy for the provision of such support in its area,
- monitor and evaluate the effectiveness of the strategy.

(“Accommodation-based support” means support, in relation to domestic abuse, provided to victims of domestic abuse, or their children, who reside in relevant accommodation as defined by the Secretary of State which includes refuges, Sanctuary Schemes, move-on and dispersed accommodation.)

Since 2021, new Grant Funding has been awarded to support implementation of these duties.

It is proposed that the ‘Domestic Abuse Framework’ (previously agreed under key decision 23/00060) will continue to be used to determine spend of Domestic Abuse Duty Safe Accommodation grant funding, and support decision making across 2025-27.

The Framework decision approach places responsibility and accountability as well, as Strategic oversight, in

a centralised position. With the Leader exercising the full Executive function as the decision-maker, operational decision-making and implementation activity, within the scope defined by the Framework agreed by the Leader as part of this decision, is delegated to Officers.

Under this Framework all expenditure of DA Act funding must be in line with budget forecasting and adhere to the MHCLG Guidance and Memorandum of Understanding terms. Additionally, proposals for spend must meet one of the following criteria:

- A. Will support the council in conducting its statutory functions under the DA Act which include assessing need, preparation, publication, monitoring and delivery of strategies, commissioning activity and mandatory reporting back to central Government.
- B. Will improve, develop, or maintain specialist support to people who have experienced domestic abuse (adults and children) residing in 'safe accommodation', as defined by the DA Act, (this includes Refuge accommodation, Specialist Safe accommodation, Dispersed accommodation, Sanctuary Schemes and Second stage accommodation) to meet gaps identified through the needs assessment.

Examples of projects that would meet the criteria include.

- Engagement project to develop and maintain engagement with people who have experienced domestic abuse.
- Development of new services to reduce barriers within existing support offers to underserved groups.

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?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Activity delivering Domestic Abuse Act statutory duties using the Domestic Abuse Grant funding enables delivery of the Kent and Medway DA Strategy 2024-29 that has been coproduced by KCC and all other partners. This includes KCC, ASCH, CYPE, Kent Police, ICB, KFRS, Probation. Members from the following groups have also been engaged with around this activity;
Local Partnership Board, DA Tactical Group, DA Executive Board, New Burdens Funding Steering Group.

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients
Staff Staff/Volunteers
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
Activity under the Framework includes commissioning new safe accommodation support services to meet gaps identified through the domestic abuse needs assessment. These services which have positive impacts including to those who have protected characteristics and underserved groups. Examples include; Male Refuge Pilot which provides safe accommodation support to male survivors of domestic abuse and their accompanying children. Kent Safe Accommodation Support Service which reduces barriers for those with disabilities in accessing safe accommodation support.
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?
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Details of Negative Impacts for Disability
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Mitigating actions for Disability
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Are there negative impacts for Gender identity/transgender
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Negative impacts for Gender identity/transgender
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Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
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Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships

Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

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EQIA Submission – ID Number

Section A

EQIA Title

Support delivered via Kent Integrated Domestic Abuse Service

Responsible Officer

Rachel Westlake - CED SC

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

Victoria Tovey - CED SC

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

Adult Social Care and Health

Responsible Service

Integrated Commissioning

Responsible Head of Service

Victoria Tovey - CED SC

Responsible Director

Richard Smith - AH CDO

Aims and Objectives

The KIDAS contract is county wide and includes;

- The Referral Assessment and Triage (RAT) Service
- The core community contract
- The Training, Education and Awareness (TEA) Service

The aim is to provide a holistic, flexible model of support to survivors (16+) of domestic abuse, focussing on early intervention and maintaining independence for survivors and their families, reducing the impact of domestic abuse on families and communities, and keeping people safe. The service strives to reduce the risk of harm posed to survivors of domestic abuse, to support and empower service users to reduce dependency on statutory services and to provide a seamless journey of support.

Outcomes include;

- To support survivors of domestic abuse in coping with the immediate aftermath of abuse and empower them to recover from the long-term effects of that abuse, with consideration to:-
 - ☐ Mental and physical health and wellbeing
 - ☐ Shelter and accommodation
 - ☐ Family, friends and children

- ☐ Education, skills and employment
- ☐ Drugs and alcohol
- ☐ Finances and benefits
- ☐ Outlook and attitudes
- ☐ Social interactions

The five-year KIDAS contract commenced on 1 April 2017. It is due to end in March 2026 however this EQIA is in relation to the proposal to extend this from 1 April 2026 until 31 March 2027.

KIDAS supports KCC, and its partners, to deliver against policy and legal context, including:

- The Domestic Abuse Act 2021
- Tackling Violence Against Women and Girls Strategy 2021 and Tackling Domestic Abuse Plan
- The Kent Community Safety Agreement, April 2022
- The Care Act 2014
- The Kent and Medway Domestic Abuse Strategy 2024-2029
- Framing Kents Future, our council strategy 2022 – 2026
- Making a difference every day, Our strategy for Adult Social Care 2022 to 2027

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?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

To consider the next steps for this contract full engagement has been undertaken with all stakeholders including ASCH, PH, OPCC, KFRS, Districts, Housing, other LAs, ICB. Engagement has also been undertaken with survivors and insight work with those who currently do not access this service to support in identifying barriers.

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

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

Continuing service delivery via the KIDAS contract will ensure that there is support available for survivors of domestic abuse and the provision of support in refuges for adults who are fleeing domestic abuse with their accompanying children.

This service is available to all adults aged 16+ who live in Kent or who are fleeing domestic abuse regardless of protected characteristics.

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

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No

Details of negative impacts for Sex

Not Applicable

Mitigating actions for Sex

Not Applicable

Responsible Officer for Sex

Not Applicable

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

Are there negative impacts for Gender identity/transgender

No

Negative impacts for Gender identity/transgender

Not Applicable

Mitigating actions for Gender identity/transgender

Not Applicable

Responsible Officer for mitigating actions for Gender identity/transgender

Not Applicable

23. Negative impacts and Mitigating actions for Race

Are there negative impacts for Race

No

Negative impacts for Race

Not Applicable

Mitigating actions for Race

Not Applicable

Responsible Officer for mitigating actions for Race

Not Applicable

24. Negative impacts and Mitigating actions for Religion and belief

Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
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Negative impacts for Pregnancy and Maternity
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Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
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28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

From: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
 Rebeca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee - 5 March 2025

Subject: Disposal of land at Stanhope Road, Ashford TN23 5RA.

Decision no: 25/00003

Key Decision: *Yes, the decision involves expenditure or savings of maximum £1m.*

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

Future Pathway of report: Cabinet Member Decision

Electoral Division:

Ashford South – Local Member Dirk Ross (Independent).

Adjoining/adjacent to:

Ashford East – Local Member Steve Campkin (Green) and Ashford Rural South – Local Member David Robey (Conservative).

Is the decision eligible for call-in? Yes

Summary: This report considers the proposed disposal of land at Stanhope Road, Ashford TN23 5RA.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of land at Stanhope Road, Ashford TN23 5RA; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

1. Introduction

- 1.1 This report addresses the Council's intention to sell land at Stanhope Road, Ashford, which comprises approx. 25 acres (10 hectares).

- 1.2 The land is located to the south of Ashford town centre. It lies to the south of Stanhope Road, in two parcels either side of publicly accessible sports pitches, in a predominantly residential area. The main parcel of land is accessible by vehicles and pedestrians from Stanhope Road. It comprises a car park and dilapidated buildings which formerly comprised the South Kent College and Linden Grove Primary School/John Wallis Academy, with its grass playing fields to the Northeast. To the North of these buildings, adjacent to Stanhope Road, is the site of the former Ray Allen Children's Centre, which was demolished in 2023. Outside of the disposal site, the buildings comprising the current John Wallis Academy school is to the south, with Kent County Council (KCC) owned playing fields in between.
- 1.3 The second parcel of land sits to the west, adjoining Stanhope Road, consisting of open space known as Oak Field, separated from the public highway by a ditch but unfenced, as well as two areas of sports pitches (known as Pitchside and Courtside) and a further spur of land mainly consisting of a drainage ditch.
- 1.4 An aerial photograph below identifies the full extent of the site:



- 1.5 Exempt Appendix A includes a full analysis of options with financials included. This information is commercially sensitive.
- 1.6 A site plan is attached in Appendix B.

2. Background

- 2.1 The site's history was predominantly as educational use. The central parcel of land originally housed the Duncan Bowen Secondary School, which was built in the early 1960s to serve children from the recently built residential estate in the neighbourhood. The secondary school relocated to the new John Wallis Academy site (formerly Christ Church High School). The former Linden Grove Primary School occupied the adjoining buildings, which were constructed in the 1970s; this went into special measures and was taken over by the John Wallis Academy in 2012. Subsequently, the primary school was relocated to the new John Wallis Academy campus on Millbank Road, to the south, with KCC contributing towards the construction of buildings for this purpose.
- 2.2 The buildings to the west of the former primary school were last occupied by South Kent College, until their lease expired in 2004.
- 2.3 The Ray Allen Children's Centre was originally constructed in the late 1960s/early 1970s. It was demolished in 2023, following a fire. This was used for a variety of purposes for the wider community and KCC's children's services. Following a public consultation exercise in 2023, the decision was taken to re-provide these services via other means locally, so the Centre became surplus to operational needs.
- 2.4 The separate parcel of land to the west comprises approx. 11.7 acres (4.7 Hectares). Oak Field is an open grassed area accessible by the public. It is separated from Stanhope Road by a ditch to prevent unauthorised vehicular access. Pitchside and Courtside are fenced off multi-use sports and grass football pitches, used by both the John Wallis Academy and community-based sports teams (but do not form part of the Academy's playing field provision). It is proposed that these will form part of the disposal site with the benefit of the leases in place to provide for the continued use of these facilities. There is also a spur of land to the south-west of the John Wallis Academy, comprising a drainage ditch and scrub, which is included in the same freehold title and therefore included within the area proposed for disposal.
- 2.5 In 2017/18 an outline planning application for the site was submitted by KCC for redevelopment, to provide 205 residential units, 64 extra-care beds, a replacement Ray Allen Centre, with associated open space, landscaping and infrastructure. Ashford Borough Council resolved to grant planning consent, subject to a S106 agreement being entered into. However, this has been on hold, along with a number of other residential-led schemes in the River Stodmarsh catchment area, pending a resolution being found regarding nutrient neutrality. On the basis that KCC had already funded the replacement of the primary school at a cost of c£4.5m, the planning committee accepted that there would be no affordable element to the residential part of the scheme, on grounds of viability, with the proviso that should the financial position change, then an affordable contribution would become payable.
- 2.6 This outline scheme is no longer considered to represent the best outcome for the site, given that replacement of the Ray Allen Children's Centre is not required by the Council and any future purchaser is likely to submit a revised planning application more suited to market demand.

3. Options considered and dismissed, and associated risk

3.1 **Reuse the site:** KCC has no operational requirement for the site.

3.2 **Continue to hold the site vacant in case of a future requirement:** Continuing to hold the site will leave the Council with significant ongoing costs for securing it against unauthorised access and potential claims for injuries arising from any trespassing. Continuing deterioration of the remaining school buildings remains an inherent risk for KCC. The buildings have deteriorated too far to bring them back into habitable condition without substantial investment prior to any re-occupation and use. A capital receipt would not be secured against the site to offset the investment in the primary school.

3.3 **Disposal of the asset:** A freehold disposal will allow a capital receipt to be generated for reinvestment back into the Council's stated capital priorities and support the delivery of the Council's statutory obligations and reduce holding costs associated with the property.

3.4 **Letting the property as part of the Tenanted Estate to generate an income:** The current buildings on the site are in poor condition and the prospect of securing a tenant is very unlikely and considered unviable. KCC would forgo any capital receipt whilst this option was pursued.

3.5 A freehold disposal is the preferred option for the site, seeking offers on an 'all enquiries' basis to ensure all potential interest is explored in line with the Council's statutory duties and to deliver a capital receipt.

4. Marketing

4.1 Subject to the necessary approvals being forthcoming, KCC will appoint a suitably qualified agent to openly market the site in Q2/3 2025 on an 'all enquiries' basis to allow any interested parties to submit a bid for the site.

4.2 A marketing campaign to advertise the site through various media channels will be undertaken to ensure a wide audience is reached; appropriate due diligence will be undertaken on any bidders.

4.3 Bids will be appraised in line with the Council's legislative and fiduciary duties, and in compliance with KCC Freehold Asset Disposal Policy and any other relevant Council policies.

4.4 Following the formal submission of bids, these will be assessed considering:

- Ability for the purchaser to complete within the proposed timescales
- Overall price, any pricing caveats or exclusions
- Any conditionality on the proposals and the deliverability of those
- Compliance with the Local Plan affordable housing requirements, if appropriate
- Deliverability of the proposals submitted, if they are reliant on the planning process.
- Funding security
- Any cost benefit that may be relevant.

5. Financial Implications

- 5.1 The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme and will offset the previous investment by KCC in the new primary school.
- 5.2 The disposal will remove holding costs associated with the site, easing pressure on revenue budgets.
- 5.3 Further financial information is set out in the Exempt Appendix A.

6. Legal implications

- 6.1 The Council has an overarching duty under s123 of the Local Government Act 1972 to obtain not less than best consideration in the disposal of property assets. It also has a fiduciary duty to the residents of Kent.
- 6.2 External legal advisors will be appointed in consultation with General Counsel.

7. Equalities implications

- 7.1 The Key Decision to be taken by the Cabinet Member does not relate to a service delivery or change.
- 7.2 An EqIA has been undertaken in relation to closure of the Ray Allen Children's Centre, as part of the Kent Communities Programme consultation and Decision 23/00101.
- 7.3 Separately, an EqIA had been undertaken for the remainder of the site and has not resulted in any implications which might impact upon a disposal of the Council's interest. See Appendix D.

8. Data Protection Implications

- 8.1 As part of this approval process and in the handling of marketing/conveyancing of the site Data Protection regulations will be observed.
- 8.2 A Data Protection Implication Assessment (DPIA) screening has confirmed that there are no DPIA implications and that a further DPIA assessment is not required in respect of this decision.
- 8.3 The site has been inspected, and no sensitive material remains on site.

9. Other corporate implications

- 9.1 None - This decision will not have any impact on other areas of the Council's work.

10. Governance

- 10.1 A Key Decision is being sought in line with the Constitution and the Council's governance processes.

10.2 The views of the local Member Dirk Ross, have been sought in accordance with the property management protocol and in addition, due to the close proximity of two other constituency boundaries, contact has also been made with the neighbouring two local Members (Steve Campkin, Ashford East; David Robey, Ashford Rural South).

No comments have been received, and any subsequent comments will be reported to both the Policy and Resources Cabinet Committee meeting and Cabinet Member taking the decision.

11. Next steps and Conclusions

11.1 An indicative timetable for the planned disposal is set out below:

Stage	Timescale
Marketing	Q2/3 2025
Bid appraisal	Q3/4 2025
Exchange	Q1 2026
Completion assuming unconditional sale	Q1 2026
Completion assuming conditional sale	Q1/2 2028

11.2 The site has been declared surplus to the Council's operational requirements. In accordance with the Council's strategy of recycling assets to produce capital receipts for reinvestment into capital project priorities, it is recommended that this site is progressed for disposal.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of land at Stanhope Road, Ashford TN23 5RA; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

12. Background documents

12.1 Kent County Council Family Hub Services Consultation:

<https://democracy.kent.gov.uk/documents/s122113/23-00092%20-%20Appendix%201%20Family%20Hub%20Services%20Consultation%20Written%20Report.pdf>

12.2 EQIA Kent Communities Programme (Community Assets):

<https://democracy.kent.gov.uk:9071/documents/s122333/23-00101%20-%20Appendix%20F.%20Kent%20Communities%20Programme%20Decision%20EQIA%20Pack.pdf>

12.3 Record of Decision 17/00071:

<https://democracy.kent.gov.uk/documents/s80982/1700071%20signed%20ROD%20John%20Wallis%20Part%202.pdf>

12.4 Record of Decision 17/00076

<https://democracy.kent.gov.uk:9071/documents/s77983/Signed%20RoD.pdf>

13. Appendices

13.1 Appendix A – Exempt Appendix A

13.2 Appendix B – Site Plan

13.3 Appendix C – Proposed Record of Decision

13.4 Appendix D - Equalities Impact Assessment for the disposal of land at Stanhope Road, Ashford

13.5 Appendix E - Exempt Appendix E - Stanhope Road Planning Position Statement

14. Contact details

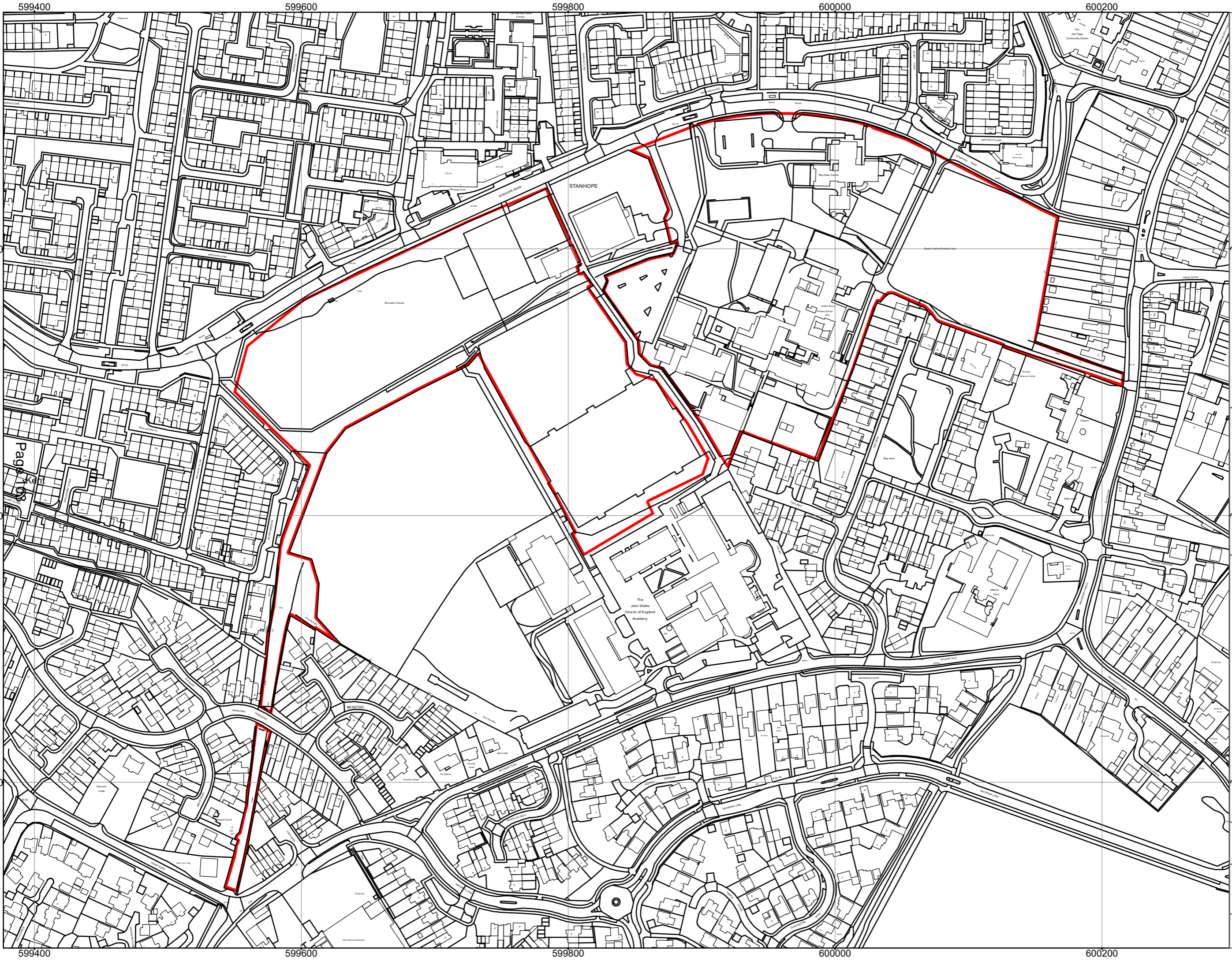
Lead Officer:	Relevant Director:
Mark Cheverton Head of Real Estate Services 03000 41 59 40 Mark.Cheverton@kent.gov.uk	Rebecca Spore Director of Infrastructure 03000 41 67 16 rebecca.spore@kent.gov.uk
Caroline Vincent Investment & Disposals 03000 42 33 01 Caroline.Vincent@kent.gov.uk	

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

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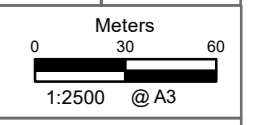
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PROPERTY & INFRASTRUCTURE SUPPORT
COUNTY HALL,
MAIDSTONE
ME14 1XQ

STANHOPE ROAD SITES
ASHFORD

Drawn By	Date
MY	NOV 2024



TQ9940/32D

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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:

25/00003

For publication

Key decision: YES

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

Title: Disposal of land at Stanhope Road, Ashford TN23 5RA

Decision:

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

1. the disposal of land at Stanhope Road, Ashford TN23 5RA; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

Reason(s) for decision:

The site is surplus to the Council's operational requirements and due to the projected value will require a Key Decision as per Kent County Council's (KCC) constitution.

The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

Cabinet Committee recommendations and other consultation:

The decision will be considered at Policy and Resources Cabinet Committee.

The views of the local Member Dirk Ross have been sought.

In addition, due to the close proximity of two other constituency boundaries, contact has also been made with the two neighbouring local Members (Steve Campkin, Ashford East; David Robey, Ashford Rural South).

No comments have been received. Any subsequent comments will be reported to both the Policy and Resources Cabinet Committee meeting and Cabinet Member taking the decision.

Any alternatives considered and rejected:

The Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. It also has a fiduciary duty to the taxpayers of Kent.

As the site is not required for the former use, other options were considered:

- *Reuse the site. - no other services have a requirement for the space; the remaining buildings are too dilapidated to bring back into beneficial use;*
- *Continue to hold the site vacant in case of a future requirement. Not feasible due to on-going high costs to keep site secure and the opportunity cost associated with the capital receipt.*
- *Let the property as part of the Tenanted Estate to generate an income - Not feasible due to the poor condition of the buildings and the opportunity cost associated with the capital receipt.*
- *A disposal of the asset to reduce the revenue holding costs and deliver a capital receipt. This is the recommended option.*

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

.....
signed

Page 105

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Freehold disposal of land at Stanhope Road Ashford

Responsible Officer

Caroline Vincent - DCED INF

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

Daniel Parkes - DCED INF

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Seeking authority as per KCC's constitution to dispose of surplus property asset in line with adopted policy.

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure

Responsible Head of Service

Daniel Parkes - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

To obtain authority to dispose of the property asset.

To seek the delegation of authority for agreeing the specific terms of the disposal to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services.

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?

We are required to consult with the local division member per the Council's constitution.

As part of the key decision process other members of the authority are made aware of the decision to be taken and are able to raise queries in respect of the proposed decision.

It is our current intention that formal member consultation will take place at the next Policy and Resources Cabinet Committee, on 27/11/2024.

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

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

A residential-led redevelopment on the site is expected to add to the well-being of the area in economic terms, by employment generation and improvement of the local economy, due to the presence & increased spending of an increased local population.

Social benefits will be derived from the site, which includes redundant deteriorating former education buildings, being brought back into beneficial use rather than being a target for vandalism and anti-social activities.

It is anticipated that the environment will also be improved, as redevelopment should include the future re-provision of open space and other facilities which will be of use and benefit to the wider community.

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

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

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

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

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

Rebeca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee - 5 March 2025

Subject: Disposal of land adjacent to Stourmouth Road, Preston CT3 1HP

Decision no: 24/00107

Key Decision: Yes

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

Future Pathway of report: Cabinet Member Decision

Electoral Division: Sandwich – Local Member Sue Chandler (Conservative)

Is the decision eligible for call-in? Yes

Summary: This report considers the proposed disposal of land adjacent to Stourmouth Road, Preston CT3 1HP.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of land adjacent to Stourmouth Road, Preston CT3 1HP; 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 finalise the terms of the disposal and execute all necessary or desirable documentation required to implement the above.

1. Introduction

- 1.1 This report addresses the Council's intention to sell land adjacent to Stourmouth Road, Preston, which comprises approx. 0.028ha (0.07 acres).
- 1.2 The land is located on the west side of Stourmouth Road in a rural area just to the north of Preston Village. It comprises a narrow strip of grass verge.
- 1.3 Exempt Appendix A includes more detailed and financial information which is considered commercially sensitive.

1.4 A site plan is attached at Appendix B.

2. Background

2.1 The land formed part of a 26-acre (approx.) site which KCC acquired in 1936 for the purpose of providing Small Holdings under the Agriculture, Small Holdings & Allotments Acts. The vast majority of this land has been disposed of in various transfers during the intervening period. The remaining land was appropriated to Highways in 1981 for a Highway Improvement Scheme which never came to fruition and that part identified in Red on the plan at Appendix B was formally declared surplus by Highways on 12 July 2023. It was subsequently declared surplus to all KCC requirements on 10 August 2023.

3. Options considered and dismissed, and associated risk

3.1 **Reuse the site:** KCC has no operational requirement for the site.

3.2 **Continue to hold the site vacant in case of a future requirement:** It is a grass verge; it has no current or future use by either Highways or any other KCC service.

3.3 **Disposal of the asset:** A freehold disposal will allow a capital receipt to be generated for reinvestment back into the Council's stated capital priorities and support the delivery of the Council's statutory obligations and eliminate any holding costs associated with the property. This is the recommended option.

4. Financial Implications

4.1 The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

4.2 The disposal will remove any holding costs associated with the site, easing pressure on revenue budgets.

4.3 Further financial information is set out in the Exempt Appendix A.

5. Legal implications

5.1 The Council has an overarching duty under s123 of the Local Government Act 1972 to obtain not less than best consideration in the disposal of property assets and it also has a fiduciary duty to the residents of Kent.

5.2 External legal advisors have been appointed in consultation with General Counsel.

6. Equalities implications

6.1 The Key Decision to be taken by the Cabinet Member does not relate to a service delivery or change.

6.2 An EqIA has been undertaken and has not resulted in any implications which might impact upon a disposal of the Council's interest; a copy of this is attached at Appendix D.

7. Data Protection Implications

- 7.1 As part of this approval process and in the handling of the disposal of the site, Data Protection regulations will be observed.
- 7.2 A Data Protection Implication Assessment (DPIA) screening has confirmed that there are no DPIA implications and that a (further) DPIA assessment is not required in respect of this decision.

8. Other corporate implications

- 8.1 This decision will not have any impact on other areas of the Council's work.

9. Governance

- 9.1 A Key Decision is being sought in line with the Constitution and the Council's governance processes. The views of the local Member in accordance with the property management protocol will be sought and will be reported to the Cabinet Member before a Key Decision is taken.

10. Next steps and Conclusions

- 10.1 Subject to the necessary approvals being forthcoming, KCC will instruct Solicitors and Surveyors to prepare and execute a disposal strategy to affect a disposal in accordance with adopted KCC Freehold Property Assets Disposal Policy its statutory and fiduciary obligations.
- 10.2 The site has been declared surplus to the Council's operational requirements. In accordance with the Council's strategy of recycling assets to produce capital receipts for reinvestment into capital project priorities, it is recommended that this site is progressed for disposal.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of land adjacent to Stourmouth Road, Preston CT3 1HP; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

12. Appendices

- 12.1 Appendix A – Exempt Appendix A
12.2 Appendix B – Site Plan
12.3 Appendix C – Proposed Record of Decision
12.4 Appendix D - Equalities Impact Assessment

13. Contact details

<p>Lead Officer: Mark Cheverton Head of Real Estate Services 03000 41 59 40 Mark.Cheverton@kent.gov.uk</p> <p>Principal Surveyor: Daniel Parkes Disposals Acquisitions & Investments 03000 417 955 Daniel.Parkes@kent.gov.uk</p> <p>Surveyor: David Oyler Disposals Acquisitions & Investments 03000 423 300 David.Oyler@kent.gov.uk</p>	<p>Relevant Director: Rebecca Spore Director of Infrastructure 03000 41 67 16 rebecca.spore@kent.gov.uk</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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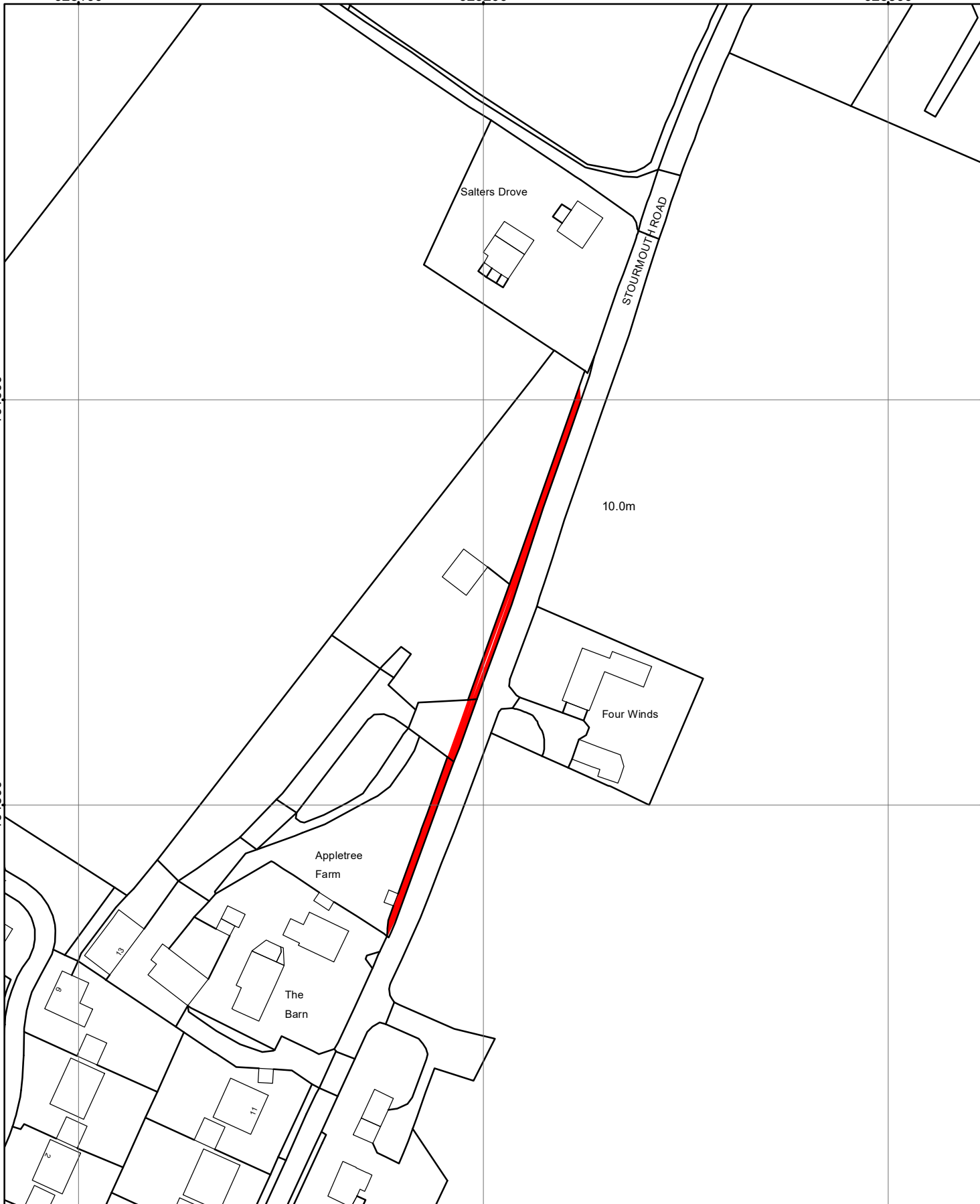
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LAND ADJ TO
STOURMOUTH ROAD
PRESTON
CT3 1HP



PROPERTY AND
INFRASTRUCTURE SUPPORT
SESSIONS HOUSE
COUNTY HALL
MAIDSTONE
ME14 1XQ

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MasterMap

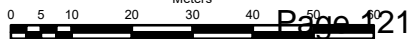
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

24/00107

For publication

Key decision: YES

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

Title: Disposal of land adjacent to Stourmouth Road, Preston CT3 1HP

Decision:

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

1. the disposal of land adjacent to Stourmouth Road, Preston CT3 1HP; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

Reason(s) for decision:

The site is surplus to the Council's operational requirements and due to the projected value will require a Key Decision as per Kent County Council's (KCC) constitution.
The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

Cabinet Committee recommendations and other consultation:

The decision will be considered at Policy and Resources Cabinet Committee.
The views of the Local Member will be sought and reported to both the Policy and Resources Cabinet Committee meeting and Cabinet Member taking the decision.

Any alternatives considered and rejected:

The Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. It also has a fiduciary duty to the taxpayers of Kent.

As the site is not required for the former use, other options were considered:

- *Reuse the site - no other services have a requirement for the land.*
- *Continue to hold the site vacant in case of a future requirement - it is a grass verge; it has no current or future use by either Highways or any other KCC service.*
- *A disposal of the asset to eliminate any revenue holding costs and deliver a capital receipt - this is the recommended option.*

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

.....
signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

disposal of land adjacent to Stourmouth Road Preston CT3 1HP

Responsible Officer

David Oyler - DCED INF

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

Daniel Parkes - DCED INF

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

seeking authority as per KCC's constitution to dispose of surplus property asset in line with adopted policy

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Real Estate Services

Responsible Head of Service

Daniel Parkes - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

To seek authority to dispose of the property asset.

To seek the delegation of authority for agreeing the specific terms of the disposal to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded services.

To dispose of the asset.

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?

We are required to consult with the local division member as per the Council's constitution.

As part of the Key Decision process other members of the authority are made aware of the decision to be taken and are able to raise queries in respect of the proposed decision.

It is our current intention that formal member consultation at the Policy & Resources Cabinet Committee on 15th January 2025.

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 property, together with adjoining land to the west, has been allocated for Housing in the soon to be adopted Dover District Local Plan.

A Residential development of the land is expected to add to the well-being of the area in economic terms by employment generation and improvement of the local economy due to the presence and increased spending of a larger local population.

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

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

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

Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

From: Peter Oakford, Deputy Leader and Cabinet Member for Finance,
Corporate and Traded Services
Rebeca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee - 5 March 2025

Subject: Disposal of surplus land at Broomhill Bank School (North),
Puddledock Lane and Rowhill Road, Hextable BR8 7RP.

Decision no: 25/00026

Key Decision: *Yes, the decision involves expenditure or savings of maximum £1m.*

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

Future Pathway of report: Cabinet Member Decision

Electoral Division:

Swanley – Local Member Perry Cole (Conservative)

Adjoining/adjacent to: Wilmington – Local Member Avtar Sandhu MBE (Conservative)

Is the decision eligible for call-in? Yes

Summary: This report considers the proposed disposal of surplus land at Broomhill Bank School (North), Puddledock Lane and Rowhill Road, Hextable BR8 7RP.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of surplus land at Broomhill Bank School (North), Puddledock Lane and Rowhill Road, Hextable BR8 7RP; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

1. Introduction

- 1.1 This report addresses the Council's intention to sell surplus land at Broomhill Bank School (North), Puddledock Lane and Rowhill Road, Hextable.
- 1.2 Appendix A includes more detailed and financial information which is commercially sensitive.
- 1.3 A site plan is attached in Appendix B.

2. Background

- 2.1 Until mid-2015 the whole island site was occupied by the former Furness School, but this ceased operating due to lack of pupil demand and a significant budget deficit.
- 2.2 The main part of the site (outlined in Red on the plan at Appendix B) was then taken over by a satellite branch of the Broomhill Bank School in Tunbridge Wells, known as Broomhill Bank School (North).
- 2.3 The remainder of the site (sites 2 and 3 on the attached plan) remained vacant and were subsequently declared surplus to educational requirements and then to all Kent County Council (KCC) requirements in May 2021.

3. Options considered and dismissed, and associated risk

- 3.1 **Reuse the site:** KCC has no operational requirement for the site – *Dismissed*.
- 3.2 **Continue to hold the site vacant in case of a future requirement:** Continuing to hold the site will leave the Council with ongoing costs for securing it against unauthorised access and potential claims for injuries arising from any trespassing. Continuing deterioration of the redundant buildings remains an inherent risk for KCC – *Dismissed*.
- 3.3 **Disposal of the asset:** A freehold disposal will allow a capital receipt to be generated for reinvestment back into the Council's stated capital priorities and support the delivery of the Council's statutory obligations. Disposal will also eliminate holding costs associated with the property - *Recommended option*.
- 3.4 **Letting the property as part of the Tenanted Estate to generate an income:** The current buildings on the site are in poor condition and the prospect of securing a tenant is considered unlikely and unviable. KCC would forgo any capital receipt whilst this option was pursued – *Dismissed*.

4. Financial implications

- 4.1 The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.
- 4.2 The disposal will remove holding costs associated with the site, easing pressure on revenue budgets.

4.3 Further financial information is set out in the Exempt Appendix A.

5. Legal implications

5.1 The Council has an overarching duty under s123 of the Local Government Act 1972 to obtain not less than best consideration in the disposal of property assets and it also has a fiduciary duty to the residents of Kent.

5.2 External legal advisors have been appointed in consultation with General Counsel.

6. Equalities implications

6.1 The Key Decision to be taken by the Cabinet Member does not relate to a service delivery or change.

6.2 An Equalities Impact Assessment (EqIA) has been undertaken and has not resulted in any implications which might impact upon a disposal of the Council's interest; a copy of this is attached at Appendix D.

7. Data Protection Implications

7.1 As part of this approval process and in the handling of the disposal of the site, Data Protection regulations will be observed.

7.2 A Data Protection Implication Assessment (DPIA) screening has confirmed that there are no DPIA implications and that a further DPIA assessment is not required in respect of this decision.

8. Other corporate implications

8.1 None - This decision will not have any impact on other areas of the Council's work.

9. Governance

9.1 A Key Decision is being sought in line with the Constitution and the Council's governance processes. The views of the local Member in accordance with the property management protocol will be sought and will be reported to the Cabinet Member before a Key Decision is taken.

10. Next steps and Conclusions

10.1 Subject to the necessary approvals being forthcoming, KCC will instruct solicitors and surveyors to prepare and execute a disposal strategy to affect a disposal in accordance with adopted KCC Freehold Property Asset Disposal Policy and its statutory and fiduciary obligations.

10.2 The site has been declared surplus to the Council's operational requirements. In accordance with the Council's strategy of recycling assets to produce capital receipts for reinvestment into capital project priorities, it is recommended that this site is progressed for disposal.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree:

1. the disposal of surplus land at Broomhill Bank School (North), Puddledock Lane & Rowhill Road, Hextable BR8 7RP; 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 finalise the terms of the disposal and execute all necessary or desirable documentation required to implement the above.
-

11. Appendices

- 11.1 Appendix A – Exempt Appendix A
- 11.2 Appendix B – Site Plan
- 11.3 Appendix C – Proposed Record of Decision
- 11.4 Appendix D - Equalities Impact Assessment

12. Contact details

<p>Lead Officer: Mark Cheverton Head of Real Estate Services 03000 41 59 40 Mark.Cheverton@kent.gov.uk</p> <p>Principal Surveyor: Daniel Parkes Acquisitions Investments & Disposals 03000 417 955 Daniel.Parkes@kent.gov.uk</p> <p>Surveyor: David Oyler Acquisitions Investments & Disposals 03000 423 300 David.Oyler@kent.gov.uk</p>	<p>Relevant Director: Rebecca Spore Director of Infrastructure 03000 41 67 16 rebecca.spore@kent.gov.uk</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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MasterMap

**SURPLUS LAND AT
BROOMHILL BANK SCHOOL NORTH,
PUDDLEDOCK LANE &
ROWHILL ROAD
HEXTABLE
BR8 7RP**

Kent
County
Council
kent.gov.uk



PROPERTY &
INFRASTRUCTURE SUPPORT
COUNTY HALL,
MAIDSTONE
ME14 1XQ

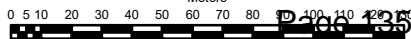
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

25/00026

For publication

Key decision: YES

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

Title: Disposal of surplus land at Broomhill Bank school (North), Puddledock Lane and Rowhill Road, Hextable BR8 7RP

Decision: The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to agree to:

1. the disposal of surplus land at Broomhill Bank School (North), Hextable BR8 7RP; 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 finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above.

Reason(s) for decision:

The land is surplus to the Council's operational requirements and due to the projected value will require a Key Decision as per Kent County Council's (KCC's) constitution.

The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

Cabinet Committee recommendations and other consultation:

The decision will be considered at Policy and Resources Cabinet Committee.

The views of the Local Member will be sought and reported to both the Policy and Resources Cabinet Committee meeting and Cabinet Member taking the decision.

In addition, due to the close proximity of Wilmington constituency boundary, contact will also be made with the neighbouring Local Member Avtar Sandhu MBE (Conservative).

Any alternatives considered and rejected:

The Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. It also has a fiduciary duty to the taxpayers of Kent.

As the site is not required for the former use, other options were considered:

- **Reuse the site** - *no other services have a requirement* for the land and the remaining buildings are too dilapidated to bring back into beneficial use.
- **Continue to hold the site vacant in case of a future requirement** - *not considered practical* due to on-going holding costs, risk and the opportunity cost associated with the capital receipt.
- **Let the property as part of the Tenanted Estate to generate an income** - *not considered feasible* due to the poor condition of the buildings and the opportunity cost associated with the capital receipt.
- **Disposal of the asset** - to reduce the revenue holding costs and deliver a capital receipt *recommended*.

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

.....
Signed

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.....
Date

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EQIA Submission – ID Number

Section A

EQIA Title

surplus land at Broomhill Bank school north Hextable

Responsible Officer

David Oyler - DCED INF

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

Daniel Parkes - DCED INF

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

seeking authority to dispose of surplus property

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure - Real Estate Services

Responsible Head of Service

Daniel Parkes - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

to seek authority to dispose of surplus property

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?

we are required to consult with the Local Division Member as per the Council's constitution.

As part of the Key Decision process other members of the authority are made aware of the decision to be taken and are able to raise queries in respect of the proposed decision.

It is our current intention that formal member consultation will occur at the Policy & Rescouces Cabinet

Committee on 5th March 2025.
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 capital receipt generated from the disposal of the surplus property will be reinvested back into the Council's Capital Programme which will benefit Residents/Communities/Citizens of Kent.
A disposal of the surplus and vacant property should lead to it being reused/repurposed/redeveloped which is expected to add to the well-being and prosperity of the locality in which it is situated.
Negative impacts and Mitigating Actions
19. Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No. Note: If Question 19a is "No", Questions 19b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Age
Not Completed
Mitigating Actions for Age
Not Completed
Responsible Officer for Mitigating Actions – Age
Not Completed
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval
Details of Negative Impacts for Disability
Not Completed
Mitigating actions for Disability
Not Completed
Responsible Officer for Disability
Not Completed
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Sex
Not Completed
Mitigating actions for Sex

Not Completed
Responsible Officer for Sex
Not Completed
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Gender identity/transgender
Not Completed
Mitigating actions for Gender identity/transgender
Not Completed
Responsible Officer for mitigating actions for Gender identity/transgender
Not Completed
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Race
Not Completed
Mitigating actions for Race
Not Completed
Responsible Officer for mitigating actions for Race
Not Completed
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Religion and belief
Not Completed
Mitigating actions for Religion and belief
Not Completed
Responsible Officer for mitigating actions for Religion and Belief
Not Completed
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Sexual Orientation
Not Completed
Mitigating actions for Sexual Orientation
Not Completed
Responsible Officer for mitigating actions for Sexual Orientation
Not Completed
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No. Note: If Question 26a is "No", Questions 26b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Pregnancy and Maternity
Not Completed
Mitigating actions for Pregnancy and Maternity

Not Completed
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Completed
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Marriage and Civil Partnerships
Not Completed
Mitigating actions for Marriage and Civil Partnerships
Not Completed
Responsible Officer for Marriage and Civil Partnerships
Not Completed
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Carer's responsibilities
Not Completed
Mitigating actions for Carer's responsibilities
Not Completed
Responsible Officer for Carer's responsibilities
Not Completed

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

Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 5 March 2025

Subject: Freehold disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone. (Herein referred to as Aylesford Depot)

Decision no: 25/00013

Key Decision: Yes, the decision involves expenditure or savings of maximum £1m

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

Future Pathway of report: Cabinet Member Decision

Electoral Division:

Local Member Malling North East – Local Member, Andrew Kennedy
 Adjoining/Adjacent to Maidstone Rural North - Local Member, Sir Paul Carter

Is the decision eligible for call-in? Yes

Summary: This report considers the proposed disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone.

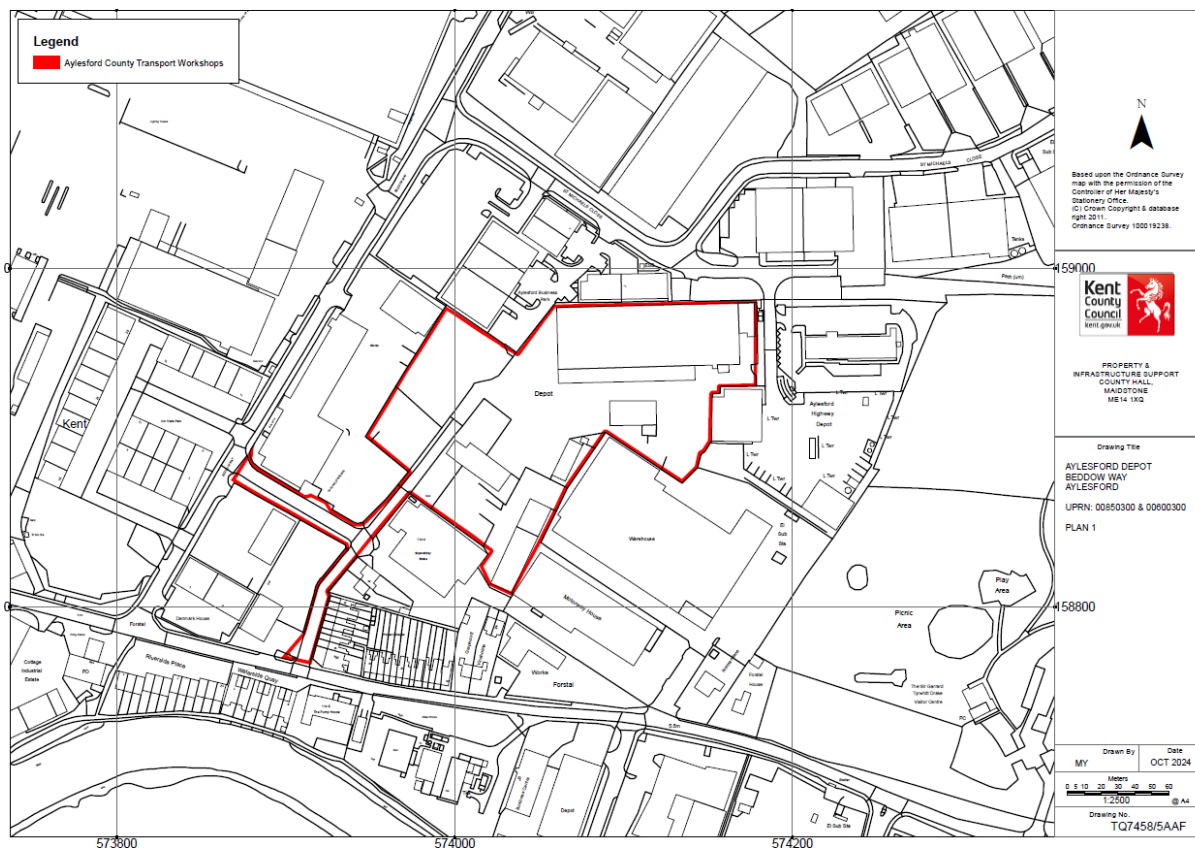
Recommendations:

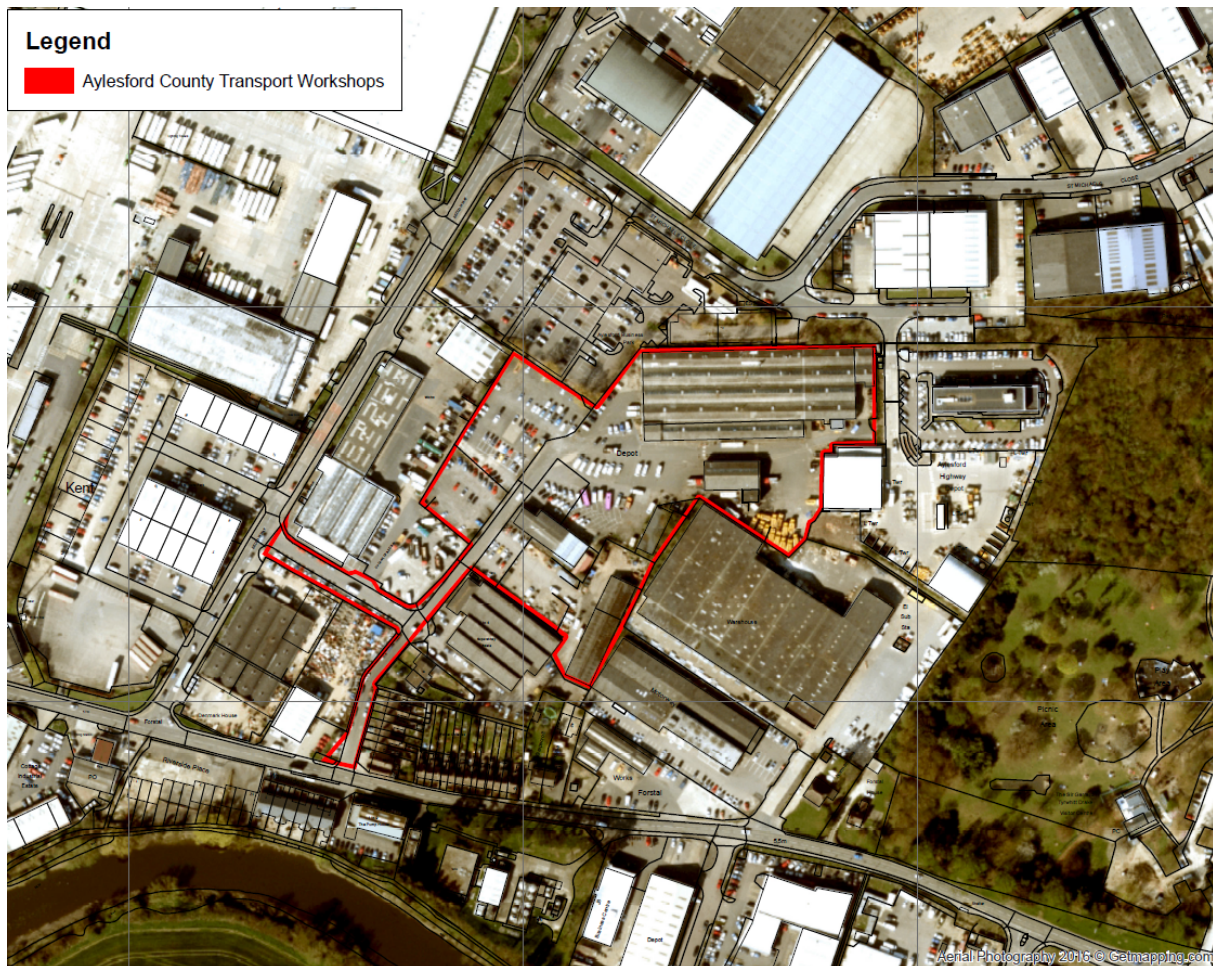
The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to:

1. the disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone;
2. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above; and
3. note that the implementation of this decision is subject to any additional approvals or consents (such as Asset of Community Value, open space consultation, etc) as required by law.

1. Introduction

- 1.1 This report considers the Council's intention to sell the Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone.
- 1.2 The property is located within a well-established industrial location approximately 1.5 miles from Junction 5 of the M20 Motorway. Maidstone town centre is approximately 3 miles to the South East.
- 1.3 Site plan below shows redline boundary for the proposed disposal. Attached at Appendix B. It should be noted that the final red line may be adjusted slightly to ensure that there is sufficient space retained to support the Aylesford Highways depot and any expansion requirement.





1.4 Exempt Appendix A includes a full analysis of options with financials included. This information is commercially sensitive.

2. Background

- 2.1 The property extends to approximately 5.2 acres and comprises a combination of cleared concrete/hardstanding areas and various obsolete buildings, previously used as Highways Depot and Landscape Workshops. The property and buildings have been declared surplus by the Council as they are no longer required for operational purposes.
- 2.2 KCC first acquired the site in late 1950s with the CTS Workshops operating as part of the Highways Division from at least 1968 until closure in recent years.
- 2.3 There was a large amount of demolition completed on both sites in 2021, and most of what remains is now just open hardstanding. There are no buildings left on the Former Landscape Services site and only two buildings remaining on the Former CTS Workshop site. These are known as B Block, which is a sizeable garage/workshop, and H Block, which is a two-storey office block with some further storage capacity.
- 2.4 The 'Land at Rear of Danepack' is essentially an unadopted access road that serves the sites and has some parking on the north side.
- 2.5 There are currently four active lease agreements within the proposed disposal site.

- 2.6 The Council reviewed its options for the site and considered that it had no use for the asset and consequently, as required by the Local Government Act, a disposal would be the best course of action.
- 2.7 It is now considered preferable to dispose of the site on the open market, on an 'all enquiries' basis and any bids will be assessed against KCC's policies and financial requirements.
- 2.8 The disposal value is in excess of £1m and therefore a Key Decision will be required. Therefore, to avoid unexpected delays in the disposal process, a Key Decision is being sought in advance of marketing.

3. Options considered and dismissed, and associated risk

- 3.1 **Reuse the site:** KCC has no operational requirement for the site.
- 3.2 **Continue to hold the site vacant in case of a future requirement:** Continuing to hold the site will leave the Council with significant ongoing costs for securing against unauthorised access and potential claims for injuries arising from any trespassing. Continuing deterioration of the remaining buildings remains an inherent risk for KCC. The buildings have deteriorated too far to bring them back into operable condition without substantial investment prior to any re-occupation and use.
- 3.3 **Disposal of the asset:** A freehold disposal will allow a capital receipt to be generated for reinvestment back into the Council's stated capital priorities and support the delivery of the Council's statutory obligations.
- 3.4 **Recommended option:** A freehold disposal is the preferred option for the site, seeking offers on an 'all enquiries' basis to ensure all potential interest is explored in line with the Council's statutory duties.

4. Marketing

- 4.1 Subject to the necessary approvals being forthcoming, KCC will appoint a suitably qualified agent to openly market the site in Q2 2025 on an 'all enquiries' basis to allow any interested parties to submit a bid for the site.
- 4.2 A marketing campaign to advertise the site through various media channels will be undertaken to ensure a wide audience is reached; appropriate due diligence will be undertaken on any bidders.
- 4.3 Bids will be appraised in line with the Council's legislative and fiduciary duties, and in compliance with KCC Freehold Asset Disposal Policy and any other relevant Council policies.
- 4.4 Following the formal submission of bids, these will be assessed considering:
- Ability for the purchaser to complete within the proposed timescales
 - Overall price, any pricing caveats or exclusions
 - Any conditionality on the proposals and the deliverability of those

- Deliverability of the proposals submitted, if they are reliant on the planning process.
- Funding security
- Any benefit cost that may be relevant

5. Financial Implications

- 5.1 The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.
- 5.2 The disposal of the property will remove holding costs associated with the site, easing pressure on revenue budgets.
- 5.3 Further financial information is set out in the exempt appendix A.

6. Legal implications

- 6.1 The Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. It also has a fiduciary duty to the residents of Kent.
- 6.2 External legal advisors will be appointed in consultation with General Counsel.

7. Equalities implications

- 7.1 An Equalities Impact Assessment (EqIA) has been undertaken and identified no direct equalities implications arising from the disposal of the site.

8. Data Protection Implications

- 8.1 As part of this approval process and in the handling of marketing/conveyancing of the site Data Protection regulations will be observed. No data or records are stored on site.
- 8.2 A Data Protection Implication Assessment (DPIA) screener has confirmed that there are no DPIA implications and that a further DPIA assessment is not required in respect of this decision.
- 8.3 The site has been inspected and no sensitive material remains on site.

9. Other corporate implications

- 9.1 This decision will not have any impact on other areas of the Council's work, and it should be noted that as part of the final disposal area the redline may be changed slightly to ensure that the highway depot has the appropriate provision and expansion space.

10. Governance

- 10.1 A Key Decision is being sought in line with the constitution and the Council's governance processes. The views of the local Member in accordance with the property management protocol will be sought and will be reported to the Cabinet Member taking the decision.

10.2 Delegated authority is to be given to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the extension, new promotion agreement and disposal and execution of all necessary or desirable documentation required to implement the decision.

11. Next Steps and Conclusions

11.1 An indicative timetable for the planned disposal is set out below:

Stage	Timescale
Marketing	Q2 2025
Bid Appraisal	Q2 2025
Exchange of contracts	Q3 2025
Completion of sale assuming unconditional sale	Q4 2025
Completion of sale assuming conditional sale	Q2 2027

11.2 The site has been declared surplus to the Council's operational requirements. In accordance with the Council's strategy of recycling assets to produce capital receipts for reinvestment into capital project priorities, it is recommended that this site is progressed for disposal.

12. Conclusions

12.1 The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

12.2 The disposal of the property will remove holding costs associated with the property easing pressure on revenue budgets.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to agree to:

1. the disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone;
 2. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above; and
 3. note that the implementation of this decision is subject to any additional approvals or consents (such as Asset of Community Value, open space consultation, etc) as required by law.
-

13. Appendices / Background Documents

- 13.1 Appendix A – Exempt Appendix A
- 13.2 Appendix B – Site Plan
- 13.3 Appendix C – Proposed Record of Decision
- 13.4 Appendix D – Equalities Impact Assessment

14. Contact details

Report Author(s): Mark Cheverton Job title: Head of Real Estate Services Telephone number: 03000 41 59 40 Email address: mark.cheverton@kent.gov.uk Niral Patel Job title: Acquisition and Investment Surveyor, Investment & Disposals Telephone number: 03000 41 11 85 Email address: niral.patel@kent.gov.uk	Director: Rebecca Spore Job title: Director of Infrastructure Telephone number: 03000 41 67 16 Email address: rebecca.spore@kent.gov.uk
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
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Legend

 Aylesford County Transport Workshops

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PROPERTY & INFRASTRUCTURE SUPPORT
COUNTY HALL,
MAIDSTONE
ME14 1XQ

Drawing Title

AYLESFORD DEPOT
BEDDOW WAY
AYLESFORD

UPRN: 00850300 & 00600300

PLAN 1

158800

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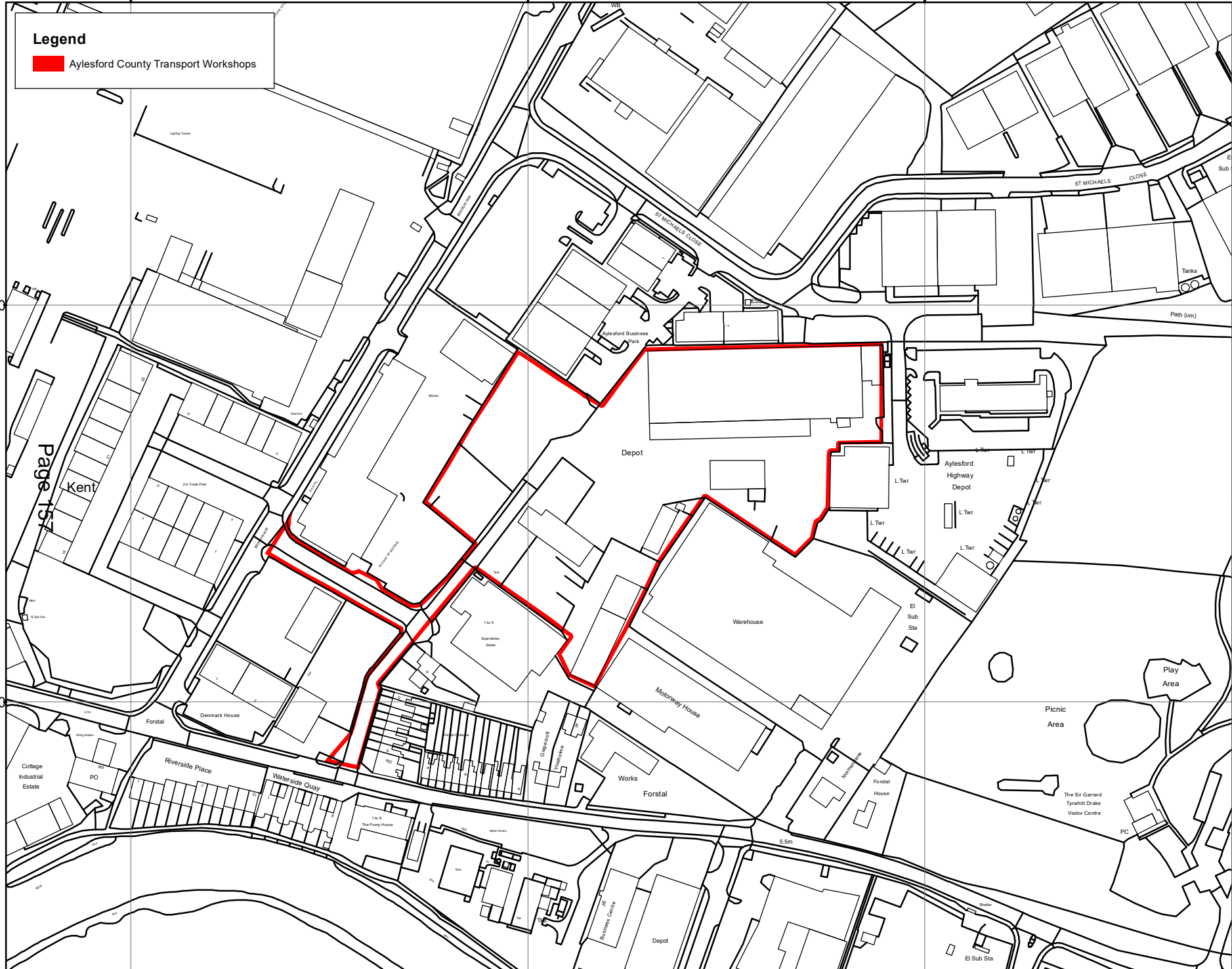
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NO:

25/00013

For publication

Key decision: YES

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

Title: Freehold disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone. (Herein referred to as Aylesford Depot)

Proposed decision:

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

1. the disposal of Former Aylesford CTS Workshops, Landscape Services Depot and Rear of Danepack located at Forstal Road, Maidstone;
2. delegate authority to The Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the disposal and execution of all necessary or desirable documentation required to implement the above; and
3. note that the implementation of this decision is subject to any additional approvals or consents (such as Asset of Community Value, open space consultation, etc) as required by law.

Reason(s) for decision:

The property is surplus to the Council's operational requirements and due to its projected value, a key decision is now required as set out in Kent County Council's Constitution.

The sale of the property will result in a capital receipt which will be reinvested back into the Council's Capital Programme.

Cabinet Committee recommendations and other consultation:

The matter is due to be considered by the Policy and Resources Cabinet Committee 5 March 2025. The views of the Local Member will be sought and reported to the Cabinet Committee and the decision taker.

Any alternatives considered and rejected:

Other options considered were to:

- Reuse the site
- Continue to hold the site vacant in case of a future requirement.
- Disposal of the asset. This is the recommended option.

As the property is not required for the Council's operational purposes, the only alternative option would be to continue to hold the site, however, this would leave the Council exposed to ongoing costs and securing the site against unauthorised access and potential claims for injuries arising from trespassing. Given that this approach does not align with the Council's investment strategy and a disposal provides an opportunity to reinvest capital in agreed priorities as set out in the Council's Capital Programme, it is proposed to proceed with the disposal of the site.

The Council has an overarching duty under Section 123 of the Local Government Act 1972 to secure not less than best consideration in respect of property disposals. It also has a fiduciary duty to the residents of Kent.

Whilst under contract, a decision not to perform under its terms would be possible, however this would have legal and cost implications. The recommendation therefore will be to perform under the contractual agreement for the sale of the property unless it expires in the meantime.

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

.....
signed

.....
date

EQIA Submission – ID Number

Section A

EQIA Title

Freehold disposal of Former Aylesford Workshops and Depot Aylesford ME20 7TZ

Responsible Officer

Niral Patel - 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

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Disposal

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure

Responsible Head of Service

Mark Cheverton - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

To obtain authority to dispose of the property asset.

To seek the delegation of authority for agreeing the specific terms of the disposal to the Director of Infrastructure in consultation with the Cabinet Member for Finance, Corporate and Traded Services.

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?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

We are required to consult with the local division member per the Council's constitution.

As part of the key decision process other members of the authority are made aware of the decision to be

taken and are able to raise queries in respect of the proposed decision.
It is our current intention that formal member consultation will take place at the next Policy and Resources Cabinet Committee
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
Redevelopment of the site is expected to add to the well-being of the area in economic terms by employment generation and improvement of the local economy. There will also be positive impacts with potential for new businesses to be relocated to the 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
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex

Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships

Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
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 Committee - 5 March 2025

Subject: Formal Lease for an Electricity Sub Station within grounds of the former
Walmer Science College, Deal - to serve The Beacon and the
Southwood Centre, Deal.

Decision No. 25/00027

Key Decision

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

Future Pathway of report: Cabinet Member Decision

Electoral Division: Deal and Walmer – Mr Trevor Bond and Mr Derek Murphy

Is the decision eligible for call-in? Yes

Summary: This report seeks endorsement from the Policy and Resources Cabinet Committee on the decision to grant a Lease in excess of 20 years to UK Power Networks for occupation and use of a new electricity substation located within the grounds of the former College, for use by a new school and an existing Pupil Referral Unit.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to UK Power Networks in order that a new electricity substation can be built within the grounds of the former Walmer Science College site to serve new buildings for use by The Beacon and the County Council's operational Southwood Centre; 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 former Walmer Science College, Deal. Part of the site is occupied by the County Council's Southwood Centre as a pupil Referral Unit and part is occupied by The Beacon, a Foundation School.
- 1.2 Several of the remaining existing buildings at the College are either in need of upgrading and/or beyond their economic life. The County Council are currently in the process of part refurbishing some of the former College accommodation as well as erecting new buildings for expansion of The Beacon. The works at the school were subject to separate key decisions reference 20/0001 dated 3 April 2020 and 23/00018 dated 3 April 2023, as taken by the Cabinet Member for Education and Skills, in respect of the commissioning of the additional school places requirements and the capital allocations from the Children's, Young People and Education Cabinet Committee (CYPE) Capital programme in the Medium-Term Financial Plan (MTFP). This project is scheduled for delivery in September 2025.
- 1.3 The existing electrical supply to the former College buildings is of insufficient capacity to provide the required supply to the proposed new buildings. To ensure a supply can be provided, a new substation needs to be installed within the former College site. A very small part of the County Council's land has been identified for installation of a new substation, with cables to extend into parts of the new education buildings to be built, as well as to the Southwood Centre to improve the electrical supply to this operational property.
- 1.4 A formal lease will need to be granted to UK Power Networks, who have been appointed to erect and operate a substation within the College grounds to serve the new buildings and to supply the local electricity network in emergencies. UK Power Networks have been appointed to install and connect a proposed substation, which will remain their property.
- 1.5 To enable the substation to be provided, UK Power Networks require the County Council to grant them a lease in excess of 20 years, to provide security of tenure for their desired legal estate in the land, having regard to the costs incurred in providing and maintaining the substation. UK Power Networks also require such a long lease to be granted to them for nominal consideration.
- 1.6 UK Power Networks' lease requirements accord with previous leases authorised and granted by the County Council for sub stations within school sites.
- 1.7 In order that UK Power Networks can proceed with the provision, connection, use and maintenance of a new substation it first requires the County Council to commit to the granting of a lease.
- 1.8 Cable rights will need to be reserved within the lease which will be located under land owned by the County Council.
- 1.9 The proposed lease terms are outlined in the exempt Appendix A.

2. Options considered and dismissed, and associated risk

- 2.1 **Do not grant the lease:** If the lease is not granted, the proposed new accommodation for use and occupation by The Beacon will have an inadequate electricity supply for its operational requirements, thereby compromising the purpose for which the buildings are being provided. The County Council's operational Southwood Centre would also suffer from not having an upgraded

electrical supply and would lose the opportunity to improve its own property and its operation.

- 2.2 Subsequently, not granting the lease would create operational issues to two education properties.
- 2.3 **Grant the Lease:** The land upon which the new buildings will be built is owned by the County Council. The precise location of the substation is close to the site boundary and unlikely to prejudice any redevelopment potential for the school site should it close at a future date. The proposed substation will serve the new education buildings and the Southwood Centre in the first instance.
- 2.4 As the substation will serve operational education properties, it is recommended that the lease should be granted.

3. Financial Implications

- 3.1 UKPN to cover the County Council's reasonable legal fees.
- 3.2 A rent as set out in the confidential Appendix A.

4. Legal Implications

- 4.1 The County Council is the current owner of the land upon which the substation is to be located, together with all necessary rights of access.

5. Equalities Implications

- 5.1 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.
- 5.2 An Equality Impact Assessment (EqIA) has been completed, and no issues have been identified for EqIA.

6. Data Protection Implications

- 6.1 A Data Protection Implication Assessment (DPIA) screener has confirmed that there are no DPIA implications.

7. Other corporate implications

- 7.1 None - This decision will not have any impact on other areas of the Council's work.

8. Governance

- 8.1 The Local Members, Mr Bond and Mr Murphy, have been formally notified of the proposed granting of the lease with the capital project discussed at the CYPE Cabinet Committee, which is subject to a separate Key Decision.
- 8.2 The proposal will require a formal lease to be granted to UK Power Networks and legal advice will be sought if required.

9. Conclusions

9.1 The granting of the proposed 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.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to UK Power Networks in order that a new electricity substation can be built within the grounds of the former Walmer Science College site to serve new buildings for use by The Beacon and the County Council's operational Southwood Centre; 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.
-

10. Appendices / Background Documents

10.1 Appendix A - EXEMPT

10.2 Appendix B – Site Plan

10.3 Appendix C – Proposed Record of Decision

10.4 Appendix D – EqIA – Equalities Impact Assessment

11. Contact details

<p>Report Author(s): Mark Cheverton Job Title: Head of Real Estate Services Telephone Number: 03000 41 59 40 Email address: Mark.Cheverton@kent.gov.uk</p> <p>Andrew White Job Title: Principal Estates Manager (Education Estate) Telephone Number: 03000 41 68 25 Email address: Andrew.White@kent.gov.uk</p>	<p>Director: Rebecca Spore Job Title: Director of Infrastructure Telephone Number: 03000 41 67 16 Email address: Rebecca.Spore@kent.gov.uk</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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The Downs Church of England Primary School

Childrens Nursery

Sports Court

Walmer Science College

SALISBURY ROAD

150700

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WALMER SCIENCE COLLEGE
SALISBURY ROAD
WALMER

UPRN: 70210100

MasterMap



GEN2 PROPERTY LTD on behalf of KCC
SESSIONS HOUSE
COUNTY HALL
MAIDSTONE
ME14 1XQ

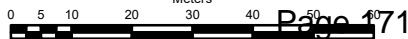
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

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

DECISION NUMBER:

25/00027

For publication

Key decision:

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

Title of Decision: Formal Lease for an Electricity Sub Station within grounds of the former Walmer Science College, Deal - to serve The Beacon and the Southwood Centre, Deal.

Proposed Decision:

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

1. authorise the granting of a Lease in excess of 20 years to UK Power Networks in order that a new electricity substation can be built within the grounds of the former Walmer Science College site to serve new buildings for use by The Beacon and the County Council's operational Southwood Centre; 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 provide and operate an existing substation to serve two other schools located within the grounds of the former College.

Cabinet Committee recommendations and other consultation:

The decision will be considered by the Policy and Resources Cabinet Committee.

The views of the local Member will be sought and reported to both the Policy and Resources Cabinet Committee meeting and Cabinet Member taking the decision.

Any alternatives considered and rejected:

Options were considered:

- **Do not grant the lease** - If the lease is not granted, the proposed new accommodation for use and occupation by The Beacon will have an inadequate electricity supply for its operational requirements, thereby compromising the purpose for which the buildings are being provided - **rejected**.
- **Grant the Lease** - As the substation will serve operational education properties, it is recommended that the lease should be granted. The new facilities for The Beacon cannot be operated without adequate electricity supply. The substation is necessary to ensure the development can be completed and brought into use – **recommended**.

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

.....
signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Former Walmer Science College - grant of lease for sub - station

Responsible Officer

Andrew White - 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

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Grant of Lease

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure

Responsible Head of Service

Mark Cheverton - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

KCC wishes to grant a lease for the provision of a new Electricity Sub Station to serve two Schools using and occupying accommodation at the former Walmer Science College. The Schools will benefit young childrens and provide an education facility for such children.

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?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

The Beacon School

The Southwood Centre

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 Service users/clients
Staff Staff/Volunteers
Residents/Communities/Citizens No
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
The proposed electricity supply will serve existing and proposed education buildings, for the benefit of its users for education purposes.
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
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable

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

Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
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 - 5 March 2025

Subject: Granting of Formal Lease for a Solar Panel installation within the grounds of St Nicholas' School, Canterbury.

Decision No. 25/00024

Key Decision: Key Decision

Classification: Unrestricted

Future Pathway of report: Cabinet Member Decision

Electoral Divisions: Canterbury City South - Mel Dawkins

Is the decision eligible for call-in? Yes

Summary: This report seeks endorsement from the Policy and Resources Cabinet Committee on the decision to grant a Lease in excess of 20 years to Solar for Schools for occupation and use of solar equipment located within the grounds of St Nicholas' School, Canterbury.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Deputy Leader and Cabinet Member for Finance on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of St. Nicholas' School, Canterbury to serve 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 St Nicholas' School, Canterbury.
- 1.2 The County Council has been approached by Solar for Schools, who are offering fully funded solar Photovoltaic projects to operational schools. Solar for Schools are funded by their Community Benefit Society and run on a non-profit making basis.

- 1.3 Solar for Schools deliver the design, project development, installation, operation and maintenance of the installed solar panels for the lifecycle of the equipment, which is estimated at 25 years. The service includes grid application, a pre-installation electrical survey, a structural survey and sourcing of planning permission. In addition, this includes a specific education package, delivered by Solar for Schools for Key Stages 1-4 (inclusive), using the solar panels and live data as an educational tool, to provide learning which can be linked to the national education curriculum.
- 1.4 Solar for Schools and the County Council have approached 30 schools in Kent with reports of potential system sizes and financial savings to determine interest. These schools comprise a mix of local education authority-maintained schools, Foundation and Trust schools and Academies. A number of schools, including St Nicholas' School, are interested in the offer. Solar for Schools are one of a few providers of a service which serves operational schools exclusively whilst also providing educational aspects alongside the generation of sustainable energy; such education is provided free of charge. KCC Procurement Team have been advised of this proposal and as no monetary exchange will take place between the County Council, Solar for Schools and the school itself, no formal procurement process needs to be complied with.
- 1.5 Solar for Schools have recently installed equipment at Swalecliffe Primary School and Herne Bay High School, which are both Foundation schools vested in their respective Governing Bodies, as well as Marsh Academy, which is leased to the Academy Trust from the County Council. It is understood these schools have experienced no problems to date with such installations and are already saving on their electricity costs.
- 1.6 To enable the solar equipment to be installed at St Nicholas' School, which is owned by KCC, Solar for Schools require KCC to grant them a lease in excess of 20 years, to provide security of tenure for their desired legal estate in the land/roof of school buildings, having regard to the costs incurred in providing and maintaining the solar equipment. It is anticipated that such a long lease will be no longer than 25–30 years in length.

2. Key considerations

2.1 Benefits to the Schools and the County Council and Potential Carbon Savings:

2.1.1 The following benefits have been identified for the schools:

- Access to lower-cost renewable energy, resulting in lower electricity bills.
- The costs of electrical consumption will only increase by inflation, reducing dependency on external energy markets.
- Provision of relevant educational content linked to the national curriculum and opportunities/links to tuition of green skills to school pupils. This would be delivered by Solar for Schools, thereby saving staff resource.
- No capital investment is required by the County Council.

2.1.2 The following benefits have been identified for the school:

- Support to reach county-wide emissions targets by the year 2050.
- An opportunity to encourage a more sustainable future for younger generations.
- Supporting maintained schools with their Climate Action Plans, as required by the Department for Education.
- No capital investment required by the school.

2.1.3 Potential Carbon Savings identified:

- Swalecliffe Primary School and Herne Bay Junior School have projected carbon savings of 953 tonnes, as assessed by Solar for Schools using live generation data and consumption data for the site.
- This proposal supports the delivery of the Kent Environmental Strategy, and the delivery of the Council's Net Zero Plans.

3. Options considered and dismissed, and associated risk

3.1 **Using the County Council's Loan Scheme for Schools** - solar PV systems could be installed through the LASER Energy Department for Education (DfE) Compliant Solar Framework (to be published in Spring 2025). LASER are currently procuring a Net Zero Framework which will be available in 2025. This option could still require capital investment from schools and the use of KCC's loan scheme.

3.2 **Do nothing** - Alternatively, the County Council could do nothing and allow the school to continue using electricity as it does at present, which in turn will generate higher running costs. This would not be cost effective, due to the possibility of having a solution presented by Solar for Schools that would not cost any capital to implement and derive lower running costs for the school.

4. Financial Implications

4.1 Solar for Schools are to cover the County Council's reasonable legal fees. It should be noted that any lease granted will contain break clauses in the event of a school closing within the proposed 25-year term, which enables the lease to be terminated if KCC have no further operational use for the former school site. Solar for Schools will be responsible for the costs of installation, maintenance, repair and removal of the panels to ensure there are no financial implications to the County Council. It should also be noted that Solar for Schools will carry out all feasibility and structural surveys of the property at its own expense prior to installation.

4.2 A rent payable to the County Council, as certified as being fair and reasonable by a Chartered Surveyor acting exclusively for the County Council. This is expected to be a nominal amount of £1 (one pound) per annum.

5. Legal Implications

- 5.1 The County Council is the current owner of the land upon which the equipment is to be located, together with all necessary rights of access. Solar for Schools will be obliged under any proposed lease terms to carry out all risk assessments and surveys, using Disclosure and Barring Service (DBS) accredited consultants and installers to ensure the panels are erected in a professional manner, for the safety of students and staff and also to KCC's full satisfaction.
- 5.2 Legal advice will be sought via the Office of General Counsel, if necessary, and external Solicitors appointed to prepare the formal lease when terms are agreed and further authorised.

6. Equalities Implications

- 6.1 The proposed solar installations are desired to provide power to the school in a green sustainable manner whilst reducing utility costs. This will benefit all users of the school, the local community and future generations.
- 6.2 An Equality Impact Assessment (EqIA) has been completed and no issues have been identified for EqIA.

7. Data Protection Implications

- 7.1 A Data Protection Implication Assessment (DPIA) screener has confirmed that there are no DPIA implications.

8. Other Corporate Implications

- 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 Canterbury to maintain access to education and training opportunities.
- 8.2. The proposed decision will also align with the County Council's Energy and Low Emissions Strategy (ELES).

9. Governance

- 9.1 A Key Decision is being sought in line with the Constitution and the Council's governance processes.
- 9.2 The Local Members have been formally notified of the proposed granting of the lease, with views reported to the Cabinet Member taking the decision.

10. Conclusions

- 10.1 Whilst there is some residual risk, as set out above, the granting of the proposed lease will provide Solar for Schools with an estate interest in a small area at the school and enable the facilities to remain in full operational use. It will also enable the school to reduce its utility costs and provide a more sustainable method of generating electricity without a capital investment required by KCC or the school.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Deputy Leader and Cabinet Member for Finance on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of St. Nicholas' School, Canterbury to serve 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.
-

11. Appendices / Background Documents

11.1 Appendix A – Site Plan

11.2 Appendix B - Proposed Record of Decision

11.3 Appendix C – EqIA – Equality Impact Assessment

12. Contact details

<p>Report Author(s): Mark Cheverton Job Title: Head of Real Estate Services Telephone Number: 03000 41 59 40 Email address: Mark.Cheverton@kent.gov.uk</p> <p>Andrew White Job Title: Principal Estates Manager (Education Estate) Telephone Number: 03000 41 68 25 Email address: Andrew.White@kent.gov.uk</p>	<p>Director: Rebecca Spore Job Title: Director of Infrastructure Telephone Number: 03000 41 67 16 Email address: Rebecca.Spore@kent.gov.uk</p>
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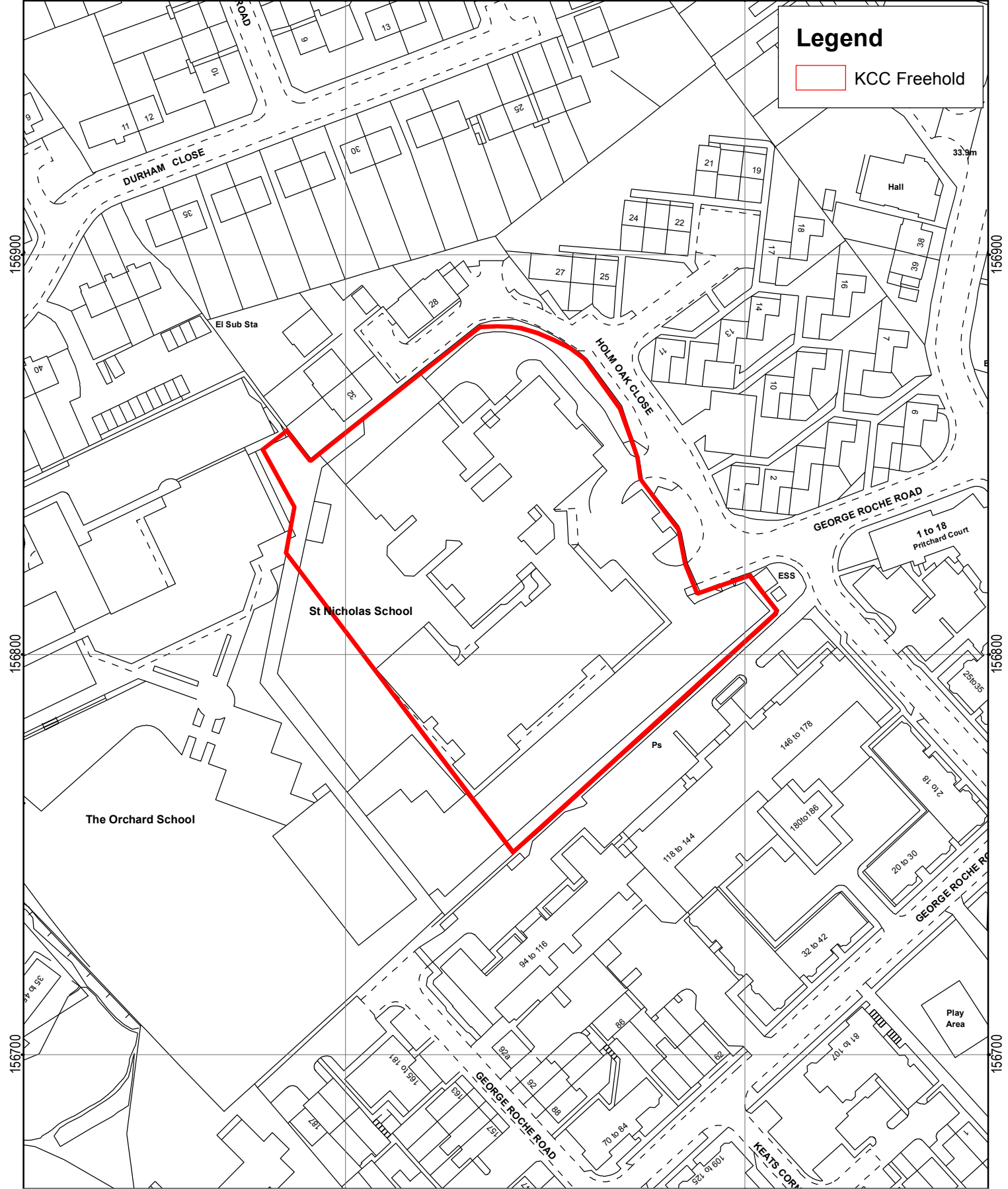
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614900

615000

Legend

 KCC Freehold



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.
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 Ordnance Survey 100019238.
 Additional information copyright Kent County Council

MasterMap

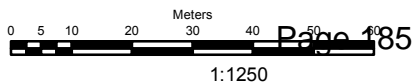
ST NICHOLAS SCHOOL
HOLM OAK CLOSE
NUNNERY FIELDS
CANTERBURY
CT1 3JJ



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

Drawn By
KP

Date
DEC 2014



Page 135

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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:

25/00024

For publication

Key decision*

Yes - The granting of a lease of land and premises excess of 20 years.

Title of Decision: Granting of Formal Lease for a Solar Panel installation within the grounds of St Nicholas' School, Canterbury.

Decision:

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

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of St. Nicholas' School, Canterbury to serve 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 Solar for Schools have an estate interest in the site to enable them to provide and operate solar panels to serve the school.

The granting of a Formal Lease in excess 20 years requires a Key Decision in accordance with the County Council's Property Management Protocol.

Cabinet Committee recommendations and other consultation:

The decision will be considered at Policy and Resources Cabinet Committee.

The views of local Members have been sought and any comments will be reported to both the Cabinet Committee meeting and Cabinet Member taking the decision.

The lease to be granted to Solar for Schools accords with many other leases granted on parts of operational Schools for the provision of solar electricity.

Any alternatives considered:

- Using the County Council's Loan Scheme for Schools - Solar PV systems could be installed through the LASER Energy Department for Education (DfE) Compliant Solar Framework (to be published in Spring 2025). This option could still require capital investment from Schools, which most Schools cannot currently afford.
- Do nothing - Alternatively, the County Council could do nothing and allow its School to continue using electricity as it does at present, which in turn will generate higher running costs. This would not be cost effective, due to the possibility of having a solution presented by Solar for Schools that would not cost any capital to implement and derive lower running costs for the school.

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

.....
Signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Grant of lease for solar panels

Responsible Officer

Andrew White - 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

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Grant of lease

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure

Responsible Head of Service

Mark Cheverton - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

It is proposed to grant a lease for installation of solar panels at Brunswick House Primary School, Maidstone and St Nicholas School, Canterbury. The installation of the panels will generate lower electricity costs for both Schools and the supplier will also provide a free education facility to the school children so they can learn about green initiatives and similar.

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?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Brunswick House Primary School, Maidstone

St Nicholas School, Canterbury

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 Service users/clients
Staff Staff/Volunteers
Residents/Communities/Citizens No
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
Reduced costs of electricity to both Schools. Provision of education to both Schools re. green initiatives and similar.
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
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No

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

Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
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 - 5 March 2025

Subject: Granting of Formal Lease for a Solar Panel installation within the grounds of Brunswick House Primary School, Maidstone.

Decision No.: 25/00025

Key Decision: Key Decision

Classification: Unrestricted

Future Pathway of report: Cabinet Member Decision

Electoral Divisions: Maidstone Central - Tom Cannon and Chris Passmore

Is the decision eligible for call-in? Yes

Summary: This report seeks endorsement from the Policy and Resources Cabinet Committee on the decision to grant a Lease in excess of 20 years to Solar for Schools for occupation and use of solar equipment located within the grounds of Brunswick House Primary School, Maidstone.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of the Brunswick House Primary School to serve 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 Brunswick House Primary School, Maidstone.
- 1.2 The County Council has been approached by Solar for Schools, who are offering fully funded solar Photovoltaic projects to operational schools. Solar for Schools are funded by their Community Benefit Society and run on a non-profit making basis.

- 1.3 Solar for Schools deliver the design, project development, installation, operation and maintenance of the installed solar panels for the lifecycle of the equipment, which is estimated at 25 years. The service includes grid application, a pre-installation electrical survey, a structural survey and sourcing of planning permission. In addition, this includes a specific education package, delivered by Solar for Schools for Key Stages 1-4 (inclusive), using the solar panels and live data as an educational tool, to provide learning which can be linked to the national education curriculum.
- 1.4 Solar for Schools and the County Council have approached 30 schools in Kent with reports of potential system sizes and financial savings to determine interest. These schools comprise a mix of local education authority-maintained schools, Foundation and Trust schools and Academies. A number of schools, including Brunswick House Primary School are interested in the offer. Solar for Schools are one of a few providers of a service which serves operational schools exclusively whilst also providing educational aspects alongside the generation of sustainable energy; such education is provided free of charge. KCC Procurement Team have been advised of this proposal and as no monetary exchange will take place between the County Council, Solar for Schools and the school itself, no formal procurement process needs to be complied with.
- 1.5 Solar for Schools have recently installed equipment at Swalecliffe Primary School and Herne Bay High School, which are both Foundation schools vested in their respective Governing Bodies, as well as Marsh Academy, which is leased to the Academy Trust from the County Council. It is understood these schools have experienced no problems to date with such installations and are already saving on their electricity costs.
- 1.6 To enable the solar equipment to be installed at Brunswick House Primary School, which is owned by KCC, Solar for Schools require KCC to grant them a lease in excess of 20 years, to provide security of tenure for their desired legal estate in the land/roof of school buildings, having regard to the costs incurred in providing and maintaining the solar equipment. It is anticipated that such a long lease will be no longer than 25–30 years in length.

2. Key considerations

2.1 Benefits to the Schools and the County Council and Potential Carbon Savings:

2.1.1 The following benefits have been identified for the schools:

- Access to lower-cost renewable energy, resulting in lower electricity bills.
- The costs of electrical consumption will only increase by inflation, reducing dependency on external energy markets.
- Provision of relevant educational content linked to the national curriculum and opportunities / links to tuition of green skills to school pupils. This would be delivered by Solar for Schools, thereby saving staff resource.

- No capital investment is required by the County Council.

2.1.2 The following benefits have been identified for the school:

- Support to reach county-wide emissions targets by the year 2050.
- An opportunity to encourage a more sustainable future for younger generations.
- Supporting maintained schools with their Climate Action Plans, as required by the Department for Education.
- No capital investment required by the school.

2.1.3 Potential Carbon Savings identified:

- Swalecliffe Primary School and Herne Bay Junior School have projected Carbon savings of 953 tonnes, as assessed by Solar for Schools using live generation data and consumption data for the site.
- This proposal supports the delivery of the Kent Environmental Strategy, and the delivery of the Councils Net Zero Plans.

3. Options considered and dismissed, and associated risk

3.1 **Using the County Council's Loan Scheme for Schools** - solar PV systems could be installed through the LASER Energy Department for Education (DfE) Compliant Solar Framework (to be published in Spring 2025). LASER are currently procuring a Net Zero Framework which will be available in 2025. This option could still require capital investment from Schools and the use of KCC's loan scheme.

3.2 **Do nothing** - Alternatively, the County Council could do nothing and allow its school to continue using electricity as it does at present, which in turn will generate higher running costs. This would not be cost effective, due to the possibility of having a solution presented by Solar for Schools that would not cost any capital to implement and derive lower running costs for the school.

4. Financial Implications

4.1 Solar for Schools are to cover the County Council's reasonable legal fees. It should be noted that any lease granted will contain break clauses in the event of a school closing within the proposed 25-year term, which enables the lease to be terminated if KCC have no further operational use for the former school site. Solar for Schools will be responsible for the costs of installation, maintenance, repair and removal of the panels to ensure there are no financial implications to the County Council. It should also be noted that Solar for Schools will carry out all feasibility and structural surveys of the property at its own expense prior to installation.

4.2 A rent payable to the County Council, as certified as being fair and reasonable by a Chartered Surveyor acting exclusively for the County Council. This is expected to be a nominal amount of £1 (one pound) per annum.

5. Legal Implications

- 5.1 The County Council is the current owner of the land upon which the equipment is to be located, together with all necessary rights of access. Solar for Schools will be obliged under any proposed lease terms to carry out all risk assessments and surveys, using Disclosure and Barring Service (DBS) accredited consultants and installers to ensure the panels are erected in a professional manner, for the safety of students and staff and also to KCC's full satisfaction.
- 5.2 Legal advice will be sought via the Office of General Counsel, if necessary, and external Solicitors appointed to prepare the formal lease when terms are agreed and further authorised.

6. Equalities Implications

- 6.1 The proposed solar installations are desired to provide power to the school in a green sustainable manner whilst reducing utility costs. This will benefit all users of the school, the local community and future generations.
- 6.2 An Equality Impact Assessment (EqIA) has been completed and no issues have been identified for EqIA.

7. Data Protection Implications

- 7.1 A Data Protection Implication Assessment (DPIA) screener has confirmed that there are no DPIA implications.

8. Other Corporate Implications

- 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 Maidstone to maintain access to education and training opportunities.
- 8.2 The proposed decision will also align with the County Council's Energy and Low Emissions Strategy (ELES).

9. Governance

- 9.1 A Key Decision is being sought in line with the Constitution and the Council's governance processes.
- 9.2 The Local Members have been formally notified of the proposed granting of the lease, with views reported to the Cabinet Member taking the decision.

10. Conclusions

- 10.1 Whilst there is some residual risk, as set out above, the granting of the proposed lease will provide Solar for Schools with an estate interest in a small area at the school and enable the facilities to remain in full operational use. It will also enable the school to reduce its utility costs and provide a more sustainable method of generating electricity without a capital investment required by KCC or the school.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse, or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of the Brunswick House Primary School to serve 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.

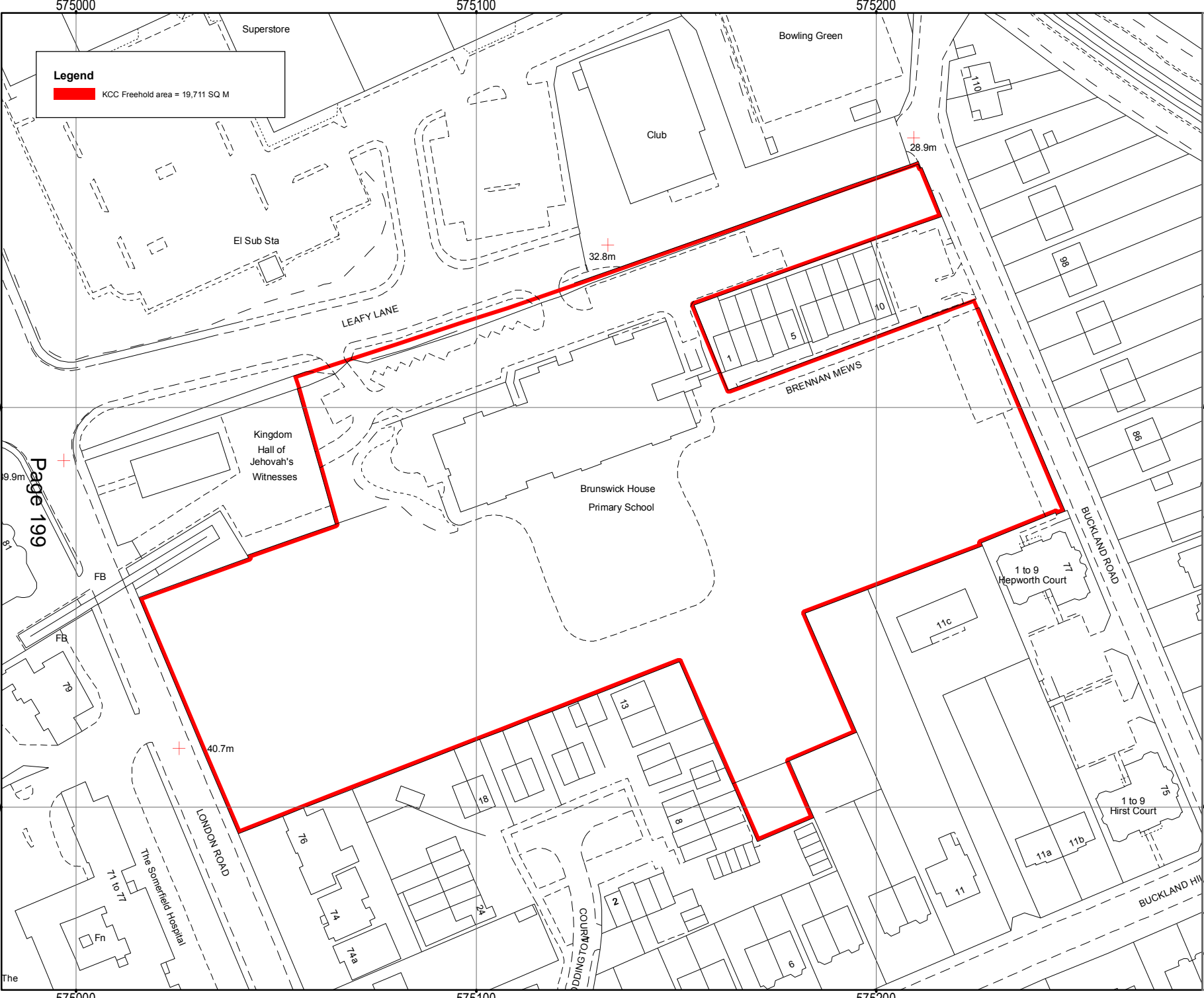
11. Appendices / Background Documents

- 11.1 Appendix A – Site Plan
- 11.2 Appendix B - Proposed Record of Decision
- 11.3 Appendix C – EqIA – Equality Impact Assessment

12. Contact details

Report Author(s): Mark Cheverton Job Title: Head of Real Estate Services Telephone Number: 03000 41 59 40 Email address: Mark.Cheverton@kent.gov.uk Andrew White Job Title: Principal Estates Manager (Education Estate) Telephone Number: 03000 41 68 25 Email address: Andrew.White@kent.gov.uk	Director: Rebecca Spore Job Title: Director of Infrastructure Telephone Number: 03000 41 67 16 Email address: Rebecca.Spore@kent.gov.uk
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Legend
 KCC Freehold area = 19,711 SQ M



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156200
 PROPERTY GROUP
 County Hall, Maidstone
 Kent ME14 1XQ
 Tel:08458 247247

Drawing Title
 BRUNSWICK HOUSE
 PRIMARY SCHOOL
 LEAFY LANE
 MAIDSTONE
 UPRN 02890100

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Page 199

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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:

25/00025

For publication**Key decision***

Yes - The granting of a lease of land and premises excess of 20 years.

Title of Decision: Granting of Formal Lease for a Solar Panel installation within the grounds of Brunswick House Primary School, Maidstone.**Decision:**

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

1. authorise the granting of a Lease in excess of 20 years to Solar for Schools in order that a new solar panel installation can be built within the grounds of the Brunswick House Primary School to serve the school; and
2. 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 Solar for Schools have an estate interest in the site to enable them to provide and operate solar panels to serve the school.

The granting of a Formal Lease in excess 20 years requires a Key Decision in accordance with the County Council's Property Management Protocol.

Cabinet Committee recommendations and other consultation:

The decision will be considered at Policy and Resources Cabinet Committee.

The views of local Members have been sought and any comments will be reported to both the Cabinet Committee meeting and Cabinet Member taking the decision.

The lease to be granted to Solar for Schools accords with many other leases granted on parts of operational Schools for the provision of solar electricity.

Any alternatives considered:

- Using the County Council's Loan Scheme for Schools - Solar PV systems could be installed through the LASER Energy Department for Education (DfE) Compliant Solar Framework (to be published in Spring 2025). This option could still require capital investment from Schools, which most Schools cannot currently afford.
- Do nothing - Alternatively, the County Council could do nothing and allow its School to continue using electricity as it does at present, which in turn will generate higher running costs. This would not be cost effective, due to the possibility of having a solution presented by Solar for Schools that would not cost any capital to implement and derive lower running costs for the school.

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

.....
Signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Grant of lease for solar panels

Responsible Officer

Andrew White - 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

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Grant of lease

Accountability and Responsibility

Directorate

Strategic and Corporate Services

Responsible Service

Infrastructure

Responsible Head of Service

Mark Cheverton - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

It is proposed to grant a lease for installation of solar panels at Brunswick House Primary School, Maidstone and St Nicholas School, Canterbury. The installation of the panels will generate lower electricity costs for both Schools and the supplier will also provide a free education facility to the school children so they can learn about green initiatives and similar.

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?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Brunswick House Primary School, Maidstone

St Nicholas School, Canterbury

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 Service users/clients
Staff Staff/Volunteers
Residents/Communities/Citizens No
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
Reduced costs of electricity to both Schools. Provision of education to both Schools re. green initiatives and similar.
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
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No

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

Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

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

Rebeca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee - 5 March 2025

Subject: Construction of new office building at Henwood Highways Depot -
Disposal of surplus office building

Decision no: 25/00028

Key Decision: *Yes, the decision involves expenditure or savings of maximum £1m.*

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

Future Pathway of report: Cabinet Member Decision

Electoral Division: Ashford Central - Paul Bartlett

Is the decision eligible for call-in? Yes

Summary: The report considers property condition and asset management issues at the Henwood Depot Site and Existing Henwood Office, which together are known as the Henwood Project. It sets out a recommendation for capital investment into the Depot Site to create a new Modular Office which would address these issues and render the Existing Office building surplus to the Council's operational requirements. Subject to the construction of the new Modular Office, authority would be granted for the sale of the Existing Office building via an open and transparent marketing process.

Recommendations:

The Policy and Resources Cabinet Committee is asked to consider and endorse or make recommendations to the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services on the proposed decision to:

1. **APPROVE** the Henwood Project and **NOTE** the contribution towards Corporate Landlord Medium-Term Financial Plan savings targets;
2. **APPROVE** the allocation of £1.5m from the Capital Programme Budget 2024-34 as approved by County Council on 19 February 2024 for the delivery of the proposed capital works at the Henwood Depot site;

3. **APPROVE** the disposal of the Existing Henwood Office building following delivery of the Henwood Project; and
 4. **DELEGATE** authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to enter into the necessary contracts and legal agreements to facilitate the implementation of the decisions.
-

1. Introduction

- 1.1 The report will first set out the service-led rationale for capital investment into the Henwood Depot Site (Depot Site) which is to be used by an external contractor as part of the delivery of Council's Highways Term Maintenance Contract. This contract is currently subject to procurement and was considered under key decision 24/00086.
- 1.2 The report then considers the challenges posed by the underutilisation of the adjacent Henwood Office building (Existing Office), and the alignment with the Council's newly adopted Asset Management Strategy and other policy positions, including Securing Kent's Future.
- 1.3 A rationale for enhanced capital investment into the Depot Site is set out which involves the construction of a new Modular Office. The construction of this Modular Office would result in the Existing Henwood Office becoming surplus to the Council's operational requirements.
- 1.4 The report then outlines the potential strategy for the disposal of the Existing Office which would generate a capital receipt and secure an ongoing revenue saving. Contributing to current Corporate Landlord Medium-Term Financial Plan savings commitments.

2. Background

- 2.1 The Henwood Depot Site and Existing Henwood Office sites are located within Ashford. South of the M20 and to the east of Junction 9. The sites form part of the wider Henwood industrial estate.
- 2.2 Both sites are owned freehold by Kent County Council (KCC) and are currently contained within a single registered title (Appendix B).
- 2.3 The site is approximately 2km from Kroner House on the Eurogate Business Park, which is the Council's Ashford Hybrid Office. Providing various facilities including bookable desks, meeting rooms, touchdown space and video conferencing.



- 2.4 The combined site area of the Depot Site and Existing Office is circa 4.25 acres. Of this the Existing Office site occupies circa 1.9 acres and the Depot Site circa 2.35 acres.
- 2.5 The Depot Site is currently let to Amey as part of the current Highways Term Maintenance Contract which is due to be reprocured with further detail set out in separate Key Decision 24/00086.
- 2.6 The Existing Office is occupied and operated by the Council. However, as working practices have changed and the use of KCC's office estate has reduced, since February 2023 the Henwood Office has been held part vacant to generate a revenue saving with staff utilising space at KCC's other KCC offices. Circa 75% of the available footprint is surplus to the Council's operational office requirements.
- 2.7 Following the partial closure and decommission in 2023, most staff who previously operated from the building have been relocated to Kroner House. Feedback from relocated staff has been positive and further limited works are planned to Kroner House to ensure the building meets business needs.
- 2.8 The remaining Highways staff who continue to operate from the Existing Office are those who have a requirement to work in close physical collaboration with the contractor awarded the Highways Term Maintenance Contract.

3. The Depot Site

- 3.1 The c2.35-acre depot site is fully let to the current Highways Term Maintenance Contract provider. Subject to procurement, this lease will come to an end upon the conclusion of the existing service contract. The depot will then be re-let to the new contracted service provider.

- 3.2 The established use class is sui generis being a mixture of B2 and B8 storage accommodation.
- 3.3 The Council owns several freehold depots across the County which are provided on a leasehold basis to contracted service providers. These are held corporately as the highways service cannot be delivered in the absence of a suitable depot network across the county.
- 3.4 The Council receives a market rent for these depots whether explicitly provided through the leasehold rental contracts or implicitly accounted through savings on the service level contract.
- 3.5 Several units within the Depot Site are coming to the end of their operational lifespan and require replacement. Other facilities, including welfare accommodation are currently provided within the main Existing Office building, rather than at the depot.
- 3.6 Underinvestment in accommodation within the depot sites will have a negative impact on the service delivery ultimately impacting residents and road users across Kent.
- 3.7 The Council therefore is required to replace necessary accommodation on the Depot Site before the commencement of the new service contract in 2026. The costs for this work will be met through the Council's Modernisation of Assets programme.
- 3.8 Depot sites are extensively used throughout the winter months (weather dependent but typically considered to be October – March) and therefore any construction works will be timed to avoid this period as far as possible. This leads to a preference for modular or off-site construction which minimises on-site construction periods.
- 3.9 Based on feasibility costings the replacement of necessary units within the Depot Site, with a new single-storey modular building, requires a capital budget of £750k, which would not require a Key Decision as this falls within the limits of officer delegations.
- 3.10 Based on KCC's adopted discount rate of 9% there is a strong rationale for investing in the purchase of a modular building versus hire-in options, which would run at an ongoing revenue loss despite lower up front capital costs.
- 3.11 Further commentary on rental values is included within the exempt Appendix A.

4. The Existing Office

- 4.1 The Existing Office site is circa 1.9 acres, including 2150m² of B1 Office accommodation over 2 floors. The site provides parking for c160 vehicles.
- 4.2 Due to the Council's financial challenges the Existing Office was partially closed on 1 February 2023, to save money on utility and FM costs.

- 4.3 Highways Staff operating from the Existing Office were able to work from the nearby Kroner House as part of KCC's Hybrid Office estate. A small number of staff continued to operate from the Existing Office building where their roles required close collaboration with the external highway's contractor. Around 20 desks continue to be in active use.
- 4.4 Welfare facilities on the ground floor of the Existing Office building were also used by the external contractor as facilities were not available within the depot site.
- 4.5 The building is currently 75% vacant and while revenue running costs have been reduced due to this part vacancy, there is not a direct linear relationship between percentage occupancy and revenue costs. The building therefore represents an inefficient use of the Council's resources.
- 4.6 The Council's Future Assets programme which is part of the strategic reset programme and the newly adopted Asset Management Strategy, places significant emphasis on the need to reduce the size of the estate, to reduce revenue running costs and condition work expenditure. The reduction in the size of the estate also forms an important contribution towards the Council's net zero ambitions.
- 4.7 Kroner House on the Eurogate estate is the Council's principal Hybrid office in the Ashford District and provides a suitable venue for all staff who do not have an operational requirement to work on the same location as the contracted service provider.
- 4.8 Therefore, the continued retention of the Existing Office, when only circa 25% of the footprint is required for operational purposes, is not considered sustainable or best use of the Council's limited resources.
- 4.9 Further commentary is provided within the exempt Appendix A. The building has an estimated capital value associated with the Henwood office if it was disposed of exceeding £1million.

5. The New Modular Office

- 5.1 Due to the condition issues outlined in section 3 above and the estate vacancy issues summarised in section 4, an alternative proposal has been devised for an enhanced modular offering within the Depot Site.
- 5.2 This would involve the construction of a two-storey New Modular Office within the Depot Site. The ground floor would re-provide necessary Depot accommodation outlined at 3.9, the first floor would re-provide the areas of the Existing Office which are still currently occupied, resulting in the entire Existing Office becoming surplus to operational requirements.

5.3 By combining these uses within a single new modular office building the following objectives are achieved:

- Provides for replacement of end-of-life Depot facilities
- New Depot facilities will be sufficient to ensure continued delivery of key Highway services and will increase overall rental value of Depot site.
- A reduced building footprint is secured for KCC service use, reducing ongoing maintenance and FM costs
- Reinforces the Council's policy of only having one hybrid office per district to avoid duplication
- Provides necessary collaboration space for Highways staff and external contractors
- Allows for the Existing office to be declared surplus. Fully decommissioned achieving further revenue savings in line with Medium-Term Financial Plan savings requirements
- Allows the existing office to be disposed of generating a substantial capital receipt.

5.4 The budgetary estimate for a two-storey New Modular office is £1.5million inclusive of contingency allowance. It is envisaged that the cost would be met through Modernisation of Assets Budget and asset review budgets attributed to the restructuring of the Council's office accommodation to meet changing organisational needs.

5.5 Due to the need to avoid construction work taking place during the winter service period and construction lead times, a planning application is being prepared for submission which will run in parallel with this Key Decision process.

6. Disposal of the Existing Office

6.1 Subject to the construction of the two-storey New Modular office on the Depot site, the Existing Office will become surplus to KCC's operational requirements in full.

6.2 The proposed key decision seeks authority to dispose of this site, following the completion of construction works.

6.3 Further commentary is provided in the exempt Appendix A in respect of market advice.

6.4 Necessary utility and boundary separation works have been included within the budgetary estimate given above. Subject to the completion of these works it would be the Council's intention to openly market the Existing Office on an all-enquiries basis.

6.5 Agents' advice indicates that several potential bidders may come forwards including developers who may look to demolish existing buildings, or potential office occupiers.

6.6 It is anticipated that in all scenarios the capital receipt generated from the sale of the Existing Office will exceed the proposed level of capital investment into

the depot. Albeit the Council's financial regulations prevent directly ringfencing a capital receipt in this way.

6.7 Therefore, any capital receipt generated will be applied to budgetary priorities as agreed by full Council and set out in the Medium-Term Financial Plan.

6.8 The sale of the Existing Office will produce an anticipated net revenue saving of £150,000 per annum after considering the new operating costs of the New Modular office. In addition to reinforcing the principles of the Council's Asset Management Strategy by minimising voids and reducing carbon footprint.

7. Options considered and dismissed, and associated risk

7.1 Do nothing – dismissed

Not investing in replacement of Depot facilities or reprovision of office accommodation poses a risk to the continued delivery of the Council's statutory Highways functions. In addition, it would not address the asset management issues in respect of the Existing Office including a 75% void rate and large ongoing revenue costs.

7.2 Retention of the Existing Office building as an investment asset – Dismissed

Advice was sought from agents for the retention of the Existing Office as an investment. Advice indicated that the size of accommodation made it unlikely a sole tenant would be found. While there may be a market appetite for smaller office units within a multi-let space, the level of capital investment required into the Existing Office to convert it for multi-let use rendered it unviable as an investment proposition.

7.3 Full reoccupation of the Existing Office building by Highways or other KCC services – Dismissed

No suitable KCC services could be identified. Retention of the building as part of the Hybrid office estate is not considered appropriate given the proximity to Kroner House (2km) which provides a comprehensive offering for the Ashford district and is not at full capacity.

7.4 Part occupation and let of Existing Office building – Dismissed

Advice from agents was that significant capital expenditure would be required to the Existing Office to make it suitable for multi-let use alongside KCC usage. This option would introduce significant risks as the Council would be liable for ongoing revenue costs if suitable tenants could not be identified. The construction of a new modular office ensures the Council can correctly size office accommodation to meet corporate needs.

8. Financial Implications

8.1 The budget cost of £1.5million will be met from Capital Programme Budget 2024-34, as approved by County Council on 19 February 2024.

8.2 Enhancement of the Depot facilities will generate an enhanced value and ensure that critical highways services can be provided.

- 8.3 The reduced office footprint will result in reduced revenue costs and deliver a saving as set out in the Medium-Term Financial Plan as part of the Future Assets Programme.
- 8.4 The sale of the property will result in a capital receipt which will be reinvested into the Council's Capital Programme, with priorities agreed by full Council as part of the budget setting process.
- 8.5 The disposal will remove holding costs associated with the site, easing pressure on revenue budgets.

9. Legal implications

- 9.1 As the project progresses, specialist advice will be sought via the Office of General Counsel for the implementation of asset management and construction matters including:
- Leasehold arrangements with external highways contractor
 - Procurement and award of construction contract for new build
 - Disposal of surplus Office accommodation

10. Equalities implications

- 10.1 A draft Equalities Impact Assessment (EQIA) has been completed and will be kept under review as project progresses. There are no equalities implications arising from the sale of a surplus property.
- 10.2 The new modular accommodation will be built to comply with current building regulation standards.

11. Data Protection Implications

- 11.1 As part of this approval process and in the handling of procurement/ contract award/marketing/conveyancing Data Protection regulations will be observed.
- 11.2 A Data Protection Implication Assessment (DPIA) screening has confirmed that there are no DPIA implications and that a further DPIA assessment is not required in respect of this decision.

12. Other corporate implications

- 12.1 The works to address end-of-life structures on the Depot site are necessary to avoid impact on the future procurement of the Highways Term Maintenance Contract.

13. Governance

- 13.1 As required by the Council's constitution the Local Member has been consulted and expressed views in relation to out of hours fly parking by HGVs and an interest in continued engagement.

13.2 Officers will take on board these concerns as part of the planning application process and in relation to future leases. The Local Member will be updated as the project progresses.

14. Next steps and Conclusions

14.1 An indicative timetable for the planned disposal is set out below:

Stage	Timescale
Planning application submitted for modular office	March 2025
Commencement of works	June 2025
Practical completion	October 2025
Marketing of Existing Office	Q1 2026
Completion assuming unconditional sale	Q2 2026
Completion assuming conditional sale	Q4 2026

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. **APPROVE** the Henwood Project and **NOTE** the contribution towards Corporate Landlord Medium-Term Financial Plan savings targets;
2. **APPROVE** the allocation of £1.5m from the Capital Programme Budget 2024-34 as approved by County Council on 19 February 2024 for the delivery of the proposed capital works at the Henwood Depot site;
3. **APPROVE** the disposal of the Existing Henwood Office building following delivery of the Henwood Depot Project; and
4. **DELEGATE** authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to enter into the necessary contracts and legal agreements to facilitate the implementation of the decisions.

15. Background documents / Appendices

15.1 Appendix A – Exempt Appendix A

15.2 Appendix B – Site Plan

15.3 Appendix C – Proposed Record of Decision

15.4 Appendix D - Equalities Impact Assessment

16. Contact details

Report Author(s):	Relevant Director:
<p>Jo Taylor Job title: Head of Capital Telephone number: 03000 41 67 57 Email address: joanne.taylor@kent.gov.uk</p>	<p>Rebecca Spore Job title: Director of Infrastructure Telephone number: 03000 41 67 16 Email address: rebecca.spore@kent.gov.uk</p>
<p>Hugh D'Alton Job title: Acting Strategic Programmes Manager Telephone number: 03000 41 88 35 Email address: hugh.d'alton@kent.gov.uk</p>	

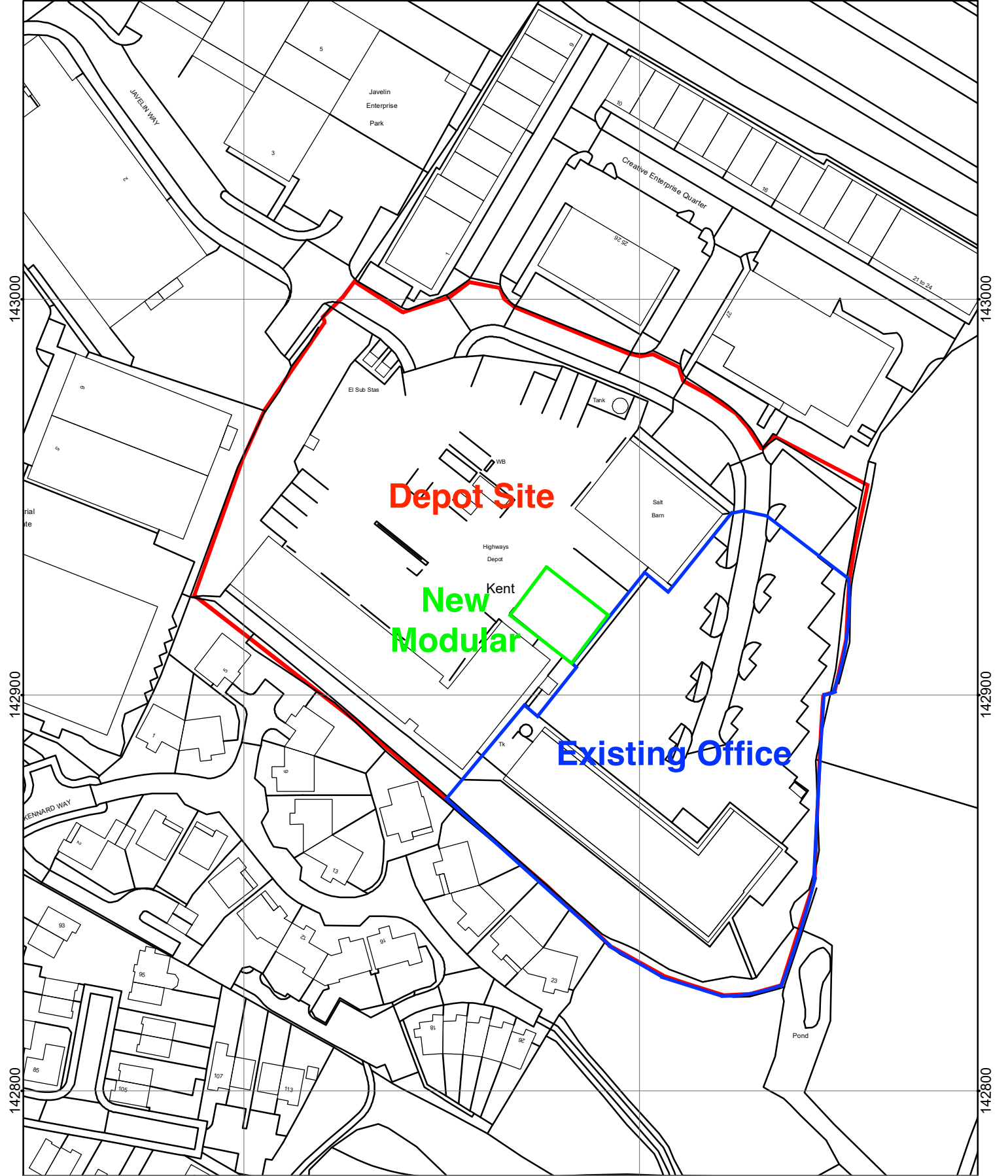
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602100

HENWOOD INDICATIVE SITE PLAN⁰
 (SUBJECT TO REFINEMENT)
 JAVELIN WAY
 ASHFORD
 TN24 8AD

UPRN 80220100

MasterMap



PROPERTY &
 INFRASTRUCTURE SUPPORT
 COUNTY HALL,
 MAIDSTONE
 ME14 1XQ

Drawn By

Date

MY

MAY 2024



Page 19

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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:

25/00028

For publication

Key decision: YES

Title: Construction of new office building at Henwood Highways Depot - Disposal of surplus office building

Decision:

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

1. **APPROVE** the Henwood Project and **NOTE** the contribution towards Corporate Landlord Medium-Term Financial Plan savings targets;
2. **APPROVE** the allocation of £1.5m from the Capital Programme Budget 2024-34 as approved by County Council on 19 February 2024 for the delivery of the proposed capital works at the Henwood Depot site;
3. **APPROVE** the disposal of the Existing Henwood Office building following delivery of the Henwood Depot Project; and
4. **DELEGATE** authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to enter into the necessary contracts and legal agreements to facilitate the implementation of the decisions.

Reason(s) for decision:

The proposed decision involves capital expenditure and capital receipts in excess of £1m.

Decision will involve allocation of capital budgets towards the delivery of new office and welfare accommodation within the Henwood Depot site to ensure the operational requirements of the highways service and provide authority to dispose of the Henwood Office building.

The decision supports policy objectives set out in Securing Kent's Future 2022 -2026: [Securing Kents Future - Budget Recovery Strategy.pdf](#)

- Proposed decision will approve capital spend in order to deliver a capital and revenue savings to the Council as required by its Medium Tern Financial Plan. The construction of dedicated welfare and office accommodation on the Depot site will generate an ongoing revenue saving to KCC.
- Proposed decision will authorise the disposal of a surplus building releasing a capital receipt.
- Proposed decision promotes the efficient use of the KCC corporate estate by reduction of surplus space in its office accommodation.
- Proposed decision reduces size of KCC estate in line with commitments to Carbon reduction and in compliance with adopted asset management strategy. Improves the condition by replacing life expired assets.

Cabinet Committee recommendations and other consultation:

The proposed decision will be considered at Policy and Resources Cabinet Committee.

The views of the local Member have been sought and are contained within the committee paperwork.

The Local Member will continue to be engaged as the project progresses.

Any alternatives considered and rejected:

- Do nothing – Rejected
- Retention of the Henwood Office building as an investment asset – Rejected
- Full reoccupation of the Henwood Office building by Highways or other KCC services – Rejected
- Part occupation and let of Henwood Office building – Rejected

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

.....
signed

.....
date

EQIA Submission – ID Number

Section A

EQIA Title

Future Assets Programme_ Office Strategy_ Henwood_ Ashford

Responsible Officer

Clare Jameson - DCED INF

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

Rebecca Anderson - DCED INF

Type of Activity

Service Change

Service Change

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

Infrastructure – Business Information, Strategy & Assurance

Responsible Head of Service

Rebecca Anderson - DCED INF

Responsible Director

Rebecca Spore - DCED INF

Aims and Objectives

The purpose of the office is evolving. Following the implementation of a more flexible way of working since the COVID-19 pandemic, Kent County Council is now exploring the future of workspaces and how they can support these changing needs. As part of the Future Assets Programme a review of the office estate has been conducted to evaluate various options.

The key outcomes of the Future Asset Office strategy programme are:

- Delivery of a reduced carbon footprint (by at least 35%) before 2030
- A substantially smaller, but more effective and affordable operational estate which is aligned to our estate needs following the adoption of flexible working as set out in the People and Technology strategy
- An enhanced user experience
- The development of property and technology support models and operational policies

We have collaborated with specialists and services to understand the space requirements based on a flexible working model where no staff are expected to spend more than 50% of their working week in the office.

The Henwood site was underutilised and temporarily closed in February 2023 in order to achieve revenue savings. Staff were able to use the flexible working office estate instead of Henwood, with most using Kroner House as that is also located in Ashford. Due to operational needs a few specific highways teams, that need to be located by the highways depot during winter service, returned to use a specific part of the office building. It has now been decided that the office will be permanently closed and sold, and an additional facility added to the depot site for those staff who have to work at the depot. Staff will continue to work where they have for the past two years, during the temporary closure. Local changes at Kroner House will be made in Spring 2025 to accommodate staff needing to work in the Ashford locality.

The EQIA will be reviewed and updated throughout this process.

This proposal aligns with KCC's Asset Management Strategy 24-30.

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?

Yes

Is there national evidence/data that you can use?

No

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

KCC senior managers, HR teams and Unison for the temporary closure.
Ongoing liaison with staff affected, partners and Union(s) to ensure appropriate feedback was fed into the decision for permanent closure.
There are 195 immediate staff affected plus any staff using office space in Ashford for flexible working.

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

No

Staff

Staff/Volunteers

Residents/Communities/Citizens

No

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

Yes

Details of Positive Impacts

Design and space planning set up to meet diverse needs and access to public facing services.
Multi use rooms provide space for wellbeing or faith use may be designed in any adaptations.
Teams will be located alongside wider Highways teams and closer to HQ and more diverse facilities, with improved integration within wider Division.

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?
Yes
Details of Negative Impacts for Disability
New modular on depot site will be 2 storey but will only have stairs to the first floor so will not be accessible.
Mitigating actions for Disability
Facilities provided on first floor will also be available on the ground floor (desks, meeting rooms and facilities)
Responsible Officer for Disability
Rebecca Spore
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief

No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
Yes
Negative impacts for Pregnancy and Maternity
Change of venue and parking for coming to the office may be more challenging if it involves more travelling during pregnancy.
Mitigating actions for Pregnancy and Maternity
Flexible working is available for staff to maximise a variety of working arrangements/venues. Parking solutions are prepared and flexible if reasonable adjustments are required.
The impact of the greater distance to travel is somewhat mitigated by the availability of alternative office accommodation at Kroner House for those working in the Ashford locality.
The crossover with other protected characteristics, including caring responsibilities, needs considering the impact on these protected characteristics combined would be greater.
Responsible Officer for mitigating actions for Pregnancy and Maternity
Rebecca Anderson
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
Yes
Negative impacts for Carer's responsibilities
Change of venue and parking for coming to the office may be more challenging on timing for those transporting children or needing to be available for caring activities.
Mitigating actions for Carer's responsibilities
Flexible working is available for staff to maximise a variety of working arrangements/venues.

Parking solutions are prepared and flexible to enable different times of arrival.

The impact of the greater distance to travel is somewhat mitigated by the availability of alternative office accommodation at Kroner House for those working in the Ashford locality.

The crossover with other protected characteristics, including pregnancy, needs considering as the impact on these protected characteristics combined would be greater.

Responsible Officer for Carer's responsibilities

Rebecca Spore

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From: Dylan Jeffery – Cabinet Member for Communications & Democratic Services
Amanda Beer – Chief Executive

To: Policy & Resources Committee – 5th March 2025

Subject: Contact Centre Procurement and Award

Decision no: 24/00101

Key Decision : Yes

- It affects more than 2 Electoral Divisions
- It involves expenditure or savings of maximum £1m

Classification: Part Exempt – open report with exempt appendix D as per under schedule 12A Section 4 of the LGA Act 1972

Past Pathway of report: Policy and Resources Committee 5 March 2024

Future Pathway of report: Cabinet Member Decision

Electoral Division: All

Is the decision eligible for call-in? Yes

Summary:

The contact centre contract will come to an end in December 2025 and it is necessary to reprocure the provision for telephony services. This paper outlines the options considered and the proposed way forward.

Recommendation(s):

The Policy and Resources Committee is asked to CONSIDER and ENDORSE or MAKE RECOMMENDATIONS to the Cabinet Member for Communications and Democratic Services in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A).

1. Introduction

- 1.1 The current contract for KCC's Contact Centre reached its initial break clause in December 2022 and will come to an end in December 2025. Procurement law means that it is necessary to reprocure the Council's provision for telephony services.
- 1.2 It is recommended that a telephony service will continue to be part of the mix of KCC's customer contact channels. This enables those residents who cannot

access our services online, those who have emergencies and those who require additional support to continue to access our services by phone.

- 1.3 The Council is procuring provision for an In Hours and Out of Hours telephony service.

2. Key Considerations

- 2.1 Where possible most of the calls from members of public are dealt with at first point of contact, avoiding the use of service's professional time, which means it is far more cost-effective due to the ability to multiskill advisers and economies of scale.
- 2.2 The EqIA research completed as part of this project highlighted the need for a continued telephony provision to deliver KCC's statutory and emergency provision, to ensure that those who are less able to, have no other means of communication and have emergency need are able to contact the Council for assistance. The EqIA is located in Appendix B
- 2.3 The avoidance of duplication through one centre that handles all KCC calls, means that the customer journey is smoother, quality standards and customer experience is consistent, and the Council can achieve value for money in its service delivery.
- 2.4 Other options considered during this process were to re procure, bring the provision back in house, or Direct Award to KCC's LATCO or a hybrid of some of the options. The majority were either more expensive or were considered unviable after initial investigations.
- 2.5 There is a need to make a saving as already identified against the MTFP. It is anticipated that it will be made against the current contract costs and will result in a first year saving of £290k.
- 2.6 To bring the service back in house would not be cost effective. As well as high pension costs, KCC would need to invest in contact centre systems and implement relevant infrastructure to make this project operational. The costs to implement this far exceeds the available budget for this project and current costs.
- 2.7 KCC's LATCO was considered as an alternative option but there is no current provision of this type of service and it would present a risk to both KCC and LATCO in taking this option on. At the time of presenting the business case, it was mutually felt that it was not the right time to be deploying this strategy.
- 2.8 In light of the above, the decision was taken to procure a new call centre service via the Competitive Procedure with Negotiation, in line with the Public Procurement Regulations 2015, due to the delay in the Procurement Act 2023 being implemented.

Proceeding with this route will ensure the Council is able to:

- Test the market fully, increasing options to obtain best value overall including price.
- Evaluate technological solutions proposed to reduce call volumes over the lifetime of the contract.
- Allow amendments to key documents such as the specification, contract terms and pricing prior to submission of final tender solutions
- Ensure terms and conditions are proportionate and robust to ensure better performance and reduced risk.

3. Background

3.1 In 2015, KCC had ambitions to become a commissioning authority, the Contact Centre was in the initial tranche of services that were selected to be commissioned out to a private sector partner. The contract was intended to be a partnership between the provider and KCC, to ensure that maximum value for money was achieved by working together to achieve the authority's aspirations for channel shift and supporting customers to make the change to self-serve online.

3.2 Over the last 9 years much has changed in terms of the landscape in which Contact Centres operate.

- Staff attrition and recruitment. Wages have increased significantly since covid, and all industries have struggle to recruit to lower waged posts.
- Customers' ability to self-serve has increased.
- Longer call times as remaining cases are more complex to answer.
- Operational costs have increased significantly in addition to wages, inflation has increased over the last 10 years beyond expected values.
- Customer expectations have increased.

3.3 The current contract terminates in December 2025. The contract has already been extended to the maximum number of years allowed within the contract extensions. The Council therefore is required to go out to market to reprocur the provision.

4. Options considered and dismissed, and associated risk

4.1 Initial investigations into available options included the options outlined in section 2.4. We also reviewed the availability of existing services on various procurement frameworks.

4.2 A Prior Information Notice (PIN) was released by the Council in 2023, in which the Council asked the market to respond on a number of questions relating to current market conditions and operating models. This resulted in 29 responses from potential suppliers and helped in shaping the Council's tender documents.

4.3 The team have been liaising and sharing best practice with other Councils who have recently undertaken procurement exercises more recently.

4.4 In order to prioritise best value, we have not been prescriptive with regards to the base of the company's location, excepting that it must be within the UK to meet GDPR regulations. This model has already been successfully applied to

the Council's out of hours provision to date. This may result in Home Working or Hybrid opportunities for staff employed in the centre, whilst reducing overall costs to the organisation.

- 4.5 This flexibility affords the Council to be able to reduce current costs as per its targets within the Medium Term Financial Plan, whilst still delivering a telephony service that supports customers both in hours across a range of services and also out of hours for emergency calls.
- 4.6 The tender seeks providers who are able to implement service transformation opportunities to support KCC to reduce call volumes and costs overall, where customer preference may be to use an alternative method of contact. These tools will aim to help people in the most efficient way on their preferred channel. For example, web chat where customers may need online assistance.

5. Financial Implications

- 5.1 Overall contract costs for year 1 is expected to be no more than £2.5 million, negotiations will be held with potential providers as the measure of increase for subsequent years.
- 5.2 We are seeking up to a 7 year contract term. We are seeking this under 4 + 1 + 1 + 1 arrangement, should Local Government Reorganisation take place during this time, it will ensure greater flexibility.
- 5.3 The estimated total value of the full term of the contract is likely to be between £17.5m and £21m subject to changes in demand and annual inflation pressures. Should call volume demand reduce significantly, the total value of the contract may decrease in line with contractual clauses on gain share.
- 5.4 The contract will be funded from existing budgets and represents a decrease of an agreed percentage on the current contract value as agreed in the Medium Term Financial Plan.
- 5.5 Sufficient time is required for implementation and mobilisation to ensure that there is continuation of service. This is a complex operation to migrate and not providing enough time to complete all tasks risks either an interruption of service or a poor quality provision which could lead to the wrong advice given to public that may lead to a claim.
- 5.6 Procurement began with the Selection Questionnaire opening to suppliers on the 17 February. This was later than originally planned, whilst the Council considered the impact of the bid for devolution on contract terms.
- 5.7 At this time, there are unknown costs in relation to KCC pensions and TUPE of staff and these will be clarified during the procurement process.

6. Legal implications

- 6.1 The current contract has been in place for 10 years, therefore there is a legal obligation to reprocure.

- 6.2 Legal advice will be sought with regards to any TUPE implications.
- 6.3 Legal Advice will also be sought in the drafting of the terms and conditions of any contract entered.

7. Equalities implications

- 7.1 An EqIA has been carried out in relation to the impact to customers using the Contact Centre. (Appendix B).
- 7.2 There is potential with a new contract for new technology to be deployed that has not previously been used by the Council (but will have been used elsewhere). For example, Web Chat etc. which may be preferable to some who may not wish to speak to a member of staff but would like a quick response to a query. This could also be of benefit to those who are hard of hearing or deaf, as currently we use a text relay service but not everyone will have access to this.
- 7.3 The council is also committing to retaining a telephony service for emergency calls and for those people who rely on the service to contact the Council.
- 7.4 There have been no negative impacts identified as a result of this procurement.
- 7.5 The procurement should not impact customers as they should continue to receive a telephony service and we should be expanding some additional functionality to help others who may wish to have digital support online through webchat. However, if there is a decision made to change the way in which we deliver services i.e. removal of any services without suitable replacement this could be subject to public consultation and appropriate timelines will need to be factored in for this.
- 7.6 The EqIA is a live document and will be updated as further information becomes available.

8. Data Protection Implications

- 8.1 An initial DPIA has been completed, this will be updated as further information becomes available during the procurement process. (Appendix C)
- 8.2 Any contract awarded will be done so in line with current General Data Protection Regulations (GRPR) and Data Protection Act (DPA) Regulations.
- 8.3 These rules will also apply to any subcontractors or systems.

9. Other corporate implications

- 9.1 The Contact Centre handles communications from across KCC's service provision. The draft specification was shared with stakeholders across KCC for comments before any procurement exercise was undertaken.
- 9.2 Support from core corporate services may also be needed, for example finance, legal, and HR. The team are already receiving support from ICT and Commercial and Procurement in the drafting of the specifications and in advice

on how to proceed.

10. Governance

10.1 Amanda Beer as the relevant Corporate Director for the service, should the decision be made to delegate authority, will be the signatory and authority for the final contract.

11. Conclusions

11.1 The Council is committed to retaining a telephony service to ensure that those who cannot or have an emergency can contact the Council by phone.

11.2 The procurement offers opportunities to potentially deploy new technologies to assist customers to access our services.

11.3 The contract will be funded from an existing budget with a decrease as outlined in the MTFP.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to CONSIDER and ENDORSE or MAKE RECOMMENDATIONS to the Cabinet Member for Communications and Democratic Services in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A).

12. Background Documents

None

13. Appendices

Appendix A – Proposed Record of Decision
Appendix B – Equality Impact Assessment
Appendix C – Data Protection Impact Assessment
Appendix D – Exempt Information

14. Contact details

Report Author: Pascale Blackburn-Clarke	Director: Amanda Beer
Job title: Customer Experience and Relationship Manager	Job title: Chief Executive
Telephone number: 03000 417025	
Email address: pascale.blackburn-clarke@kent.gov.uk	

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Dylan Jeffrey, Cabinet Member for Communications and Democratic Services

DECISION NO:

24/00101

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

Key decision: YES

Key decision criteria. The decision will:

- a) *result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or*
- b) *be significant in terms of its effects on a significant proportion of the community living or working within two or more electoral divisions – which will include those decisions that involve:*
 - *the adoption or significant amendment of major strategies or frameworks;*
 - *significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether County-wide or in a particular locality.*

Subject Matter / Title of Decision

Contact Centre Procurement

Decision:

- a. **APPROVE** the commissioning of a Contact Centre contract for up to 7 years (December 2025 – December 2032). Initial 4 year term, with the option of 3x one year extensions.
- b. **DELEGATE** authority to the Chief Executive in consultation with the Cabinet Member for Communications and Democratic 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; and
- c. **DELEGATE** authority to the Chief Executive in consultation with the Cabinet Member for Communications and Democratic Services, to award extensions of the contract in accordance with the relevant clauses within the contract.

Reason(s) for decision:

To enable the telephony service to continue to be part of the mix of KCC's customer contact channels. This enables those who cannot access our services online, those who have emergencies and those who require additional support to continue to access our services by phone.

To enable implementation and mobilisation to be completed by December 2025 to ensure continuity and avoid any gaps in provision.

Background

The current contract for KCC's Contact Centre reached its initial break clause in December 2022 and will come to an end in December 2025. Procurement law means that it is necessary to reprocure the Council's provision for telephony services.

How it applies to Framing Kent's Future

- In order to prioritise best value, and similarly to the current contract, the specification has not been prescriptive with regards to the base of the company's location, excepting that it must be within the UK to meet GDPR regulations.
- As with the current contract, this may result in Home Working or Hybrid opportunities for staff employed in the centre, whilst reducing overall costs to the organisation.
- This flexibility affords the Council the ability to reduce current costs as per its targets within the Medium Term Financial Plan, whilst still delivering a telephony service that supports customers both in-hours across a range of services and also out of hours in emergency scenarios.
- The tender seeks providers who are able to implement service transformation opportunities to support KCC whilst driving down call volumes and costs overall. These tools will aim to help people in the most efficient way on their preferred channel. For example, web chat where customers may need online assistance.

How it applies to Securing Kent's Future

- The location of the centre is to be determined pending tender responses but there may be options which favour or explore homeworking and hybrid solutions which will support Net Zero targets and reduce travelling.
- By providing a telephony service, KCC will be acting on resident need, ensuring that those who truly cannot access KCC's services by any other means can continue to do so by phone.
- Whilst supporting those who can, to do so with a potential range of tools that have previously not been available through the Council's contact centre. For example Web Chat, Chat Bots and Telephony AI (dependant on tender responses).
- KCC will continue to support customers to access our services, ensuring that all are able to do so, whilst streamlining our processes to support our front line social workers and professionals.

Finance

- Overall contract costs for year 1 is expected to be no more than £2.5 million, negotiations will be held with potential providers as to the measure of increase for subsequent years.
- Staff are likely be subject to TUPE.
- We are seeking up to a 7 year contract term.
- The estimated total value of the full term of the contract is likely to be between £17.5m and £20m subject to changes in demand and annual inflation pressures. Should call volume demand reduce significantly, the total value of the contract may decrease in line with contractual clauses on gain share.
- The contract will be funded from existing budgets and represents a decrease of an agreed percentage on the current contract value as agreed in the Medium Term Financial Plan.

- Sufficient time is required for implementation and mobilisation to ensure that there is continuation of service. This is a complex operation to migrate and not providing enough time to complete all tasks risks either an interruption of service or a poor quality provision which could lead to the wrong advice being given to public that may lead to a claim.
- At this time, there are unknown costs in relation to KCC pensions and TUPE of staff and these will be clarified during the procurement process.

Legal

- The current contract has been in place for 10 years, therefore there is a legal obligation to reprocure.
- Staff may be subject to TUPE should the current incumbent be not successful or chose not to bid.

EqIA

- An EqIA has been carried out in relation to the impact to customers using the Contact Centre.
- There is a potential with a new contract for new technology to be deployed that hasn't previously been used by the Council (but will have been used elsewhere) for example Web Chat etc which may be preferable to some who may not wish to speak to a member of staff but would like a quick response to a query.
- The council is also committing to retaining a telephony service for emergency calls and for those people who rely on the service to contact the Council.

Cabinet Committee recommendations and other consultation:

Any alternatives considered and rejected:

Other options consider during this process were to re procure, bring the provision back in house, or Direct Award to KCC's LATCO or a hybrid of some of the options. The majority were either more expensive or were considered unviable after initial investigations.

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

.....
signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Contact Centre Procurement

Responsible Officer

Pascale Blackburn-Clarke - DCED MRX

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

Christina Starte - DCED MRX

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

MRX

Responsible Head of Service

Christina Starte - DCED MRX

Responsible Director

Amanda Beer - DCE

Aims and Objectives

Our current contract comes to a contractual end in December 2025. The purpose of this procurement is to enable the council to continue to provide contact centre services to all our customers with a digital first agenda, whilst maintaining access to our services for those who need urgent assistance or cannot access online services.

The contact centre currently answers all first point of contact calls to the council. There is an automated voice recognition switchboard system, an ACD IVR telephony system and a Knowledge Base tool for the advisors. We would be looking for this type of software to be part of the contract with the incoming supplier as a minimum, and expand with other technology, such as webchat, and an omnichannel service to support the customer in the most efficient way as possible.

Digital services, face to face contact and post room services are not within the scope of this contract.

The aim is to answer all enquiries at first point of contact and to minimise the need to be passed on to another area of Kent County Council by telephone. We are looking for a supplier who can assist us in our aim to be digital first and utilise technological advances to both reduce costs and make the customer transactions as efficient as possible. The supplier would however need to support our most vulnerable

customers who are unable to utilise some technology, or enquiries that require an emergency response.

- **Aim of the contract**

We are seeking a contractor that will deliver a high quality, value for money and efficient service to the residents of Kent. The council is focused on achieving efficiencies and value for money, whilst maintaining a quality service provision. New technologies could be implemented to achieve these aims.

- **Objectives of the contract**

- To deliver a value for money service whilst maintaining good quality outcomes.
- To have a contact centre provision that has the resilience to manage change and drive more efficient service delivery.
- To support customers to complete their transactions in the most efficient way, including through self-service options.
- To ensure detailed reporting is available to track and manage trends to enable the council to identify areas for improvement.
- To give customers the choice of which contact channel to use, particularly for those unable to access digital services or for emergencies, in order to support our most vulnerable customers.
- To enable the council's professionals' time to be used for specialist service delivery.
- To achieve a baseline standard of qualitative service delivery where customers received the correct information in a timely, professional, and polite manner.

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?

Yes

Have you consulted with stakeholders?

No

Who have you involved, consulted and engaged with?

There has been some internal stakeholder engagement and market engagement exercise. Including commissioning, services, ICT security and commissioning

This is a mandatory procurement exercise. The changes for customers at this time is expected to be minimal however this will be updated as an when we have more information regarding the delivery of services.

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

Service users/clients

Staff

Staff/Volunteers

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
There is a potential with a new contract for new technology to be deployed that hasn't previously been used by the Council (but will have been used elsewhere) for example Web Chat etc which may be preferable to some who may not wish to speak to a member of staff but would like a quick response to a query.
The council is also committing to retaining a telephony service for emergency calls and for those people who rely on the service to contact the Council.
Negative impacts and Mitigating Actions
19. Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No. Note: If Question 19a is "No", Questions 19b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Age
Not Completed
Mitigating Actions for Age
Not Completed
Responsible Officer for Mitigating Actions – Age
Not Completed
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval
Details of Negative Impacts for Disability
Not Completed
Mitigating actions for Disability
Not Completed
Responsible Officer for Disability
Not Completed
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Sex
Not Completed
Mitigating actions for Sex
Not Completed
Responsible Officer for Sex
Not Completed
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Gender identity/transgender
Not Completed
Mitigating actions for Gender identity/transgender
Not Completed

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

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

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DPIA Project Information

Title:

Contact Centre Procurement

Project ID:

335

Project Timeframe for Data Collection:

In 3-6 months

DPIA Screening Questions

Question Number	Question	Answer
1	I understand that, by selecting Yes, I am confirming I am the project manager for the project or activity for which this DPIA screening tool is being carried out.	Yes
2	I understand that by ticking this box I am confirming that I have undertaken the Data Protection Essentials training module on delta.	Yes
3	Is this project a change to an existing process, or is it a new processing activity?	Change to an existing process
4	Has a DPIA for this been previously submitted?	No
5	If a DPIA was submitted - Was legal advice recommended?	No
6	When did the planning stage of this project begin?	9/1/2023
7	Is this screening tool for the use of a surveillance camera, including CCTV, dash cam and body worn cameras?	No
8	If Yes - Is this DPIA a proposal for a new deployment, or the expansion of an existing surveillance system?	
9	Which data protection regime will you be processing under?	Data Protection Act 2018 Part 3 UK GDPR
10	Please outline the project including the types of data, software, processors, and how the data will be used	This is a procurement exercise currently in which we are looking for a telephony partner to help us to deliver a 24 hours, 7 days a week service provision (essential provision only Out of Hours) This includes phone and emails, and may include tools not yet known, such as web chat. The service is for all service users and residents of Kent. Digital First is expected for those

		<p>transactional and information services where customers have access to the internet.</p> <p>Other services such as emergencies or those serving the most vulnerable or elderly residents, need to have access to a telephony service with call type priority capability.</p> <p>The contact centre takes payments via secure system, accesses a range of KCC's service platforms including for social services and highways.</p>
11	Within your project are you planning to:	Process personal data which could result in a risk of physical harm in the event of a personal data breach?
12	Or are you planning to:	<p>Process sensitive data or data of a highly personal nature?</p> <p>Process personal data on a large scale?</p> <p>Process data concerning vulnerable data subjects?</p> <p>Carry out any innovative use of personal data or apply new technological or organisational solutions?</p>
13	Additional Information	This is the procurement stage at the moment, we are writing the specification with assistance with colleagues across the organisation, including commissioning, ICT commissioning, ICT security and legal

DPIA Core Questions

Question Number	Question	Answer
1	What is your project aim?	<p>To provide contact centre services to the residents of Kent.</p> <p>The aim is to answer all enquiries at first point of contact and to minimise the need to be passed on to another area of Kent County Council by telephone. We are looking for a supplier who can assist us in our aim to be digital first and utilise technological advances to both reduce costs and make the customer transactions as efficient as possible. The supplier would however need to support our most vulnerable customers who are unable to utilise some technology, or enquiries that require an emergency response.</p> <ul style="list-style-type: none"> • Aim of the contract We are seeking a contractor that will deliver a high quality, value for money and efficient service to the residents of Kent. The council is focused on achieving efficiencies and value for money, whilst maintaining a quality service provision. New technologies could be implemented to achieve these aims. • Objectives of the contract <ul style="list-style-type: none"> • To deliver a value for money service whilst maintaining good quality outcomes. • To have a contact centre provision that has the resilience to manage change and drive more efficient service delivery. • To support customers to complete their transactions in the most efficient way, including through self-service options. • To ensure detailed reporting is available to track and manage trends to enable the council to identify areas for improvement. • To give customers the choice of which contact channel to use, particularly for those unable to access digital services or for emergencies, in order to support our most vulnerable customers. • To enable the council's professionals' time to be used for specialist service delivery. • To achieve a baseline standard of qualitative service delivery where customers received the correct information in a timely, professional, and polite manner.

		The service is for all service users and residents of Kent. Digital First is expected for those transactional and information services where customers have access to the internet. Other services such as emergencies or those serving the most vulnerable or elderly residents, need to have access to a telephony service with call type priority capability. The service is expected to have high quality standards as it is the front face of KCC's telephony services.
2	Are all of the categories of personal data identified in the data question necessary for you to achieve this aim?	<p>The centre will process calls from residents, service users and customers in relation to a wide range of subjects including Highways, Education, SEN, Adult and Children social services.</p> <p>The collation of data will be defined by the services necessary for carrying out the service required.</p> <p>For example date of birth is needed for education services but not for highways.</p> <p>The data collected will be defined by a corporate privacy notice and by individual services where relevant.</p>
3	What are the categories of data subjects whose data will be processed?	Members of the public which can involve vulnerable clients, and information relating to children at risk.
4	What is the nature of the relationship with the individual?	As a local authority, KCC is in a position of power compared to data subjects
5	Are there any other organisations other than KCC who will be involved in this project?	<p>Unknown</p> <p>Processor</p>
6	Please name the organisations and their roles.	This is unknown at this stage as we are currently going out to tender. Once we have shortlisted this DPIA will be up dated with the relevant information.
7	Tick to confirm which of the following you have in place with the organisations	None of the above
8	How will the personal data be collected?	Collected by an external organisation

9	How will the personal data be collected from the individual?	Phone call
10	Will the data be shared with:	A different KCC team Your KCC team
11	Do you have a copy of the privacy notice that data subjects will be provided with at the point their data is collected?	Yes
12	Does the privacy notice state that data will be shared with your team for the purpose you will be using it for?	Yes
13	How will the data be shared with your team securely?	It is anticipated that the new supplier will access KCC systems with the permission of ICT security and services, to enable the collation of data in the relevant KCC systems. In addition calls may be recorded and there will be safeguards in place to allow for this to happen.
14	What steps will you take to ensure the data you collect and/or use is accurate?	It is likely that each service will have a process by which the contact centre agent will follow. The data will be verified over the phone as it is being captured.
15	In what system(s) will the data be stored?	Outlook Liberi Mosaic iCasework Other Other relevant KCC systems such as WAMS
16	Where are the servers for the system(s) located?	UK
17	What is the current state of technology in this area?	This is standard practice. There are multiple examples of other councils outsourcing their contact centres. KCC already has a partnership arrangement for the current contract. As part of the specification for the tender, we have reviewed the current processes and are working with internal services such as

		commissioning, ICT security and commissioning to ensure that any service that is procured is fit for purpose and follows the necessary regulations with regards to DPIA, GDPR, call recording, financial payments etc.
18	How will the security of the data be ensured when it is transferred outside of the UK?	Other This is to be determined in contract negotiations with ICT security and legal
19	How will the security of the data be ensured in transit and at rest?	Other This is to be determined in contract negotiations with ICT security and legal
20	Are there any prior concerns over this type of processing or any security flaws	The contract will cover a range of expectations of the contractor including; Necessary security provisions including personnel and ICT DBS checks for staff Adequate insurance Relevant accreditations Cyber-essentials ISO27001 PCI level 3 payment systems Relevant experience in the field Regulations for sub contractors Carry out regular call monitoring and training
21	Please tick to confirm the following statement is true:	I am assured that the personal data being processed in this project is protected in transit and at rest from unauthorised access and loss.
22	Describe how the personal data will be used to achieve your project aim	The data collated will allow KCC to carry out the relevant transactions needed by the customer. This will be different depending on the call and the service being accessed. Information may be added directly to the relevant system, emailed or the call may be transferred to another member of staff within KCC.
23	How long will the data be retained for?	The data will be kept in line with KCC's data protection schedule. For call recording this is a maximum of 6 months after the call.
24	Is the same retention period cited in all documentation?	Yes
25	At the end of the retention period will the data be:	Deleted by processors Other Deleted Any information added to KCC systems will be

		deleted by the relevant system retention periods.
26	What processes do you have in place to ensure that the retention period is adhered to?	<p>We will have a process in place to ensure we know when the retention period ends</p> <p>We will keep a record of what happens to the data at the end of the retention period</p> <p>We will make sure a member of the team has responsibility for the steps to be followed</p>
27	Please tick to confirm the following statement is true	I am assured that there are adequate processes in place to ensure retention periods are adhered to, in line with the Article 5 principle of storage limitation in the UK GDPR
28	Is there a KCC privacy notice for this use of personal data?	We are amending an existing KCC privacy notice to include this use of personal data
29	Please link to the draft/published privacy notice	https://www.kent.gov.uk/about-the-council/about-the-website/privacy-statement
30	Is there an easy read privacy notice for this use of personal data?	There will not be an easy read privacy notice for this use of personal data
31	How will you ensure data subjects read the privacy notice and understand how their data will be used at the point of data collection?	<p>Other</p> <p>Before every call, customers are informed that their calls are recorded for monitoring and training purposes and that a copy of the privacy notice is available</p>
32	How will you support data subject rights	<p>Under the UK GDPR you have rights which you can exercise free of charge that allow you to:</p> <p>know what we are doing with your information and why we are doing it</p> <p>ask to see what information we hold about you (known as a Subject Access Request)</p> <p>ask us to correct any mistakes in the information we hold about you</p> <p>object to direct marketing</p> <p>make a complaint to the Information Commissioner's Office</p> <p>where we process information based on your consent, you have the right to withdraw your consent at any time.</p> <p>Depending on our reason for using your information you may also be entitled to:</p> <p>ask us to delete information we hold about you</p> <p>have your information transferred electronically</p>

		<p>to yourself or to another organisation object to automated decisions being made that significantly affect you</p> <p>object to how we are using your information stop us using your information in certain ways. We will always seek to comply with your request, however, we may be required to hold or use your information to comply with legal duties. Please note, your request may delay or prevent us delivering a service to you.</p> <p>You may not, however, have the right to object to the Council using your personal data for statistical purposes where it is necessary for the performance of a public task carried out for reasons in the public interest.</p>
33	<p>What measures will you put in place to prevent data being used beyond the purposes outlined in your privacy notice?</p>	<p>Limit access to the storage location to only those who require access for specified purposes</p> <p>Ensure those with access to the data have read the privacy notice and are aware of the purposes it has been collected for</p>
34	<p>Are there any current issues of public concern that you should factor in?</p>	<p>None</p>
35	<p>Consultation: Please summarise the responses of data subjects you have consulted with on the topic of this project.</p>	<p>No consultation has been carried out, this is a continuation of a service already in existence but will potentially be a new provider</p>
36	<p>Consultation: ICT Compliance and Risk</p>	<p>Awaiting tenders.</p> <p>Will be consulting on the specification which is currently being finalised.</p>
37	<p>Consultation: Please summarise the Caldicott Guardian's response and any recommendations</p>	<p>Not applicable - continuation of service</p>
38	<p>Consultation : please summarise the responses and recommendations of any other individuals or organisations you have consulted with.</p>	<p>Information has been included in the specification where relevant. The terms and conditions will be drafted with the assistance of legal</p>
39	<p>Are you signed up to any approved code of conduct or certification scheme?</p>	

40

When is the processing of personal data for this project due to begin?

In over 6 months

Data Collection

Data Category	Data being Collected
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode Financial Information
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode Financial Information
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode Financial Information
Basic Data	Name



Date of birth
Email address
Telephone/mobile number
Address
Postcode
Financial Information



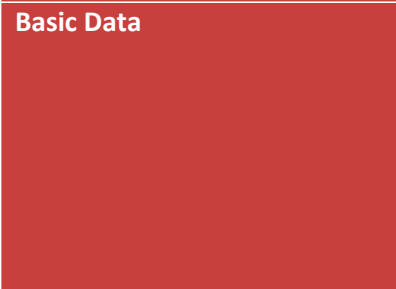
Basic Data

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Email address
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Financial Information



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Basic Data

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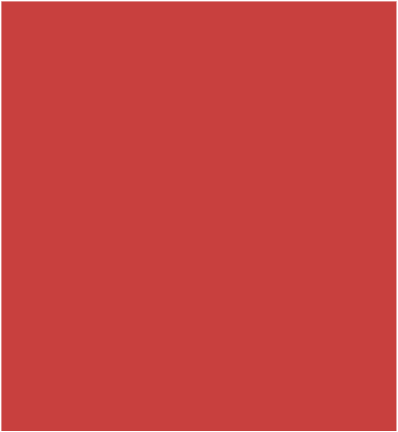
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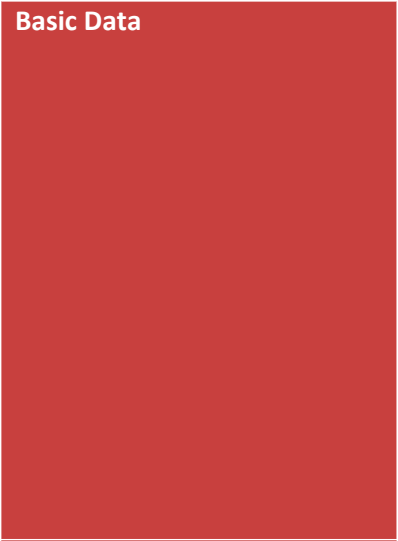
Address

Postcode

	Financial Information
Basic Data	Name
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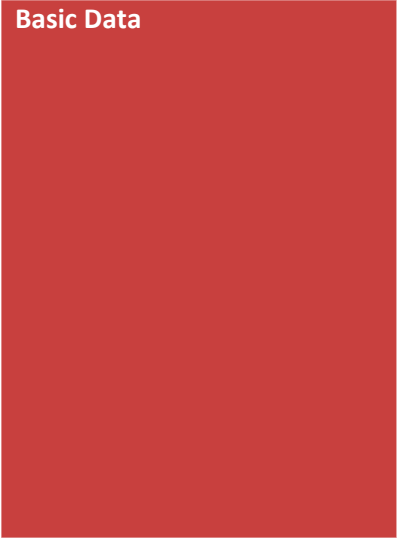


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Special Category Data	Physical or mental health
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Special Category Data	Physical or mental health
Criminal Offence Data (UK GDPR)	No data is being collected under this category
Criminal Offence Data (DPA Part 3)	No data is being collected under this category
Surveillance Camera	No data is being collected under this category

Data Collection Questions

Data Group	Question Number	Question	Answer
Basic Data	1	The Article 6 lawful basis for this processing activity is:	(c) Processing is necessary for compliance with a legal obligation to which the controller is subject Please note you will be required to state the name and section of the legislation which gives you the statutory duty.–(b) Processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract (eg providing a service in exchange for payment). Please note this contract must be with the data subject.–(e) Necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller. Please note you will be required to state the name and section of the legislation which gives you the power.–(f) Necessary for legitimate interests pursued by the controller or by a third party, except where such interests are overridden by the interests or fundamental rights and freedoms of the data subject which require protection of personal data, in particular where the data subject is a child. Please note that this cannot be relied on when a public authority is performing their tasks as a public authority. A legitimate interests assessment must be carried out when relying on this basis.
Basic Data	2	Please outline which element of the project relies on the identified lawful basis	The contact centre delivers front line services for a variety of services across KCC. The lawful basis will depend on the service

			and is covered by KCC's published privacy statement.
			https://www.kent.gov.uk/about-the-council/about-the-website/privacy-statement
			The majority of cases will be Necessary for the performance of a public task in the public interest.
			Individual service DPIA's should cover the contact centre's involvement and processing of their information depending on their processes and systems.
Special Category Data	1	Please identify the Article 9 basis being relied upon for the processing of special category data	(e) Relates to data manifestly made public by the data subject-(h) Necessary for the purposes of preventative or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health and social care or treatment or the management of health or social care systems and services (subject to a DPA 18 condition) or pursuant to contract with a health professional and subject to the conditions and safeguards in Article 9(3)
Special Category Data	2	If you are relying on condition (a) please state which element of the project relies on explicit consent, and outline the process you have for collecting, recording, and withdrawing consent	This condition is not being relied upon.
Special Category Data	3	If you are relying on condition (b), (h), (i), and/or (j) you must also identify at least one of the additional conditions from Schedule 1, Part 1 of the DPA 2018	Not applicable to this project
Special Category Data	4	If you are relying on condition (b), (h), (i) and/or (j) you must outline which element of the project relies on this condition	The call centre receives calls from individuals relating to their care with Social Services, trained agents will have access to some

Special Category Data	5	If you are relying on condition (g) you must identify at least one of the additional conditions from Schedule 1 Part 2 of the DPA 2018	
Special Category Data	6	If you are relying on condition (g) (substantial public interest) you must outline which element of the project relies on this condition	
Special Category Data	7	If you are relying on condition (c), (d), (e), and/or (f) you must outline which element of the project relies on this condition	

elements of their records to complete their duties.
(18) Safeguarding of children and individuals at risk

Not applicable to this project.

Customers in the course of accessing our service in the Contact Centre may make elements about themselves known, for example I am hard of hearing or I am neurodiverse and need information to be presented in a particular format or way.

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2025/26

8 July 2025 – 10am – agenda setting TBC		
<ul style="list-style-type: none"> • Regular Medium Term Financial Plan (MTFP) update 	John Betts Dave Shipton	<i>Regular item</i>
<ul style="list-style-type: none"> • Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department 	David Whittle Matt Wagner	<i>Regular Item</i>
<ul style="list-style-type: none"> • Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects 	Rebecca Spore Phil Murphy Rob Hancock	<i>Regular Item – Annual Item</i>
Page 275 <ul style="list-style-type: none"> • Driver welfare contract to support the KMRF Op Fennel traffic management plans 	Andy Jeffery Casey Holland Rebecca Spore Clare Bell	<i>Key Decision</i>
<ul style="list-style-type: none"> • Disposal of Land at Westcott Avenue Gravesend 		
<ul style="list-style-type: none"> • Work Programme 2025 		

PATTERN OF REGULAR ITEMS

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

	meeting		Dave Shipton
	Annual	Annual Equality and Diversity Report (in 2024 moved to September)	David Whittle
NOVEMBER/ DECEMBER	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	John Betts Dave Shipton
TBC	TBC	Enterprise Business Capabilities - Update	Lisa Gannon

ITEMS WHICH HAVE NOT BEEN ALLOCATED TO A MEETING

Disposal - Land At Westcott Avenue, Gravesend	MARK CHEVERTON LINDA MARTIN	

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