

Bi-annual Strategy and Policy Framework Report

April 19

May 18

Executive Summary

103 live documents on the Strategy and Policy Register.

24% fewer documents on the Strategy and Policy Register since the framework began.

55 forthcoming strategies and policies.

51 strategies and policies have been closed and archived since the framework began.

48% forthcoming strategic documents (due by Jun 18) have recorded evidence of an EQIA screening in place or in progress.

2 policy evaluations undertaken to inform better policy development.

- The volume of strategy and policy development remains an issue, given capacity and resource constraints.
- 80% of documents are 'automatically' replaced (one closes as another one is added) - when added to the volume of 'new' forthcoming documents this means the overall size of the Strategy and Policy Register will continue to grow not reduce over time.
- Volume is a particular issue in the Strategic and Corporate Services directorate (47% of live documents), however work is being undertaken to further rationalise – for example reviewing 8 information governance policies in light of GDPR.
- Appropriate equalities analysis screening needs to be undertaken at an earlier stage in forthcoming policy development and taken into consideration throughout the drafting process.

ASCH = Adult Social Care and Health directorate

CYPE = Children, Young People and Education directorate

GET = Growth, Environment and Transport directorate

ST = Strategic and Corporate Services directorate

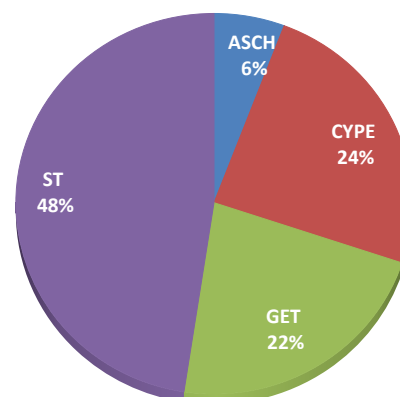
Strategy and Policy Framework Report

Current Position: April 2018

(all data taken 19th April 2018)

- 103** live strategies and policies
- 55** forthcoming strategies and policies
- 6** live documents in ASCH
- 25** live documents in CYPE
- 23** live documents in GET
- 49** live documents in ST

% of strategic documents across directorates



The overall volume of strategy and policy remains high given the resource and capacity constraints within the authority.

Although the volume has reduced by 24% since the framework was introduced (from a peak of 136 documents in September 2017), most documents are still automatically replaced and the level of forthcoming policy means that the overall volume may increase, not reduce, over time. Services are actively engaging in the process and there is now a much better corporate understanding of new and existing strategy and policy across KCC.

There is still more to do to reduce unnecessary and outdated policy and challenge replacement documents if existing ones remain fit for purpose, or the strategy intention can be achieved in a different way (e.g. delivery plan). There are reviews of existing policies planned in key areas such as information governance and the CYPE directorate to continue to tackle the volume issue, as supported by Corporate Management Team in January 2018.

New strategies and policies this month

Policy Number	Name of strategy or policy	Directorate
1	CYPE Vision and Priorities for Improvement (2018-2021)	CYPE
2	Kent Strategy for Vulnerable Learners (2017-2020)	CYPE
3	Kent Flood Risk Management Strategy (2017-2023)	GET
4	Kent and Medway Growth and Infrastructure Framework (2018-2037)	GET
5	Kent County Parks Service Strategy (2018)	GET
6	Pay Policy Statement (2018/19)	ST
7	Partnerships Governance Framework	ST
8	Capital Strategy (2018-2021) – part of the MTFP	ST
9	Revenue Strategy (2018-2021) – part of the MTFP	ST
10	Treasury Strategy (2018-2021) – part of the MTFP	ST

There have been 10 new strategies and policies launched in April 2018. We take the principle that a document is added to the register once it has been published and is accessible online. 80% of these documents replaced an existing document on the register.

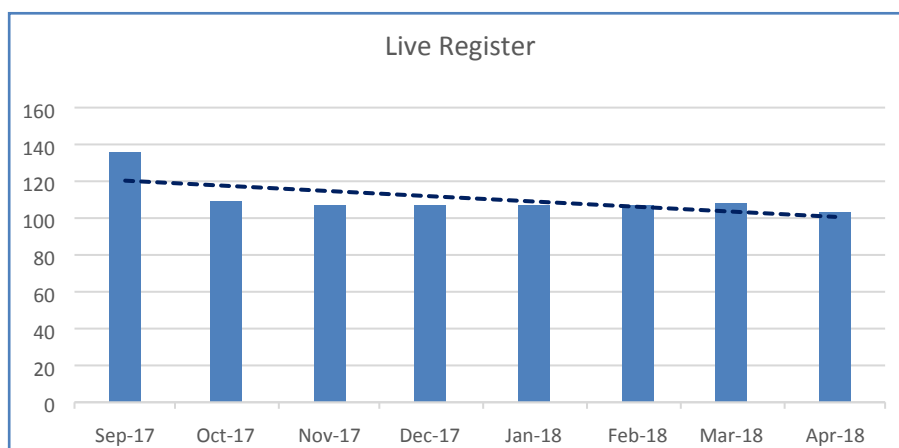
Closed and archived documents this month

Policy Number	Name of strategy or policy	Directorate	Why closed?
1	NEET's Strategy (2015)	CYPE	Out of date, not replaced.
2	EYPS Vision and Priorities for Improvement (2017-2020)	CYPE	Replaced by new version
3	Kent and Medway Growth and Infrastructure Framework (2016-2031)	GET	Replaced by new version
4	Kent County Parks Service Strategy (2014-2017)	GET	Replaced by new version
5	Pay Policy Statement (2017/18)	ST	Replaced by new version
6	Capital Strategy (2017-2020) – part of the MTFP	ST	Replaced by new version
7	Revenue Strategy (2017-2020) – part of the MTFP	ST	Replaced by new version
8	Treasury Strategy (2017-2020) – part of the MTFP	ST	Replaced by new version
9	Organisational Development Strategy and Plan	ST	Removed from Register as these are supporting documents for the People Strategy (2017-2022)
10	Workforce Planning Strategy	ST	
11	Workforce Health and Wellbeing Strategy	ST	

Although most of these documents have been replaced by a new version, it demonstrates that in some parts of the authority there is progress to review which strategic documents are appropriate. Having an overarching strategy with underpinning documents is a principle that other divisions are exploring, which could help to clarify strategic intent and further rationalise the register.

Direction of travel since September 2017 (first report to P&R Cabinet Committee)

Month	Live Register
Sept 17	136
Oct 17	109
Nov 17	107
Dec 17	107
Jan 18	107
Feb 18	107
Mar 18	108
Apr 18	103



Following the initial reduction in volume to rationalise 36 outdated documents by Policy and Resources Cabinet Committee in mid-September, there has been minimal change to the overall volume of live documents on the register. Each month the register is reviewed to ensure it reflects the most appropriate documents - it remains fairly static given the large volume of replacement documents. This year the new business plans have revealed more 'new' forthcoming documents, so the risk is the volume begins to rise again, if this is not actively addressed.

Equalities

Equalities analysis screening needs to be recorded at an early stage in strategy and policy development. Only **48%** of forthcoming documents due to be published by end of June 2018 currently have a recorded EQIA screening in place, or in progress. Whilst this is an improvement from 35% in January 2018, this is still too low. CMT have agreed to provide leadership on this issue to champion robust equalities analysis and staff guidance has been updated on KNet.

Directorate strategy and policy

Adult Social Care and Health (ASCH)

ASCH has continued to maintain a low and manageable volume of strategy and policy. It should be noted that now Public Health is part of the Strategic Commissioning division, that these documents are counted within ST.

- 6** live strategies and policies
- 7** forthcoming strategies and policies
- 5** documents closed and archived since September 2017

Children, Young People and Education (CYPE)

CYPE currently has the second highest volume of strategic documents, with 10 documents within Specialist Children's Services (operational policy, procedures and protocols are not included), some of which support partnership duties and responsibilities (e.g. safeguarding). The Corporate Director Matt Dunkley is establishing a new vision for the directorate and will be reviewing strategy and policy with the CYPE Cabinet Committee later this year.

- 25** live strategies and policies
- 13** forthcoming strategies and policies
- 13** documents closed and archived since September 2017

Growth, Environment and Transport (GET)

GET has a range of statutory documents, including several documents on the formal Policy Framework in the Constitution (e.g. Local Transport Plan, Minerals and Waste Development Plan). It also has a range of partnership documents given the collaborative nature of community and infrastructure service delivery. The variety of service functions within the directorate is reflected in a wide range of service strategies and plans.

- 23** live strategies and policies
- 15** forthcoming strategies and policies
- 10** documents closed and archived since September 2017

Strategic and Corporate Services (ST)

ST has the largest proportion of strategic documents, which reflects the directorate's corporate strategy and internal control responsibilities. The register also includes a number of strategic partnership documents which are managed by the directorate (e.g. Joint Health and Wellbeing Strategy).

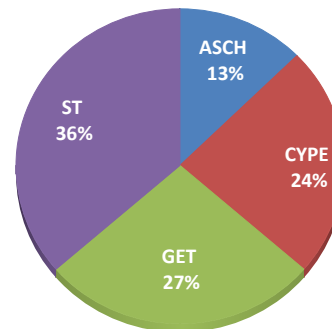
- 49** live strategies and policies
- 20** forthcoming strategies and policies
- 23** documents closed and archived since September 2017

Forthcoming strategy and policy

There are currently 55 new strategy and policy documents in development across KCC that we are aware of. Although some of the intended documents do not come to fruition, the majority of these are due to be launched during 2018/19 financial year, requiring significant resource and capacity across the authority.

- 55** forthcoming strategies and policies
- 7** forthcoming documents in ASCH
- 13** forthcoming documents in CYPE
- 15** forthcoming documents in GET
- 20** forthcoming documents in ST
- 46** forthcoming documents in Sept 17
- 20** documents due to be published by Jun 18

% of forthcoming documents across directorates



Forthcoming strategy and policy documents	Estimated start date	Directorate
Kent Joint Municipal Waste Management Strategy	Mar 18	GET
Post 16 Transport Policy	May 18	CYPE
Kent Community Safety Agreement 2018 (annual refresh)	May 18	GET
Kent Housing Strategy	May 18	GET
KCC Health and Safety Policy Statement (2017)	May 18	ST
Asset Management Strategy (2017-22)	May 18	ST
Information Governance Policy (2016)	May 18	ST
Data Protection Policy (2017)	May 18	ST
Environmental Information Regulations Policy (2017)	May 18	ST
Freedom of Information Policy (2017)	May 18	ST
Information Security Policy (2016)	May 18	ST
Information Sharing Policy (2016)	May 18	ST
Protective Marking Policy (2016)	May 18	ST
Records Management Policy (2016)	May 18	ST
Sensory Strategy, 2016-2019	Jun 18	ASCH
Kent Adult Carers Strategy	Jun 18	ASCH
Kent Gangs Strategy	Jun 18	CYPE
Kent's Looked After Children and Care Leaver's Strategy	Jun 18	CYPE
Adult Learning, Skills and Employment Strategy (2015-2018)	Jun 18	CYPE
Data Quality Policy (2017)	Jun 18	ST
Time to Change Action Plan/Anti Stigma Campaign	Jun 18	ST
Engagement Strategy	Aug 18	ST
Kent Winter Services Policy, 2018-19	Sep 18	GET
Commissioning Plan for Education Provision in Kent (2019-2023)	Nov 18	CYPE
Enterprise and Productivity Strategy	Dec 18	GET
Kent Social Care Accommodation Strategy 2014	2018/19	ASCH
Your Life Your Wellbeing Refresh	2018/19	ASCH
Digital Strategy	2018/19	ASCH
Locality Partnership	2018/19	ASCH

Voluntary Community and Social Enterprise Sector	2018/19	ASCH
Early Help Strategy 2015-2018	2018/19	CYPE
KCC Safeguarding Policy	2018/19	CYPE
Online Safety Strategy	2018/19	CYPE
Modern Slavery in Kent Strategy	2018/19	CYPE
Child Poverty Strategy	2018/19	CYPE
CYPE Directorate Vision	2018/19	CYPE
Threshold Policy	2018/19	CYPE
Countryside Access and Costal Improvement Plan	2018/19	GET
Low Emissions Strategy	2018/19	GET
Kent Minerals Sites Plan	2018/19	GET
Kent Design Guide	2018/19	GET
Updated guide to developer contributions	2018/19	GET
Commissioning Success	2018/19	ST
Kent Health and Wellbeing Strategy (2018)	2018/19	ST
ICT Strategy	2018/19	ST
Tobacco Control Statement	2018/19	ST
Communications Principles	2018/19	ST
Mind the Gap refresh (strategy)	2018/19	ST
Biodiversity Strategy	2018/19	GET
Coordinated Primary and Secondary Scheme of Admissions (2019)	Jan 19	CYPE
Kent Healthy Weight Strategy 2015-2020	Jan 19	ST
Gypsy and Traveller Unauthorised Encampment Strategy	Feb 19	GET
Libraries, Registration and Archives ambition/strategy	2019	GET
Approach to Highway Asset Management	TBC	GET
New Strategy for KCC's new Lead Local Flood Authority role	TBC	GET

Live Register

There are currently 103 strategy and policy documents on the live register.

No.	Name	Directorate	Start	End/Review
1.	Draft Transforming Health and Social Care in Kent and Medway Sustainability and Transformation Plan	ASCH	Nov 16	N/A
2.	End of Life Care in Kent Strategy (2017)	ASCH	Dec 17	Dec 18
3.	Kent and Medway Transforming Care Partnership Plans	ASCH	Apr 16	Mar 19
4.	Strategy for Adults with Autism in Kent (2016-2021)	ASCH	Aug 17	Jan 22
5.	The Kent and Medway Safeguarding Adults Board Strategic Plan (2015-18)	ASCH	Jun 15	Jun 18
6.	Your Life Your Wellbeing Strategy (2016-2021)	ASCH	Dec 16	Dec 21
7.	16+Transport Policy (2016-17)	CYPE	May 17	May 18
8.	Adult Learning Employment Skills Strategy (2015-2018)	CYPE	Oct 15	Apr 18
9.	Children Centre Strategy (2013-2016)	CYPE	Apr 13	2016
10.	Cultural Competence in Kent (2013)	CYPE	Jan 13	N/A
11.	CYPE Strategic Vision and Priorities for Improvement (2018-2021)	CYPE	Apr 18	2021
12.	Dyslexia Policy (2015)	CYPE	2015	N/A
13.	Early Help and Preventative Services Strategy (2015-2018)	CYPE	2015	2018
14.	Early Years and Childcare Strategy (2016-2019)	CYPE	2016	2018
15.	Elective Home Education Policy (2015)	CYPE	Aug 15	N/A
16.	Every Day Matters KCC version (2013-2016)	CYPE	Apr 13	2016
17.	Kent and Medway CSE Strategy (2016-2018)	CYPE	Oct 16	Oct 18
18.	Kent Children and Young Peoples Framework Working Together to Improve Outcomes (2016-2019)	CYPE	Dec 16	Dec 19
19.	Kent Looked After Children Strategy (2015-2016)	CYPE	Mar 15	Mar 18
20.	Kent Multi-Agency Neglect Strategy (2017)	CYPE	Aug 17	Aug 19
21.	Kent Specialist Children's Services Participation Strategy (2015)	CYPE	Sep 15	N/A
22.	Kent Strategy for School Improvement (2016)	CYPE	Feb 16	N/A
23.	Kent Sufficiency, Placement and Commissioning Strategy (2015-2018)	CYPE	Jun 15	2018
24.	Kent Youth Justice Plan (2015-2016)	CYPE	Annual	Annual
25.	Kent's Pledge to Children in Care	CYPE	2012	N/A
26.	Kent's Strategy for Vulnerable Learners (2017-2020)	CYPE	Mar 18	2020
27.	KSCB Online Safety Policy (2016)	CYPE	Apr 16	Aug 17
28.	14-24 Learning, Employment and Skills Strategy (2017-2020)	CYPE	Sep 17	Sep 20
29.	SCS Workforce Strategy (2014)	CYPE	Jul 14	2017
30.	Social Work Contract (2014)	CYPE	Dec 14	2016
31.	Strategy for Children with Special Educational Needs and Disabilities (2017-2019)	CYPE	Jul 17	Jul 19
32.	Strategic Framework for Sport and Physical Activity (2017-2021)	GET	Jul 17	Jul 21
33.	Better Homes Localism Aspiration and Choice Housing Strategy for Kent and Medway (2011)	GET	2011	2018
34.	Countryside and Coastal Access Improvement Plan (2013-17)	GET	2013	2018

35.	Crime and Disorder Reduction Strategy Community Safety Framework (2012-2015)	GET	2012	2017
36.	Development and Infrastructure Creating Quality Places (2012)	GET	Oct 12	2018
37.	Freight Action Plan for Kent (2017)	GET	Jun 17	Jun 20
38.	Inclusive Mobility Action Plan (2017)	GET	Jan 17	Jan 18
39.	Inspirational Creativity - Our cultural ambition for Kent (2017)	GET	Dec 17	Dec 27
40.	KCC's Environment Policy (2017)	GET	Mar 17	Mar 20
41.	Kent Active Travel Strategy (2017)	GET	Mar 17	Mar 22
42.	Kent and Medway Growth and Infrastructure Framework (2018)	GET	Apr 18	2037
43.	Kent Community Safety Agreement (2014-17)	GET	Apr 17	Apr 18
44.	Kent County Parks Strategy (2018)	GET	Apr 18	N/A
45.	Kent Design Guide (2005)	GET	2005	2018
46.	Kent Environment Strategy (2016)	GET	Mar 16	2020
47.	Kent Joint Municipal Waste Management Strategy (2012-13 to 2020-21)	GET	Dec 12	2021
48.	Kent Local Flood Risk Management Strategy (2013)	GET	May 13	Dec 17
49.	Kent Minerals and Waste Development Framework or Local Plan (2013-2030)	GET	Jul 2016	2030
50.	Kent Winter Service Policy (2017-18)	GET	Sep 17	Sep 18
51.	Local Transport Plan 4 Delivering Growth Without Gridlock (2016-2031)	GET	Jul 17	2031
52.	Rail Action Plan for Kent (2011)	GET	Apr 11	None
53.	Road Casualty Reduction Strategy (2014-2020)	GET	Sep 17	2020
54.	The Kent Waste Disposal Strategy (2017-2035)	GET	Feb 17	2035
55.	Anti Fraud and Corruption Strategy (2016)	ST	Oct 16	N/A
56.	Anti-Bribery Policy (2017)	ST	Jul 17	N/A
57.	Armed Forces Covenant	ST	Sep 11	N/A
58.	Asset Management Strategy (2013-2017)	ST	Jun 13	May 18
59.	Business Continuity Management Policy (2017)	ST	Sep 17	Sep 18
60.	Capital Strategy (2018-21) – part of the MTFP	ST	Apr 18	2021
61.	Commissioning Framework for Kent County Council (2014)	ST	Dec 14	N/A
62.	Customer Feedback Policy (2017)	ST	Sep 17	N/A
63.	Customer Service Policy (2015-2018)	ST	Sep 15	2018
64.	Data Protection Policy (2017)	ST	Jan 17	Jan 18
65.	Data Quality Policy (2013)	ST	Jan 13	Jun 18
66.	Environmental Information Regulations Policy (2017)	ST	Jan 17	Jan 18
67.	Equality & Diversity Strategy and Policy Statement (2016-2020)	ST	Dec 16	Dec 20
68.	Equality & Human Rights Policy and Objectives (2016-2020).docx	ST	Dec 16	Dec 20
69.	Equality Impact Assessments Policy and Guidance (2017-2020)	ST	Jun 17	Jun 20
70.	Freedom of Information Policy (2017)	ST	Jan 17	Jan 18
71.	ICT Acceptable Use Policy (2016)	ST	Aug 16	2019
72.	ICT Strategy (2016-2020)	ST	Nov 16	2020
73.	Increasing Opportunities Improving Outcomes Strategic Statement (2015-2020)	ST	Mar 15	2020
74.	Information Governance Policy (2016)	ST	Apr 16	Jun 18

75.	Information Security Policy (2016)	ST	Apr 16	Jun 18
76.	Information Sharing Policy (2016)	ST	Apr 16	Jun 18
77.	KCC Logo and Visual Identity Guidelines (2018)	ST	Jan 18	Nov 18
78.	Kent Adult Carers Strategy (2009)	ST	Jun 09	Jun 18
79.	Kent Alcohol and Drug Strategy (2017-2022)	ST	Sep 17	Apr 22
80.	Kent and Medway Domestic Abuse Strategy (2016-2020)	ST	Oct 16	Oct 20
81.	Kent and Medway Joint Health and Wellbeing Strategy (2014-2017)	ST	2014	2017
82.	Kent Partners' Compact (2012)	ST	Jan 12	N/A
83.	Kent Social Care Accommodation Strategy (2014)	ST	Jul 14	Apr 18
84.	Kent's Teenage Pregnancy Strategy (2015-2020)	ST	Oct 15	Oct 20
85.	Live it Well Principles (2016)	ST	2016	N/A
86.	Our KCC Working Together Shaping Our Future Staff Engagement Strategy (2016)	ST	2014	Jan 19
87.	Partnership Governance Framework (2018)	ST	Apr 18	Apr 19
88.	Pay Policy Statement (2018-19)	ST	Mar 18	Mar 19
89.	People Strategy (2017-2022)	ST	Jul 17	2022
90.	Protective Marking Policy (2016)	ST	Apr 16	Jun 18
91.	Records Management Policy (2016)	ST	Jan 16	Jun 18
92.	Revenue Strategy (2018-21) – part of the MTFP	ST	Apr 18	2021
93.	Risk Management Policy and Strategy (2018-21)	ST	Jan 18	Dec 18
94.	Social Care, Health and Wellbeing -Community Support Market Position Statement (2016)	ST	Jun 16	N/A
95.	Social Media Guidance (2017)	ST	Apr 17	Apr 18
96.	Spending the Council's Money	ST	2014	N/A
97.	Suicide Prevention Strategy (2015-2020)	ST	Jul 15	Jul 20
98.	The Way Ahead Kent's Emotional Health and Wellbeing Strategy (2015)	ST	May 15	N/A
99.	Towards a Strategic Commissioning Authority (2017) - series of County Council papers	ST	May 14	2020
100.	Treasury Strategy (2018-21) – part of the MTFP	ST	Apr 18	2021
101.	Vision for Kent Community Strategy (2011-22)	ST	Dec 11	2022
102.	Voluntary and Community Sector Policy (2015)	ST	Sep 15	2020
103.	Volunteering Policy (2017)	ST	Mar 17	Mar 20

Strategy and Policy Control Framework

The Strategy and Control Framework has two key elements – a single Register of all strategic documents held on KNet which is accessible to all staff and elected members and a set of 'principles' to manage strategy and policy development in a disciplined way.

The Strategy and Policy Register on KNet makes strategic documents easier to access with a set of 'buttons' for different policy themes. Each document on the register has a clear owner, a web link taking the user straight to the relevant strategy/policy and a frontsheet containing essential information about the document. It also includes links to operational policy pages (e.g. health and safety, specialist children's services).

The SPRCA division is piloting a SharePoint site, which has been developed to hold all relevant information for the control framework in one place. The site includes information on the live register (including equalities and governance information), a comprehensive record of all archived documents (including copies of the old documents and a frontsheet capturing why the document closed and whether it was replaced by a new document) and a list of forthcoming documents. All information can be easily analysed by date or directorate to inform future reporting.