



## AGENDA

### CABINET SCRUTINY COMMITTEE

**Wednesday, 29th April, 2009, at 10.00 am**      Ask for:      **Peter Sass**  
**Darent Room, Sessions House, County**      Telephone:      **01622 694002**  
**Hall, Maidstone**

*Refreshments will be available 15 minutes before the start of the meeting*

*Timing of items as shown below is approximate and subject to change.*

*County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.*

**Please note that this meeting will be webcast**

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **A. COMMITTEE BUSINESS**

- A1 Substitutes
- A2 Declarations of Interests by Members in Items on the Agenda for this Meeting
- A3 Minutes - 8 April 2009 (Pages 1 - 10)
- A4 Follow-up Items from Cabinet Scrutiny Committee (Pages 11 - 20)
- A5 Informal Member Group on Budgetary Issues- 16 April 2009 (Pages 21 - 22)

#### **B. CABINET/CABINET MEMBER DECISIONS AT VARIANCE TO APPROVED BUDGET OR POLICY FRAMEWORK**

No items.

#### **C. OFFICER AND COUNCIL COMMITTEE DECISIONS**

- C1 Salary Packages for Chief Officer Group *(Report to follow)*

Ms A Beer, Director of Personnel and Development, will attend the meeting from 10.30 am to 11.15 am to answer Members' questions on this item.

- C2 Other Officer and Council Committee Decisions

The Committee may resolve to consider any other decision taken since its last meeting by an Officer or Council Committee exercising functions delegated to it by the Council.

*(Members who wish to propose that the Committee should consider any Officer or Council Committee decision are asked to inform the Head of Democratic Services and Local Leadership of the decision concerned in advance.)*

## **D. CABINET DECISIONS**

D1 Corporate Assessment Performance Improvement Plan (Pages 23 - 38)

Mr P B Carter, Leader of the Council and Cabinet Member for Policy and Performance; and Mr D Cockburn, Executive Director, Strategy, Economic Development and ICT, will attend the meeting from 11.15 am to 12 noon to answer Members' questions on this item.

D2 Annual Unit Business Plans 2009/10 (Pages 39 - 50)

D3 Other Cabinet Decisions

Any Member of the Committee is entitled to propose discussion and/or postponement of any other decision taken by the Cabinet at its last meeting.

*(Members who wish to exercise their right under this item are asked to notify the Head of Democratic Services and Local Leadership of the decision concerned in advance.)*

## **E. CABINET MEMBER DECISIONS**

No items.

### **EXEMPT ITEMS**

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

Peter Sass  
Head of Democratic Services and Local Leadership  
(01622) 694002

**Tuesday, 21 April 2009**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

**KENT COUNTY COUNCIL****CABINET SCRUTINY COMMITTEE**

MINUTES of a meeting of the Cabinet Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 8 April 2009.

PRESENT: Dr M R Eddy (Chairman), Mr D Smyth (Vice-Chairman), Ms S J Carey, Mr A R Chell, Mr B R Cope, Mr G Cowan, Mrs T Dean, Mr R W Gough, Mr C Hart, Mrs S V Hohler, Mr G A Horne MBE, Mr E E C Hotson, Mrs J Law, Mr M J Northey, Mr J D Simmonds, Mr R Tolputt (Substitute for Mr R E King) and Mr R Truelove

ALSO PRESENT: Mr M C Dance and Mr K A Ferrin, MBE

IN ATTENDANCE: Mr I Clark (Group Leader), Mrs A Gamby (Head of Early Years & Childcare), Ms J Smith (Children's Centre Project Manager), Mr G Tipping (Head of Capital Projects), Mr D Hall (Head of Transport & Development), Mr P Sass (Head of Democratic Services and Local Leadership) and Mrs A Taylor (Research Officer to Cabinet Scrutiny Committee)

**UNRESTRICTED ITEMS****133. Declarations of Interests by Members in Items on the Agenda for this Meeting**  
*(Item. A2)*

Mr Simmonds declared a personal interest in item C1 of the agenda as he was involved in the decision-making process for Phase Two of the Children's Centres as a former Cabinet Member.

Mrs Dean declared a personal interest in item C1 of the agenda as she was a trustee of St James' Centre which would incorporate one of the Children's Centres in Round Two.

Mr Chell declared a personal interest in item C1 of the agenda as he was a Chair of Governors (Local Authority Governor) at Greenfield School.

**134. Minutes - 10 February 2009**  
*(Item. A3)*

The minutes of the meeting on 10 February 2009 were approved as a correct record.

**135. Follow-up Items from Cabinet Scrutiny Committee**  
*(Item. A4)*

Mr Cowan referred to the Committee's previous request for figures on the Chief Officers' bonus scheme and asked that these figures be provided to the Committee in both percentage and cash terms. Mrs Dean referred to an email sent the previous Monday on the Chief Executive's salary and information on the Tax Payers Alliance website and requests of the Information Commissioner. Mrs Dean stated that figures provided to the Tax Payers Alliance and the Information

Commissioner differed to the figures in KCC's Statement of Accounts. It was understood that in light of the pressure from the Information Commissioner the County Council had signalled that it intended to reveal those salaries. Mrs Dean requested that the Committee invite Ms Beer to the meeting to clarify the difference in figures and that this should be taken as an urgent item.

Mrs Dean also referred to the note circulated on page 21 of the agenda in which it stated that 'consultation on the Treasury Strategy and Treasury Management in general will, with the agreement of the Chairman, be added to the terms of reference of the Budget IMG'. Mr Smyth confirmed that he regarded the document in question as a suggestion rather than a 'done deal' and discussions would be held about the role of the Budget IMG in Treasury Management.

The Chairman referred to Mrs Dean's request to take an urgent item on the discrepancies in published figures for the Chief Executive's salary under Part E of the agenda, and agreed that it should be declared urgent due to the importance of correcting the figures which had appeared in the national press on the two previous days and the extramail which had been circulated. Mr Simmonds explained that not all Members had received a copy of the email in question and stated that he would be reluctant to discuss the issue without any background information. The Chairman announced that he was minded to take it as an urgent item and requested that copies of the information be circulated to the Committee. Ms Carey requested that, although she would prefer to see the item at a future meeting, if the Committee were to look at it the background information was made available. Mrs Dean confirmed that the background information was available and the Chairman agreed that this be circulated under item E of the agenda.

**136. Informal Member Group on Budgetary Issues - 25 March 2009**  
(Item. A5)

The Chairman explained that Members had received a restricted minute on the IMG on Budgetary Issues discussion about developer contributions. Mr Smyth explained that the full detail on the minute regarding Member's concerns about the level of capital finding for Special Schools and SEN Units was contained on page 17 of the Cabinet Scrutiny agenda. Mr Smyth also referred to item 5 of the Budget IMG notes, Sustainable Communities Act 2007: Local Spending Report, he explained that it was an act which required the Secretary of State to make arrangements for the production of spending reports.

The Committee approved the notes of the IMG on Budgetary Issues held on 25 March 2009.

**137. Informal Member Group on Southern Water Draft Business Plan 2010-15 - 2 March 2009**  
(Item. A6)

Mr Horne explained to the Committee that the Informal Member Group had had a very interesting opportunity to talk to the representative from Southern Water; the group had heard that the water companies were able to invest their assets in other activities, such as leisure activities but Southern Water were reluctant because it was not commercially viable. Mr Horne queried whether it should be open to other companies who would be prepared to maximise the opportunity of public assets. Mr Horne also commented on the availability of maps showing where sewers and

water supplies and electricity ran, he questioned who should hold the map showing where these services were provided.

Ms Carey confirmed that the group was still awaiting confirmation of the location of the definitive map of the sewer system. The group had had concerns about Southern Water's investment plan which had a high expenditure and there was a concern about the effect on residents' bills, Ms Carey reiterated that it had been a very useful IMG which would be worthwhile to follow up in a couple of years.

Mrs Law stated that she would be interested to join any future IMG on Southern Water.

The Committee approved the notes of the IMG on Southern Water's Draft Business Plan held on 2 March 2009.

### **138. Children's Centres** *(Item. C1)*

Mr Dance, Mrs Gamby, Ms Smith and Mr Tipping were present for this item.

In relation to Round Three Children's Centres, Mr Northey asked for information on the Canterbury Centre and the progress as he had not been consulted. Ms Smith confirmed that a proposal regarding Littlebourne School would be coming forward which Mr Northey would be consulted on. Mr Smyth asked for clarification on the percentage figures provided for the deprivation levels in each ward where a Children's Centre was being considered. Mrs Gamby confirmed that the figures were the level of deprivation in the super output areas in each ward. The Chairman asked whether there was a general deprivation figure for each ward so that it was possible to compare the lowest deprived super output area with the ward in general which might be relatively affluent. Mrs Gamby explained that those figures were available but the average deprivation for a ward could hide the pockets of deprivation within it. Mrs Gamby confirmed that the closer the figure was to 100% the less deprived the area was.

Mr Hart expressed his concern about the way the figures for deprivation levels were presented and he asked for information on the average level of deprivation for the whole ward, Mrs Gamby agreed to request that information and it would be supplied to Committee Members.

The Chairman stated that he had received a letter explaining the reasons behind the delays to the Round Two Children's Centres, he asked for further information on the concerns that Officers had had in relation to the framework consultants and the cost of moving from one framework consultant to another. Mr Dance explained that regarding the original contractor, there was a series of warnings which were addressed, the contracted amount was not paid in full and this had generated a saving. Mr Tipping explained that the original appointment was for the delivery of the complete programme, there were three different elements of work; refurbishment, new build and modular. Regarding the new build and modular element, concerns were raised about the administration of the contract and the work being undertaken, the Council was becoming less confident that the agent was delivering value for money services, the Council and the agent eventually came to an agreement where the work ceased and the Council engaged with

another employer's agent in August 2008. The new employer's agent needed time to get up to speed with the programme which resulted in delays to the projects.

The Chairman asked Mr Tipping to confirm what the concerns were that KCC had with the agent. Mr Tipping explained that the contract for the modular build should have been straight forward but the agent took an unusual route to take on the design element role from the contractor which caused confusion for the contractor and for the employer's agent. Mr Gough referred to the decision to re-tender the new build sites and he asked what level of savings the Council was expecting to achieve due to the change in market conditions? Mr Tipping explained that all the sites had been re-tendered, Tranche A had come back within budget and the Council was expecting significant savings, Tranche B was out to tender and the Council was assuming that Tranche B would also come back within budget. Mr Tipping confirmed that the Council was looking at savings of around £0.5million in excess of the savings made by changing the employer's agent which was around £300k. Mr Dance added that another consequence of the re-tendering was that more business went to Kent based companies.

Mr Hart stated that his understanding was that deprived areas would be dealt with first but what happened in Kent was that some of the children's centres in the most deprived areas were not completed. Mrs Gamby explained that Round One had to cover the 20% most disadvantaged areas, which it did. Round Two had to cover at least the 30% most disadvantaged areas when added to Round One, which it did. There were two milestones of a Children's Centre, the first was when it was designated (the building did not have to be operational; the services had to be in place). The second milestone could be up to two years later where the building did have to be operational, there were designated centres and the services were being delivered into those areas. In response to a question from Mr Dance, Mrs Gamby confirmed that the DCSF had frequently changed the ground rules on Children's Centres and gave some examples of where this had been the case. The Chairman queried whether the ground rules had been published, Ms Smith explained that government guidelines were produced and the interpretation of those guidelines shifted in line with national experience. Mr Hart requested a list of dates on which the Children's Centres were designated as opposed to the date of construction.

Mr Dance stated that in relation to Round Two, KCC had had to contribute £7million to add to the scheme, this was not funded by the Government. The Council had to roll out 102 Children's Centres, considerably more than budgeted for and there would be problems, including planning difficulties. Mr Truelove stated that the delay to the programme was extremely regrettable and that the delays were caused by the decision to engage the employer's agent, Mr Truelove also asked Mr Dance what lessons had been learnt. Mr Dance explained that Corporate Property undertook the build of these projects, the relationship between the two teams had improved tremendously and Mr Dance could not see this problem occurring again in the future. Mr Truelove asked again what the problems were with the build contractor; Mr Tipping explained that the problems with the contractor were around the ability to deliver the programme within the timeline stipulated.

Mrs Dean agreed that the goalposts had changed on a number of occasions, the £7million which had been put into the scheme was money well spent but it also reflected the fact that Kent was light on provision for under 5 year olds. Mrs Dean expressed concern that local Members were not being consulted and this needed to be tightened up. There was a growing mismatch between areas of deprivation

and the Children's Centres, Mrs Dean asked whether there was any movement on the ability to ensure that the centres catered for the children they were intended for there was a failure in prescribing the process. Mrs Gamby responded by stating that for 3 and 4 year olds there was more than enough provision in the county, there were gaps for children under 3 years old. Round One and Two provided a broader range of services than Round Three which provided a lighter touch provision in the form of signposting and information. Outreach work was also key to contact the out of reach groups to draw families in; it was not possible to require childcare providers to reserve places.

In response to a question from Mr Chell about the changes in the rules by DCSF, Mrs Gamby explained that the Local Authority had a duty to ensure a sustainable childcare market, irrespective of Children's Centres the Council had to ensure that over time there was enough provision for children up to 14 years to ensure that parents were able to work or study and that the lack of childcare wouldn't prevent that. Round One required new childcare irrespective of whether there was a need for it, Round Two: new childcare was only required where an assessment of the existing childcare in the area showed that there was a need. Ms Smith agreed to provide Mr Chell with the information he requested regarding Greenfield School.

Mr Smyth explained that he would expect the goalposts to change, Round One Centres were located in the most deprived areas, so it would be logical that the specification would be tighter and that the goalposts would change as the process progressed. Mr Smyth asked how much time had been lost due to the problems with the contract and the change of the employer's agent as well as whether the contract difficulties were on those centres which were in the most deprived areas. Mr Tipping had referred earlier to using multiple contractors and Mr Smyth asked whether this caused problems in supervising the contractors. Mr Tipping explained that the original contract would have run until September 2008. There was no common theme in relation to where the problem centres were located; the problems were with the whole programme. Multiple sites could be difficult to manage but three consultants had been engaged for the Round Three centres instead of one for Rounds One and Two.

The Chairman explained that he was aware of the situation because he was written to as a local Member, he enquired whether other Members were informed and what constituted a 'local Member', how many centres in Round Two were delayed and should the whole Council not have been informed about the problems to the contract as this would have a knock on effect to other contracts. Mrs Gamby explained that the letter was sent to local members for the wards falling within the reach areas of the Children's Centres affected. The Chairman asked again why the information was not sent to all Members of the Council, it was agreed that the Members Information Bulletin could be used for future relevant information.

Resolved that:

1. The Committee thanked Mr Dance, Mrs Gamby, Ms Smith and Mr Tipping for attending the meeting and answering Members' questions;
2. The Committee noted the explanation of the delays to the Round 2 Children's Centres and understood the reasons behind the termination of the contracts;
3. The Committee requested that local Members were kept better informed of developments with the Children's Centres and details regarding the progress

- or delays to developing Children's Centres should be included in the Members' Information Bulletin;
4. The Committee requested that a copy of the original and the revised contract for the Round 2 Children's Centres be made available to Members;
  5. Members requested figures on the average deprivation for each ward to be served by a Children's Centre;
  6. Members requested the dates on which the Children's Centres were designated as opposed to the date of construction.

**139. Freedom Pass**  
*(Item. D1)*

Mr Ferrin, Mr Hall and Mr Clark were present for this item.

The Chairman explained that the Committee's concerns were that some of those whose families were paying tax in Kent might not be able to access the Freedom Pass service because it was administered through schools.

Mr Ferrin stated that from the start there had been two criteria for eligibility to the Freedom Pass, 1) the child had to live in Kent, 2) the child had to go to school in Kent and he emphasised that that had been clear from the beginning. Mr Ferrin was not aware that the scheme had been seriously questioned, no legal advice had been received which suggested that the criteria were illegal or, in a legal sense, unfair or that the arrangements that had been made for the Freedom Pass were unlawful. Mr Ferrin did state that Officers had been instructed to review the scheme in light of experience, it was the intention to review the scheme in September and the review would take into account Member's views on the scheme and the Cabinet Scrutiny Committee might wish to indicate the areas that it wants reviewing. Mr Clark explained that the legislation gave the local authority the discretion to set up a scheme on the basis it chose either for people living in, and going to school in an area, or not, as the Council decided, the discretion was entirely with the local authority, there was no obligation on them to provide free transport to those who live in the county and go to school outside it.

Ms Carey stated that the Committee had invited the witnesses because the Freedom Pass was a brilliant scheme the Committee welcomed the review and enquired whether it was practical to extend the scheme to the 16 – 18 year old age group. In response Mr Ferrin explained that it was not within his power to decide to extend the scheme to 16 – 18 year olds and there would be major budget implications to doing that. The review would look at the day to day issues of the current scheme, involving all the relevant groups of people including the views of the bus operators. Mr Chell explained that in his experience young people who lived in Kent but went to school outside of Kent felt disadvantaged because they did not receive the freedom pass. Mr Ferrin was aware of these issues and they had been discussed at great length when the scheme was originally implemented. Mr Chell responded by saying that the Freedom Pass was also intended for leisure and social activities within Kent, Mr Ferrin pointed out that it was difficult to separate a pass for social activities and a pass for transport to school. The issue of low income families with multiple children of school age also needed to be addressed and Mr Ferrin hoped that the Kent Credit Union would be able to assist in these cases.



Mr Truelove concurred that it was a brilliant scheme for young people and it also helped to tackle congestion problems, the Cabinet Scrutiny Committee had raised its concerns as soon as it had become aware of the anomalies. The discussion was focussing on the Freedom Pass as a bus pass whereas in fact it was marketed as a recreational pass for leisure use and the Committee should bear that in mind. Mr Truelove stated that a substantial amount of money was available in the Freedom Pass scheme because the railway element had not been taken up. Mr Ferrin explained that there were between 1300 – 1400 children in the county who were in the position of not receiving the Freedom Pass. He stated that there was not money available in the Freedom Pass budget, the budget for the current year was expected to be fully spent.

Mr Horne stated that if the Government looked to support public transport then a scheme such as the Freedom Pass might qualify for some funding and the review should take this into account. Mr Horne also congratulated the Romney, Hythe and Dymchurch railway for being part of the Freedom Pass scheme, it was disappointing that Southeastern Rail hadn't become involved in the scheme and they should be again encouraged to participate. Mr Ferrin agreed with the points made by Mr Horne, many Freedom Pass holders used to travel to school on the train, efforts were made to involve Southeastern Rail as it would be extremely beneficial to young people. A bid was made under the Government's pathfinder programme for support for the Freedom Pass scheme but the bid was not successful. In response to a question from Mr Horne Mr Hall confirmed that the bid was to enable the scheme to be extended to 16 – 18 year olds, there was currently no Government funding mechanism for the scheme but Officers would continue to explore any possibilities.

Mr Northey praised the Freedom Pass scheme and asked:

- What the latest figures on the number of children using the scheme were?
- What percentage was that of the eligible school population?
- What could be done to encourage young people to take up the Pass if they had not already?
- What effect had the Freedom Pass had on local school runs and congestion?

Mr Hall confirmed that the latest figures were over 13,000 (excluding the June tranche but including Swale and Thanet) it was expected that the original estimate of around 23,000 passes would be about right. Mr Hall agreed to provide the percentage of the eligible school children after the meeting and would cover the point about what could be done to encourage young people to join the scheme later on in the agenda item. The Pass seemed to be making a difference of around 2 – 3% on traffic congestion at schools but the figures would be confirmed after the meeting.

Mrs Dean reiterated the discussions of the Select Committee from which the Freedom Pass originated that the Pass was of great value socially as well as for school. Mr Cowan stated that the scheme was not purely for travel to school, it had great value out of school hours for recreational activities and he considered that it was unfair to blame the Government for not providing sufficient funding for the scheme. Mr Cowan strongly disagreed with the anomalies within the scheme that disadvantaged children who lived in Kent but attended school outside of Kent's administrative area. The issue of affordability for less well off families and

extending the scheme to 16 – 18 year olds was also raised. Mr Ferrin stated that he would be delighted if the scheme could be extended to 16 – 18 year olds, but there were major budget implications and it had to be considered as a part of Kent County Council's overall budget. The Freedom Pass scheme was complicated to administer, there were many issues to consider and the scheme would be reviewed in September and input from Members on issues for the review to cover would be welcomed.

Mrs Hohler welcomed the review of the fantastic scheme, savings would have been made in transport appeals, road safety issue and congestion and these all needed to be taken into account within the review, and perhaps the Government should be lobbied to bring in a free school transport scheme particularly for 16 – 18 year olds for whom education would soon become compulsory.

The Chairman suggested that the Committee set up an Informal Member Group to which all Members of the Committee and other Members could contribute to look at the way in which the scheme worked and to produce a basic list for Mr Ferrin to consider within his review in September. Mr Simmonds suggested that that might be a function of the original Select Committee, and that the issue of assisting those families who might not be able to afford the Freedom Pass and the involvement of the credit union was a good suggestion. Mr Hall offered to Members of the Committee a mosaic analysis of the freedom take-up so far which indicated that better off families were the more prevalent. Mr Smyth asked Mr Ferrin whether it was likely that Southeast trains had concerns over the journey into London and how to administer travel over the border of Kent, Mr Ferrin stated that this was an issue they raised along with the issue of behaviour although only 20 Freedom Passes had been withdrawn across the whole county.

Resolved that:

1. The Committee thanked Mr Ferrin, Mr Hall and Mr Clark for attending the meeting and answering Members' questions;
2. The Committee welcomed the fact that there would be a review of the Freedom Pass in September 2009 and agreed to set up an IMG after the elections to feed into the review. (The IMG should seek the views of all Cabinet Scrutiny Members before going on to seek the views of all Members of the Council). Items for the IMG to consider included:
  - a. The link between the Freedom Pass and Home to School Transport;
  - b. Extending the Freedom Pass to include 16 – 18 year olds (particularly with the introduction of compulsory education for that age group);
  - c. Encouraging the involvement of Southeastern Rail in the Freedom Pass scheme;
  - d. Options for those families unable to afford the Freedom Pass;
  - e. The use of the card for leisure use for Kent residents attending school outside of Kent;
  - f. Promotion of the scheme;
3. Members requested that the Mosaic report on the Freedom Pass be circulated to the Committee;
4. Members requested further information on the percentage of eligible school population who have a Freedom Pass;
5. Members requested that representation be made to the Government for financial assistance with providing free transport for young people.

**140. Annual Unit Business Plans 2009/10**  
*(Item. D2)*

The Chairman explained that the report on the Business Plans was to alert Members to the plans and that at the next meeting Members of the Committee would be asked to put forward initial proposals for the first meeting of the Committee after the election.

The Committee agreed that proposals on which business plans to scrutinise would be put forward at the next meeting.

**141. Officer and Council Committee Decisions**  
*(Item. E)*

The Chairman raised Mrs Dean's earlier request to take an urgent item on the discrepancies in published figures for the Chief Executive's salary under Part E of the agenda. Mr Sass confirmed that Ms Beer had been out of Maidstone during the morning but was able to attend the Cabinet Scrutiny meeting at 2pm if Members required. Mrs Dean confirmed that she didn't want to keep Members of the Committee waiting until 2pm but it was to be put on record that she had concerns over the articles so that Ms Beer would know the questions that were being raised.

Mrs Dean had concerns over the discrepancies within published figures for the Chief Executive's salary. The Telegraph quoted £255,000; the Council's Statement of Accounts £240,000 - £249,999; the Tax Payers Alliance and the Information Commissioner had the figures £240,000 – £249,999; the Mail online quoted £255,000 and also referred to an increase of 6%; The Independent quoted £225,000 and in the same article £255,000 excluding bonuses or expenses. The figures provided to the Tax Payers Alliance and the Information Commissioner did not accord with the Council's Statement of Accounts. The Chairman suggested that this come forward as a substantive item on the Committee's next agenda for 29 April, the Committee agreed with this suggestion.

Mr Simmonds asked the Chairman to clarify what the objectives of having this item on a future agenda were. Mrs Dean confirmed that there were two questions; the Committee requested figures of the salaries of the Chief Executive and the Chief Officer Group and a reconciliation of the figures in the Statement of Accounts and those which had been supplied to the Tax Payers Alliance and the Information Commissioner.

Members requested that:

1. Information regarding the Chief Officers' salary be supplied as a matter of urgency;
2. Ms Beer be asked to explain the discrepancies between a) those figures which had been supplied to the TaxPayers' Alliance and the Information Commissioner, and which had appeared in the national press, and b) those which appeared in the County Council Annual Statement of Accounts;
3. This issue be placed on the next Cabinet Scrutiny agenda.

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By: Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet Scrutiny Committee – 29 April 2009

Subject: Follow up items from Cabinet Scrutiny Committee

Classification: Unrestricted

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Summary: This report sets out the items which the Cabinet Scrutiny Committee has raised previously for follow up

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### **Introduction**

1. This is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee.
2. If the information supplied is satisfactory it will be removed following the meeting, but if the Committee should find the information to be unsatisfactory it will remain on the schedule with a request for further information.

### **Recommendation**

3. That the Cabinet Scrutiny Committee notes the responses to the issues raised previously.

Contact: Peter Sass  
[peter.sass@kent.gov.uk](mailto:peter.sass@kent.gov.uk)

01622 694002

Background Information: *Nil*

	<b>Issue</b>	<b>Response</b>
<b>10.12.08</b>	<p>Highways Business Plan IMG 02.12.08</p> <ul style="list-style-type: none"> <li>- A list of gully schedules be supplied to all Members after the elections</li> <li>- The informal briefing on EDF given to Members by KHS Technical Services be repeated in the spring</li> </ul>	
<b>22.10.08</b>	<p>IMG on Managing Motorways and Trunk Roads in Kent:</p> <ul style="list-style-type: none"> <li>- Further advice be requested from Officers and the Cabinet Member when the results of the bidding process were known</li> <li>- Officers and the Cabinet Member report back to the Cabinet Scrutiny Committee, including information on possible BVPIs, a year after the contract has commenced.</li> </ul>	Document detailing changes to original contract circulated to Members of CSC 13.11.08.
<b>21.01.09</b>	<p>Comms &amp; Media Business Plan</p> <ul style="list-style-type: none"> <li>- Chief Executive's offer to give Members the opportunity to visit the IBM research facility in Hampshire</li> <li>- Chief Executive's offer to hold a seminar for Members on the 'Future of Communication'</li> <li>- Chief Executive's offer that the two pilot schemes in Swale and West Malling should be presented to Members</li> <li>- Further details of translation services and their cost be provided to all Members of the Cabinet Scrutiny Committee</li> <li>- Briefing note on the report on the ways in which we consult with the public being prepared by</li> </ul>	Information requested

	<p>Robert Hardy</p> <ul style="list-style-type: none"> <li>- Communications protocol in relation to the promotion of Council Services be circulated to all Members</li> </ul>	
<b>08.04.09</b>	<p>Children's Centres: Members requested the dates on which the Children's Centres were designated as opposed to the date of construction.</p>	Information requested
<b>08.04.09</b>	<p>Children's Centres: Members requested a copy of the original and the revised contract for the Round 2 Children's Centres be made available</p>	Information requested
<b>08.04.09</b>	<p>Members requested figures on the average deprivation for each ward to be served by a Children's Centre</p>	Information requested
<b>08.04.09</b>	<p>An IMG be set up to feed into the review of the Freedom Pass in September</p>	
<b>08.04.09</b>	<p>Freedom Pass: Members requested that a copy of the Mosaic Report which set out the social backgrounds of those children in receipt of a Freedom Pass</p>	Circulated to the Committee 17.04.09. A black and white copy is also attached at Appendix A.
<b>08.04.09</b>	<p>Members requested further information on the percentage of eligible school population who have a Freedom Pass</p>	<p>Over 13,500 young people are in receipt of a Freedom Pass. The figures provided to Transport Integration by CFE at the start of the pilot suggest that the school roll is 61,068 in the districts which are currently live but that is not the same as the total number of young people who are eligible - for example the school roll in Tunbridge Wells will include residents of East Sussex - no figures are currently available as to how many that might be.</p>

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## Kent Freedom Pass – A Mosaic analysis of pass holders

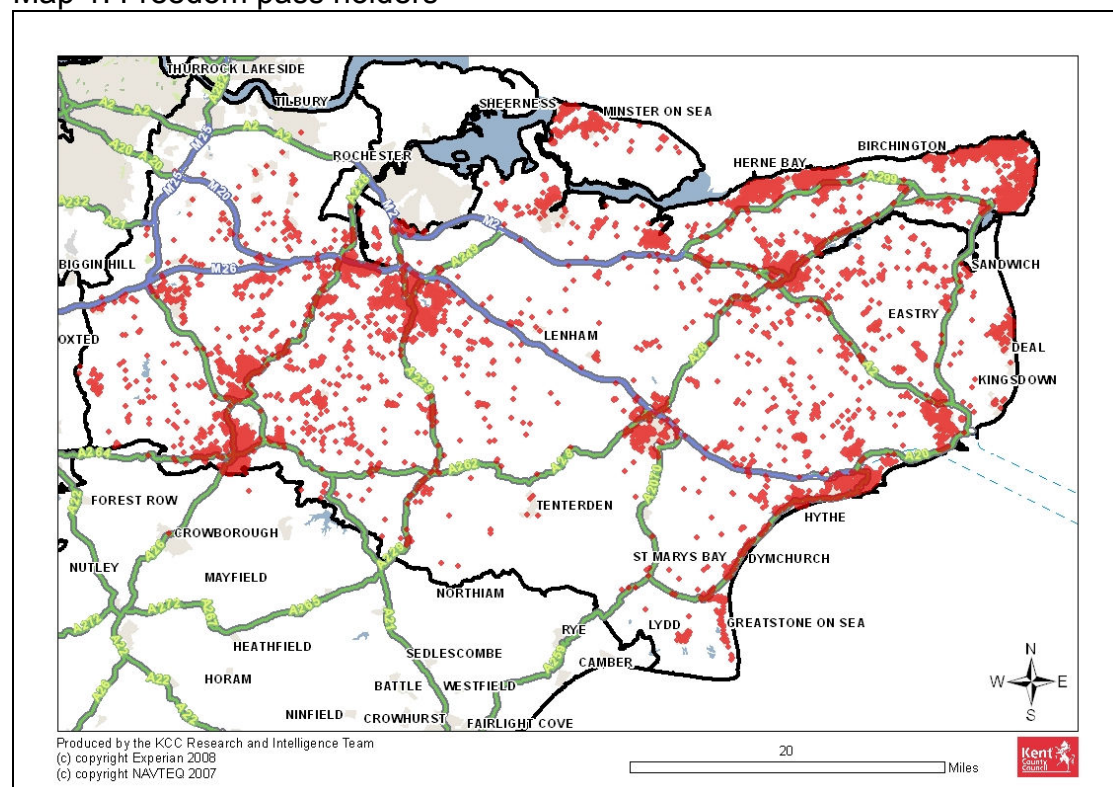
The Kent Freedom Pass, first introduced in June 2007, provides free bus travel to students attending a pilot school. Since its inception the scheme has gradually extended to cover further parts of the county and currently includes eight districts. All schools in Kent will be covered by the scheme by the end of 2009.

This report looks at the take up of Freedom Passes in the areas currently included and uses Mosaic (Experian) to assess the social backgrounds of those children who have passes.

The data relates to all current pass holders of the scheme which began in June 2008 and ends in August 2009. Of the 13,171 children who have passes, 12,958 provided valid postcodes which have been used in the analysis.

Map 1 shows the home postcodes of children with passes. The majority of pass holders live in districts covered by the scheme, although some do live in the remaining districts.

Map 1: Freedom pass holders



A comprehensive analysis of the socio-demographic make up of children who have applied for a pass can be provided using Mosaic. Mosaic is a social segmentation tool based on household location. It describes citizens in terms of their socio-demographics, lifestyles, culture and behaviour to provide a comprehensive and accurate view of the population. The postcodes of

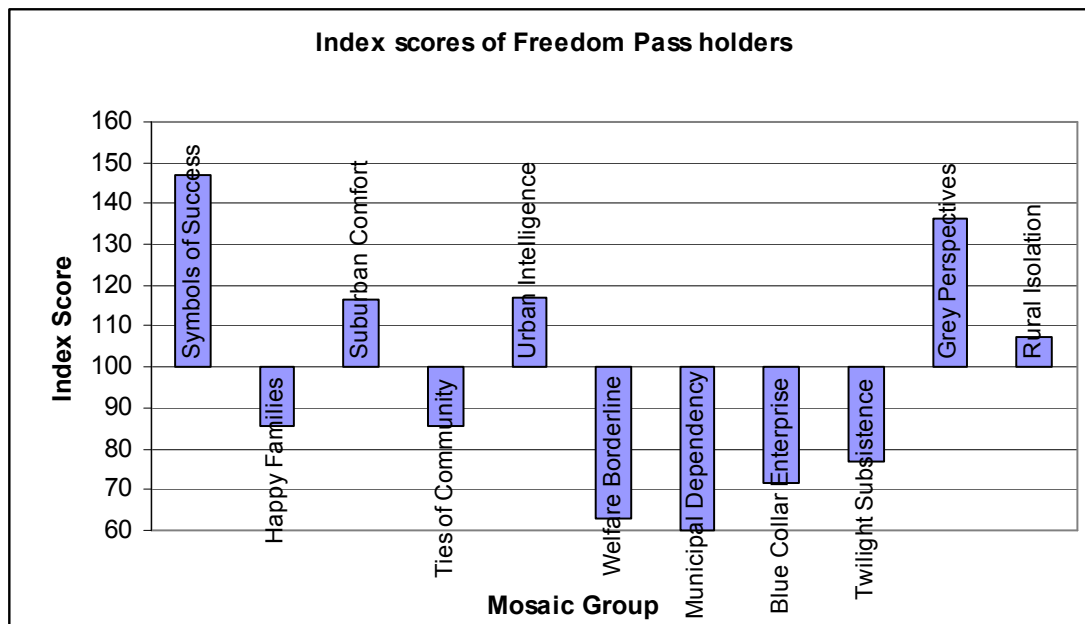
children with passes have been used to create a profile of take up and this has been compared with all children attending Kent schools. Count numbers and percentages for the two profiles are shown in Table 1, along with the index scores which quantify the comparison between the two profiles. It should be noted that the profile for all school pupils in Kent includes primary school children, who are not eligible for the Kent Freedom Pass scheme, so therefore will not appear in the pass holder profile. This is likely to have the effect of creating an under representation of children in the pass holder profile belonging to the Happy Families group; a group typified by younger families containing many primary school aged children.

Table 1: Mosaic profile of freedom pass holders

Group	Pass holders		All Kent pupils 08		Index
	Count	%	Count	%	
<b>A Symbols of Success</b>	<b>2,118</b>	<b>16.35</b>	<b>23,418</b>	<b>11.14</b>	<b>147</b>
<b>B Happy Families</b>	<b>1,952</b>	<b>15.06</b>	<b>36,943</b>	<b>17.57</b>	<b>86</b>
<b>C Suburban Comfort</b>	<b>2,997</b>	<b>23.13</b>	<b>41,714</b>	<b>19.84</b>	<b>117</b>
<b>D Ties of Community</b>	<b>1,556</b>	<b>12.01</b>	<b>29,437</b>	<b>14.00</b>	<b>86</b>
<b>E Urban Intelligence</b>	<b>277</b>	<b>2.14</b>	<b>3,847</b>	<b>1.83</b>	<b>117</b>
<b>F Welfare Borderline</b>	<b>130</b>	<b>1.00</b>	<b>3,355</b>	<b>1.60</b>	<b>63</b>
<b>G Municipal Dependency</b>	<b>352</b>	<b>2.72</b>	<b>9,504</b>	<b>4.52</b>	<b>60</b>
<b>H Blue Collar Enterprise</b>	<b>1,428</b>	<b>11.02</b>	<b>32,449</b>	<b>15.43</b>	<b>71</b>
<b>I Twilight Subsistence</b>	<b>148</b>	<b>1.14</b>	<b>3,129</b>	<b>1.49</b>	<b>77</b>
<b>J Grey Perspectives</b>	<b>1,226</b>	<b>9.46</b>	<b>14,600</b>	<b>6.94</b>	<b>136</b>
<b>K Rural Isolation</b>	<b>761</b>	<b>5.87</b>	<b>11,526</b>	<b>5.48</b>	<b>107</b>
<b>U Unclassified</b>	<b>13</b>	<b>0.10</b>	<b>349</b>	<b>0.17</b>	<b>60</b>
<b>Total</b>	<b>12,958</b>	<b>100</b>	<b>210,271</b>	<b>100</b>	<b>100</b>

Chart 1 shows the comparison of pass holders and all Kent pupils more visually by plotting the index scores from Table 1.

Chart1: Index scores for pass holders when compared with all Kent pupils



It is clear from both Table 1 and Chart 1 that pupils from more affluent backgrounds are over represented amongst pass holders. Symbols of Success, classified as the most economically successful Mosaic group, is significantly over represented amongst freedom pass holders. Table 1 shows that over 16% of children are classified as belonging to this group, compared with just over 11% of all Kent pupils.

The group Grey Perspectives is similarly over represented, making up nearly 9.5% of the pass holder profile, compared with just under 7% of that for all pupils in Kent. This group, although dominated by elderly people, is made up of comparatively financially secure communities, and thus follows Symbols of Success in terms of affluence.

The least affluent Mosaic groups are notably under represented amongst the pass holder profile when compared with all Kent school pupils. The groups Municipal Dependency and Welfare Borderline, containing many people reliant on state support, are the most significantly under represented in this respect.

The group Blue Collar Enterprise, typically containing poorly educated but enterprising families, is among the groups under represented amongst pass holders. Only 11% of children from the pass holder profile are classified as belonging to this group, compared with nearly 15.5% of all Kent school pupils. Thus, a clear socio-economic divide emerges amongst the profile of Kent Freedom Pass holders.

## **Summary of Mosaic Groups Classification**

The information contained within this report is taken from a number of data sources including the census, electoral register, land registry and Pupil Level Annual School Census. Other information comes from the British Crime Survey, MORI's Financial Services survey and surveys undertaken by market research companies.

The combination of data sources provides a wealth of statistical information showing the differences between the Mosaic Groups. Not every household in the UK will match one of the groups exactly but they will exhibit degrees of proximity to the Mosaic groups. The Mosaic groups focus on the statistical bias of a particular type of neighbourhood using demographics which are more numerous there than elsewhere in the country and which give the neighbourhood its distinctive character.

### **A Symbols of Success**

*People with rewarding careers who live in sought after locations, affording luxuries and premium quality products.*

Symbols of Success is the most affluent group. Children tend to enjoy stable household arrangements and benefit from active and exotic leisure pursuits. High attainment at Key Stage 1 leads to success at all school and university stages.

### **B Happy Families**

*Families with focus on career and home, mostly younger age groups who are now raising children.*

Mostly young couples married, or in permanent relationships raising pre-school and school age children in purpose built, modern family housing. Leisure pursuits are centred round the family and include active sports. Children tend to attain satisfactory rather than outstanding educational success performing marginally above the national average.

### **C Suburban Comfort**

*Families successfully established in comfortable, mature homes. Children are growing up and finances are easier.*

Suburban Comfort tend to be families who are successfully established in comfortable mature homes and therefore children are likely to be older, at secondary school or university age. Children in this group perform well above the national average and a significant proportion will attend foundation schools.

### **D Ties of Community**

*People living in close-knit inner city and manufacturing town communities, responsible workers with unsophisticated tastes.*

The educational attainment of this group is relatively low. Performance at the higher Key Stage levels is well below average. A significant number of children have refugee status and English will not be the language spoken at home. Subsequently, there is higher than average uptake of free school meals.

### **E Urban Intelligence**

*Young, single and mostly well-educated, many are young professionals and full time students cosmopolitan in tastes and liberal in attitudes.*

Very few children live in these areas. Those that are resident, generally attain well at school, but can vary throughout a child's education. This group demonstrates a high level of school pupils with refugee status, and for whom English is not the first language at home.

### **F Welfare Borderline**

*People who are struggling to achieve rewards and are mostly reliant on the council for accommodation and benefits.*

There is a lack of stability in many family formations which can undermine social networks and leads to high levels of anti-social behaviour amongst local children. Poor achievers throughout their education, many fail to reach satisfactory grades at each of the Key Stages. Within this group there are many with refugee status. Low income levels mean that qualification for school meals is high.

### **G Municipal Dependency**

*Low income families living in estate based social housing.*

The culture is one of low horizons rather than low incomes. Many people feel cut off, both physically and socially due to the size and location of these estates, people can feel isolated from communal areas such as shops and work places. They also watch lots of T.V. and see lifestyles and opportunities advertised which are not open to them. Children in this group attain the lowest educational attainment of all Mosaic groups. There are also a high proportion of children with special needs.

### **H Blue Collar Enterprise**

*Upwardly mobile families living in homes bought from social landlords.*

This group comprises of people who though not well-educated are practical and enterprising. Tastes are mass market with a focus on providing comfort for family members. Children's educational attainment is below the national average but out performs the performance of children from the groups Municipal Dependency and Welfare Borderline. Many fail to reach the levels needed to progress to higher to further and higher education.

### **I Twilight Subsistence**

*Elderly people subsisting on meagre income in council accommodation.*

Few children live in these areas and of those that do, achieve only modest educational success, very few go on to higher education. This tends to be a poor group where most people spend money on the basic necessities of life.

### **J Grey Perspectives**

*Independent pensioners living in their own homes who are relatively active in their lifestyles.*

Chiefly consisting of pensioners, the number of children in these areas at country level is very low. Children within this group tend to be amongst the higher achievers throughout their school life. It is therefore surprising that the

proportion of children going to university is only marginally above the national average.

### **K Rural Isolation**

*People living in rural areas where country life has not been influenced by urban consumption patterns.*

Within this group there are different income and education attainment levels but all share an attachment to the local community. Remoteness itself is not necessarily a barrier as many families have access to at least one car. The main concern for young couples who would normally be happy to raise their children in these areas is a worry about the lack of facilities and social networks for their children. This is perhaps reflected in the high numbers of children going to university, realising that in order to further their education and ultimately a career, they must leave these remote areas.

For more information on the Mosaic classification system visit

[www.business-strategies.co.uk/upload/pdfs\\_nov07/mosaic\\_public\\_sector\\_factsheet\\_oct07.pdf](http://www.business-strategies.co.uk/upload/pdfs_nov07/mosaic_public_sector_factsheet_oct07.pdf)

Notes of a meeting of the Cabinet Scrutiny Committee Informal Member Group on Budgetary Issues held on Thursday, 16 April 2009.

**Present:** Dr M R Eddy (Chairman - substitute for Mr Smyth), Mr J D Simmonds

**Apologies:** Mr D Smyth, Mrs T Dean, Mr N J D Chard

**Officers:** Ms L McMullan, Director of Finance, Mr A Wood, Head of Financial Management, Mr P Sass, Head of Democratic Services and Local Leadership and Mrs A Taylor, Research Officer to the Cabinet Scrutiny Committee.

**1. Notes of Previous Meeting held on 25 March 2009.**  
*(Item 1)*

- (1) The notes of the meeting held on 25 March 2009 were approved.

**2. Revenue & Capital Budget Monitoring Exception Report**  
*(Item 2)*

- (1) Ms McMullan explained to the group that the Council's revenue position had improved slightly with further underspends of £1.5million having been identified since the last report, resulting in a total projected underspend of £6.5million excluding asylum and schools. The asylum service has a projected £5million overspend and the Council had still not received clarity about the future funding for asylum from the Government. The LGA was taking a lead on asylum issues and it was expected that the Council might receive around £3million through a special circumstances claim.
- (2) In response to a question from Dr Eddy about the issues surrounding asylum costs in Kent and the funding received from the Government, Ms McMullan explained that as a port authority there was a need for a funding formula that recognised the fixed costs as well as the variable costs of looking after asylum seekers – this was a more manageable way of targeting funding.
- (3) Within the capital budget there had been some slippage and some overspend in the Children, Families and Education Directorate which Grahame Ward was addressing. The finance department were monitoring this closely and work was being undertaken to ensure that there was more flexibility in planning for year 2 and 3 projects, particularly in Highways and Property, to enable projects to be brought forward if appropriate.
- (4) Members noted the Revenue & Capital Budget Monitoring Exception Report.

**3. Proposed Terms of Reference for the Budget Informal Member Group (IMG)**  
*(Item 3)*

- (1) The agenda contained a report on some draft terms of reference for the Budget IMG which is also attached as appendix A to these notes.
- (2) In relation to the Council's Treasury Management function Ms McMullan confirmed that KCC complied with the standards as set out in the Audit

Commission's recent report on English local authorities' deposits in the Icelandic banks and their UK subsidiaries. The Governance and Audit Committee had a vital post scrutiny role to play and would continue to monitor the Council's treasury management but there was also a role for pre-scrutiny and there was a need for a cross party group to have the ability to scrutinise treasury management practice as and when the need arose rather than retrospectively - the logical place for this was the Budget Informal Member Group.

- (3) Ms McMullan explained that the Council intended to offer specific training for the Budget IMG and Cabinet Members during the summer and generic training post September for all Members. The new Treasury Strategy would be in place by September/October and by that point all Members would have been offered training. Dr Eddy asked whether the training should include the Cabinet Scrutiny Committee and the Corporate Policy Overview Committee (POC) and Ms McMullan agreed to extend the specific training for the Cabinet Scrutiny Committee and Corporate POC if required.
- (4) The Budget IMG welcomed Ms McMullan's offer to provide a paper to the next meeting detailing the locations of all cash deposits.

Recommended that:

- (5) The Cabinet Scrutiny Committee agree the terms of reference (paragraphs 2 – 4 of appendix A attached) with the addition of the following point:
  - (e) To scrutinise, on a quarterly basis, the Council's policies and practices in relation to Treasury Management and make recommendations accordingly to the Director of Finance and the Cabinet Member for Finance. Other Members with relevant expertise would be invited to attend when such issues were discussed.

#### **4. Policy Overview Committees' Consideration of the Medium Term Plan** *(Item 4)*

- (1) The agenda contained a report which had originally been considered by the Policy Overview Co-ordinating Committee. The Budget IMG considered that it was the decision of the individual Policy Overview Committees (POCs) how they undertook the scrutiny of the budget but that it should be emphasised to the Chairmen and Vice-Chairmen that the POCs involvement in the budget setting process was a key part of its responsibility and a major part of the budget process.
- (2) The Budget IMG welcomed Ms McMullan's offer to provide an options paper for a future meeting setting out the POC involvement in the budget setting process.



**By: Paul Carter, Leader of the Council and  
Robert Hardy, Director of Improvement and Engagement**

**To: Cabinet 20<sup>th</sup> April 2009**

**Subject: Corporate Assessment Performance Improvement Plan**

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## **1. Summary**

Attached at Appendix 1 is the final draft Performance Improvement Plan (PIP) in response to the comments and conclusions of the CPA Corporate Assessment report published in June 2008.

A draft version of the PIP was circulated for comment to the September meeting of the Corporate Policy Overview Committee for their consideration and was intended to be formally considered for adoption by the December meeting of County Council. However, due to other items needing to be considered on the December agenda, this was not possible. It is therefore presented to this meeting for approval.

## **2. Improvement Plan**

This Improvement Plan sets out in summarised form the inspectors comments and the proposed response, including the means of monitoring future progress. In the majority of cases, the proposed actions and monitoring relate to existing commitments and processes so as to avoid additional bureaucracy solely for the purpose of responding to the report. Since the original circulation of the report in the Autumn of 2008, many of the actions are already underway, but there has been no formal adoption of the plan by KCC.

Most of the inspectors' comments reflect issues which KCC identified as requiring improvement and the PIP simply gives us means of tracking progress. Not all of the inspectors' comments and conclusions were considered to be valid and so do not feature as proposed actions in the PIP.

Fulfilling the requirements of the Performance Improvement Plan, particularly those around citizen engagement and partnership working, will put KCC in a strong position to perform well under the new Comprehensive Area Assessment arrangements and this plan has been drafted with that in mind.

## **3. Monitoring**

Performance against the PIP will be formally monitored on a bi-annual basis, with a report to COG and Cabinet, beginning 6 months from its formal adoption. This first report will therefore be published in October 2009.

## **4. Recommendations**

Members are asked to agree the contents of the draft Performance Improvement Plan and the timeframe for future monitoring.

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# **BUILDING ON SUCCESS - KCC Draft Performance Improvement Plan**

## **Areas for Improvement**

For the purposes of this report the comments and recommendations of the inspection team are grouped under seven themes -

- 1. Community engagement**
- 2. Communications**
- 3. Relationship management**
- 4. Member roles**
- 5. Workforce development**
- 6. Corporate practice/processes**
- 7. Service improvement**

## **The nature of the work suggested**

In each theme the following tables distinguish between –

- |                        |   |
|------------------------|---|
| <b>A - Monitoring</b>  | <i>Work currently being done where the changes suggested affect how the work is monitored</i> |
| <b>B - Improvement</b> | <i>Work currently being done that needs improving to be more effective</i>                    |
| <b>C - New</b>         | <i>Work that isn't currently being done, that we may choose not to do</i>                     |
| <b>D - In hand</b>     | <i>Work that KCC already has underway or has completed since the assessment took place</i>    |

## **Lead Director**

In all cases the lead officer is shown at Director-level or above in the following tables. More detailed accountabilities will be reflected in the individual strategies and Service Unit Business Plans.

## AREA FOR IMPROVEMENT 1 – COMMUNITY ENGAGEMENT

### CATEGORY A - MONITORING

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CEA1	Para 68 Ensure consultation responses and their influence on policy/service development are recorded and reported to POCs/Members	Ongoing	Managing Directors/ Robert Hardy	- All Directorates record consultation carried out, the responses received and how these have been taken into account	- All POCs receive a detailed annual report on the above  - Annual Report to County Council

### CATEGORY C – NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CEC1	Para 43 Review recent approaches to engagement and consultation; identify what sections of society are not being engaged; agree actions	Annual	Robert Hardy	- Action taken across all Directorates to include those previously missed out of consultations – link to SIP archetypes and diversity	Comprehensive Engagement Strategy annual report
CEC2	Paras 42, 43 & 73 Develop a comprehensive engagement strategy	By the end of 2009/10	Robert Hardy	- Comprehensive engagement strategy to provide common framework and corporate standards - Key elements of CES to be shared across Kent Partnership, not just internally to KCC	Comprehensive Engagement Strategy annual report
CEC3	Para 42 Ensure all Directorates engage appropriately with the general public over service priorities, not	Reviewed annually	Robert Hardy / Managing Directors	- Evidence of regular consultation by all Directorates with people beyond their current service users	Comprehensive Engagement Strategy annual report

	just defined service users				<ul style="list-style-type: none"> <li>- Evidence of views of minority groups being part of this</li> <li>- Evidence of engagement with the general public being used to inform KCC priorities</li> <li>- Evidence of views of minority groups being part of this</li> </ul>	Clear evidence published showing how people's views have and haven't been translated into priorities
CEC4	Para 9 Feed in customer and general public's views into KCC's discussions and decisions on priorities and be able to clearly map this process	Ongoing see CEA1 above	Robert Hardy			

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CED1	Para 64 Ensure consistent practice across all Directorates in monitoring and responding to complaints from the public	Ongoing	Robert Hardy / Resource Directors	<ul style="list-style-type: none"> <li>- All Directorates use the same definition of 'complaint'</li> <li>- All Directorates have the same timescales for acknowledging and responding to a complaint</li> <li>- All Directorates use and publish common core standards</li> <li>- All Directorates collect and report on trends from complaints and other customer feedback.</li> </ul>	<ul style="list-style-type: none"> <li>- By the Corporate Complaints Review Group</li> <li>- An annual report to Corporate POC and County Council on trends from complaints and other customer feedback.</li> </ul>
CED2	Para 66 Ensure consistent practice regarding use of complaints to drive service improvements	Ongoing	Robert Hardy / Resource Directors	<ul style="list-style-type: none"> <li>- All Directorates adopt a consistent approach to using information from complaints in service planning processes</li> </ul>	All Directorates regularly report complaints information to senior managers and to POCs, including action being taken to remedy
CED3	Para 74 Engage in regular public satisfaction surveys to assess the quality and effectiveness of services and make changes as necessary	Most formal surveys are annual	Robert Hardy / Managing Directors	<ul style="list-style-type: none"> <li>- Maintained or increased public satisfaction with KCC and other public services</li> <li>- Evidence of changes to services being made following surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Regular public satisfaction surveys carried out by all Directorates</li> <li>- New KCC citizens' panel in place and regularly used</li> </ul>

## AREA FOR IMPROVEMENT 2 – COMMUNICATIONS

### CATEGORY A – MONITORING

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CMA1	Para 32 <i>KCC's strong brand image and able self-promotion can create an unintended impression that the Council is over-keen to claim credit</i>				<b>There is no need for separate action, given the recognition that this is 'unintentional' and in view of the comment and action below re para 8</b>
CMA2	Para 8 Ensure local partners are given credit for joint initiatives in the media	Ongoing	Jane Clarke	- All press releases are clear about work being delivered in partnership - Joint press releases/media interviews with partners	Ongoing media monitoring reports
CMA3	Para 32 Develop a better working relationship with the local media	Ongoing	Jane Clarke	- More balanced reporting on KCC activities in local media - KCC welcoming constructive criticism from local media	Ongoing media monitoring reports

### CATEGORY B - IMPROVEMENT

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CMB1	Para 46 Improve document control for published documents i.e. policy, strategy, leaflets etc	Ongoing and linked to the review of publications	Jane Clarke	- Out-of-date versions of publications removed from public buildings and the KCC website - KCC staff are aware when new versions of documents have been published	- Regular document audit carried out - Spot checks and sample surveys, using KCC staff to 'mystery shop' in services and buildings other than their own

**CATEGORY D – IN HAND**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CMD1	Para 43 Ensure KCC maintains a commitment to a wide range of communication to enable it to reach all sections of the community	Ongoing	Jane Clarke	<ul style="list-style-type: none"> <li>- Commitment enshrined in communication strategy</li> <li>- Evidence of use of a wide variety of communication</li> <li>- Evidence of use of forms of communication specifically targeted at less engaged groups</li> </ul>	Annual updates to Corporate POC

**AREA FOR IMPROVEMENT 3 – RELATIONSHIP MANAGEMENT**

**CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMA1	Para 52 Exploit opportunities to harness input of the VCS in delivery and build VCS organisations' capacity to deliver	Ongoing	Managing Directors	<ul style="list-style-type: none"> <li>- Significant and appropriate VCS involvement in service delivery</li> <li>- Evidence of VCS capacity building including via the Kent Partners Compact</li> <li>- Evidence of collaborative working through county-level partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report of Kent Partners Compact</li> <li>- Publication of annual figures showing cost of services procured from VCS providers</li> <li>- Annual report by VCS members of Kent Partnership and its working groups</li> </ul>

**CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMB1	Para 8 Adopt an improved approach to relationship management with local partners, ensuring their viewpoints and concerns feel appreciated	Ongoing, but a more formal review of partnerships likely in 2009	Managing Directors	<ul style="list-style-type: none"> <li>- Local partners are consulted and engaged by KCC in relevant priority-setting and service changes</li> <li>- Evidence of working with local partners where KCC is not in the lead</li> <li>- The majority of local partners feel positive about their relationship with KCC</li> </ul>	<ul style="list-style-type: none"> <li>- LAA annual report</li> <li>- Annual report to G&amp;A Committee on Partnership risk and governance</li> <li>- Annual CAA Use of Resources assessment</li> </ul>



### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
RMC1	Para 63 Develop effective joint performance management and monitoring systems for all key partnerships building on that already done for the Kent Partnership and Community Safety Partnership	Annual	Robert Hardy	- Effective performance management and monitoring systems in place for all key partnerships KCC is involved in	- Annual report to G&A Committee on Partnership risk and governance - Annual CAA Use of Resources assessment
RMC2	Para 63 Consider further sharing of KCC performance information with key partners and vice versa	Linked to the re-launch of Kent View	Robert Hardy	KCC and partners performance information regularly shared on a formal basis via – - Kent View - Kent Crime View - Kent Public Health Observatory	- Gaps in data sharing identified and acted on by the Kent Partnership support group - Annual CAA Use of Resources assessment
RMC3	Para57 Strategically manage District Council relationships at senior management level, promoting a better level of trust to make them more effective	Ongoing	Chief Executive	We believe this is the way we currently work	
RMC4	Para 67 Adopt a less defensive approach to advice and guidance from regulators and local partners on areas of improvement and ways of doing things	Ongoing	Chief Executive	We believe this is the way we currently work	

## AREA FOR IMPROVEMENT 4 – MEMBERS

### CATEGORY A - MONITORING

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMA1	Para 68 Ensure 6-monthly POC performance monitoring role is carried out effectively and consistently across all POCs	Six-monthly	Geoff Wild/ Robert Hardy	- All Directorate POCs follow same process for 6-monthly performance monitoring - Evidence of thorough scrutiny of performance by POCs	- Compliance with Performance Reporting Cycle for 08/09 - Member development training reinforces the need to pro-actively carry out this role

### CATEGORY B - IMPROVEMENT

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMB1	Para 68 Engage Opposition and backbench Members more in performance management	Ongoing via <i>InPhase</i>	Robert Hardy	- Regular up-to-date summary performance information available for all Members to access - Review of Members' training carried out - All Members receive training on equalities and diversity, including as part of Members' induction	- Member access to/use of InPhase - Annual review of implementation of Member Development Charter - Training take-up as part of Member annual reports
MMB2	Para 55 Review current provision of equalities and diversity training for Members	During 2009/10	Geoff Wild/ Amanda Beer	- Increase in officer support to Local Boards - Increase in officer support to Cabinet Scrutiny Committee	- Legal & Democratic Services' Business Plan
MMB3	Para 56 Provide more resource to support Opposition and backbench Members	Ongoing consideration	Geoff Wild		

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMC1	Para 33 Ensure Members have real public engagement and debate with all sections of the community	Ongoing	Geoff Wild	- Regular Member attendance at District(s) LSPs - Wider implementation of the Neighbourhood Forum model of Local Boards	- Member annual reports
MMC2	Para 99 Develop the role of the older people's champion to have more influence	Ongoing	Leader and Chief Executive	- Role developed beyond adult social care - Evidence of involvement in and influencing policy development	- Equality Strategy review and updates
MMC3	Para 56 Make POCs more independent of the Executive to allow for better and more effective scrutiny	Ongoing	Leader	- POCs regularly receive and have the opportunity to comment on major proposals before decisions are made	- POC agendas & minutes
MMC4	Paras 9 and 56 Engage Opposition and backbench Members earlier in policy development, priority-setting and performance monitoring	Ongoing	Leader	- Major strategies and policies taken to POCs for comment early in their development process - Performance monitoring reports taken to POCs before Cabinet	- POC agendas & minutes

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMD1	Para 33 Make Local Boards more engaging and inclusive	Ongoing	Geoff Wild	- Increased attendance from partners, local organisations and members of the public	- Proposals on 'Localism' agreed at June 2008 full council

## AREA FOR IMPROVEMENT 5 – WORKFORCE DEVELOPMENT

### CATEGORY A - MONITORING

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
WDA1	Para 54 Ensure good equalities practice is applied consistently across all Directorates through staff training and in service delivery	Ongoing with annual review	Amanda Beer/ Managing Directors	- KCC achieves EFLG 'excellent' rating by the end of 2010/11 - All staff receive relevant training as part of induction, customer focus, management and leadership training	- Equality Strategy review and updates - Reports to the KCC Workforce Strategy Board and the Strategic Equalities Group
WDA2	Para 55 KCC is (ambitiously) working towards achieving new Equality Framework for Local Government 'excellent' status	To be achieved by the end of 2010/11	Amanda Beer/ Robert Hardy	- KCC achieves EFLG 'excellent' rating by the end of 2010/11	- Equality Strategy review and updates

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
WDD1	Para 55 Take steps to increase the diversity of the workforce to reflect changing local demographics	Ongoing with annual review	Amanda Beer	- A KCC workforce which reflects the make up of the communities of Kent	- Targets set and measured in relation to senior management and the workforce as whole
WDD2	Para 53 Continue development of workforce planning both internally and jointly	Ongoing	Amanda Beer	- Joint recruitment and retention initiatives across public services in Kent (and Medway)	- Reports to Kent Public Service Board

## AREA FOR IMPROVEMENT 6 – CORPORATE PRACTICE/PROCESSES

### CATEGORY A - MONITORING

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CPA1	Para 65 Improve quality checking of business and delivery plans to ensure carry-through of priorities and appropriate target-setting	To be dealt with when plans are agreed and at the six-month review	Resource Directors/ Robert Hardy	- Clear golden thread from V4K/T2010 and/or KCC Annual Plan in all business and delivery plans - All business plans contain SMART targets and focus on outcomes rather than activity - All delivery plans have clear timescales and milestones	- Quality and consistency scrutinised at annual and half-year monitoring

### CATEGORY B - IMPROVEMENT

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CPB1	Para 66 Improve public satisfaction with complaints-handling	Place Survey is biennial	Managing Directors/ Robert Hardy	-Independent survey shows improved satisfaction with complaint-handling	- Covered by the 'Place Survey' or its Kent equivalent

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CPC1	Para 54 Improve the effectiveness of all cross-directorate corporate boards	Ongoing	Chief Executive	- Outcome-based assessment of the impact of the work of the Boards	- Annual reports to COG and Cabinet by all Boards

**CATEGORY D – IN HAND**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPD1	Para 65 Ensure business plans are refined to produce consistency across KCC and meet the corporate standard	Annual	David Cockburn	- All KCC annual operating plans (business plans) meet the corporate standard	- Adherence to business planning guidelines
CPD2	Para 65 Introduce new service planning guidance and quality assurance processes (and ensure they are followed)	Before the end of 2009	David Cockburn/ Robert Hardy	- Planning guidance and quality assurance processes in place by the end of 2009 - All service plans follow the guidance and processes	- Adherence to guidance and processes

## AREA FOR IMPROVEMENT 7 – OUTCOMES

### CATEGORY B - IMPROVEMENT

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCB1	Para 93 Show improved outcomes for health inequalities	Ongoing	Meradin Peachey	<ul style="list-style-type: none"> <li>- Life expectancy gap between the best and worst Kent wards is narrowed</li> <li>- Evidence that health needs of vulnerable and minority groups are being met</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 1 final monitoring report</li> <li>- Kent Agreement 2 six-monthly progress reports re NI 120</li> </ul>
OCB2	Para 81 Show improved outcomes for environmental performance	Six-monthly LAA reports	Mike Austerberry	<ul style="list-style-type: none"> <li>- Improvement in bio-diversity indicators</li> <li>- Reduction in the number of declared Air Quality Management Areas in Kent</li> <li>- Improvement of Air Quality in remaining AQMAs</li> </ul>	<ul style="list-style-type: none"> <li>- Review and update of the Kent Environment Strategy</li> </ul>
OCB3	Para 80 Show improved performance in relation to waste management and recycling rates through the Kent Waste Partnership	Quarterly performance reporting	Mike Austerberry	<ul style="list-style-type: none"> <li>- Increase in recycling rates across the county</li> <li>- Decrease in waste levels across the county</li> <li>- Demand for landfill reduced</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 2 six-monthly progress reports re NI 191</li> </ul>
OCB4	Para 88 Show improved performance of KDAAT	Six-monthly LAA reports	Amanda Honey	<ul style="list-style-type: none"> <li>- Increased retention rates for adults entering drug treatment</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 2 six-monthly progress reports re NI 39 &amp; 40 and CSCI Annual Self Assessment Survey</li> </ul>
OCB5	Para 103 Increase the take-up of the Kent Card	Ongoing	Oliver Mills	<ul style="list-style-type: none"> <li>- Greater number of providers able to receive payments via Kent Card</li> <li>- Greater number of service users using the Kent Card</li> </ul>	<ul style="list-style-type: none"> <li>- Six-monthly progress reports on Towards 2010 target 52</li> </ul>

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCC1	Para 92 Develop a strategic approach to community cohesion, particularly around perceptions of migrants and asylum seekers	Ongoing	Amanda Honey	A clear framework of services across the Kent Partnership support the 'Stronger Communities' element of the Vision for Kent and KA2	- Kent Agreement 2 six-monthly progress reports
OCC2	Para 84 Show progress on improving KCC's corporate sustainability	Ongoing – managed via the KCC Environment Board	Amanda Honey/ Managing Directors	- Baseline for KCC's total carbon footprint established and then regularly monitored - Increased awareness in staff, managers and Members of action to improve environmental performance - Evidence of action to adapt to climate change	- Progress against T2010 target 41 - Kent Agreement 2 six-monthly progress reports re NI 188 and NI 197

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCD1	Para 87 Finalise the anti-social behaviour strategy	Complete	Amanda Honey	- Final strategy produced and endorsed by all community safety partners	- Undertaken by the Kent Community Safety Partnership
OCD2	Para 99 Develop a more strategic approach to older people, across all services and not just adult social care	Implementation of action plans from 2009 onwards	Meradin Peachey	- Kent partnership's overarching older people's strategy produced (Framework for Later Life)	- Undertaken by the Kent Public Health Board



By: Head of Democratic Services and Local Leadership  
 To: Cabinet Scrutiny Committee – 29 April 2009  
 Subject: ANNUAL UNIT BUSINESS PLANS 2009/10  
 Classification: Unrestricted

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FOR DECISION:

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1. Members are asked to consider which individual unit Business Plans for 2009/10 to propose to the 'new' Committee for detailed scrutiny.
2. In past years, the Committee has selected three Business Plans, each from a different Directorate, and established Informal Member Groups, with a cross-party membership of 3 (1:1:1) to consider them in detail and report back to the Committee. The Committee may wish to follow the same process for 2009/10. Experience has shown that the most useful time for the IMGs to meet is during the autumn, when progress in meeting Business Plan targets can be assessed.
3. It may help the Committee to know that in previous years the following Business Plans have been subject to detailed scrutiny:-
 

2004/05	Youth Service Occupational Therapy and Sensory Disabilities Commercial Services' Transport Services
2005/06	Emergency Planning Youth Offending Team Asylum-Seekers and Refugee Service
2006/07	Public Health Clusters Supporting People
2007/08	Kent Highways Service Libraries and Archives Community Safety
2008/09	Kent Highways Service Communications and Media Centre Clusters & Local Children's Services Partnerships

4. Appendix 1 sets out the Business Plans for 2009/10 and which units each business plan contains.

**RECOMMENDATION**

Members are invited to consider which unit Business Plans for 2009/10 should be selected for detailed scrutiny.

## 2009/10 Business Plan Units

### CHILDREN, FAMILIES & EDUCATION DIRECTORATE

#### **Standards and Achievements Division**

- Early Years and Childcare Unit
- Primary Unit
- Secondary Unit
- Strategic Development Unit
- Partnerships and Professional Development Unit

#### **School Organisation**

- School Organisation Admissions and Transport
- Early Years and Childcare
- 14 – 24 Innovation
- School Governance

#### **Local Children's Services Partnerships**

- Behaviour Service
- Cognition and learning
- Additional Education Needs Inclusion
- Communication and Interaction
- Education Welfare
- Extended Schools
- Alternative Curriculum
- Partnership Nurses
- Ethnic Minority Achievement support services
- Hands-on Support
- Specialist physical and sensory teachers
- Child-care development officers (surestart)
- Children's Centres
- Primary Excellence project

#### **Commissioning**

- Additional Educational Needs and Resources Service
- Attendance and Behaviour
- Educational Psychology
- Joint Commissioning Unit
- Minority Communities Achievement Service
- Specialist Teaching Service

#### **Children's Social Services**

- Children and Families Districts Services
- Specialist Children's Services: Including Disabled Children's Services, Adoption, Fostering, Integrated Looked After Children's Support Service
- Services for Unaccompanied Asylum Seeking Children
- Family Group Conferencing

- Out of Hours
- Professional Development Unit (Training)
- Business and Performance Management Unit

### **Finance & Corporate Services**

- Finance Function, including compliance, trading, statutory support to schools, schools forum
- Awards: Free school meals and transport
- Personnel and development
- Support Services purchased from CED
- Contingency

### **Strategy, Policy & Performance**

- Policy and Performance (Vulnerable Children) including support to Kent Children Safeguarding Board
- Strategic Planning and Review including Kent Children's Trust developments
- Management Information
- Extended Services Development
- Directorate and Democratic Services
- Kent Music School
- 

## **KENT ADULT SOCIAL SERVICES 2009/10**

### **East Kent**

- Kent Contract and Assessment Service (KCAS)
- Assessment and Enablement
- Careline
- Kent Sensory Service
- East Kent Provision for LD, PD and OP
- Community based Preventative Service
- Self Directed Support
- OT
- Strategic Commissioning Unit

### **Mental Health**

- Mental Health Assessment
- Mental Health Advice
- Mental Health Treatment
- Opportunities to positive life experiences
- Joint Commissioning and priorities with NHS

### **Supporting People**

- Contracting
- Financial Issues
- Monitoring
- Performance Review
- Policy and Strategy
- Setting of Eligibility Criteria

### **Kent Wide**

- County Duty Service
- Kent Sensory
- Gypsy and Traveller
- Community Services Team
- Kent Supported Employment

## **ENVIRONMENT & REGENERATION**

### **Resources**

- Engagement and Improvement
- Finance
- Performance and Technology
- Standards and Support
- Strategic Management

### **Environment and Waste**

- Area of Outstanding Natural Beauty
- Country Parks
- Countryside Access
- Greener Kent
- Heritage Conservation
- Natural Environment and Coast
- Waste Management

### **Kent Highway Services**

- Community Operations
- Countrywide Improvement
- Technical Services
- Network Management
- Transport and Development

## **COMMUNITIES**

### **Kent Youth Service**

- Youth Participation Support
- Alternative Curriculum Programme
- Duke of Edinburgh's Award
- Positive Activities for Young People
- Services for Young People Leaving Care
- Residential/Outdoor Education

### **Youth Offending Service**

- Initiatives to prevent young people offending and re-offending including:
- Pre-Court and Court Services
- Secure Accommodation and Accommodation for 16/17 year olds known to the Service
- Interventions for Young People subject to Community Penalties and Custodial Penalties

- Restorative Justice Services
- Parenting Services
- Victim Liaison Services

#### **Kent Drug and Alcohol Action Team**

- Commissioning by the KDAAT partnership of a wide range of treatment services across three key client groups
- Children
- 16 – 24 year olds
- Older adults
- Delivery of the 2008 National Drug Strategy

#### **Libraries and Archives Service**

- Library Services
- Book Fund
- Stock Services
- Access Services
- Archives and Local History
- Information Services
- Family and Lifelong Learning Support
- Museums

#### **Kent Arts Development Unit**

- Strategic Leadership and co-ordination for the development of the arts in Kent
- Ensure that arts are realising their full potential for community engagement and empowerment
- Support to the regeneration, tourism, and volunteering agendas
- Development of a cultural strategy for Kent

#### **Sport, Leisure and Olympics Service**

- A strategic co-ordinating and promotion function for sport in the County including communication and website development
- Leading and managing the Kent Campaign for the 2012 Games to ensure maximum benefit and long term legacy across the areas of sport; tourism; economic development; transport; education; the arts and volunteering
- Specialist advice and guidance on sports facility development
- Development of school sport opportunities, including development of the Kent School Games
- Development of Disability Sport
- Support for the voluntary sector through the governing bodies of sport/coach/club, and also via volunteer development
- Support for the development of talented performers

#### **Kent Adult Education and KEY Training**

- Learning for adults and families to meet their needs for skills, personal development and enjoyment
- Collaborative work with a range of public, private and third

sector partners, delivering skills and training to raise aspirations and contribute to economic success

- KEY Training Services – providing a diverse range of training and educational opportunities to young people and young adults to promote engagement in life long learning
- Increased participation in vocational training in key sectors and also generic literacy, numeracy and basic skills among school leavers and adults

### **Community Safety Service**

- Lead on the co-ordination of cross-directorate work to achieve KCC's aim to reduce crime and the fear of crime
- Communication and monitoring of the delivery of Section 17 of the Crime & disorder Act 1998
- Support of a wide range of community reassurance schemes, including Community Wardens, HandyVan & Safer Schools
- Community Safety Training Partnership

### **Trading Standards Service**

- Effective action against businesses that deliberately or persistently break the law, particularly those engaged in door-to-door sales
- Restriction of access for children and young people to harmful age-restricted goods
- Provision of support and advice to Kent businesses and consumers to support a fair and safe trading environment
- Effective action in relation to the storage and supply of dangerous goods
- Maintenance of food standards and assistance to help people make informed healthy choices
- Prevent the spread of animal disease and take action in relation to instances of unnecessary suffering in livestock at critical control points including points of export

### **Emergency Planning Service**

- Planning for and responding to a broad range of emergencies that could occur within the authorities area of service
- Promoting the benefits of business continuity to the local community thus enhancing community resilience and response
- Retention and development of high quality detailed emergency planning and business continuity activities
- Delivery of key training and exercising activities
- Development and improvement of emergency response arrangements
- Continued contribution and leadership to countrywide resilience activities
- Continued development of key relationships with all stakeholders

### **Registration Service**

- Registration of births, deaths, marriages and civil partnerships
- Safe storage of registers of births, deaths, marriages and civil partnerships and provision of certified copies of the registered entries
- Conduction of civil marriage, civil partnership, renewal of vows, welcoming, citizenship and civil funeral ceremonies
- Licensing of venues where civil marriage and civil partnership ceremonies may be solemnized and other ceremonies celebrated
- Provision of a Nationality Checking Service

### **Coroners Service**

- Inquiries into deaths reported that appear to be violent, or sudden or unknown causes
- Establishment of cause of death by way of a post mortem or inquest if necessary
- Investigation into deaths in certain circumstances such as the death of a person in custody or a death resulting from a person's occupation

### **Kent Scientific Services**

- A calibration, enforcement analysis and scientific advice service under the Food Safety Act, the Agricultural Act, and Weights and Measures Act, in partnership with Hampshire Scientific Services, involving:
  - KSS analytical laboratory
  - KSS calibration laboratory

### **Turner Contemporary**

- Support for the construction of the Turner Contemporary gallery
- A public arts programme of exhibitions, new commissions, talks and events, education and out-of-reach work
- Support for the creation of an independent charitable trust to operate the gallery building after completion

### **Policy and Resources**

- Development of Strategy and Policy
- Management of Resources
- Management of Processes and Procedures
- Business Development and Project Management, including Kent Volunteers

### **Supporting Independence Programme**

- Preventative (within 14-24 Innovation Unit) and Responsive Services for the ten SIP archetypes, namely:
  - Young people with low attainment and aspiration
  - Young people in care or leaving care
  - Adult and young offenders



- Lone parents and teenage pregnancy
- Working Age Welfare Benefit recipients
- Adults with low qualifications and skills
- Alcohol and other drug misusers
- Adults with physical and learning disabilities
- Transient or seasonal groups
- Vulnerable older people

## **CHIEF EXECUTIVE'S DIRECTORATE**

### **Personnel and Development**

- Delivery of the Reward Strategy
- Development and application of personnel policy
- Employee relations and ensuring compliance with employment law
- Trade Union consultation and pay bargaining
- Development and delivery of the workforce strategy
- Ensuring equality and diversity in the workforce
- Personnel administration, recruitment payroll and expenses services
- Personnel Business Support to Chief Executive's Department, Environment & Regeneration and Communities Directorates
- Personnel Information and Systems Development
- Provision of a personnel service to schools
- Learning and Development
- Employee and Organisational Wellbeing
- Corporate Health and Safety Policy and Compliance

### **Communication and Media Centre**

- Media and public relations services and advice to members and colleagues
- Positive national, regional and local coverage of KCC's outputs
- An improved and more interactive website and intranet
- Two issues of *Around Kent*, KCC's magazine for residents
- Timely and accessible communication of key messages to staff
- An award winning toolkit to improve communication standards across KCC
- A publications spreadsheet that will capture spend on all publications across KCC

### **Strategic Development Unit**

- Contact Kent
- Consumer Direct South East
- Gateways
- Kent Film Office
- Kent TV
- Kent Graduate Programme
- Access Kent
- Chief Executive Support

### **Kent Public Health Department**

- Strategic leadership and development of the public health function in Kent
- Development of Kent Health Watch
- Production of the Public Health Strategy for Kent, the Kent Health Inequalities Action Plan, the Director of Public Health's Annual Report, Joint Strategic Needs Assessments and a Tobacco Control Strategy
- Projects to demonstrate more effective ways of working and engaging with target populations
- Roll out of the House campaign (T2010 Target 50)
- Expansion of partnership working including district councils, the private and voluntary sectors and the NHS to promote healthier lifestyles and address health inequalities

### **Corporate Finance**

- Corporate budgeting and Financial and Resource Planning
- Accounting, Monitoring and Final Accounts
- Taxation compliance and advice
- Treasury Management
- Exchequer Services
- Administration of the Pension Fund
- Insurance, Audit and Risk

### **Commercial Services**

- Procurement of commodities and services primarily for KCC (at cost) and other public bodies, leveraging aggregation of volumes
- Provision of services directly to KCC
- Market moderation
- Delivering KCC service level agreements (Transport Integration; Community Equipment Services; Facilities Management and Staff Care Services)
- Service brokering (LASER), always in open competition
- The supply of a wide range of goods and services to, primarily, public bodies and local authorities, across the UK
- In addition, co located but operating independently of Commercial Services, the incorporates companies also offer further value for money in supplying both public and private sector clients

### **Legal & Democratic Services**

- Members & Cabinet Support
- Democratic Services
- Local Boards
- Data Protection
- Legal Services

## **Strategy, Economic Development & ICT**

- Corporate Policy – forward thinking policy development to influence change in the interests of Kent residents and businesses
- Performance Improvement and Engagement – redefining excellent internally, ensuring excellence through partnerships and connecting with communities
- Information Services – the innovative application of information technology enabling change, flexibility and freedom for front-line managers
- International Affairs – seeking to maximise the benefits to KCC and Kent from the county's geographic position as the UK's gateway to Europe
- Research & Intelligence – shaping, influencing and supporting, projects, policy and decision-making throughout KCC and in partners organisations
- Regeneration & Economy – promoting regeneration and sustainable economic development to secure Kent's long-term future as a vibrant and beautiful place where people want to live, work and visit
- Integrated Strategy & Planning (interim) – the formulation and implementation of planning and transport policy

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