

CORPORATE POLICY OVERVIEW COMMITTEE

Thursday, 26th March, 2009

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

CORPORATE POLICY OVERVIEW COMMITTEE

Thursday, 26 March 2009 at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**
Telephone: **01622 694269**

Tea/Coffee will be available 15 minutes before the meeting

Membership (13)

Conservative (9): Mr E E C Hotson (Chairman), Mr R H C Bliss, Mr R B Burgess,
Mr B R Cope, Mr J A Davies, Mr C G Findlay, Mr R W Gough,
Mr J E Scholes and Mr J D Simmonds

Labour (3): Ms A Harrison (Vice-Chairman), Mr C Hart and Mr D Smyth

Liberal Democrat (1): Mrs T Dean

UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declaration of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes - 14 January 2009 (Pages 1 - 10)

B. ITEMS FOR CONSIDERATION

- B1 Corporate Services Budget Monitoring 2008/09 (Pages 11 - 26)
- B2 Communicating with Kent residents - Next five years - Presentation
- B3 Access Kent Overview & Draft Business Case (Pages 27 - 84)
- B4 Connecting with Communities (Pages 85 - 106)
- B5 A summary of progress in delivery of KCC's Environment Policy, including climate change and an overview of next steps for KCC and CED. (Pages 107 - 116)
- B6 Kent HealthWatch (Pages 117 - 120)
- B7 European Affairs Update (Pages 121 - 132)

B8 Property Enterprise Fund Terms of Reference (to follow)

B9 An Alcohol Strategy for Kent (Pages 133 - 152)

C. SELECT COMMITTEE WORK

C1 Select Committees - update (Pages 153 - 154)

C2 Accessing Democracy – Recommendations of the Select Committee – Progress Report and Action Plan (Pages 155 - 166)

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

Wednesday, 18 March 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

CORPORATE POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Corporate Policy Overview Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 14 January 2009.

PRESENT: Mr E E C Hotson (Chairman), Ms A Harrison (Vice-Chairman), Mr R B Burgess, Mr J A Davies, Mrs T Dean, Mr C G Findlay, Mr R W Gough, Mr C Hart, Mr J E Scholes, Mr J D Simmonds and Mr D Smyth

ALSO PRESENT: Mr P B Carter, Mr N J D Chard, Mr A J King, MBE and Mr R A Marsh

IN ATTENDANCE: Mr M Austerberry (Interim Executive Director, Environment, Highways and Waste), Ms A Beer (Director Of Personnel & Development), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Mrs S Garton (Head of County Performance and Evaluation Manager), Mr P Gilroy (Chief Executive), Mr R Hardy (Head of Performance, Improvement And Engagement), Ms J Hill (Performance Manager), Mrs D Mattingly (Corporate Risk & Insurance Manager), Mr T Molloy (Programme Manager - Office Transformation), Ms L McMullan (Director of Finance), Ms T Oliver (Director Of Strategic Development And Public Access), Mr A Wood (Head of Financial Management) and Ms N Wichelow (Business Manager (P & D))

UNRESTRICTED ITEMS

117. Minutes - 14 November 2008

(Item A3)

RESOLVED that the Minutes of the meeting held on 26 September 2008 are correctly recorded and that they be signed by the Chairman.

118. Notes of the IMG on Medium Term Plan held on 20 November 2008

(Item A4)

RESOLVED that the notes of the Informal Member Group on the Medium Term Plan be noted.

119. Financial Monitoring Report: Corporate Services 2008/09

(Item B1)

(1) Mr Wood presented a detailed monitoring report for the second quarter for the Chief Executive's Directorate and the Financing Items budget. The report gave detailed of the forecast underspend of £0.620m.

(2) Members were then given the opportunity to ask questions or make comments on the quarterly monitoring report which included the following issues:-

- In response to questions on the resources to support IT, Mr Cockburn stated that it was important that investment matched demand and he would be putting a proposal to Cabinet for this.
- In relation to the savings from the printer contract being realised within directorates and not ISG where the target sits, Mr Wood explained that it would be a better solution in future if the savings target was not with ISG.
- Mr Smyth suggested that if the Property Enterprise Fund 1's was being used for different purposes then this should be reflected in revised terms of reference.
- Mr Chard confirmed that some property disposals were being held back until the market improved.
- A number of questions were asked on the LABGI (Local Authority Business Growth Incentives Scheme). Mr Wood and Ms McMullan explained that the budget in 2008/09 had been set based on the amount that it was estimated KCC would receive. However, due to legal challenges this amount had been reduced, a final settlement figure was still awaited.
- In relation to Democratic Services and resources to support the localism agenda, Mr Wood stated that since the report had been produced there was now an underspend on the Democratic Services budget and therefore not all of the money allocated for localism had been spent. There were no new saving planned in Democratic Services.
- Regarding the figures given for the price of oil it was asked if consideration had been given to bulk purchasing. Mr Chard stated that he had discussed this with Mr Harlock, and consideration was being given to using brokers to hedge the price. It was important to take advantage of price reductions where possible.

(3) RESOLVED that (a) the projected outturn figures for the directorate be noted and (b) the terms of reference for the Enterprise Fund 1 be brought to a future meeting of the POC and consideration be given to whether any revision was necessary.

120. Budget 2009/10 and Medium Term Financial Plan 2009/12

(Item B2)

(1) The Committee considered the Chief Executives Departments (CED) Draft Budget proposals set out in the Draft Budget 2009-10 and the Draft Medium Term Financial Plan 2009-2012 and also the report which was circulated specifically relating to the key areas of these documents for this Department.

(2) Mr Chard, Mrs McMullan and Mr Wood introduced the MTP and the Revenue Budget and Capital Budget for the Chief Executives Department and then answered questions from Members about the following issues:-

(a) *Bridging loans to other portfolios*

(3) In response to a question from Mr Gough, Mr Wood gave an explanation of the way that the bridging loans to other portfolios was reflected in the MTP.

(b) *Policy and Performance – savings*

(4) In response to a question from Mr Gough, Mr Cockburn explained that the base budget of the Policy Unit was the staff costs. Mr Gilroy stated that the way that policy unit would be re-structured would mean that there were only a few officers in the core who were permanent, and the rest would come in when required from the Directorates. Also it was hoped that there would be private sector and government secondments in and out of the Policy Unit.

(c) *IMG on MTP*

(5) Members were pleased to see how many of the suggestions made by Members of the IMG on MTP had been taken up in the draft budget

(d) *Pay*

(6) In response to a question from Mr Smyth it was confirmed that the budgeted figure for the staff cost of living increase in 2010/11 was 2%

(e) *Prices in contracts*

(7) Mr Wood explained that the figure in the budget for 2009/10 price increases was based on the best current estimate. In response to a question Mr Wood said that there was provision for a particular rent review which was due for renewal in 2010/11 and the assumption had been made that there would be a modest increase.

(8) Mr Gilroy identified particular cost pressures in social care and special needs education transport, although these do not directly impact on the CED.

(f) *Delegated of Corporate Budgets*

(9) In response to a question from Mr Smyth on what would happen if it was not possible to reach a unanimous decision on a delivery of a specific support service, Mr Wood explained that there are protocols set-out which detail how this would be resolved. One of the objectives in delegating the budget was to improve the quality and cost of services provided, through good discussion and negotiation with service directorates. It was not good value for money for one directorate to opt out and have services supplied separately hence the need for unanimous agreement to fundamentally change service delivery/provider.

(g) *Vacancy Management*

(10) Mrs Dean asked what the figure for vacancy management for each portfolio was based on. As Mrs Beer was not present at this point in the meeting it was agreed that a written response would be provided by Mrs Beer.

(h) Unspecified savings

(11) Mrs Dean asked whether the information on the headings which were currently showing as “unspecified savings” would be available by the time that the County Council considered the budget and set the Council Tax. Ms McMullan and Mr Wood stated that working was continuing to ensure that as much of the unspecified savings would be identified by the time that the draft budget was published for County Council, including those within the CED.

(i) Public Health

(12) Mr Burgess mentioned the importance of the public health agenda for the people of Kent. Mr Marsh reminded Members of the benefits to be gained from this for the people of Kent, KCC and its partners.

(j) Small Businesses

(13) In response to a question from Mr Burgess on the way that KCC supports small businesses, Mr Gilroy gave the example of the Commercial Services’ Lease Car service which ordered all its cars from Kent distributors. There were a lot of other services that KCC sub-contracted to small businesses in the County.

(14) RESOLVED that that the Budget 2009-10 and Medium Term Plan 2009 to 2012 for the Corporate Services Portfolio along with the responses made to the questions from Members be noted.

121. Better WorkPlaces (Office Transformation) – Vision for Future Office Locations

(Item B3)

(1) Mr Molloy and Mr Austerberry gave a presentation on Better WorkPlaces (formerly known as the Office Transformation Programme) and also referred to the report circulated with the agenda. It was explained that Better WorkPlaces was a programme of change which aimed to ensure that KCC had the right buildings in the right places for the 21st century, for contact with Kent residents and for our staff, in conjunction with partner agencies, and to deliver real efficiencies (including reduced office costs)

(2) They explained that directorates had been working in a coherent and consensual fashion since early 2008 to turn this aspiration into a realistic county-wide plan of action, based on an agreed series of protocols. The Vision Map circulated with the agenda, had been jointly developed to meet their needs. The report set out the future plans for the office estate, as agreed in December by the Better WorkPlaces Steering Group.

(3) Members were invited to ask questions and make comments, which included the following:-

- Regarding discussions with partners, including District/Borough Councils, Mr Gilroy stated that discussions had been held with other Chief Executives.
- The importance of a “bottom up” approach to access for the public was emphasised taking into account the different needs of the public who needed

to access services. It was noted, however, that the sites provided through Better WorkPlaces were not intended to be public-facing, with Gateways and operational buildings being the key points of public access.

- It was suggested reports on this issue should set out the wider context.
- The important role of Gateways in providing an interface with the public was emphasised.
- In response to an enquiry as to whether there was evidence that these proposals would increase productivity, it was explained that the increase in flexible patterns of working would give practitioners the ability to make best use of their time in planning visits etc.
- It was recognised that the proposals would mean a culture change for staff and the importance of involving staff in these proposals was emphasised. Mr Molloy confirmed that discussions were being held with directorates to engage with teams, it was hoped that they would come up with a model of flexible working that was appropriate for them within agreed protocols.
- The perception that the majority of KCC jobs were based in Maidstone, rather than deprived areas, was mentioned.
- The emphasis on providing appropriate working conditions for staff should be given a high profile in the objectives and protocols.
- A Member suggested that when the time was right in the property market consideration could be given to moving out of Sessions House and building a 21 Century office on the outskirts of Maidstone.
- The suggestion of staff being allocated a desk between two in certain areas was raised, it was explained that there would be an increase in flexible and home working where appropriate and some staff would be allocated a desk but would be required to keep it clear if away so that it could be used by others if necessary. The specific ratio of two people to one desk was intended as an average working assumption, not a rigid rule.
- It was confirmed that there were 2283 laptops, which was less than previously reported, but the number of Blackberry's had increased.
- An explanation was given for the level of rent paid for 17 Kings Hill, which was that KCC was 8 years through a 10 year lease which had annual rent reviews, the increases were a reflection of the success of Kings Hill.
- The emphasis on finding alternative accommodation in the A20 corridor was questioned as this could impact on traffic congestion in the area. It was explained that this aim had been identified due to the large number of staff who would need to access other locations from this office.
- In response to a question Ms Oliver offered to bring a report to the next meeting of the Policy Overview Committee on "Access Kent".

(4) RESOLVED that the report be noted and that there be updates to future meeting of this Committee

122. CED Risk Register

(Item B8)

(1) Ms McMullan and Mrs Mattingly presented a report which identified the key risks that were managed and controlled within the Chief Executive's Department. The report also set out the main changes from the 2008 register. The Officers responded to questions from Members which included the following:-

- In response to a question, it was agreed that Mrs Beer would provide a written response to Mr Smyth on the reasons why Personal and Development would not be taking responsibility for the personnel functions currently within Commercial Services.
- Reference was made to the risks which were in the business units own register rather than in the Departments and the importance of maintaining an overview of these. It was explained that if all items were put into the Departments register there would be a further 62 there had to be a judgement made by senior officers and the auditors as to which to prioritise and it was acknowledge that the risk register before the Committee showed the priorities for that point in time.
- In response to a question it was agreed that the Chairman be sent a paper setting out how Mr Gilroy's suggestion of cross party involvement in monitoring key issues such as ISG could be achieved.
- Following a question on succession and workforce planning it was agreed that Mrs Beer would provide Members with information on regional and national issues and proposals.
- In relation to the superannuation fund it was confirmed that the Superannuation Fund Committee had looked the effects of national issues at its November meeting.
- Regarding the "risk of the unknown" it was explained that the Governance and Audit Committee had agreed that there should be some capacity to deal with things that could not be planned for in advance.
- It was confirmed that a lot of the detail around the risks identified was contained in the risk registers which were considered at the relevant Policy Overview Committees.
- The Chairman agreed that the frequency of reporting to POC on the risk register would be discussed at the agenda setting meeting.

(2) RESOLVED that the report on the 2008/09 risk register including Appendix 1 be noted.

123. Half-year monitoring 2008/09

(Item B5)

(1) Mrs Garton introduced the report which summarised the corporate element of the 2008/09 half-year monitoring results for the Annual Business Unit Operating Plans, and the KCC Annual Plan 2008/09, and included a summary by the Chief Executive of progress to date. She confirmed that for the KCC Annual Plan all of the targets for this Department were either delivered or on course to be delivered. For the Annual Business Unit Operating Plans for this Department, 96% of the projects/developments/key actions set out in the plans are either delivered or on course to be delivered.

(2) Members asked questions and made comments which included the following:-

- In response to a question Mrs Garton explained that the Amber meant on course to deliver.
- Following a question on International Affairs, Mr Marsh gave details of a recent bid for funding. Regarding the disbanded Joint Europe Committee, Mr Marsh explained that the reason for this was that the funding from SEERA was no longer available. Ms Oliver mentioned a recent successful bid from Interreg IVA for Gateways, Members emphasised the importance of publicising this good news.

(3) RESOLVED that the report summarised the corporate element of the 2008/09 half year monitoring results for the Annual Business Unit Operating Plans, and the KCC Annual Plan 2008/09, and included a summary by the Chief Executive of progress to date be noted.

124. Use of Resources Assessment - Presentation

(Item B4)

(1) The Chairman welcomed Mr G Brown (Audit Manager) and Mr D Wells (District Auditor) from the Audit Commission to the meeting and invited them to give a presentation on the Organisational Assessment (OA) and to answer questions from Members.

(2) Mr Brown set out the context for the OA, which was an element of the Comprehensive Area Assessment (CAA), to show where it would fit with the proposed framework for the CAA. The presentation also included the Use of Resources framework for the 2009 assessment and the key principles for scoring. The finalisation of the CAA framework was expected shortly, and the Auditors were due to deliver assessments in April 2009. Use of Resources statements would be reported in September 2009 as part of the Annual Governance report and the OA was due in later November as part of the CAA reporting.

(3) Mr Brown and Mr Wells then responded to questions and comments from Members which included the following:-

- It was Important not to loose sight of the electorate, the CAA builds on the ability to put independent and relevant information in the hands of citizens

- The Use of Resources assessment had 3 themes and it was confirmed that the PCTs, Fire & Rescue Authority and Local Authorities would all be judged on same framework.
- In developing the CAA, Inspectorates knew that they need to work more closely than have done in the past and to share information, to ensure that inspectors did not come along and request the same information and that they were all are making judgements based on the same information.
- It was acknowledged that if scores were combined there was the potential to reduce transparency, this was something that was likely to come out in the consultation responses
- In response to a question on who assesses the effectiveness of the Audit Commission, it was stated that the Audit Commission was a corporate body accountable to Government and the Minister. It also continually assessed its own effectiveness and consulted widely.
- The new framework had emerged though wide consultation which organisations such as the Local Government Association.
- It was confirmed that the Audit Inspection Plan would be submitted to the Audit and Governance Committee.
- It was acknowledged that some aspects of the assessment would need an annual refresh for example financial reporting or monitoring would need to bring in the quality of annual statement of account. Each year the Audit Commission would look at which of the Key Lines of Enquiry would need to be assessed.
- Members raised the issue of holding partnerships to account and the risk if one or more partners did not perform which could had an adverse effect on all of the partners. It was explained that if partners were working together it was up to them to prioritise areas for improvement. CAA reporting would flag up areas which were being achieved and areas where progress was not being made, thereby showing where weaknesses lay. It was important to highlight weaknesses and good practise so that partnerships could build on good practise and develop the areas of weakness until all were achieving at the required level.
- Although there would be shared data which could be accessed by all Inspectors, it was anticipated that those Inspectors who led on a specific area would have a greater focus on that e.g. Ofsted would have a greater interested in data on children services. On practical level a single pot of information should make sure that judgements are made on common information.
- Further presentations on the CAA and aspects of it could be arranged for Members if required.

(4) Members expressed concerns about the timescale for assessment when the framework had yet to be finalised.

(5) RESOLVED that the presentation be noted

125. KCC Annual Complaints Report 2007/08

(Item B6)

(1) Mr Hardy presented a report which provided Members with an information on KCC's handling of complaints in 2007/08 and proposals for a new approach from April 2009.

(2) In response to a question from Mr Scholes, Mr Hardy explained that there was a standard report to each Policy Overview Committee which included the analysis of common themes within directorates.

(3) RESOLVED that the contents of the report and support for the proposed changes for 2009 onwards be noted.

126. Equality Standard for Local Government (ESLG) – KCC assessment and action plan

(Item B7)

(1) Mr Hardy introduced a report which formally confirmed KCC's successful achievement of Level 3 against the existing Equality Standard, making it one of only 12 County Councils to do so (with none at Level 4).

(2) Ms Harrison mentioned that it would take years to change the culture of the organisation and for policy's to become embedded and emphasised the importance of involving Members to help with this. She, along with other Members, had been invited to sit in on a Strategic Equalities Group. These Members had offered to attend the Directorate Equalities Groups, to express views on behalf residents in relation to service delivery, when business planning was being discussed. However, they had only been invited to one meeting to date. She stated that Members wished to do what they could to help embed this policy.

(3) In relation to Page 137 bullet point 5, Mr Hart referred to the importance of ensuring a spread of County Council job opportunities across Kent.

(4) Mr Hotson expressed the view that Councils, with the exception of Gravesham, did not link up with diverse communities as much as they should. He asked if references to extended groups, in the report, related to diverse communities. Mr Hardy confirmed that this was the case and explained that it was a question of the County Council being better at focusing on existing organisations or events for example the Maidstone Mela.

(5) Mr Burgess referred to the importance of encouraging job applicants to let the organisation know their ethnic origin.. He welcomed the removal of the requirement for any qualification/experience in the first 3 pay scales where ever possible to encourage young people to apply for jobs at KCC. Ms Beer stated that this had lead to an increase in the number of young people applying for jobs and improved their perception of the organisation. One of the challenges in getting those that apply for jobs to give their ethnic information to give the authority valuable data .

RESOLVED that the report be noted and that the actions at paragraphs 2(i) to 2(viii) and that the proposals at paragraphs 3.1 to 3.5 be agreed.

127. Staff Survey - Presentation

(Item B9)

(1) Ms Beer and Ms Whichelow gave a presentation based on the Viewpoint 2008 Kent County Council Employee Opinion Survey, which set out the results for CED compared to KCC overall. The presentation set out the results for each of the CED units and the action taken so far to address issues identified.

(2) Mr Hotson drew attention to the results for the Law and Governance Unit and acknowledged its success in terms of awards and income generation but he mentioned the issue of stress and appraisals.

(3) Ms Harrison stated that she thought that the overall results were excellent. She referred to the serious issue of stress and the financial costs awarded against Councils in the past who had not dealt with this issue properly. There was also a perceived lack of diversity training and she suggested that there was a case to consider making this training mandatory. Mrs Beer stated that some staff felt they were not aware of what diversity training was available to them and that this was something that could easily be addressed. In relation to mandatory training it was important to get the balance right between mandatory and discretionary training and to take a holistic approach to all the areas that were essential for staff, particularly managers, to undertake their roles effectively.

(4) The Chairman thanked Ms Whichelow for her energetic and committed presentation.

(5) RESOLVED that the presentation be noted

128. Select Committees - update

(Item C1)

(1) This report updated Members on the Select Committee on Accessing Democracy and invited suggestions for future topic reviews.

(2) RESOLVED that:-

(a) the update on the Select Committee on Accessing Democracy be noted; and

(b) the suggestions for potential Select Committee Topic Reviews for consideration by the Policy Overview Co-ordinating Committee at its meeting on 28 April 2009 be invited.

By: Paul Carter, Leader
 Alex King, Deputy Leader
 Nick Chard, Cabinet Member for Finance
 Alan Marsh, Cabinet Member for Health
 Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee – 26 March 2009

Subject: Corporate Services Budget Monitoring 2008/09

Classification: Unrestricted

For Information

Introduction

- 1 This report informs Members of the latest forecast outturn for the Chief Executive's Directorate and the Financing Items budgets.

Third-Quarter monitoring report

- 2 Attached are the monitoring reports for the third quarter for the Chief Executive's Department and the Financing Items budgets. The main points to highlight are:

- a) Chief Executive's Department

The forecast variance at year-end is an underspend of £625k. The attached report details the reasons for this forecast underspend. The main reasons for the projected underspend are:

Unit	£'000	Principal Reason
Public Health	-138	Delayed start to the HealthWatch programme
ISG	268	Budgeted reduction in demand for services from directorates has not materialised
SDU	-182	Re-phasing of the Kent TV pilot
Legal	-581	Additional legal work being delivered to directorates and external clients
Other	8	
Total	-625	

On the capital programme, there is a minor re-phasing of some expenditure on the Gateway programme (£70k) and the Oracle self-service project (£37k) into future years. There is also a more significant re-phasing (£335k) on the SHQ building maintenance programme due to a re-timing of the lift major overhaul project into 2009/10. Also, as a consequence of the property market conditions, there has been a slow-down of activity relating to Works to Properties for Disposal (£204k). In terms of a real over or under spend on the near £15m programme, there is a projected overspend of just £41k.

b) Financing Items

The net forecast underspend has reduced to £715k, due to the transfer of £4.1m into reserves in order to meet the budgeted one-off contribution to the 2009/10 revenue budget as approved by County Council on 19 February 2009.

Within the overall projected underspend there is an overspend of £350k against the income target for outdoor advertising, due to delays caused by most of the Kent Districts requiring planning consent for the erection of signs on roundabouts.

Also within the overall projected underspend, there is a projected overspend of £596k against the LABGI budget. However, this is some £753k better than last expected due to the recent release by Government of £100m nationally of LABGI grant that they had previously held-back. The recommendation to Cabinet on 30 March is that this additional £753k should be put into the Regeneration Fund to support the delivery of the Regeneration Framework.

3 Recommendations

- 3.1 Members of the Corporate POC are asked to note the projected outturn figures for the Chief Executive's directorate and Financing Items, as at the third quarter.

Background Papers:

Cabinet 30 March 2009; Revenue and Capital Budgets, Key Activity and Risk Monitoring

Officer Contact:

Andy Wood, Head of Financial Management. Ext 4622

CHIEF EXECUTIVES DIRECTORATE SUMMARY JANUARY 2008-09 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 to the executive summary.
- Cash limits have also been adjusted since the last full monitoring report to reflect a number of technical adjustments to budgets, including the consolidation of the Kent Public Services Network budget from directorates to Corporate IS in the Corporate Support & External Affairs portfolio and a virement of £0.751m from the treasury management underspend within the Finance portfolio (reported in annex 6) to Corporate Property group to cover the costs of the change in accounting treatment of some staffing costs which were previously charged to capital but upon latest guidance these costs must be charged to revenue.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Public Health portfolio							
Kent Department of Public Health	949	0	949	-86	-52	-138	£78k delayed start to HealthWatch prog & £30k Target 50
Corporate Support & External Affairs portfolio							
Personnel & Development	10,084	-4,442	5,642	810	-827	-17	Increased costs & income re: SPS & H&S. HCI Scheme ends Jul09
Information Systems	23,406	-6,975	16,431	4,203	-3,935	268	Increased costs & income re: projects plus unmet targeted savings
Corporate Communications	1,394	-294	1,100	-13	35	22	
International Affairs Group	461	-113	348	86	-86	0	
Strategic Development & Corporate Management	2,904	-14	2,890	-93	-89	-182	Kent TV contract runs to Aug09.
Contact Centre	4,734	-1,986	2,748	252	-245	7	Increased costs & income from Healthwatch & Duty screenings.
Legal Services	5,346	-5,726	-380	1,358	-1,939	-581	Costs & income of additional work
Democratic Services	4,587	-18	4,569	32	-41	-9	
Dedicated Schools Grant		-2,789	-2,789	0	0	0	
Total CS&EA	52,916	-22,357	30,559	6,635	-7,127	-492	
Policy & Performance portfolio							
Policy & Performance	1,266	-340	926	91	-91	0	
Kent Partnerships	622	-166	456	50	-50	0	
Kent Works	940	-740	200	-81	88	7	
Total P&P	2,828	-1,246	1,582	60	-53	7	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Finance Portfolio							
Strategic Management	1,530	-184	1,346	16	2	18	
Finance Group	20,497	-15,566	4,931	99	-119	-20	
Oakwood Trading	2,050	-2,050	0	19	-19	0	Creation of Oakwood Park Trading a/c
Property Group	15,342	-5,267	10,075	1,334	-1,334	0	Higher value claims recoverable from insurance
Total Finance	39,419	-23,067	16,352	1,468	-1,470	-2	
Total Directorate Controllable	96,112	-46,670	49,442	8,077	-8,702	-625	
Assumed Management Action:							
- CS&EA portfolio						0	
- P&P portfolio						0	
- Finance portfolio						0	
Forecast after Mgmt Action				8,077	-8,702	-625	
Memorandum Item							
Property Enterprise Fund	0	-12	-12	571	-138	433	See section 2.2 Annex 5

1.1.3 Major Reasons for Variance: [provides an explanation of the 'headings' in table 2]

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Corporate Support & External Affairs portfolio:

- 1.1.3.1 **Personnel & Development:** Variances on gross spend (**£419k**), largely due to additional staffing to deliver the service demands on the Schools Personnel Services is offset by income from recharges to Schools (**£419k**). Further variances on gross (**£250k**) and income (**£250k**) arise from the cost of and subsequent income from Health & Safety training for Schools (£210k) and Leadership training.
- 1.1.3.2 **Information Systems:** Variances on gross spend (**£3,887k**) and income (**£4,033k**) reflect the increased demand for additional IT services and projects, a demand which is difficult to predict during budget setting. A pressure of **£314k** relates to unmet targeted savings for reduced Directorate activity and **£300k** relates to the implementation of new Corporate Printer contract, the savings from which will be realised within directorates and not within ISG where the savings target sits. In order to offset these unmet savings targets, the service has reduced its spend on non critical in 2008-09 supplies and services by **£200k**.
- 1.1.3.3 **Strategic Development:** (**£182k**) relating to the Kent TV contract which will need to be re-phased into 2009-10 as the profile of spend finishes in Aug09.
- 1.1.3.4 **Contact Centre:** Variances on gross spend (**£183k**) and income (**£183k**) are due to unbudgeted work coming in to the Contact Centre for the Healthwatch programme (£115k) and Duty screenings (£68k). The spend was for additional staffing to cover this work and income is from the recharges to Public Health & CFE.

1.1.3.5 Legal Services:

- Variances on gross spend (**£572k**) and income (**£1,204k**) reflect the additional work that the function has taken on over and above that budgeted for, responding to both internal and external demand.
- Variances on gross spend (**£620k**) and income (**£620k**) are a result of additional disbursements incurred. Costs of disbursements are recovered from clients but they are difficult to predict during budget setting.
- In addition **£100k** has been transferred to reserves to support the 2009-10 budget, as approved at County Council on 19 February.

Finance portfolio:1.1.3.6 Property Group:

Variance on gross (**£1,404k**) and income (**£1,404k**) relates to higher value claims which are recoverable from the Insurance Fund.

Variance on gross (**£120k**) and income (**£120k**) due to Property freezing fee generating vacancies due to a downturn in project work from Directorates.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CS	Information Systems costs of additional services/projects	+3,887	CS	Information Systems income from additional services/projects	-4,033
FIN	Higher value claims recoverable from insurance	+1,404	FIN	Insurance Recovery for cost of higher value claims	-1,404
CS	Legal services cost of additional disbursements	+620	CS	Legal income resulting from additional work (partially offset by increased costs)	-1,204
CS	Legal services cost of additional work (offset by increased income)	+572	CS	Legal services costs of disbursements recovered from clients	-620
CS	P&D Increased staff costs to cover increased demand for Schools Personnel Service.	+419	CS	P&D Income from Schools above anticipated levels for Schools Personnel Service	-419
CS	ISG Unmet savings target for reduced Directorate activity	+314	CS	P&D - Income from Schools for Health & Safety training plus Leadership training (non Schools)	-250
CS	ISG Unmet savings target re: provision of new printer contract	+300	CS	ISG reduction in non essential supplies and services expenditure	-200
CS	P&D - Consultancy costs for Health & Safety training for Schools plus Leadership training	+250	CS	Income from Kent Healthwatch & CFE Duty screening to fund addt staff.	-183
CS	Contact Centre extra staff costs to do Kent Healthwatch & CFE Duty screening - funded by addt income.	+183	CS	SDU - Confirmed profile of Kent TV revenue spend to Aug09 (roll forward proposal)	-182
FIN	Property Grp - Reduced fee income following downturn in project work	+120	FIN	Unfilled Property vacancies following downturn in project work	-120
CS	Legal - transfer to reserves to support 2009-10 budget	+100			
		+8,169			-8,615

1.1.4 **Actions required to achieve this position:**

N/A

1.1.5 Implications for MTP:

Finance portfolio:

The consequences of the change in the accounting treatment of the indirect staffing costs of the Corporate Property Unit which have been funded by a one-off virement in 2008-09, have been funded in the MTP for 2009-10 onwards.

1.1.6 Details of re-phasing of revenue projects:

The following projects are re-phasing into 2009-10:

Public Health: **-£78k** for HealthWatch programme will be required to roll forward to 2009-10 due to a delayed start to the programme. **-£30k** for Towards 2010 'Target 50' will need to be rolled forward for a public health poster campaign targeted at young people scheduled for 2009-10.

Strategic Development: **-£182k** for Kent TV, to meet the contractual commitment through to Aug09.

Personnel & Development:

- **+£26k** Home Computing Initiative. Due to the accounting treatment of this scheme, a scheduled overspend of £26k will be required to roll forward into 2009-10 to be met from staff salary deductions to July 2009, when the scheme is due to complete.
- **-£44k** on Wellbeing Health checks is requested to be rolled forward to 2009-10

Finance Group: Exchequer Services will be requesting **-£20k** to be rolled forward to help fund the new programme of scanning invoices.

1.1.7 Details of proposals for residual variance: *[eg roll forward proposals; mgmt action outstanding]*

Corporate Support and External Affairs portfolio:

ISG have made significant in roads to their previously reported overspend. The residual £268k pressure will be covered by underspending on other CS & EA portfolio units.

CED has an underspend of £625k of which £328k will be requested to roll forward to 2009/10 as detailed in section 1.1.6 above, leaving a £297k residual underspend. The majority of this will be required to support essential investment to achieve stretching income targets next year.

1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted to reflect the position reflected in the 2009-12 MTP as agreed by County Council on 19 February 2009. However, these differ from the cash limits shown in 2009-10 Budget Book, as the cash limits reflected in this report only include those projects starting in the current or previous years, whereas the cash limits in the 2009-10 Budget Book also include projects due to start in future years of the 2009-12 MTP.

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position.

	Prev Yrs Exp	2008-09	2009-10	2010-11	Future Yrs	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Support & External Affairs Portfolio						
Budget approved at Cty Council	2,571	9,598	8,322	8,871	13,474	42,836
Adjustments:						
-						0
Revised Budget	2,571	9,598	8,322	8,871	13,474	42,836
Variance		-107	37		70	0
split:						
- real variance						0
- re-phasing		-107	+37		+70	0
Policy & Performance Portfolio						
Budget approved at Cty Council		526	500	500	1,500	3,026
Adjustments:						
-						0
Revised Budget	0	526	500	500	1,500	3,026
Variance		0	0	0	0	0
split:						
- real variance		0	0	0	0	0
- re-phasing		0	0	0	0	0
Finance Portfolio						
Budget approved at Cty Council		4,843	5,072	5,078	14,634	29,627
Adjustments:						
-						0
Revised Budget	0	4,843	5,072	5,078	14,634	29,627
Variance		-572	613	0	0	+41
split:						
- real variance		+41	0	0	0	+41
- re-phasing		-613	+613	0	0	0
Directorate Total						
Revised Budget	2,571	14,967	13,894	14,449	29,608	75,489
Variance	0	-679	650	0	70	41
Real Variance						
		+41	0	0	0	+41
Re-phasing						
		-720	+650	0	+70	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2008-09 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
	None					
			0	0	0	0
Underspends/Projects behind schedule						
FIN	Modernisation of assets	Phasing	-335			
			-335	0	0	0
			-335	0	0	0

1.2.4 Projects re-phasing by over £1m:

None

1.2.5 Projects with real variances, including resourcing implications:

Table 3 shows a £41k real variance, which is due to:

Finance portfolio:

- Commercial Services overspend of £43k. This increase in expenditure on vehicles, plant & equipment will be funded by an increased contribution to and drawdown from the CSD Renewals Fund.
- Office Strategy – Whitstable underspend of -£2k as final costs have come in marginally less than anticipated resulting in lower prudential borrowing.

1.2.6 General Overview of capital programme:

(a) Risks

N/A

(b) Details of action being taken to alleviate risks

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

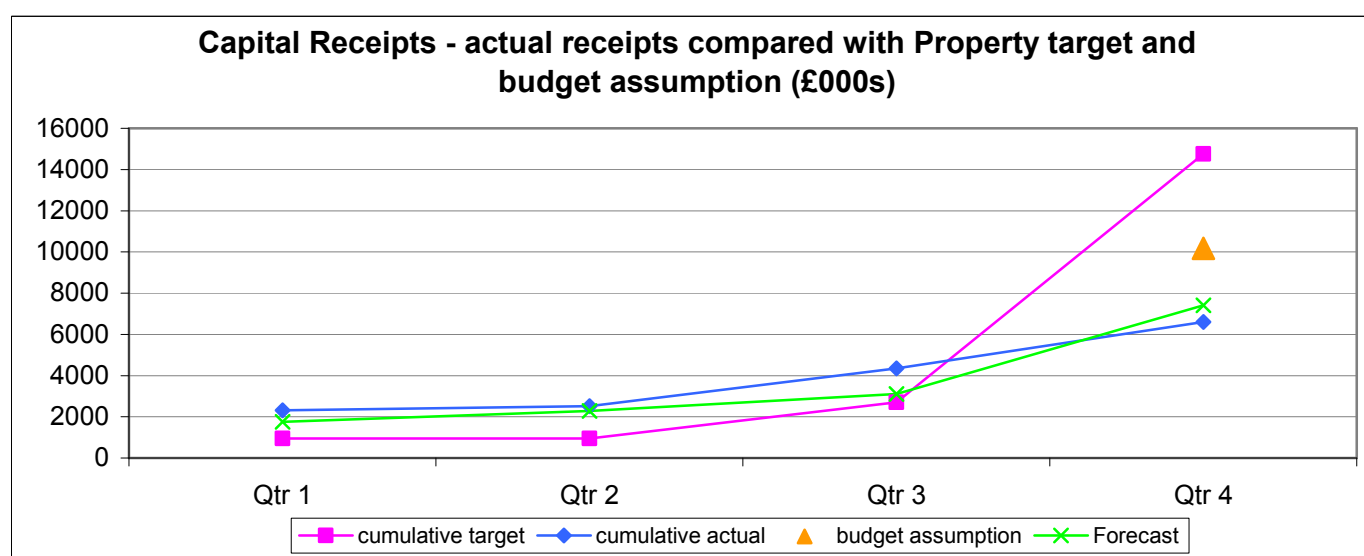
2.1 Capital Receipts – actual receipts compared to budget profile:

	2008-09			
	Budget funding assumption £000s	Cumulative Target profile £000s	Cumulative Actual receipts £000s	Forecast receipts £000s
April - June		945	2,314	1,762
July - September		945	2,521	2,284
October - December		2,702	4,355	3,111
January - March		14,761	**6,595	7,411
TOTAL	*10,176	***14,761	6,595	7,411

* figure updated to reflect proposed 09-12 capital budget

** actuals to 31 January 2009

*** The cumulative target profile shows the anticipated receipts for 2008-09 totalled £14,761k. The variance between this and the budget funding assumption is due to timing differences between when the receipts are anticipated to come in and when the spend in the capital programme to be funded by these receipts is due to occur. Forecast receipts for this financial year are now anticipated to be £7,411k. This reduced forecast compared to the target is attributable to the current market conditions and is a mixture of timing and the fact that some of these receipts are now anticipated to go through the PEF2 route instead.



Comments:

- A review of the capital programme was undertaken to take into account the downturn in the property market due to the global credit crunch. This has resulted in the budget for 2008-09 now only relying on £10,176k of capital receipts as reflected in the 2009-12 MTP, which is more realistic given the current forecasts.
- The table below shows we are currently forecasting a potential surplus of £398k for the current year. This in year “surplus” is due to timing differences between when receipts are due to come in and when the projects the receipts are due to fund are forecasting to spend. The current economic position makes it even more difficult to forecast when and how much receipts are expected to achieve, therefore this in year “surplus” should be viewed with caution.

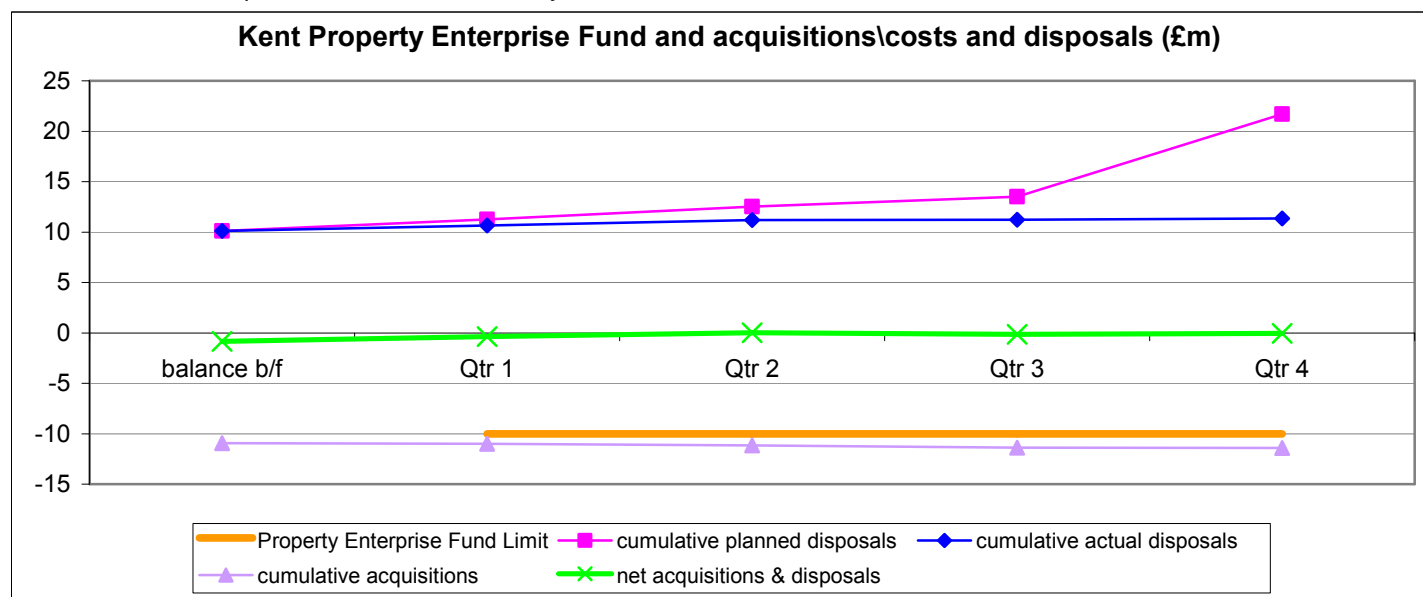
	2008-09 £'000
Capital receipt funding per revised 2009-12 MTP	10,176
Property Group's forecast receipts	7,411
Receipts banked in previous years for use	2,163
Capital receipts from other sources	1,000
Potential Surplus Receipts	398

2.2 Capital Receipts – Kent Property Enterprise Fund 1:

	<i>Kent Property Enterprise Fund Limit</i> £m	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		10.096	10.096	-10.924	-0.828
April - June	-10	11.259	10.642	-10.995	-0.353
July – September	-10	12.526	11.199	-11.173	0.026
October – December	-10	13.507	11.234	-11.377	-0.143
January – March**	-10	21.695*	11.365	-11.407	-0.042

* as a result of the current economic situation, forecast disposals are £11.598m compared to the £21.695m planned disposals at the beginning of the year.

** reflects the position to the end of January



Comments:

- County Council approved the establishment of the Property Group Enterprise Fund No.1, with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
 - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
 - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

Any temporary deficit will be offset as disposal income from assets is realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

Balance brought forward

In 2005-06, £0.541m of capital receipts were realised from the disposal of non-operational property. The associated disposal costs of £0.054m were funded from these receipts, leaving a balance of £0.487m available for future investment in the Kent Property Enterprise Fund.

In 2006-07, £3.065m of capital receipts were realised from the disposal of non-operation property giving a balance of £3.606m for investment. The Fund was used to acquire land at Manston Business Park. Together with the costs of acquisition and disposal, costs in the year totalled £5.864m, leaving a deficit of £2.312m to be temporarily funded from the £10m borrowing facility.

In 2007-08, £6.490m of receipts were realised of which £3.3m was used for revenue budget support, £1.110m was used to fund expenditure on the Eurokent Access Road and there was £0.596m of acquisition and disposal costs, leaving a balance of £1.484m to offset against the £2.312m deficit brought forward. Therefore the deficit carried forward to 2008-09 was £0.828m.

Actual Disposals

At the start of 2008-09 Property Group identified **£11.599m** worth of potential non-earmarked receipts to be realised this financial year.

Disposals to date this year have been **£1.269m** from the disposal of 12 non-operational properties, but as a result of the credit crunch, the market has hardened affecting the ability to achieve the original target. Property Group is now forecasting receipts of **£1.502m** this year.

Acquisitions\Costs

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.592m**.

Other Fund Commitments

The 2008-09 revenue budget includes £0.7m of receipts to be generated by the Fund in the current year.

The Fund has also been earmarked to provide a further £4.194m of funding for the Eurokent Access Road, £1m for Ashford Library (currently forecast for 2009-10), £2m for Gateways over the MTP (currently forecast at £0.587m in 2008-09, £1.380m in 2009-10, £0.013m in 2010-11 and £0.020m 2011-12) and £0.3m for Upper Stone Street Lay-by, within the Integrated Transport Programme (currently forecast for 2009-10).

Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £3.367m at the end of 2008-09.

Opening Balance – 01-04-08	-£0.828m
Planned Receipts (Risk adjusted)	£1.502m
Costs	-£0.592m
Acquisitions	-
Other Funding:	
- revenue budget support	-£0.700m
- Eurokent Access Road	-£4.194m
- Gateways	-£0.587m
Closing Balance – 31-03-09	-£5.399m

Revenue Implications

The Fund also generated £0.096m of low value revenue receipts during 2007-08 but, with the need to fund both costs of borrowing (£0.107m) against the overdraft facility and a small deficit on the cost of managing non-earmarked properties held for disposal (£0.001m), the PEF carried forward a £0.012m deficit on revenue which has been rolled forward to be met from future income streams.

In 2008-09 the fund is currently forecasting £0.019m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.202m) against the overdraft facility and the cost of managing properties held for disposal (net £0.238m), the PEF1 is forecasting a £0.433m deficit on revenue which will be rolled forward to be met from future income streams.

FINANCING ITEMS SUMMARY

JANUARY 2008-09 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 to the executive summary.
- Cash limits have also been adjusted since the last full monitoring report to reflect a number of technical adjustments to budgets and a virement of £0.751m from the treasury management savings to Corporate Property to cover the costs of the change in accounting treatment of some staffing costs which were previously charged to capital but upon latest guidance these costs must be charged to revenue.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Corporate Support & External Affairs portfolio							
Contribution to IT Asset Maintenance Reserve	2,424		2,424			0	
PFI Grant		-656	-656			0	
Total Corporate Support	2,424	-656	1,768	0	0	0	
Finance Portfolio							
Insurance Fund	3,479		3,479			0	
County Council Elections	255		255			0	
Workforce Reduction	1,089		1,089			0	
Environment Agency Levy	359		359			0	
Joint Sea Fisheries	264		264	-3		-3	
Audit Fees & Subscriptions	800		800	-187		-187	
Interest on Cash Balances / Debt Charges	124,338	-29,896	94,442	-10,186	3,894	-6,292	savings on debt charges due to lower levels of borrowing in 07-08 & 08-09 & better rates for new borrowing
Contribution from Commercial Services		-6,210	-6,210		350	350	roundabout sponsorship shortfall
Public Consultation	100		100			0	
Member Community Grants	848		848			0	
Local Priorities	595		595	-1		-1	
Local Scheme spending recommended by Local Boards	656		656			0	
Transferred Services Pensions	22		22			0	
PRG	2,225	-3,951	-1,726			0	
Contribution from Reserves	-2,400	0	-2,400			0	
Income from Kings Hill	-1,000	0	-1,000			0	
ABG Safer Stronger Communities	1,384		1,384			0	
LABGI income	-1,851	-1,349	-3,200		596	596	reduced level of LABGI income

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Transfers to reserves	0	0	0	4,822	0	4,822	to support 09-10 budget & Regen Fund
Total Finance	131,163	-41,406	89,757	-5,555	4,840	-715	
Total Controllable	133,587	-42,062	91,525	-5,555	4,840	-715	

1.1.3 Major Reasons for Variance: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

1.1.3.1 Interest on Cash Balances and Debt Charges

Due to the re-phasing on the capital programme in 2007-08 a lower level of new borrowing was required resulting in a reduction in the debt charges compared to the level assumed when the budget was set. In addition, as a result of the continuing reductions in the base rate, new market borrowing has been arranged at rates considerably less than assumed in the budget. However, the lower base rate also has the effect of reducing our interest receipts from cash balances but as this is a much smaller budget, the impact is far less, so overall we gain from this.

Some borrowers have exercised call options on deposits resulting in principal and accrued interest being repaid. The downside of this is that the return we can get on reinvesting this money is much lower than previously assumed. However, the increase in shorter term liquidity as a result of these repayments means that we do not need to take out as much new borrowing to fund our capital programme in the current year.

Any interest at risk during this year from our investments in Icelandic banks has been fully accounted for in line with the Government's recent regulations and managed within existing budgets. An update on the Icelandic bank position is provided below.

1.1.3.2 Investments in Icelandic Banks update

As previously reported, the Council has currently some £50m trapped in Icelandic banks. Of this some £16m relates to cash held on behalf of the Pension Fund, where a decision had been taken to reduce its holding in equities, thereby saving some £40-50m this financial year. Legislation has been passed that confirms that there will be no impact on the 2008-09 accounts from our principal sum invested in Icelandic Banks. Unless we have any formal agreement with the banks at the point of closing the accounts, our intention is to include this in the accounts as a contingent liability. We are having ongoing discussions with the CLG, our external auditors and the Icelandic banks via the creditors group, to ensure the best possible outcome for the residents of Kent. The CLG intend to review this position in the autumn of 2009 in readiness for the 2009-10 accounts.

Of the total amount trapped, some £18m is held within the UK domiciled Heritable bank. Recovery is being managed within UK process (with officer involvement) and proceeding well. The Council anticipates a substantial recovery with the first repayments made in July this year. The balance is held in two Icelandic based banks and officers have also been attending these creditor meetings. The country will shortly be holding its general election and it is envisaged that this will cause a short delay to process. In the most recent Landsbanki meetings the UK Treasury have been represented as they are also preferred creditors and their support to Local Government was welcomed. Given the election, timing is somewhat less clear, but advice from both British and Icelandic lawyers continues to be positive, with expectations of substantial recovery.

1.1.3.3 Local Authority Business Growth Incentive (LABGI)

The Government has reconsidered all aspects of the approach used to distribute the resources available for year 3 of this scheme and as previously reported we were expecting to get £1.349m less income than previously anticipated. However, the Government had retained some funding to cover the potential outcomes of existing Judicial Reviews against the LABGI scheme. We have recently received notification that not all of this will be required and the Government has published further allocations. Our share of this is a further £0.753m, therefore reducing our anticipated shortfall to £0.596m.

1.1.3.4 Commercial Services Contribution:

We are currently reporting a £350k shortfall in the budgeted contribution from Commercial Services. This is due to problems with obtaining planning consent from the Districts for the erection of signs for sponsorship of roundabouts; we will therefore not achieve all of the expected income from this initiative this year.

Commercial Services are still projecting to deliver their income target, other than the roadside advertising reported above, but they are not immune to the general state of the economy and this position could change in the closing stages of this financial year.

1.1.3.5 Annual Audit Fee and Subscriptions:

We have had confirmation of the annual audit fee, which is less than budgeted. There is also a small saving on our annual subscriptions compared to the budgeted estimate.

1.1.3.6 Transfers to Reserves:

£4.069m has been transferred to reserves to support the 2009-10 budget, as agreed at County Council on 19 February. This is made up of £3.569m to fund the bridging loans to other portfolios and £0.5m to fund a £0.25m grant to Citizens Advice Bureau and £0.25m to set up a credit union.

In addition, **Cabinet is asked to agree** the transfer of the additional £0.753m LABGI money recently notified, into the Regeneration Fund to support delivery of the Regeneration Framework. Although there remains a shortfall in LABGI funding, as explained in paragraph 1.1.3.2 above we had previously assumed a larger shortfall and were offsetting this against other savings within the portfolio. This therefore means that the additional £0.753m has improved the position overall and we are able to release this funding to support regeneration activity. This report has been prepared on the basis that this transfer is approved.

1.1.3.7 Insurance

Current indications are that we may have an overspend against the Insurance Fund this year as a result of increasing claims. We have not included anything in the forecast for this until the position becomes clearer regarding the final level of claims and the amount which is recoverable from outside insurers. Any overspend could be funded from the Insurance reserve.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
FIN	transfer to reserves to support 2009-10 budget	+4,069	FIN	Treasury Management	-6,292
FIN	transfer to Regeneration Fund to support the delivery of the Regeneration Framework	+753	FIN	savings on annual Audit Fee and subscriptions	-187
FIN	Reduction in LABGI income	+596			
FIN	Commercial Services - Shortfall in income from sponsorship of roundabouts	+350			
		+5,768			-6,479

1.1.4 **Actions required to achieve this position:**

N/A

1.1.5 Implications for MTP:

The continuing reduction in the base rates will have a significant impact on the treasury management budget in 2009-10 due to lower interest receipts and the reduced cost of borrowing. The impact of this has been reflected in the 2009-12 MTP.

1.1.6 Details of re-phasing of revenue projects:

N/A

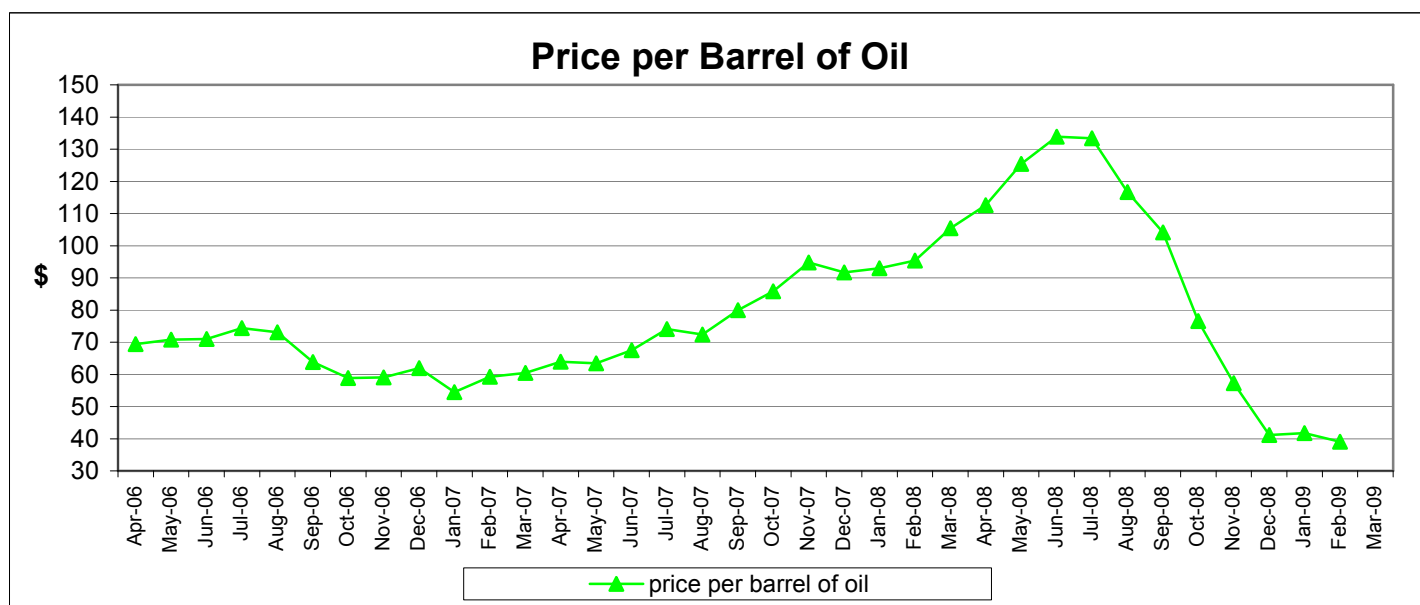
1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Price per Barrel of Oil - average monthly price in dollars since April 2006:

	Price per Barrel of Oil		
	2006-07	2007-08	2008-09
	\$	\$	\$
April	69.44	63.98	112.58
May	70.84	63.45	125.40
June	70.95	67.49	133.88
July	74.41	74.12	133.37
August	73.04	72.36	116.67
September	63.80	79.91	104.11
October	58.89	85.80	76.61
November	59.08	94.77	57.31
December	61.96	91.69	41.12
January	54.51	92.97	41.71
February	59.28	95.39	39.09
March	60.44	105.45	



Comments:

- The figures quoted are the monthly average of the West Texas Intermediate Spot Price in dollars per barrel.

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Communicating with our residents
over the next five years

Jane Clarke

Head of Communications



We all get our
**information from many
sources**

Communication channels
continue to change
at a very fast pace

More and more people are becoming
**active seekers of
information not passive
recipients of information**

Generation gaps and digital divides

The population of Kent

8.2% aged 18 to 24

26% aged 25 to 44

26.1% aged 45 to 64

17.4% aged 65+

5% aged 80+

Kent's population is ageing.
It is forecast that between 2006 and 2011
the number of people aged...

18 to 24 will grow by 4%

65+ will grow by 11.2%

80+ will grow by 12.3%

It's a
challenging time for
newspapers

How do you watch it?

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Jane Clarke
Head of Communications
Communication and Media Centre
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By: Alex King, Deputy Leader
Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee – 26 March 2009

Subject: Access Kent Overview & Draft Business Case

Classification: Unrestricted

Summary: To share the Access Kent business case and obtain Member input to the document and the principles of Access Kent. The information within this document stems from agreements and discussions across the public sector

1. Introduction

Accessing public services should be simple, friendly and effective. Access Kent will achieve just that. Our vision statement is:

“Access Kent will deliver Public Access for the 21st century. It is a multi-channel partnership approach: putting choice and personalisation at the heart of the service.

Putting the customer first means not only delivering a consistent and coherent experience and looking beyond organisational boundaries: but also value for money for Kent Tax-Payers.”

The business case outlines the objectives, outcomes and benefits of Access Kent and some of the more detailed work that is being and will be undertaken. Input has been received from a range of other organisations to shape this document.

2. Context

- 2.1. There are a myriad of public and voluntary sector agencies delivering services to Kent residents and they all have different locations, telephone numbers and websites. At present, it is up to Kent residents to establish which organisation provides the service they require (assuming they know the service exists) and sometimes make numerous visits or telephone calls before they find the right person in the right organisation.
- 2.2. Our service delivery and access is more diffuse and complex as it has become more personalised and offers greater choice to the public. It is more difficult for the public sector to manage this, therefore the purpose of this project is to make complex services easy to access for Kent residents.
- 2.3. If you have noisy neighbours – is that the police or your local council? If it is your local council, which council is it?
If you have high level social care needs or need information on disability services, is that the NHS or your council?
If you need information on credit unions or benefits or business survival tips – is that Citizens' Advice, Business Link or local council?
How would you know and why should it be your problem to find out?
- 2.4. Access Kent will transform and simplify access to services for Kent residents. By joining up access across the three main channels of access (face-to-face, telephone and web) the task of ensuring an individual or family finds the right point of contact in a timely and effective way is on us as public and voluntary sector agencies - where it should be.
- 2.5. The vision of joining up and streamlining access is ambitious but will be taken forward in a phased approach rather than “big bang” and initially will build on the work already underway in pockets across the Kent public sector. It will build on the principles that have ensured the success of Gateways so far and apply these to telephone and web/email.
- 2.6. The door is open for all public sector partners and discussions are moving forward with KCC, district and borough councils, Medway, Fire, Police, NHS, Voluntary Sector, business support organisations and many others. A full list of potential partners is in the business case. It is a partnership of the willing.

3. Progress to Date

- 3.1. Governance arrangements have been established with a Programme Board (chaired by Tanya Oliver) taking forward the practical issues on behalf of a strategic Access Kent Advisory Board

(chaired by Peter Gilroy, with Colin Carmichael from Canterbury City Council as Vice-Chair). Both Boards are multi-agency and consist of officer representation.

Support has been secured from the Kent Partnership as one of their main themes over the coming years (see business case for membership of these groups).

- 3.2. Individual organisations will of course use their own internal governance arrangements where decisions are required.
- 3.3. A business case has been drafted and is being shared with partners over the coming weeks and partner agencies will be asked to sign a Memorandum of Understanding if they are willing to be part of this project.
- 3.4. Funding of £170k has been secured from the Regional Improvement and Efficiency Partnership in the current financial year to take forward Access Kent and a further £300k in 2009/10.
- 3.5. Work is underway on a number of first year projects that are outlined in the business case in more detail.
- 3.6. A partnership seminar was held in December 2008 to engage with partners across the public and voluntary sector.
- 3.7. KCC ran a Member Seminar in December 2008 to gain insight from Members and to help shape KCC's input into the project. Feedback from this seminar has already been fed into the business case.
- 3.8. A project manager has been appointed.

4. Funding

- 4.1. Partners are already investing millions of pounds in Access Kent through normal business e.g. Gateway investment and ICT connectivity across the Kent economy. Money from the Regional Improvement & Efficiency Partnership has been secured (£170k in 2008/9 and £300k in 2009/10). This money is also being used for project management capacity and to support existing projects (e.g Gateway Hubs, ICT strategy, telephone connectivity etc). Further funding is being sought from a range of external funding streams, such as European money and government funding, by all partners.
- 4.2. Money secured specifically for this project will be allocated where it can add the most value as agreed by the Advisory Board and Programme Board.
- 4.3. A Department of Work and Pensions project "**Tell Us Once**" began in Kent in late 2008 with KCC, Ashford, Maidstone, Tunbridge Wells, Dover and Thanet. This is government funded and is a direct result of the Gateway project. This project enables the citizen to register a death and then allow public sector organisations to notify each other automatically, without the resident then having to then do this themselves.
- 4.4. We have also secured through a joint bid under **Interreg IVa, 4.3 million euros** over three years to support a greater understanding of customer profiles and using new technologies and techniques, similar to those applied by successful retail organisations such as Tesco. This is a partnership project with Kent and European partners and the money is divided between all partner agencies.

5. Summary

This project will transform and deliver 21st century access to services for Kent residents. It is in early stages and will therefore evolve over time with the input of all partners. It is a partnership of the willing and will proceed at each stage with those partners who wish to be part of it and will not be held back by those who do not. At the heart of this programme will remain an effective and efficient customer experience.

6. Recommendations

Members are asked to support the principles and objectives of Access Kent

Tanya Oliver
Director of Strategic Development & Public Access
March 2009

BUSINESS CASE

Programme: Access Kent

Release:

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PRINCE2

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1 Business Case History

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This document is only valid on the day it was printed.
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22/12/2008	13/12/2008	Information from Access Kent seminar incorporated	
27/12/2008	22/12/2008	Information re: ICT strategy incorporated Added to contribution to key objectives Amended Constraints re: data sharing	
08/01/2009	27/12/2008	Included costs for initial projects Amendments from TO	
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20/01/2009	16/01/2009	Additional project costs	
10/02/2009	20/01/2009	Feedback from Project Board	
02/03/2009	10/02/2009	Feedback from Project Board	

Audience

This document has been written for public sector officers and members.

Approvals

This document requires the following approvals.

Signed approval forms are filed in the Quality section of the programme files.

Name	Signature	Date of Issue	Version
Tanya Oliver		17/03/2008	0.8
Access Kent Project Board		17/03/2008	0.8
Policy Overview Committee		17/03/2008	0.8
Access Kent Advisory Board		17/03/2008	0.8

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Access Kent Advisory Board		17/03/2008	0.8

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2. Why Access Kent?

There are a myriad of public and voluntary sector agencies delivering services to Kent residents and they all have different locations, telephone numbers and websites. At present, it is up to Kent residents to establish which organisation provides the service they require (assuming they know the service exists) and sometimes make numerous visits or telephone calls before they find the right person in the right organisation.

If you have noisy neighbours – is that the police or your local council? If it is your local council, which council is it?

If you have high level social care needs or need information on disability services, is that the NHS or your council?

If you need information on credit unions or benefits or business survival tips – is that Citizens' Advice, Business Link or local council?

How would you know and why should it be your problem to find out?

Access Kent will transform and simplify access to services for Kent residents. By joining up access across the three main channels of access (face-to-face, telephone and web) the task of ensuring an individual or family finds the right point of contact in a timely and effective way is on us as public and voluntary sector agencies - where it should be.

Accessing public services should be simple, friendly and effective. Access Kent will achieve just that.

As Thomas Friedman put it in “**The world is flat**”:

“The most important lesson: think horizontally. The world is moving from a place where value was created in vertical silos of command and control to a world where value is increasingly going to be created horizontally by how you connect and collaborate - how you synthesise this with that”

3 Executive Summary

3.1 The Vision Statement for Access Kent

Access Kent will deliver public access for the 21st century. It is a multi-channel partnership approach, putting choice and personalisation at the heart of the service.

Putting the customer first means not only delivering a consistent and coherent experience and looking beyond organisational boundaries, but also value for money for Kent tax-payers.

3.2 Reasons

- The success of Gateways has shown a continued increase in customer footfall, decrease in transaction times and increased customer satisfaction.
- Projects such as Tell Us Once (currently piloted in Gateways) has resulted in a reduction of 8 contact points (please see p 35 for further details about Tell Us Once)
- Results from the Socitm Insight Channel Value Benchmarking service show significant savings in access to services via web, but satisfaction rates are much lower. This supports the case for improving customer experience and maximising access via this channel. Please see Appendix A for cost analysis.
- Extensive research has been done, such as the Varney, Lyons and Gershon reports, highlighting the need for improved access, more joined-up services and greater efficiency.
- Public sector services are already benefiting from joint procurement exercises in technology through Kent Connects, a partnership developing ICT infrastructure to support joined-up and shared services. E.g. the procurement of KPSN (a shared network) will save £340, 000 of public money over the next 4 years. There are opportunities to benefit from more joint procurement.

3.3 Implementation

The vision will be achieved by:

- Addressing silos within services by aligning front and back-office systems and business processes to be more joined up in how we work

together. This will involve cultural, systems and process change that will be managed via training, re-engineering and raising awareness.

- Delivering a training project to:
 - Support the cultural shift through business transformation.
 - Equip front-of-house staff with the skills and knowledge they need to deal with a wider range of first-level enquiries (across organisational boundaries) and to escalate the relevant enquiries to the right specialist advisors/practitioners.
- Addressing engagement and communication with the public around access issues.
- Addressing barriers to access identified through the engagement and communication strategy, including barriers to hard-to-reach groups and ICT access by providing greater choice and improved customer service.
- Supporting and developing projects and ICT that support the objectives in order to deliver the solutions identified above.

3.4 The benefits of the programme are:

- Improved access to different channels means greater choice in accessing services and more inclusive services as a result.
- A single access point means it is easier for customers to access the right services at the right time.
- Reduction in avoidable contact.
- Better knowledge/signposting to services that customers are entitled to. This will also mean a more holistic solution to more complex needs.
- Faster response to enquiries/faster transaction times.
- Greater participation in designing personalised service delivery.
- Increased satisfaction and greater confidence in public services.
- Efficiency savings through channel-shift (moving from face-to-face contact towards telephone and web access), increased opportunities for self-help, shared procurement and more efficient service delivery.
- Better communication between partner agencies which will also increase public confidence that organisations are working together
- Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas
- Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent
- Measured performance data which can be used as evidence for meeting CAA criteria.

4. Strategic fit: the strategic case

4.1 Business Need

4.1.1 Objectives:

The objectives of Access Kent are:

- To enable customers to access the services they need to achieve a completed resolution, even if the transaction involves a number of different organisations. This includes improved signposting to ensure customers speak to the right person at the right time.
- To enable customers to achieve this outcome via any of the channels: telephone, web or face-to-face.
- In providing more choice to access, to enable and support take-up of web and telephone access, as well as promoting self-help within the Gateway setting. Currently the majority of customer contact is via web and telephone.
- To facilitate a seamless service for customers accessing services, whether they need to access services provided by different organisations, or via different channels. This will include ensuring that the customer doesn't need to repeat their details at each point of contact, and requires monitoring and accountability to prevent the customer needing to chase or repeat the enquiry.

4.2 Scope

The customer will always be at the centre of the Access Kent. It is critical that we involve customers in the decisions about the design and delivery of the programme from the outset. This should not only include participation from existing resources such as citizens' advice panels, but also illicit responses from hard-to-reach customers. This may involve some outreach work.

The programme will deliver a phased approach, so it might not include all public services in Kent and Medway initially, although the door is open to all. The programme will need to be scalable to enable more partners to come on board as appropriate. The programme will initially focus on public services and will enable the voluntary sector to participate. Working with the voluntary sector will be challenging as there are so many organisations, but we

recognise the contribution made by the voluntary sector and we want to add value to these services. There will also be a review of the private sector's contribution to consider whether there are opportunities for collaboration.

Access Kent will take a phased approach to service transformation. It will include public access through all three channels, face to face, web and telephone access. This will be achieved through a number of pilots, where we will seek to add value to existing projects in order to identify shared targets, business processes, performance measures and outputs.

The programme will build on existing systems, technology and process, it will not seek to start afresh or require partners to abandon systems.

Through working in partnership the programme may also involve joint procurement processes and joint training opportunities. The focus of this initially will be within the pilot projects in order to ensure business processes, quality assurance and performance measures are aligned and captured to enable the learning to inform future planning and delivery of Access Kent.

4.3 Contribution to Key Objectives

4.3.1 Access Kent contributes to the local agenda in the following ways:

- Kent Agreement 2
- Kent Partnership; *Vision for Kent: Kent people in partnership for a better tomorrow* (2006)
- *"The Kent Commitment" Statement of intent from Kent's Local Government leaders*
- Individual organisation priorities/business plans/annual plans

4.3.2 Access Kent contributes towards the national agenda in the following ways:

- National Indicators, in particular:

NI 14: Reducing Avoidable Contact

A key part of this is to ensure that “a one-council approach is taken and problems are seen from the customer’s point of view, even when they cut across existing organisational silos” – *Reducing Avoidable Contact, a guide to NI 14*

Measurements of NI 14 include:

- A – Unnecessary clarification by customer
- B – Avoidable contact caused by poor signposting
- C – Repeat contact with the customer having to pass on the same information
- D – Customers progress chasing
- E – Repeat contact after premature closure of previous contact

- Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

Although this report is based on central government, many of the findings are relevant to local government. There is a further report being written which will focus on local government and this report will also inform the business case when it is released.

- Sir Peter Gershon CBE; *Releasing resources to the front line: Independent review of public sector efficiency* (July 2004)
- Sir Michael Lyons; Lyons Enquiry into Local Government. *Place shaping: a shared ambition for the future of local government* (March 2007)
- Communities and Local Government; *Strong and prosperous communities: The Local Government White Paper* (2006)
- Help The Aged; *Towards Common Ground: The Help the Aged manifesto for lifetime neighbourhoods* (2008)

4.4 Stakeholders

Stakeholders potentially include:

Ashford Borough Council
Canterbury City Council
Dartford Borough Council
Dover District Council
East Kent PCT
Gateways
Gateway Advisory Board
Government Departments
Gravesham Borough Council
Kent and Medway Improvement Partnership
Kent Connects
Kent County Council
Kent Customer Service Network Group
Kent Fire & Rescue
Kent Partnership
Kent Police
Kent residents
Maidstone Borough Council
Sevenoaks District Council
Shepway District Council
Swale Borough Council
Thanet District Council
Tonbridge & Malling Borough Council
Tunbridge Wells Borough Council
Medway Council
Medway PCT
Members of Parliament
NHS West Kent
RIEP
Utility Companies (as appropriate)
Voluntary Sector

Through Kent Partnership:

Citizens Advice Bureau
Volunteer Bureau
Business Link Kent
Kent Invicta Chamber of Commerce
Saga
Natural England
Ashford Local Strategic Partnership
Kent Council for Voluntary Youth Services
Kent CAN
Creative Foundation
Pfizer
Sevenoaks LSP
Port of Dover
University of Kent
Federation of Small Businesses
Job Centre Plus
East Kent LSP
KEB
Kent and East Sussex Environment Agency
SEEDA
Land Securities Development
North West Kent Racial Equality Council
Voluntary Action West Kent
Learning & Skills Council
Dartford & Gravesham LSP
Churches Together in Kent
Kent Association of Local Councils
E Kent Partnership
GOSE
MORI and Chancellor University of Kent
Tonbridge & Malling LSP

4.5 Existing Projects for Development

- Gateways are providing the public with easy face-to-face access to public services. The Gateway offers a convenient public service access point in a retail-based location using the latest innovative technologies and strong partnerships working. The focus is on shaping services to fit around customers. There are currently Gateways in Ashford, Tenterden, Tunbridge Wells, Thanet and Maidstone, with further Gateways opening in Tonbridge and Dover this year.
- There is a pilot, Tell Us Once, funded by the Department of Work and Pensions, which is being trialled in Kent until March 09. This work will provide learning and evidence for the Gateway hubs. Further information about Tell Us Once can be found on page 35.
- KPSN has been established which enables all public sector organisations in Kent to be connected via a virtual network. Initially, the network is being used by KCC; Schools, Kent Connects, Canterbury City Council and Thanet District Council. In the longer-term this network will become a vehicle for delivering the ICT strategy.
- There is a project in partnership with four public sector agencies in France and fourteen in Kent which will undertake work to develop a greater understanding of customer profiles (MOSAIC) and using new technologies and techniques to understand local residents' needs. This is being funded by Interreg (please see below).

4.6 Funding Arrangements

- Some partners are already investing millions of pounds in Access Kent through normal business e.g. Estimated investment in Gateways by Districts and KCC is £4 million this year, with a further £4 million to be invested 2009/2010.
- KMIP have secured an additional £170k through RIEP in 2008/9 in order to provide some project support. This money is also being used to support existing projects. £300k will be coming from the region to KCC from RIEP.

- Further funding is being sought from a range of external funding streams, such as European money and government funding, by all partners.
- Funding has also just been secured through a joint bid under **Interreg IVa, 4.49 million euros** over three years to support the work to develop a greater understanding of customer profiles (MOSAIC) and the use of new technologies and techniques, similar to those applied by successful retail organisations such as Tesco. This is a partnership project with Kent and European partners.
- KCC is investing substantial funding (around £1.1 million in capital with an ongoing revenue investment of £240k p.a. running costs) to develop their website. This will include building capacity and resources within the team and improving the functionality of the website itself, to provide a more personalised and high quality customer experience. This work will be undertaken in conjunction with the Access Kent Programme to ensure that the investment will also benefit Access Kent by making available resources and expertise as required.
- Schools have already invested £6 million in KPSN, with a further investment of £5.3 million this year to extend to Corporate and Partners. A further £8 million p.a. will be invested in running costs.
- All organisations have made an investment in customer care through existing web/contact centre arrangements.
- Police and NHS are looking at investing more in telephone technology.

4.7 Constraints

Main constraints to this programme will be:

- This is an ambitious programme, but the approach must be SMART. We need to break the programme into manageable stages to ensure we deliver on promises and achieve objectives.
- The programme relies upon the commitment of partners from a variety of services across Kent. Positive endorsement has been received by many, but there may be some who cannot sign up to the early stages.

- Limited initial funding that needs to be spent over a short timeframe means focusing on quick-wins, initially, which will offer immediate ways to achieve outcomes. However, these projects also need to fit with longer-term requirements and need to be scalable, so that as new partners come on board and we are ready to build upon existing arrangements, the infrastructure will already be in place.
- Each of the partners will have invested substantially in IT systems, staff training, procedural guidance and infrastructure. This programme cannot seek to start from a blank page, but must build upon these systems and consider options that will enable the joint use of data, without replacing entire systems.
- The programme will involve a degree of knowledge and data-sharing. Partners will need to be willing to share knowledge and learning about existing projects, processes and systems to enable the programme to move forward.
- Data protection will also be a constraint. Sharing customer information will have legal and moral constraints which must be considered. Partners will need to be willing to look at how we can help each other, and what customer information it is necessary to share to enable this to happen. We need to be transparent with the public about what information is shared about people and why. However, Tell Us Once (please see page 35 for details) is a practical example of how this can work. Data protection will be addressed by the three-tier model currently in development.
- The programme needs to offer consistency in terms of quality of service regardless of the media for accessing the service. This will require performance measures to be aligned so that we are all reaching towards the same targets.
- The division of front-office and back-office roles needs to be clearly defined and there must be a consistency in this definition across different organisation. This will be constrained by a willingness to consolidate to one standard.
- Funding and resource allocation will also be a constraint.

4.8 Dependencies

- Learning from the Gateway hubs will contribute to the overall programme for Access Kent. This model needs to be researched and developed fully.
- Kent Connects will be the technology lead on the programme.
- First-year projects are funded by RIEP and must fulfil the funding requirements.
- There will be dependencies that will emerge between individual Access Kent projects and these dependencies must be managed and progress between projects communicated regularly.

DRAFT

4.9 Strategic Benefits

Benefit	Performance Measures	Benefits realisation
Greater choice for accessing services and more inclusive services as a result.	Measured by diversity questionnaire, customer surveys.	Realised through an increased range of options available to customers for accessing services with consistency of quality across all channels: web, telephone and face-to-face.
A single access point means it is easier for customers to access the right services at the right time.	Customer surveys, focus groups and citizens panels. Statistics relating to service take-up, particularly early intervention and prevention services. NI14 statistics.	Greater take-up of services, particularly prevention and early-intervention services.
Reduction in avoidable contact.	NI14 statistics, customer surveys.	Decrease in numbers of avoidable contact recorded.
Better knowledge/signposting to services that customers are entitled to. This will also mean a more holistic solution to more complex needs.	Customer surveys, referral information: website hits, mapping of customer journeys via telephone, web or within the Gateway to establish level of cross-referral.	Customer surveys, referral information: website hits, mapping of customer journeys via telephone, web or within the Gateway to establish level of cross-referral.
Faster response to enquiries/faster transaction times.	Enquiry data statistics.	Decreased times to resolve enquiries, based on enquiry types.

Greater participation in designing personalised service delivery.	Consultation work: customer surveys, focus groups and citizens panels. There needs to be a direct link made between what customers say and decision making. This needs to be reported on both organisationally and to Kent and Medway citizens.	Reporting customer feedback and how this has influenced service design.
Increased satisfaction and greater confidence in public services.	Customer surveys, focus groups and citizens panels.	Increased levels of satisfaction and confidence in public services reported through surveys.
Efficiency savings through channel-shift, increased opportunities for self-help, shared procurement and more efficient service delivery.	As outlined in the Gershon report. These savings can also be measured by undertaking SROI case studies and through statistics measuring take-up of services via telephone, web and self-help.	Realisation through increased social return on investment, increased take-up of services via web and telephone. See Appendix C for SROI example form Gateways.
Better communication between partner agencies which will also increase public confidence that organisations are working together	Customer surveys, NI14, referral data (increase in the number of positive outcome referrals)	Increase in positive outcome referrals. Increase in confidence in partnership working measured via customer surveys.
Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas	Measured by a baseline of number of staff trained to certain process levels (modelled on the agreed KCSNG Training Matrix)	Increased number of staff trained to certain process levels (modelled on the agreed KCSNG Training Matrix)

Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent	Measured through Kent Connects.	Reduction in procurement costs.
Performance measures for CAA	As per performance indicators	Speed and efficiency for reporting on CAA measures.

4.10 Strategic Risks

Initial risks are:

Risk Identified	Action
1) Partner buy-in	Engage and Involve partners
2) Funding	A number of funding options are being pursued for funding streams
3) Complexity of services	Implement programme in stages Clear mapping of services
4) Training	Clear mapping and detailed strategy
5) Data protection	Legal advice at relevant points
6) Accountability	Clear protocols and Memorandum of Understanding
7) Measurable benefits and outcomes	Clear guidance on measurement tools available, what can be measured and how, using existing wherever possible
8) Partners involved in Access Kent need to comply with the Government Connect Code of Connection (CoCo), or its ability to provide services that involve multi-agency working will be seriously affected.	All local authorities have been working to comply with the current CoCo requirements. It is expected that all will comply and services will be facilitated via KPSN and the aggregated connection. This risk is being monitored via Kent Connects.

There will be other risks and these will be recorded and managed through a risk log and exception reporting.

4.11 Critical Success Factors

The critical success factors are:

- A complete understanding of customer need.
- Reduced avoidable contact.
- Definition, Testing and Implementation of an improved telephone system for Kent.
- Definition, Testing and Implementation of an improved website, which will support customer transactions.
- Definition, Testing and Implementation of service hubs for Gateways.
- Evidence showing an increased Social Return on Investment as a result of joint working practices.
- Improved customer satisfaction as a result of the projects undertaken within the Access Kent programme.
- Engagement and Support of voluntary sector.

The critical success factors will be further developed as we move forward.

5. Projects

5.1 Project descriptions

The funding allocated to Access Kent from the Kent and Medway Improvement Partnership and the Regional Efficiency and Improvement Partnership will be used to add value to some existing projects, in order to achieve the first year deliverables in a cost-efficient way that will have maximum impact on improving services for the customer. Not all projects will receive direct funding – the Access Kent Advisory Board and Project Board will prioritise to achieve the maximum impact and outcomes. Other projects will be part of the Access Kent family and we will support them by sharing data, learning etc.

5.1.1 Gateway Hubs:

This project will support the development of Gateway ‘hubs’ – a model for delivering holistic solutions to citizens with complex needs in the areas of:

- Benefits
- Health and Independent Living
- Working and learning
- Safer Communities
- Greener Communities

The first-year funding will be used to undertake a mapping process specifically for Benefits Hub to establish common routes of enquiry through individual hubs and the resulting transactions required by the customer. It will also map the relationship between the providers in terms of customer information and the relationship between the hubs in terms of customer contact/referral to achieve maximum fulfilment/outcome.

The benefits hub model will then be used as a basis for developing similar solutions for other hubs and through web and telephone transactions. This work will be undertaken in year 2 and 3 of the programme.

5.1.2 Access Kent Search Engine Project

The aspiration is for a common search engine across all Kent councils and other services to provide quick access to public services, no matter which tier

of local government delivers them. An agreed system has already been identified and now needs to be defined, tested and implemented to enable:

- Visitors to any council website in Kent will be able to get quick access to public services and information without having to understand the different roles of each tier of local government.
- Joined up A-Z of services on each council website.
- Common approach to indexing and metatagging of content on all Kent council websites.

In year 2 and 3 of the programme this work will be developed and scoped to move towards a single web portal as a point of access to public services. The concept of the single portal is to take the role of a virtual advisor, intelligently guiding the customer through the information and services they need. The Gateway website is already embracing this concept by developing a 'Benefits portal' and is due to be released in early April.

5.1.3 Voice VPN project

Currently there is a BT Featurenet system which provides a VPN (Virtual Private Network) which allows the transfer of calls between sites without any call charges.

Kent County Council and all District Councils are connected to this VPN. Kent Fire & Rescue and Kent Police, Ashford, Margate and Tenterden Gateways, Mortimer House, Westview Care Home Tenterden, Westbrook Care Home, NHS Eversley and East Kent PCT (Brook House) are also connected.

Calls can be made or transferred to these sites by using a four figure prefix e.g. 7025 for a Swale DC number from KCC.

This project covers an additional basic connection to facilitate the upgrade of existing connections and provision of new connections to add all other Access Kent service partners to this VPN. This will enable:

- A cost-effective and quick way of ensuring that customers will be directed to the right place for help regardless of which organisation is responsible for the service.

- With a system in place we will be able to train staff to be able to manage an increased range of enquiry types.
- We can start to change perception and working practices among staff about how we interact with customers to improve customer service and ensure better outcomes.

In year 2 and 3 of the programme work will begin on a wider solution. ISG's 2008 MTFP Capital Project contains funding for a Unified Communications solution to replace all existing KCC voice solutions - including the FeatureNet VPN. Unified Communications is an industry term that applies to an integrated range of technologies and applications that together deliver:

- Voice solution providing a single contact number for each Member/Officer, whether via a single device or a centrally maintained call handling system
- Integrated calendaring to accurately notify callers of status i.e. in meeting etc.
- Universal voice conferencing
- Desktop video conferencing, universal if possible, but at least targeted at specific user groups
- A single numbering system applying across all participating organisations

To deliver partnership benefit the requirement will mandate that the solution be able to provide a common numbering system across all partners, and provide interfaces / capability to integrate with existing VoIP (Voice over IP – internet telephony) and Unified Communications deployments across Kent's public sector (some Districts Councils & Medway Council already have solutions). The intention is to create a framework contract with a "per seat" cost, enabling any public sector provider to join.

5.1.4 Collaborative Virtual Call Centre:

This project will initially focus on a partnership between 5 local authorities in the East Kent clusters. It will provide a single-point of contact solution to the telephony element of Council Tax transactions. This project is currently underway to enable local authorities in the East Kent Cluster to support each other during a period of high-volume call levels around council tax enquiries. The current project seeks to ensure Customer Service Advisors are trained to handle enquiries from any of the participating authorities. The system will automatically transfer calls to the partner authority call centre once call

volumes reach a certain level, this will improve the efficiency for each partner as:

- There will be a larger pool of CSA's available to handle the high volume.
- Call wait times will be reduced.
- Higher resolution of enquiries at point of contact.
- Increase in council tax collection rates.

Funding is needed to enable the project to map the new processes and have the technical specification for write back into the back office system of the participating authority. Although a technical specification and 'as is' process mapping has taken place, there is a gap that has yet to be filled for the following:

- A detailed technical specification for a 'write back' solution to each partners CRM/Back Office system, this will require the vendor to conduct a detailed onsite workshop and development specification which will take 10 days to complete.
- Process mapping for the 'To Be' processes across the partnership. A specialist consultancy company would be commissioned to assist with this by facilitating a workshop with all involved partners and assisting with the development of the 'to be' process maps.

5.2 Phase 1 Project Delivery

Project	Delivery host	Responsible Lead	Dependencies
Gateway hubs	Gateways	Jane Kendal	Interreg Web search engines East Kent virtual call centre
Web Search Engines	Kent Connects Web Managers Group	Tracy Gleeson	Gateways
Linking telephone systems by extending Featurenet	ISG	Russell Chidwick	East Kent Virtual Call Centre
Unified Communications - VoIP	ISG	Brian Tayler	East Kent Virtual Call Centre
East Kent VCC	East Kent Virtual Call Centre	Cathy Eastwood	Gateways
ICT Strategy	Kent Connects	Debbie Wisdom	Gateways

5.3 Project timelines

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Gateway Hubs											
<ul style="list-style-type: none"> • Mapping process for the existing transactions for Benefit Hub, and the interactivity between hubs. • Scope requirements of benefits hub and identify partners to deliver solutions. • Remodel business processes. • Agree model of core data capture and shared referral framework. • Link model to performance measurement required under LAA. • Begin collating data on social return on investment specifically relating to benefits hub. 											
<ul style="list-style-type: none"> • Continue collating data on social return on investment. • Identify single system for recording customer data based on previous performance framework. • Needs analysis and commission training of customer service and back-office staff to deliver services via the hub model. • Implement benefit hub pilot in Maidstone by September 2009. • Review and refine methodology. • Extend pilot to two further locations. 											
<ul style="list-style-type: none"> • Review and refine. • Roll-out across Gateway network. • Develop methodology for wider application to other Gateway service hubs. 											

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Web											
<ul style="list-style-type: none"> • All Kent Connect partners provide access to existing Kentwide A-Z search on their websites. • Begin scoping exercise to capture requirements for enhanced Kent-wide search. 											
<ul style="list-style-type: none"> • Complete scoping exercise • Select preferred option • Report back on options • Test and implement new improved Kent-wide search 											
<ul style="list-style-type: none"> • Web portal options appraisal, looking particularly at a single web portal. • Scoping exercise • Report back on options and get agreement from Access Kent board and others • Implementation of single web portal 											

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Telephony											
<ul style="list-style-type: none"> Map existing systems and upgrade requirements. 											
<ul style="list-style-type: none"> Identify connections that need to be set up. Purchase hardware/software and complete roll-out of VPN connections and upgrades across Kent service partners. Testing phase Staff training and promotion of service internally 											
<ul style="list-style-type: none"> Capture user requirements for VOIP Procure solution Implementation of VOIP Testing phase Staff training and promotion of service 											

5.4 Workstreams

5.4.1 ICT:

This workstream will develop an implementation plan to provide solutions to the technological requirements that will support the each of the first year projects. The plan should underpin all of the other work to ensure that any technological solutions purchased are scalable and able to incorporate the needs of new partners as necessary.

- **Face to Face:** working with the technology needed to underpin the Gateway hubs and local authority front-offices and for the Customer Relationship Management systems to ensure they offer consistent solutions to information sharing between all partners, current and future.
- **Telephony:** working with the telephony systems to find solutions to enable customer call handling to be shared across the county and to give consistent responses. This will enable the customer service assistant to access the relevant information to complete transactions, and can then release information about the resolution of the enquiry back to the relevant partner.
- **Web:** to ensure customers have a consistent experience when accessing services via the web. This will be flexible enough to grow as new partners are involved and the scope of the work widens. We will support personalised access via this channel to enable customers to personalise access to services via the web through subscriptions and alerts.
- A major piece of work will be to identify options for the linking of partner CRMs in order to support the CRM workstream.

5.4.2 Customer Relationship Management Software

The SNEN 101 project (telephone-based access) identified some connectors which allowed the interchange of basic information between various CRMs. Gateways (face-to-face access) have also identified similar systems. Using this research as a basis, the CRM work will enable existing systems, which partners have already invested heavily in, to share information. This will support the management of customer enquiries and transactions for all three

channels: web, telephone and face-to-face. The work that has already been done will be developed to support telephone and face-to-face channels and to establish a system to support CRM interchange required for web-based enquiries.

5.4.3 Single Customer Record

To be defined following meeting end February.

5.4.4 Communications and Engagement

The communications and engagement workstreams will involve setting up systems and procedures for communication with stakeholders in Access Kent. This will include:

- Consultation work with Kent and Medway residents
- Providing an information network for projects to communicate progress and work together
- Providing information for the Access Kent Programme Board
- Publishing information for wider stakeholders
- Marketing to key stakeholders to share learning and celebrate success

5.5 Opportunities for innovation and/or collaboration with others

Opportunities identified by the seminar that took place on the 19 December have been collated by OPM in a short report Include:

- **Develop a communications strategy and improve the style and speed of communication/information given to staff and members of the partnership, including a roadshow.**

Staff at all levels have a lot to learn about this exciting and innovative programme and they can be instrumental in selling it within and outside their own organisations if they feel well informed. Improved and faster communications will improve the consistency of message, break down barriers and will allow all partners to feel they are participating fully in the programme, promoting engagement and ownership. It will also help champions to come forward and enable them, once appointed, to fully engage with others helping to promote responsibility for the programme across and within all partner organisations at all levels.

- **Publish evidence for the projected savings and outcomes of the programme that can be shared internally and externally in order to facilitate discussions about improvements that will be achieved.**
 Providing the evidence driving the programme will help gain understanding of, confidence in and greater engagement with the programme, improve outcomes and increase staff and customer satisfaction. Sharing this with a wider group of stakeholders will bring more people on board widening the potential of the programme and increasing likely improvements. It will also ground the programme in the reality of the current economic climate where savings are more important than ever.
- **Appoint champions as quickly as possible from within and outside the existing networks.**
 Appoint widely from across the full range of stakeholders and ask for volunteers from individuals who are enthused and motivated by the possibilities of the programme. There needs to be a mix of individuals: members, Chief Officers, frontline staff, members of the public, third sector representatives and some of these must be decision makers as well as influencers. The champions can also help to celebrate successes past, present and future and aid learning from what has already been achieved.
- **Develop and communicate a risk strategy and data protocols and a single set of 'internal' policies for example, technology, HR, data protection ICT**
 Each partner needs to have a full understanding of the risks associated with the programme and there needs to be a shared risk strategy for the partnership increasing confidence and trust. Developing a set of 'internal' policies and protocols can be very empowering for individuals and are essential to start joint working.
- **Engage and involve the public at each and every stage of the programme particularly around developing priorities for the programme.**
 This complex programme needs to be shared with customers at the earliest opportunity so that they see it as part of a solution they have arrived at for issues and problems they identify with rather than something that is being imposed upon them. It will also assist with communicating the increased value for money anticipated from implementation of the programme. Use of a range of media, such as

web based, print and voice media will reach out across age and social groups.

- **Build on existing strengths in service delivery and projects such as that of Kent CC and the NHS for adults' social care and make linkages between new improvement/business transformation projects.**

Building on existing strengths and projects helps to connect work already undertaken, improves learning and evaluation of projects and can lead to a greater understanding of what customer requirements are. Sharing the learning values staff and again motivates them to be involved in a major new project. Building in new projects makes it more likely early delivery under the Access Kent banner.

- **Identify some quick wins to put in place within the next 3 months to maintain momentum and motivation.**

This motivates members, staff and the public and will start to open minds and hearts to what is achievable for the programme long term. Putting in place a short life group to manage this (see recommendation 9 below) will enable a shared sense of ownership.

- **Put in place some short, medium and long term champion task groups to take forward the specific ideas that were put forward at the workshop.**

These could include staff at all levels, external partners and the public. Short life working groups can be very task oriented and so are ideal for quick wins, like putting in place a communications strategy. Medium life working groups can undertake some of the initial investigations necessary for bigger pieces of work such as staff training, internal protocols and long term working groups would be needed to oversee work such as a virtual gateway.

- **Repeat the workshop with mixed groups of staff across all partnership organisations to test outputs.**

This could be facilitated by champions and would engage a new group of staff who can cascade information throughout the partnership in a low cost, effective way.

Please see Appendix D for further information from the seminar.

6 Achievability

6.1 Evidence of similar projects

Sourced from Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

- Seven councils in Worcestershire have developed and delivered the Worcestershire Hub, which comprises a Web portal and a network of seven customer service centres supported by telephone contact centres. The Hub provides citizens with coordinated access to District and County Council services as well as those of a number of partner organisations. Implementing a single access number as a first point of contact has helped reduce calls to the Hub's Carer Services Department by 70 per cent, allowing key resources to focus on the most important cases.
- Cardiff Council has set a target of resolving 80 per cent of all customer calls at first point of contact. Today the Council is achieving 89.9 per cent.
- Leeds City Council has started using a digital pen to increase worker mobility. The pen is very light and 10 times cheaper than a tablet personal computer. Staff can now fill in printed forms at a citizen's residence using the pen, which transmits the data via Bluetooth to their mobile phone through to the central database. This removes the need to return to the office to enter the data manually on a desktop computer.
- The Home Office, working with local councils and police, has held trials for a single non-emergency number in three areas (Cardiff, Hampshire and Northumbria). A phone number was available on a 24-hour, seven days a week basis. These trials suggest 101 may improve access to specific types of community support services. [The Home Office made a decision not to continue to directly fund the live 101 operations. However, Sheffield City Council recently approved plans to fund the continuation of 101 for Sheffield. Cardiff and Hampshire & Isle of Wight are also continuing with the 101 service, evidencing its success in

these areas].

- In the Department for Transport, the introduction of electronic vehicle licensing has provided a self-service facility for vehicle owners, working in cooperation with MOT private providers and insurance services. The Department is also now offering the capacity to apply for provisional driving licences online, supported by the use of identity data from the Identity and Passport Service. This is a welcome first step on the road to one department using the identity management information available to another to provide a better service to the public.
- The National Health Service (NHS) provides NHS Direct, a 24 hour confidential telephone, online and interactive digital television health advice and information service. It provides guidance on which healthcare provider the caller should access and when. Nurses give advice on how to manage an episode of illness or long term condition at home. Health Information Advisors can provide information on a wide range of medical conditions, treatments, medicines and NHS services and can provide guidance on NHS policy and procedures.
- The Pension Service has explored new ways of delivering front-line services, significantly refocusing customer contact and converging over 500 local office sites into a small number of more successful contact centres providing telephony rather than face-to-face services (25 centres at March 2006). A key aspect has been working with intermediaries, including from the third sector, to improve customer service.

In addition to the projects above identified in Varney's report, there are some existing/previous pilots in Kent:

- **Tell Us Once** pilot: A Department of Work and Pensions project "**Tell Us Once**" has just begun in Kent with KCC, Ashford, Maidstone, Tunbridge Wells, Dover and Thanet. This is government funded and is a direct result of the Gateway project. This project enables the citizen to register a death and then allow public sector organisations to notify each other automatically, without the resident then having to contact each organisation separately themselves.
- Kent and Medway 101 project: Work was begun on the delivery of a 101 service to the residents of Kent and Medway. This service was a 3-

digit phone number people could call as a single point of access to all non-emergency community safety and anti-social behaviour services. Substantial work went into the planning to establish this service and it will be important to take any lessons learned on board. This project also undertook substantial research and mapping work which can be built upon rather than duplicated.

Information, knowledge, lessons and work from these projects will inform Access Kent. It is not a Greenfield site.

6.2 Organisational Structure and Programme roles

6.2.1 Roles

Colin Carmichael (Canterbury City Council) and Peter Gilroy (Kent County Council) are the two Chief Executives championing this programme. A Partnership Board has been established to take this forward and reports to Colin and Peter. This is chaired by Tanya Oliver (KCC) and has senior representatives from NHS PCTs, Fire, Police and Medway Council. District/borough council representatives have been put forward by Kent Connects and the Kent Customer Services Networking Group (Canterbury and Sevenoaks) and other district/borough council representatives have been selected as a result of their commitment to the programme (Maidstone, Tunbridge Wells, Dover and Thanet). All partners have a commitment and responsibility to feedback to those partners not physically present at the meetings through existing channels as well as to their own organisations.

The programme will be championed by Kent Partnership, Gateway Advisory Board and Kent and Medway Improvement Partnership. Kent Partnership has endorsed Access Kent at their meeting in December, and the programme will be one of their main themes to focus on in coming years. The Gateway Advisory Board has also endorsed the programme and will support the programme to move forward.

Some funding (£170K phase 1, plus £300k phase 2) has been secured for the initial phase of the programme from Kent and Medway Improvement Partnership and RIEP. This funding will be used to finance programme support and to enable partners to develop existing arrangements within their organisations in order to implement the first year projects.

This Project Board will provide updates to the Kent Partnership, Kent Public

Service Board, Gateway Advisory Board, Kent and Medway Leaders and Chief Executives and the Kent and Medway Improvement Partnership (KMIP).

6.2.2 Governance

The Gateway Advisory Board will become the Access Kent Advisory Board and will extend its governance over the Access Kent Project Board. The Project Board will also report into Colin Carmichael on behalf of the KMIP work being undertaken, and Kent Partnership on progress and partnership issues. The Governance structure is shown in the diagram below. Membership of each of these groups is as follows:

6.2.3 Gateway Advisory Board (To become Access Kent Advisory Board)

Peter Gilroy, Kent County Council (Chair)
Colin Carmichael, Canterbury City Council (Vice Chair)
Andrew Scott Clark, Eastern and Coastal Kent
Bonny Malhotra, Citizens Advice Bureau
David Willis, Dover District Council
Des Criley, Communities, Kent County Council
Donna Reed, Thanet District Council
Mandy Wynne, Volunteer Bureau
Jane Kendal, Gateways
Steve Griffiths, Kent Fire and Rescue Service
Julia VanRuyckevelt, West Kent PCT
Lynne Selman, Eastern and Coastal Kent
Neil Jerome, Kent Police - Partnerships and crime reduction
Melodie Macnamara, Job Centre Plus
Meradin Peechey, Public Health
Peter Brook, Gateways
Simon Webb, Children, Families and Education, Kent County Council
Steve Leidecker, KASS Directorate, Kent County Council
Tanya Oliver, Chief Executives Department, Kent County Council
Tony Bartlett, Business Link Kent
William Benson, Tunbridge Wells Borough Council
David Pettford, Chief Executive of Maidstone Borough Council

6.2.4 Access Kent Project Board

David Willis, Dover District Council
Donna Reed, Thanet District Council

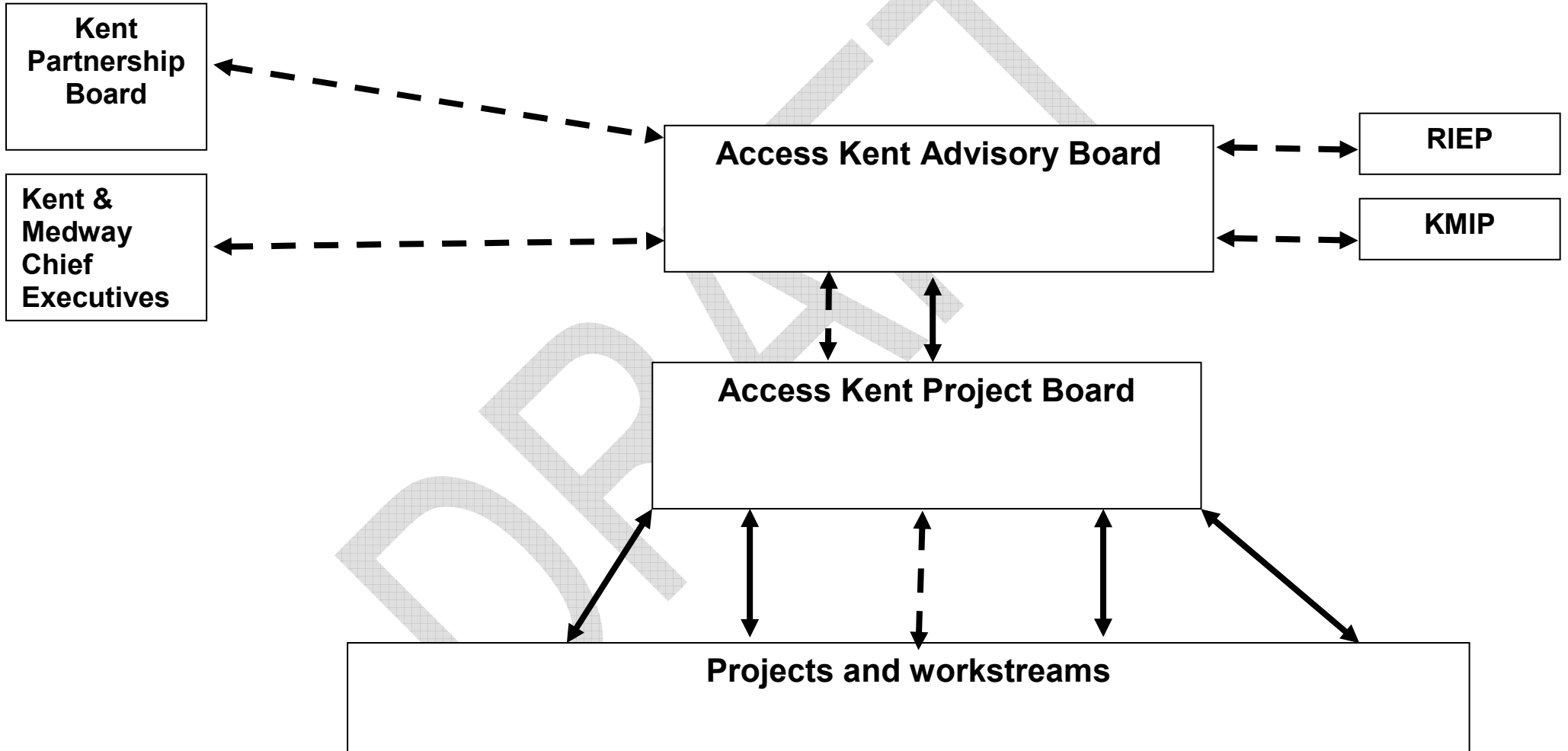
William Benson, Tunbridge Wells
Tanya Oliver, Kent County Council (Chair)
Julia Ross, West Kent PCT
Julia VanRuyckevelt, West Kent PCT
Jane Kendal, Kent County Council
Paul Taylor, Maidstone Borough Council
Debbie Wisdom, Kent Connects
Brian Hatt, Sevenoaks District Council
Cathy Eastwood, Canterbury City Council
Martin Garlick, Medway Council
Jeff Wallbank, KPSN Manager
Karen Honey, Project Manager KMIP
Becky Humphries, Kent Police
Carol Drake, Kent Police
Caroline Davies, East Kent PCT
Sandra Michael, Kent Fire and Rescue Service
Mark Cobb, Kent County Council
Mark Scott Clark, Kent County Council
Andy Cole, Tunbridge Wells District Council
Russell Chidwick, Kent County Council

6.2.5 Kent Partnership

Ann Barnes – Chair, Kent Police Authority
Andrew Bowles – Leader - Swale Borough Council/Chairman Swale LSP
Roy Bullock – Leader, Tunbridge Wells Borough Council/Tunbridge Wells LSP
Jim Cameron – Group IT Director, Saga
Rob Cameron – Natural England
Paul Carter – Leader – KCC
Paul Clokie – Ashford LSP
Barry Clout – Kent Council for Voluntary Youth Services/Chair Kent CAN
Ian Craig – Children Families & Education, KCC
Roger De Haan – Chairman – Creative Foundation
Dr Annette Doherty, Senior Vice President, Pfizer/*Kevin Charles*
Bill Feeley – Chief Fire Officer – Kent Fire & Rescue Service
Peter Fleming – Chairman, Sevenoaks LSP
Michael Fuller, Chief Constable, Kent Police/*Matthew Nix*
Graham Galpin – Director, Kent Invicta Chamber of Commerce
Christopher Garland – Leader, Maidstone Borough Council/Chairman
Maidstone LSP
Peter Gilroy – Chief Executive, KCC
Bob Goldfield – Chief Executive - Port of Dover

Professor Julia Goodfellow – Vice Chancellor, University of Kent
Roger House – Regional Chairman - Federation of Small Businesses
Sarah Kennett – Job Centre Plus
Stephen Kingsman – Chairman, East Kent LSP
Megan McKibbin - Executive Director – KEB
Brendan O'Connor – Interim West Kent PCT representative
Sir Graeme Odgers – Chairman - KEB
Meradin Peachey – Director of Public Health
Andrew Pearce – Area Manager, Kent and East Sussex, Environment Agency
Steve Phoenix – Chief Executive, West Kent PCT
Susan Priest – Area Director for Kent & Medway, SEEDA
Robyn Pyle – Director - Land Securities Development
Leyland Ridings – Cabinet Member, Children Families & Educational Standards, KCC
Richard Samuel – Chief Executive, Thanet District Council
Dev Sharma – Kent Director - North West Kent Racial Equality Council
Caroline Shaw – Voluntary Action West Kent
David Smith – Area Director, Learning & Skills Council
Mike Snelling – Leader, Gravesham Borough Council/Chairman, Dartford & Gravesham LSP
Colin Tomson – Chairman, Eastern & Coastal Kent PCT
Bishop Stephen Venner – Bishop in Canterbury/Churches Together in Kent
Paul Watkins – Leader - Dover District Council / E Kent Partnership
Nigel Whitburn – Kent Association of Local Councils
Yvonne Wilson – LSP Manager, Medway Council
Di Woolloff – Area Lead for Kent and Medway, GOSE
Sir Robert Worcester – Founder, MORI and Chancellor University of Kent
Mark Worrall – Chairman, Tonbridge & Malling LSP

6.2.6 Access Kent Structure Chart



Key:



Lines of communication



Workstreams and progress reporting

6.3 Procurement Strategy

To be developed with detailed phase 1 programme plans but will conform to relevant local, national and EU procurement regulations.

6.4 Programme Plan

Draft timescales are as follows (draft timescales to be amended once programme plans have been agreed):

Phase One – Oct 2008-March 2009

- Vision statement agreed (December)
- Partner seminar delivered (19th December)
- Business case completed (March 2009)
- Scope and map existing projects and share any briefs, business cases, PIDs
- Identify all quick wins
- Implement support for existing projects
- Risks and issues
- Mapping exercise through Kent Finance Officers of expenditure on access. This will inform outcomes and savings on a ROI basis
- Engage with all partners and gain informal support from those willing to be part of the project
- Develop a Memorandum of Understanding (on lines of Gateway MOU) and gain formal sign-up for those partners wishing to proceed formally (March 2009)
- Share existing performance data and develop common performance indicators, linking with Kent Commitment, LAA, existing public sector indicators etc not creating new ones.
- Training plan developed (linking with Workforce Development project Medway are leading on)
- ICT delivery plan developed

Phase Two – April 2009 – Sept/Oct 2009

- Draft and agree a Customer Promise
- Monitor progress
- Communication and engagement plan – internal & external
- Funding plan developed for longer-term
- ICT delivery plan implemented for phase two “go-live”
- Training plan implemented for phase two “go-live”
- “Go-live” – transferring calls directly between agencies, optimising search facilities between websites, increased first-contact resolution whatever agency contacted, fewer contact numbers and websites within individual organisations, increased self-help via websites and website transactions
- Gateways continue to open
- Revisit business case and update where appropriate
- Option for other partners to sign up to Memorandum Of Understanding
- Single-customer record scoped

- Scope phase three

Phase Three – Nov 2009 – Oct 2010

- Upscale services delivered in phase two as training and technology allows
- Single customer record developed
- Gateways continue to open
- Go-live of a single Access Kent contact number – partnership of the willing (Oct 2010)
- Go-live of a single Access Kent portal – partnership of the willing (Oct 2010)

6.5 Contract Management

To be developed with detailed phase 1 project plans

6.6 Risk Management Strategy

To be developed with detailed phase 1 project plans.

6.7 PIR/s and PER

To be developed with detailed phase 1 project plans.

6.8 Contingency Plan

To be developed with detailed phase 1 project plans.

Appendix A: Cost Analysis of Access via Web, Telephone and Face-to-face Access

The following table was taken from research undertaken by the Socitm Insight Channel Value Benchmarking Service in 2008. The costs show results from a benchmarking exercise to understand key performance indicators across web, telephone and face-face access for customers. Seven councils took part including London Boroughs, District Councils and Unitaries from England, Scotland and Wales.

Channel		Min	Max
Phone	Overall cost	£0.3m	£8m+
	Volume (Average monthly calls)	7, 873 = 4% of local pop	124,964 calls = 49% of local pop
	Cost per user	£1.28	£5.57
	Net satisfaction	89%	99%
Web	Overall cost	£0.1m	£0.5m
	Volume (Average monthly calls)	41,924 = 11% of local pop	389,389 = 24% of local pop
	Cost per user	£0.22	£0.56
	Net satisfaction	48%	49%
Face-to-face	Overall cost	£0.5m	£4.8m
	Volume (Average monthly calls)	4,782 = 2% of local pop	62,274 = 23% of local pop
	Cost per user	£4.83	£9.62
	Net satisfaction	80%	95%

Appendix B: Detailed Analysis of Contribution to Key Objectives

Access Kent contributes towards the national agenda in the following ways:

National Indicators, in particular:

NI 14: Reducing Avoidable Contact

A key part of this is to ensure that “a one-council approach is taken and problems are seen from the customer’s point of view, even when they cut across existing organisational silos” – *Reducing Avoidable Contact, a guide to NI 14*

Measurements of NI 14 include:

- A – Unnecessary clarification by customer
- B – Avoidable contact caused by poor signposting
- C – Repeat contact with the customer having to pass on the same information
- D – Customers progress chasing
- E – Repeat contact after premature closure of previous contact

Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

“The history of public services has led to departments or agencies focusing on the supply of specific products rather than taking a citizen or business-led approach. Departments’ and agencies’ services are all developed independently of each other. It is leaving the citizen or business to join up all the public service island economy to meet their needs.”

- Where face-to-face services continue to be provided, there is clear evidence that citizens would prefer the opportunity to resolve a range of queries in one place and with one contact.
- Engage citizens and businesses more fully in the design and delivery of public services, establishing principles that underpin a coordinated multi-channel approach to government delivery and a move to making e-services the primary channel for information and transactional services
- There is an opportunity to coordinate services more directly around the needs of citizens and businesses and to deal with more problems at the first point of contact.
- There is the opportunity for government to move to a joined-up model for delivering government services online that focuses on the needs of citizens and businesses.

- It is often the most vulnerable citizens who have to do the most joining-up between the public service islands and much of it could be avoided with more collaborative service delivery
- Efficiencies could be gained by improved performance and coordination of front-line services and reducing duplication of business processes through shared use of an identity management system.
- Over the longer term, further efficiencies and service enhancements could be made by reducing back-office functions that would no longer be required.
- Make service delivery boundaries less visible.
- Issues should be resolved at first contact.
- Reduction in estate through joined-up service provision.
- Try to identify patterns of transactions across channels, not just the cost of separate contacts and try to estimate the hidden cost of channel error and demand caused by failure.
- Identify realisable savings in terms of both contact and cost (for both yourself and the citizen or business) through end-to-end, cost-to-serve, and “customer journey” analysis.
- Recommendation to increase the proportion of effective mobile services.
- Recommendation that the public sector should explore the scope for a single access number nationwide for all non-emergency public services, to provide a complementary support for 999.
- The establishment of performance indicators and targets for contact centre operation based around the objective of at least 25 per cent reduction in costs by the end of the 2007 CSR, which could include:
 - 80 percent of contacts made by citizens or businesses to be resolved on first contact;
 - 50 per cent reduction in avoidable contact;
 - reducing the number of information requests handled by telephone by 50 per cent;
 - making the Web the primary access point for all simple information and advice requests;
 - converging all public sector telephony charges to a single tariff; and
 - requiring all sub-200 seat contact centres to share their service with others;
- Public service contact centres seek to better coordinate services around common citizen and business themes, starting with a single contact service for change of circumstances
- Improvement in managing a core set of identity information such as name, address, date of birth and a reference number.
- Focused improvement in public service delivery supported by more data sharing.
- Cross-government use of existing assets
- Extending lessons for the development of a cross-government business identity system.

Sir Peter Gershon CBE; *Releasing resources to the front line: Independent review of public sector efficiency* (July 2004)

- Significant investment in information and communications technology (ICT) by both central and local government
- The development of a joined-up approach to human resources (HR) back office functions within central Government
- The use of e-enabled channels for the provision of information and delivery of services to the public
- Deliver efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and call centres.
- Achieve high levels of take-up of e-enabled transactional services by appropriate customer groups.
- Greater awareness of the needs of different customer groups as well as greater understanding the costs of serving customers via different channels.
- Realise the potential of e-government to provide joined-up services across government and improve service delivery by involving third parties.
- Efficiencies include: additional outputs for the same level of input; improved ratios of output per unit cost of input.
- Local government target to deliver efficiencies of 2.5 per cent a year over the three years of the 2004 spending review period (£6.45 billion by 2007-2008).
- Support for innovative projects for authorities to share back office functions with other authorities and the wider public sector

Sir Michael Lyons; *Lyons Enquiry into Local Government. Place shaping: a shared ambition for the future of local government* (March 2007)

“In their forward planning, local authorities should look further ahead than even the ten-year time frame of the community strategy; making best use of intelligence and evidence of future trends; engaging local partners, businesses and residents in a debate about the long-term aspirations for the area; and focussing their performance management on outcomes.”

- Clearer accountability over who is responsible for what
- Greater flexibility, both over finances and to enable local government to manage local services in response to local needs
- Local authorities also have the potential to use their purchasing power and long-term perspective to shape markets, and to use their ability to engage with citizens and service users in the design and delivery of services. This would allow them to take advantage of the potential of co-production to deliver better outcomes and greater efficiency.
- There are strong and compelling arguments for Local Government as a device for allocating public resources and effort efficiently and effectively to secure the well-being of citizens. There must be the

capacity for collective action and choices about the use of public revenues.

- Local authority should have a role in representing the community interest and influencing services.
- The efforts of all agencies must be focused on the outcomes of greatest importance to local people
- Local authorities to focus on a sense of place, to enable services to be tailored to the needs of a local area. Innovative local solutions may be necessary.
- Local authorities should ensure that their overall approach to efficiency:
 - Places a value on outcomes in terms of their value to the local community
 - Values the additional inputs generated through co-production

Communities and Local Government; *Strong and prosperous communities: The Local Government White Paper (2006)*

- Unified service delivery models with service users having no need to understand whether the county, district or other service provider is responsible
- There are significant opportunities to improve the quality and efficiency of services by joint working.....at a regional or national level. We want all local authorities to unlock these potential benefits by delivering more services in collaboration with each other....
- It will also be important for councils to develop new models of working, which should also involve collaboration between councils and other public bodies, if they are to achieve ambitious further efficiency improvements.
- Our vision is of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them.

Help The Aged; *Towards Common Ground: The Help the Aged manifesto for lifetime neighbourhoods (2008)*

- Basic amenities need to be within reasonable reach, inc. money, healthcare, shops etc.
- Information and advice – Good advice and information on everything from social care to local volunteering are essential for older people's well-being.
- Age equality – services designed for all. 'Social model of disability', which holds that it is not people who are disabled but environments that are disabling.
- Local amenities and post offices are a lifeline for older people.
- LinkAge Plus pilots – partnership working to provide older people with access to a wide range of more joined-up integrated services.
- Many public bodies have moved information and services exclusively online, yet only 29 percent of older people have ever used the internet.

- Call on government to commit to a joined-up strategy on information, advice and advocacy, with a focus on helping people to use their rights and to take control of the services they use.

Access Kent contributes to the regional agenda in the following ways:

Kent Agreement 2:

“This Local Area Agreement is part of a journey towards greater local autonomy for public services... the LAA is also about changing relationships and ways of working. In three years time we will therefore expect to see public services not only performing better, but also which have the scope for variety and innovation, and which are empowered to do things differently and to take well-managed risks.”

The Kent Agreement ties closely with Access Kent as it acknowledges the need for better public access, more efficient use of resources and partnership working to achieve its targets. It is divided into 8 themes, all of which Access Kent will support, in particular:

- Working together to help people, especially those who have not worked for a long time, gain the skills and confidence to re-enter the workforce
- Working together to give co-ordinated support and advice to individuals on how to set up in business and help small businesses grow
- Improving access to services and facilities
- To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services.
- To promote and improve the health of Kent’s residents and reduce health inequalities by addressing variations in health across the County

Kent Partnership; *Vision for Kent: Kent people in partnership for a better tomorrow (2006)*

- Ensure that services meet the needs of new and existing populations
- Improving public access through multi-agency provision and web technology
- Opportunities for all, equality of opportunity for all, maintaining a work/life balance and reducing stress, work as the best form of welfare (especially for people with disabilities or mental health problems).
- Need to work across Health, KCC, District Councils to ensure that health and social care services are accessible
- **Promote healthy lifestyles, positive behaviour and relationships, respect for equality and diversity, moral, emotional and spiritual development and environmental awareness**
- **Involve service users in the design of future service provision**
- Keeping Kent moving through access to health and social care services that reduces the need to travel.
- Stronger and safer communities strengthened by a partnership approach in which communities work together with public services

- Adhering to the principles set out in the Kent Compact to create a framework for positive change and a proactive relationship between partners and the voluntary and community sectors
- Increasing the capacity of local communities so that people are empowered to participate in local decision-making and in delivering services

“The Kent Commitment” Statement of intent from Kent’s Local Government leaders

- 5 An excellent customer experience for all the people of Kent who use local government, with fair, simple and equitable access to services and improved satisfaction rates.
 - An ambitious project of cost reduction, so that cost savings are driven out of the opportunities for 13 councils to work together in Kent through sharing best practice, best providers and common infrastructure.
 - In deciding upon priorities, we will build upon the diversity of Kent to find a range of solutions which work for individual councils and individual areas of the county.
 - All councils will explore the potential to share services.

DRAFT

Appendix C: Social Return on Investment example: Skills Plus in the Ashford Gateway

The example of Skills Plus demonstrates how proxy data and data provided by the service user can be combined to delve deeper into the social impact of an organisation.

GW 2: Ease of service take-up within Gateway environment

- The year prior to entering the Gateway 190 students were registered
- In 2007-2008, 559 students registered (of these 50 have withdrawn)
- So the **outcome** is 509 students registered on courses in the Gateway
- The **impact** = 509 – 190
- = **319 more students registered on courses**
- In previous years an average of 22% of students were previously unemployed which would equate to **70 students in 2007-2008**
- Studies have shown that approximately 2/3 of previously unemployed students found work as a result of undertaking Level 2 and Level 3 qualifications (Learning and Skills Council), **which would equate to 46 students in 2007-2008.**
- Average wage: After Level 2 = £8.80ph; Level 3 = £10.40ph;
 - average = £9.60ph
 - » **£18,500p.a. (est.)**

Individual	Civic
46 x £18,500 = £ 851,000 - (Tax + NI)	National Insurance contribution (11%) = 46 x £2035 = £93,610
	Tax (20%)=46 x £3,700= £170,200
TOTAL: £ 587,190	TOTAL: £110,810

Skills Plus input breaks down to:

- **£63,852 – staff wages**
- **£2,515 exam fees and admin**
- **TOTAL = £66,367**

$$\text{SRoi Ratio} = (587,190 + 110,810) : 66,367 = 11:1$$

The example above demonstrates how for every pound spent by Skills Plus, there is a return of £11.00

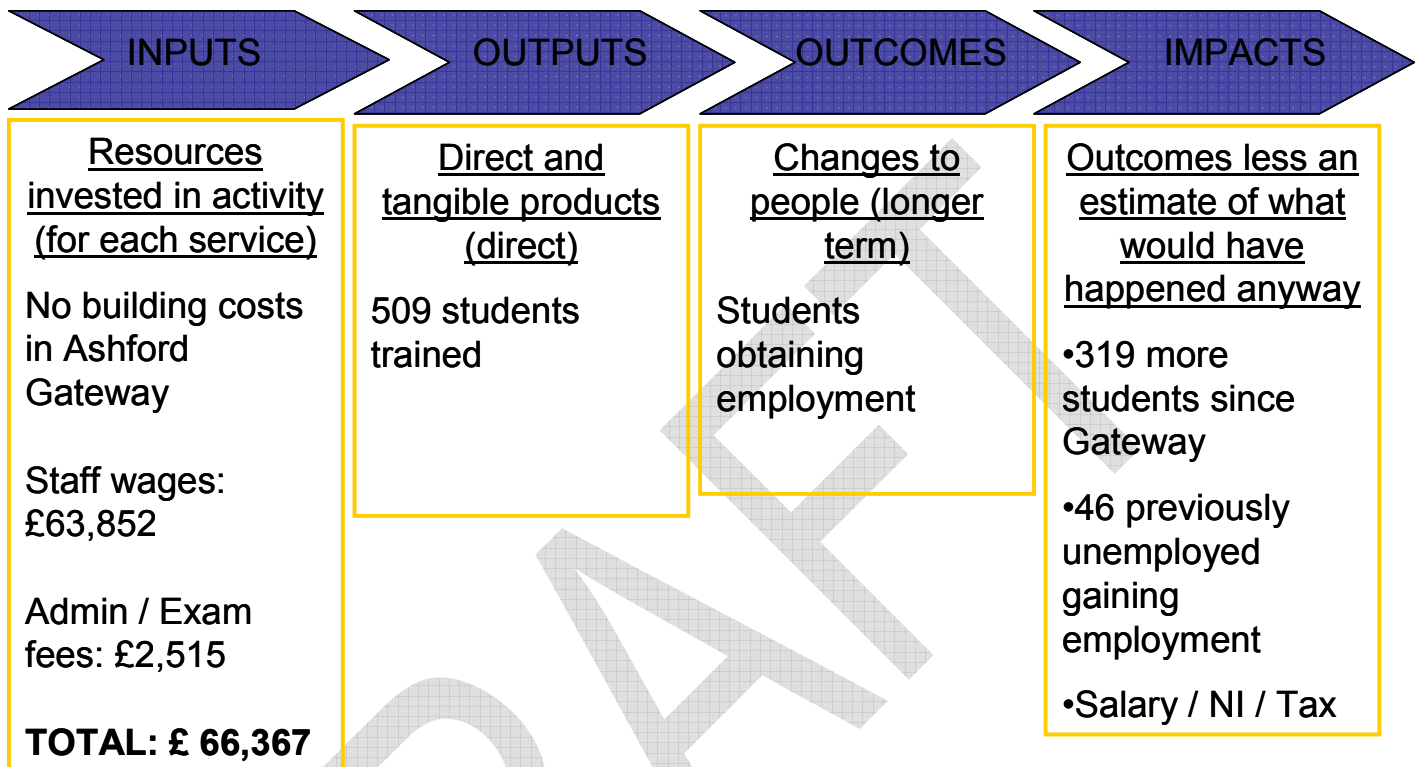


Figure 7: Impact map of one aspect of Skills Plus' SROI

This is using just a single example of students gaining employment through training. Skills Plus could include a variety of other measures to look into their social impact such as:

- It is known that the average wage prior to qualifications is £7.10 per hour. After Level 2 this increases to £8.80 and after Level 3 it increases again to £10.40. By looking into the qualifications gained by Skills Plus students, the impact of an increase in wages could be determined.
- Through employment and increasing wages, more capital can be brought into the local economy which can be spent on goods and services and this increases VAT receipts and economic vitality of the area
- In the long-term children of people in manual jobs with Level 2 or above are twice as likely to remain in education after sixteen. The increase in their qualifications could also be taken into account as well as that of their parents.
- Obesity falls from 20% for no qualifications to 15% for those with intermediate qualifications and so the associated impact on the health sector and costs could also be included in Skills Plus' SROI

Outcomes from Thanet's Gateway plus customer surveys:

- Very high levels of satisfaction with staff (94.3%) and with the outcome of the visit (87.6%)
- Even split between those accessing council services and those accessing library services.
- Most popular reasons for using the Gateway were book loan (35.2%) and Benefits (23.8%)
- Over 80% of people found it easy to find what they were looking for.
- Over two thirds did not know about the Gateway's extended opening hours. Only 34.3% did.
- Majority of people did not have a preferred time to visit the Gateway. Of those who did, the most popular time was in the morning as stated by 21%. 7.1% would prefer to visit the Gateway during the extended opening hours.
- Majority of people were not aware of the extra services provided in the Gateway.
- Most popular ways to publicise these services were 1. Advert in the paper 2. Leaflets in local supermarkets 3. Poster in the Gateway.
- Almost 80% would like to see and use CAB in the Gateway.

Appendix D: Access Kent Seminar

A report from the event held on 19th December 2008

Introduction:

On the 19th December 2008 a seminar was held to raise awareness and consult partners from across the public and voluntary sector about Access Kent. Following the event a full report was produced by OPM with detailed information about ideas and comments from attendees. This report is a supplement to the OPM document, addressing some frequently asked questions and explaining what progress has been made as a result of the input from attendees representing this wide range of partner organisations.

Some frequently asked questions:

What is Access Kent and what are its objectives?

Where do you go if you don't know which public body provides the service you need? This is the question Access Kent aims to answer. Access Kent means joining up access to services across the three core channels: telephone, face-to-face (through Gateways) and web/email.

The objectives of Access Kent are:

- To enable customers to access the services they need to achieve a completed resolution, even if the transaction involves a number of different organisations. This includes improved signposting to ensure customers speak to the right person at the right time.
- To enable customers to achieve this outcome via any of the channels: telephone, web or face-to-face.
- In providing more choice to access, to enable and support take-up of web and telephone access, as well as promoting self-help within the Gateway setting. Currently 75% of customer contact is via web and telephone.
- To facilitate a seamless service for customers accessing services, whether they need to access services provided by different organisations, or via different channels. This will include ensuring that the customer doesn't need to repeat their details at each point of contact, and requires monitoring and accountability to prevent the customer needing to chase or repeat the enquiry.

This will be achieved by:

- Addressing silos within services by aligning front and back-office systems and business processes to be more joined up in how we work

together. This will involve cultural change that will be managed via training and raising awareness.

- Delivering a training project to:
 - Support the cultural shift through the business transformation.
 - Equip front-of-house staff with the skills and knowledge they need to deal with a wider range of first-level enquiries (across organisational boundaries) and to escalate the relevant enquiries to the right specialist advisors/practitioners.
- Addressing engagement and communication with the public around access issues.
- Addressing barriers to access identified through the engagement and communication strategy, including barriers to hard-to-reach groups and ICT access by providing greater choice and improved customer service.
- Supporting and developing projects and ICT that support the objectives in order to deliver the solutions identified above.

What are benefits of Access Kent to the public?

- Greater choice for accessing services and more inclusive services as a result.
- A single access point means it is easier for customers to access the right services at the right time.
- Reduction in avoidable contact.
- A holistic solution to more complex needs.
- Better knowledge/signposting to services that they entitled to.
- Faster response to enquiries/faster transaction times.
- Greater participation in designing personalised service delivery.
- Increased satisfaction overall when accessing public services.
- Removal of complexity of access from tens/hundreds of organisations.

What are the benefits of Access Kent to services?

- Efficiency savings through channel-shift, increased opportunities for self-help, shared procurement and more efficient service delivery.
- Better able to meet service delivery targets and evidence national indicators, in particular NI14.
- Greater take-up of services by hard-to-reach groups enabling services to be more inclusive and improving equality and diversity in access to services offered by the public sector.
- Opportunities to promote, and to target the promotion of, services more widely
- Better communication between partner agencies
- Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas
- Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent
- Performance measures for CAA.

Will all services have to sign up?

The door is open to all services, we would like as many as possible to sign up to Access Kent, but it is a partnership of the willing. The vision of joining up and streamlining access is ambitious but will be taken forward in a phased approach rather than a “big bang” and initially will build on the work already underway in pockets across the Kent public sector. For example first steps include enabling services to transfer calls between organisations and being able to call up links to each other’s websites by using the same search engine software and metatagging. These are small steps that will enable a large number of services to be a part of Access Kent. The next stages might be to look at middleware to ensure our Customer Record Management systems allow us to co-ordinate our contact with customers, or to set up a way of sharing information via referral where transactions with customers need to include more than one service. Partners will be able to choose what they feel able to sign up to at any one time, but the door will always remain open to sign up to more as it suits the business need of the organisation.

Are you thinking of opening one big call centre?

We would like to eventually have a single telephone number (other parts of the UK have used 101 for community safety). We want to enable customers to access any public service they need without having to figure out which organisation to call. However, this will be using existing resources and virtual links between call centres (we are not thinking of having one giant call centre somewhere for all services)! This will also involve training staff to be able to deal effectively with this wider range of enquiries. We want to build on all the valuable work that has already been done and make things as efficient and effective as possible for Kent residents.

Some great ideas and what we are doing about them:

You said: Access Kent is much more complex than partners originally thought. There is a much wider cascade of information needed about the project, much wider engagement and ownership is needed from the leaders to the frontline.

What we did: We have set up communications group who will be responsible for developing and implementing a communications strategy. There were some great ideas raised at the seminar including: Road shows to assist with building into service improvement projects, Information for partners, Public engagement, make use of mediums such as Facebook, Twitter, Bebo, Open a Gateway in Second Life. The communications group will be looking at how we develop and implement these ideas to enable better communication about Access Kent, its progress and its impact from the very earliest stages.

You said: There is too much emphasis on Gateway, especially as telephone and web contact make up a much wider percentage of customer access, as well as being more cost effective.

What we did: We have included projects to improve and join-up access via web and telephone as well as the face-to-face element. We also feel strongly that Access Kent should encourage better use of this wider choice of access, and promote the benefits of telephone and web access for those that prefer these means. We have added more information into business case about what Access Kent is working on with regard to telephone and web channels. We are also looking at projects that will deliver benefits in all three channels: telephone and web as well as face to face. This is aimed at creating a balance as we feel all three mediums are critical to the success of the programme.

You said: We need to consult public more.

What we did: We have set up an engagement workstream, who will be responsible for looking at how we engage and consult the public. They will work closely with the communications workstream, particularly when exploring ways to communicate (e.g. Facebook, Twitter and Second Life were just some of the suggestions that came out of the seminar). This group will also look at engagement work that is already happening, and whether there is potential to work with existing groups and consultation exercises relevant to each of the projects. E.g. there are already citizens' panels we could contact to ask about Access Kent, customer surveys are being done by a number of projects that fall under Access Kent, we should look at joining up and maximising the potential of these exercises, rather than duplicating. For example, customer profiling is a large project being undertaken by the Gateway and sharing the information learned could benefit a number of the projects.

You said: We need to secure member buy-in.

What we did: We are putting together a variety of information for all stakeholders, including members. A priority for the Programme Lead, Tanya Oliver, is to engage members in Access Kent and secure their buy-in.

You said: More joint procurement.

What we did: Workstreams and projects (including Kent Connects who already benefit from joint procurement exercises) will involve representation from all members of the Access Kent partnership. Through this membership, and guided by the Governance of the Access Kent Advisory Board (also representing the full partnership) joint procurement opportunities will be identified and processes and systems for doing so will be agreed.

You said: Focus on key enablers e.g. single CRM, single authentication.

What we did: The workstreams and projects contributing to Access Kent will focus on these enablers. There is already a mapping exercise underway to establish the range of CRMs already in use. This will facilitate a project to find middleware to enable relevant data to be pulled from CRM systems, and to enable a write-back function to be developed. Access Kent will not seek to replace current CRMs, but will look towards phased aggregation as systems and technology is replaced by organisations. The options for a single customer record are also being identified and will form part of the Access Kent Programme.

Further Information

The document from OPM and further information from the seminar are available. Please contact Amie Barker for details:

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By: Mr Eric Hotson, Chairman of the Corporate Policy Overview Committee
and
Robert Hardy, Director of Improvement and Engagement

To: Corporate Policy Overview Committee 26th March 2009

Subject: Connecting with Communities

1. Summary

- 1.1. This report sets out a brief overview of the activities across KCC to engage and listen to the views of direct services users and residents. It also suggests a number of areas of improvement for further consideration.

2. Direct Service Users

- 2.1 KCC services have a long history of good practice in the ways they involve direct users of specific services in the running and improvement of those services. The scale and extent of this involvement has not previously been recorded and shared across the organisation in a comprehensive way. What has been reported (by extracting information from Business Plans) has focussed solely on specific consultation and survey work. Appendix 1 is a working draft which sets out the overall picture. The final version of these details will be made publicly available and kept up to date via the re-vamped kent.gov website
- 2.2 One of the challenges of this volume of current service-led activity at the local level is making sure that service users, colleagues inside KCC and in partner organisations as well as KCC elected Members are aware of what is already happening and able to get involved in it. The proposed development of part of the kent.gov website will help address this.
- 2.3 The second (and equally difficult) challenge is to ensure that information from these activities can be more easily shared within KCC and with partners. Obviously most of these activities are about a very specific service (or specific facility) and involves those people who are the direct service users. It is reasonable to assume that most of what is said in these groups and fora is unlikely to be of wider relevance beyond the service or facility to which the group directly relates. However on those occasions where there is wider relevance or where the response needs to come from a different service (or even a different organisation) we need to make it easier for service managers running these group to get that information to the right people.
- 2.4 The proposal therefore is to make it quick and easy for service managers to use the new kent.gov 'portal' on consultation and involvement to enter information that they feel is of wider relevance than just their service or facility. This would then be able to be searched by locality or by keywords so other managers, Members, partners and residents could see what issues were being raised and what the response was.

3. Surveys and market research

- 3.1 KCC undertakes a small number of very large-scale market research surveys every year. Service units also have access to an online questionnaire system (SNAP) for smaller more informal polls. The most well-known of the large-scale surveys are the Children and Young People Survey currently carried out by the NFER and the Highways Tracker Survey. We are also required to use the nationally-developed 'Place Survey' to provide the information for a number of the National Indicator Set PIs. Every District Council conducted a postal Place Survey in the Autumn of 2008 and we conducted a face to face equivalent at the same time (aggregated results from the postal surveys and the results of the parallel face to face survey are attached as Appendix 2).
- 3.2 Again there are two clear ways in which we need to improve our use of surveys. The first is to be clear that whenever any service within KCC is commissioning formal professional market research, the rest of KCC is given the opportunity to join in the commissioning so that we have fewer, more inclusive polls. We will therefore introduce an internal mechanism to prevent polls taking place before this 'cross-check' with other services has taken place.
- 3.3 Ultimately the same principle ought to apply across partners, obviously on a voluntary rather than enforced basis. For example, if there are future 'Place Surveys' in Kent and Medway these should be done as one commission on behalf of all public sector partners, not separately by all 14 local authorities. This should save both time and money.
- 3.4 One of the common threads of many of these surveys is the identification of the issues and topics that people in Kent feel are important to their quality of life (and in some cases they also identify the things which they feel most need improving). This may not have direct links to specific public services, but should nevertheless be useful information that we use as a guide to the sort of information we publish (in hard copy and electronically) and to the sorts of topics that could feature on Kent TV – preferably as content created by local residents themselves. An example of this already exists in a video on Kent TV made by young people in Betteshanger.

4. Customer insight

- 4.1 This area of work is driven by the information and data we hold about residents of Kent, including the feedback we get from customer comments and complaints. At the last meeting you received the corporate overview report on the volumes and trends from comments and complaints and this report will be an annual feature of all POC agenda.
- 4.2 KCC also makes use of a number of data and information sources to provide insight into the background and lifestyles of residents across the whole of Kent and attached as Appendix 3 is a short summary of the most well-known of these – MOSAIC.

- 4.3 As part of the Access Kent programme referred to elsewhere on this agenda, partnership funding from the EU Interreg IVa programme has been obtained for all 14 Kent local authorities to work with French partners to use this customer insight and profiling as the basis for a shared approach to shaping future service delivery – especially in relation to the location of public access premises.

5. Working with partners

- 5.1 Much of what the paper has covered in the preceding sections relates to people who are users of specific services or to the collection and use of data and other information.
- 5.2 By definition, work with those who are direct users of a specific service is likely to be of relatively little direct relevance to the wider organisation or to partners, although we do plan to make it easier to share the information which does emerge. What is more critical to do on a more corporate basis and with partners is work which involves the views of people simply as residents of Kent, whether they are a direct service-user or not.
- 5.3 For KCC, by far the most significant example of this form of involvement is the work of Members individually and through Local Boards and Neighbourhood Forums. Work to strengthen the links and the information flows between existing service-based involvement and the continuing development of these Member-led initiatives includes a revision and strengthening of the communication role of the Community Liaison Managers.
- 5.4 Partner organisations are also involving local residents in broader ways, most notably (PACT) the partnership initiative led by Kent Police, where individuals at the very local (Parish or sub-Parish level) are invited to express their views about issues affecting their community. While it may not be feasible for KCC to attend every individual PACT meeting, the process developed by Kent Police to aggregate and analyse the issues being raised within a District is easily communicated via our Local Boards and Neighbourhood Forums plus the Local Children's Services Partnerships and Crime and Disorder Reduction Partnerships.
- 5.5 Over the course of 2009/10 we will be working on a number of practical ideas and pilots to develop joint approaches with our partners to involving residents. Separate reports on proposals and pilots will be brought forward to the Committee over the course of the next 12 months.

6. Recommendation

Members are asked to note the content of this report and its Appendices and endorse the principles on which the proposed improvements are based.

Robert Hardy
contact details 01622 221343 or robert.hardy@kent.gov.uk

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APPENDIX 1

Name of the group	District	Service (Business Unit)	Directorate	Purpose	How often they meet	Where	(Lead Officer details)	Other Info.
Kent Youth County Council	Kent-wide	Youth Service	CMY	Kent Youth County Council (KYCC) is a non-party political organisation, focusing on the issues of young people. Young people's views on strategic issues relating to service provision across the county	Every six weeks	Maidstone, County Hall	Jane Sales County Youth Participation Co-ordinator Nigel Baker Head of Kent Youth Service	Jane.sales@kent.gov.uk Nigel.baker@kent.gov.uk
Youth Service Sub-Group (Service users aged 13-19)	Kent-wide	Youth Service	CMY	To find out what the aspirations of Youth Theatres are in Kent and what can KADU do to help them to achieve their aspirations? KADU will use the info to identify things it can do to help them to achieve their aspirations?	Annually, usually in September	Varies	Sally Staples Head of Arts Development	sally.staples@kent.gov.uk
Youth Theatre Professional Development Network	Kent-wide	Arts Development	CMY	To find out what the skills gaps of Youth Theatre leaders in Kent are and how can KADU facilitate the professional development of practitioners. KADU will use the info to identify things it can do to facilitate the professional development of practitioners	Annually, usually in October	Varies	Sally Staples, Head of Arts Development	sally.staples@kent.gov.uk
Turner Contemporary Access Group	Thanet	Turner Contemporary	CMY	Identify specific needs for those accessing our services. Used to improve access to Turner Contemporary services and spaces.	Ad hoc	Margate (tbc)	Esther Collins, Audience Development Assistant	esther.collins@kent.gov.uk
Turner	Thanet	Turner	CMY	How to engage more widely with young people.	Ad hoc	Margate	Esther Collins,	esther.collins@kent.gov.uk

Contemporary Young People's Group		Contemporary	Used to improve access to and appeal of Turner Contemporary services and spaces to young people. Group to take a key role when gallery opens in 2010			(tbc)	Audience Development Assistant	ent.gov.uk
Turner Contemporary Older People's Group	Thanet	Turner Contemporary	Group to advise on how best to engage and meet the needs of older people	CMY	Ad hoc	Margate (tbc)	Esther Collins, Audience Development Assistant	esther.collins@kent.gov.uk
Youth Service Sub-Group (Service users aged 13-19)	Kent-wide	Kent Youth Service	Young people's views on strategic issues relating to service provision across the county	CMY	Ad hoc	Varies	John Turner Asst Head of Kent Youth Service - Use KYCC on e-mail address book (most under 18)	john.turner2@kent.gov.uk
KAES Disability Group	Kent-wide	Kent Adult Education Service	<ul style="list-style-type: none"> • Work with groups to identify individual and group needs and consider how we can best respond • Include the Group in any generic consultation process to seek their views on general service issues, as well as those relating specifically to disability • Ensure DDA compliance and inclusive approach to service delivery 	CMY	Ad hoc	Varies	Anne Cullen	anne.cullen@kent.gov.uk
Adult Education Learner Forums	Kent-wide	Kent Adult Education Service	Learner views on the type and range of programme offers, price, location and mode of delivery. Used to inform decisions over programmes offered.	CMY	Still to be decided	1 in each district	Liz Chapman	Liz.chapman@kent.gov.uk

Library User Groups	Kent-wide	Libraries and Archives	CMY	Customers opinions and feedback of the service and potential improvements	Ad hoc	Varies	Area and District Managers, but Diane Chilmaid initial county-wide contact.	Diane.chilmaid@kent.gov.uk
Young Persons service user group	Kent-wide	KDAAT	CMY	Focus Group to identify areas of service improvement	Quarterly	Varies	Jo Tonkin	Jo.tonkin@kent.gov.uk
Drug Intervention and Support Programme Evaluation Group	Kent-wide	KDAAT	CMY	Focus Group to identify areas of programme improvement	Quarterly	Varies	Liz Osbourne	liz.osbourne@kent.gov.uk
Drug and Alcohol Forum	Kent-wide	KDAAT	CMY	Service users are given the opportunity to respond to commissioning and frontline issues	Ad hoc	Varies	Liz Osbourne	liz.osbourne@kent.gov.uk
Expert Panel	Kent-wide	KDAAT	CMY	Service users to give their opinions & views on all policies, procedures and strategies. Participants of this group also to take part in any consultation activities we have planned. This group will also highlight any training needs they may require to be more meaningfully involved.	Quarterly	Varies	Liz Osbourne	liz.osbourne@kent.gov.uk
Parent Forums	in all LCSP's	Partnership with Parents (PwP)	CFE	Consultation group for the development of local services	Approx. every 6 weeks in each LSCP	Various locations in Mid, West and East Kent	Nikki John (PwP) 01622-350640	
Parent Advisory Group	county wide	PwP	CFE	Consultation group for the development of PwP service/info and	6 monthly	PwP offices, Maidstone	Linda Baker (PwP) 01622-350640	2 more being set up in Ashford and

DPG Chairs Joint Chair (non-learning disabled)	Ashford	Public Involve ment and Customer Care	KASS	consultation group for SEN and Disability services				Joy Butcher c/o Find A Voice 49 Beaver Lane Ashford Kent TN23 5NU Tel: 01233 640443	Shepway joy@findavoice.org.uk
DPG Chairs Joint Chair (non-learning disabled)	Canterbury	Public Involve ment and Customer Care	KASS					John Hutchinson 18 High Street Herne Bay Kent CT6 5LH Tel: 01227 283233 Email: advisors@cantebury-advocacy.org	
DPG Chairs Joint Chair (non-learning disabled)	Dartford	Public Involve ment and Customer Care	KASS					Cllr Ann Allen Room G69 Sessions House County Hall Maidstone ME14 1XQ Email: ann.allen@kent.gov.uk	
DPG Chairs Joint Chair (non-learning disabled)	Dover	Public Involve ment and Customer Care	KASS					Or Sue Peach Sue.peach@ashfordpct.nhs.uk	Angela.brown@skillnetgroup.co.uk
DPG Chairs Joint Chair (non-learning disabled)	Gravesend	Public Involve ment and Customer Care	KASS					Liz Woodward Chief Executive Dartford & Swanley Mencap 3 Orchard Street Dartford, Kent DA1 2DF Email: Jenny Meehan	dsmencap@yahoo.co.uk
DPG Chairs Joint Chair	Maidstone	Public Involve ment and Customer Care	KASS					Jenny Meehan	j.meehan@mcc.h.org.uk

DPG Chairs Joint Chair (non-learning disabled)	Tonbridge & Malling	Public Involvement and Customer Care	KASS						Tannery Lane Ashford TN23 1PL Tel: 01233 618372 Sophia Chung Executive Director SC Support & Care Services Ltd 4-6 New Rd Ditton, Aylesford Kent ME20 6AD Tel: 01732875888 Fax: 01732875999 Personal Email: sophia.chung@btinternet.com Office Email: supportandcare@btconnect.com
DPG Chairs Joint Chair (non-learning disabled)	Tunbridge Wells	Public Involvement and Customer Care	KASS						Debbie Ide Debbie.ide@rbli.co.uk
OT User Group	Ashford/Folkestone		KASS						Kathy Newman – Civic Centre, Ashford - 0845 330 2967 Kathleen.newman@kent.gov.uk
OT User Group	Canterbury		KASS						Jennie Mc Bride – Brook House, Whitstable – 01227 598515 jennie.mcbride@kent.gov.uk
OT User Group	Swale		KASS						Mel Miller – Ave of Remembrance, Sittingbourne – 01795 473333 melanie.miller@kent.gov.uk
OT User Group	Dover		KASS						Frankie White – Caim Ryan, Dover – 01304 828598 frankie.white@kent.gov.uk
OT User Group	Thanet		KASS						Sue Tomkins - susan.tomkins@kent.gov.uk

									barbara.nicholson@kent.gov.uk ?
OT User Group	Dartford / Gravesham			KASS					Ann Newman/Sharon Champion – Joynes house, Gravesend 01474 544417 ann.cobbold@kent.gov.uk sharon.champion@kent.gov.uk
OT User Group	Maidstone			KASS					christine.gibson@kent.gov.uk
Domestic Violence Drop-in Group	Ashford	Children		CFE	Multi-Agency Group	First & third Tuesday between 12-2 pm	Ashford Gateway	Sophie Hall or Jane Harrison -Carter at Westchurch House Tel 01233 639535 sophie.hall@kent.gov.uk jane.harrison-carter@kent.gov.uk	
								Group Status: Runs fortnightly, a Social Worker no longer attends, run by a DV co-ordinator instead	
DV Children's Group – 'A Time to Smile'	Ashford					Starts 29 January for 10 weeks			Wendy Bartlett

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KCC NIs 2008/9

NI	Definition	Existing indicator	Districts' responses aggregated	Ipsos MORI survey F2F	Difference No	Difference %	CLG comment on performance
1	%age of people who believe people from different backgrounds get on well together	Y in BVPI	75.8	77.0	-1.2	-1.6	Good performance = high percentage
2	% of people who feel they belong to their neighbourhood	N	58.2	74.0	-15.8	-21.4	Good performance = high percentage
3	Civic participation in the local area. %age of people who say they have participated	N	12.5	26.0	-13.5	-51.9	Good performance = high percentage
4	%age of people who feel they can influence decisions in their locality	Y in BVPI	26.8	38.5	-11.7	-30.5	Good performance = high percentage
5	Overall/general satisfaction with local area	N	80.0	91.8	-11.8	-12.8	Good performance = high percentage
6	Participation in regular volunteering. %age of people who give unpaid help at least	N	23.4	25.0	-1.6	-6.4	Good performance = high percentage
17	Perceptions of anti social behaviour. %age of people reporting high levels of one or	Y in BVP	18.5	20.7	-2.2	-10.5	Good performance = low percentage
21	Dealing with concerns about anti-social behaviour and crime issues by the local	Y in BCS	24.6	39.6	-15.0	-37.9	Good performance = high percentage
22	Perceptions of parents taking responsibility for the behaviour of their children in the	Y in BVP	26.6	32.3	-5.7	-17.7	Good performance = high percentage
23	Perceptions that people in the area treat one another with respect and consideration	Y in BVP	32.7	35.4	-2.7	-7.5	Good performance = low percentage
27	Understanding of local concerns about anti-social behaviour and crime issues by the	N	24.3	30.0	-5.7	-19.0	Good performance = high percentage
37	Awareness of civil protection arrangements in the local area	N	16.5	22.8	-6.3	-27.5	Good performance = high percentage

41	Perceptions of drunk and rowdy behaviour as a problem	Y in BVP	27.6	24.5	3.1	12.7	Good performance = low percentage
42	Perceptions of drug use or dealing as a problem	Y in BVP	25.6	22.4	3.2	14.5	Good performance = low percentage
119	Self-reported measure of people's overall health and wellbeing	Y for PCTs	76.4	82.0	-5.6	-6.8	Good performance = high percentage
138	Satisfaction of people over 65 with both home and neighbourhood	Y in English	84.5	N/A	N/A		Good performance = high percentage
139	The extent to which older people receive the support they need to live independently	N	30.0	41.6	-11.6	-27.9	Good performance = high percentage
140	Fair treatment by local services	N	73.9	77.4	-3.5	-4.5	Good performance = high percentage

Mosaic Public Sector

Putting the citizen at the heart of government.

Experian's Mosaic Public Sector is the UK's first classification focused on the needs of the citizen, providing a comprehensive view of society enabling policy decisions, communications activity and resource strategies to be applied at the most granular level of geography.

Using data from a wide range of public and private sources, the Mosaic Public Sector classification has been linked to specific data sources from health, education, criminal justice, local and central government. This gives you an unrivalled insight into every citizen in terms of their requirements of these services. Additionally, it provides a 'common currency' that enables the same citizen to be viewed in the same way by all public bodies, thereby assisting joined-up government and partnership working.

The most sophisticated view of the population

Mosaic Public Sector is the latest version of Experian's Mosaic classification that covers the whole of the United Kingdom, classifying consumers into 61 types and 11 groups.

The classification has been devised under the direction of Professor Richard Webber, the world's leading authority on consumer segmentation, and originator of the two most widely used commercial segmentations.

In order to validate Mosaic Public Sector, 1,100 structured sample points around the country were surveyed and photographed. This included 30 minutes of observational research at each location, across 118 postal areas out of 120 in the UK.

The result is a classification that paints a rich picture of UK citizens in terms of their socio-demographics, lifestyles, culture and behaviour to provide you with the most accurate and comprehensive view of citizens and their needs.

How is Mosaic Public Sector built?

Over the last 20 years, Experian has built over 40 segmentation solutions worldwide. This gives us a unique insight into the best sources of data and methodologies to build truly innovative segmentation.

To build Mosaic Public Sector, we took a four-stage approach:

- A detailed analysis of societal trends in the United Kingdom.
- Identification of the most appropriate data sources as inputs.
- A sophisticated proprietary approach to clustering, unique to Experian.
- Extensive fieldwork and market research to assist in the validation and interpretation of the segmentation.

Mosaic Public Sector Data Sources

Quantitative Data

As the UK's largest originators and owners of consumer data, we are in an unrivalled position to draw upon the best mix of data to develop and maintain our segmentation.

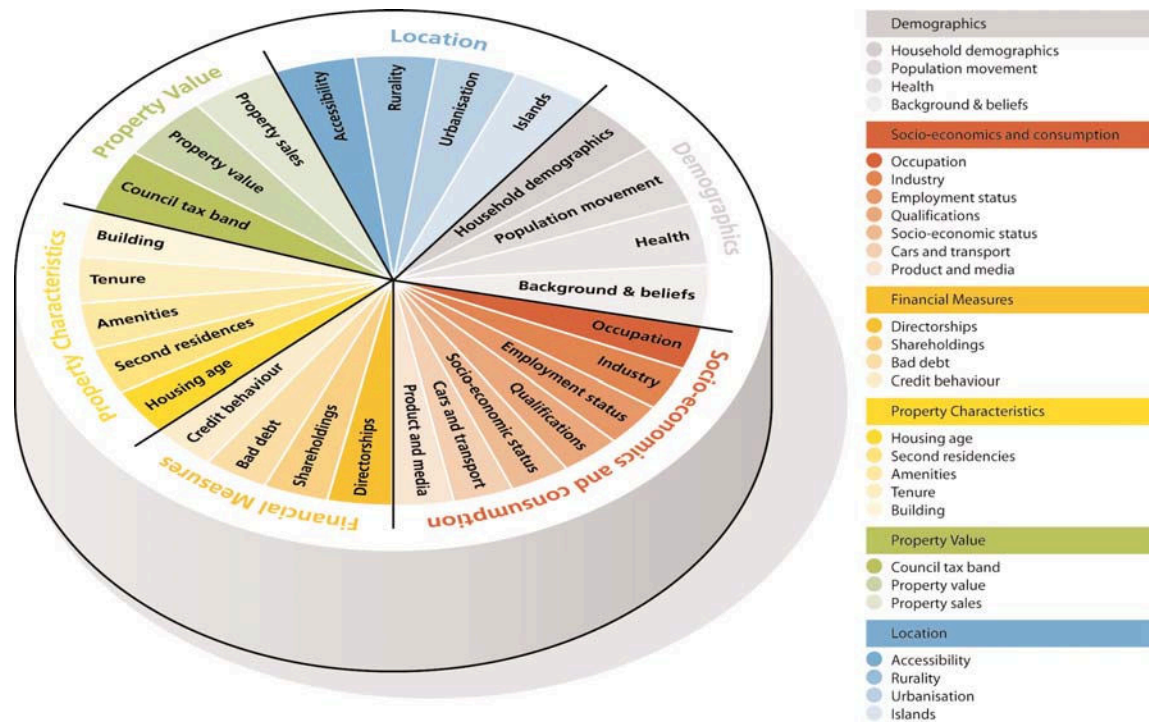
A total of 400 data variables have been used to build Mosaic. These have been selected as inputs to the classification on the basis of their volume, quality, consistency and sustainability.

To be input into the classification, the data must meet one or more of the following criteria:

- Allows identification and description of consumer segments that are not necessarily distinguished solely by the use of Census data.
- Ensures accuracy of the Mosaic code by either household address or postcode.
- Updated annually to ensure change is monitored.
- Improves discrimination and allows for the identification of a wide range of consumer behaviours.

54 per cent of the data used to build Mosaic Public Sector is sourced from the 2001 Census. The remaining 46 per cent is derived from our Consumer Dynamics Database, which provides coverage of all of the UK's 46 million adult residents and 23 million households. It includes the edited Electoral Roll, Experian Lifestyle Survey information, and Consumer Credit Activity, alongside the Post Office Address File, Shareholders Register, House Price and Council Tax information and ONS local area statistics.

All of this information is updated annually and used to replenish our view of the classification each year.



Qualitative Research

A programme of fieldwork and observational research covering the whole of the UK supports Experian's quantitative data. This validates the accuracy of Mosaic on the ground, and allows us to build a rich picture of the socio-cultural diversity of the nation's neighbourhoods.

We employ a number of the UK's leading experts in the fields of consumer psychology, human geography and economics to interpret the classification and provide a detailed understanding of the behaviour of each of the Mosaic types.

The research also includes links to a number of authoritative sources of media and market research, which build on our understanding of UK consumers. These include BMRB's Target Group Index (TGI), MORI's Financial Research, Expenditure and Food Survey (EFS), Forrester's Technographics and Internet User Monitor, and Experian Lifestyle data.

Mosaic Public Sector also brings together a range of key public sector datasets and research surveys, including the British Crime Survey, Hospital Episode Statistics, Index of Multiple Deprivation, National Pupil Database and Health Survey for England.

Clustering

Mosaic Public Sector is designed to identify groupings of citizen behaviour for households and postcodes. The methodology we use is unique to Experian, and has been refined during many years of creating classifications using data from different sources and different levels of geography.

The first step is to gather data for all residents and households in the country. This data is then combined with information from other higher levels of geography including postcode and Census Output Areas. All the input variables go through a selection process where they are tested for discrimination, robustness and their correlation to other variables.

Once the final list of variables is selected, a set of input weights is applied as part of the clustering process. The result is a list of variables that have differing importance to the clustering methodology, depending on how well they discriminate at differing levels of geography.

This 'bottom-up' approach enables us to maximise the effectiveness of each input variable depending on its relative importance to the classification, and its ability to discriminate. It allows for the optimisation of data and creates a classification that is truly best of breed.

Geographical Resolution

Mosaic Public Sector classifies citizens by household or by postcode. This allows you to optimise your use of the segmentation depending on its application.

The classification is identical regardless of whether it is used at a postcode or household address level. This ensures continuity and makes the classification easy to implement.

Mosaic Public Sector Groups and Types

Mosaic classifies households in the United Kingdom by allocating them to one of 61 types and 11 groups.

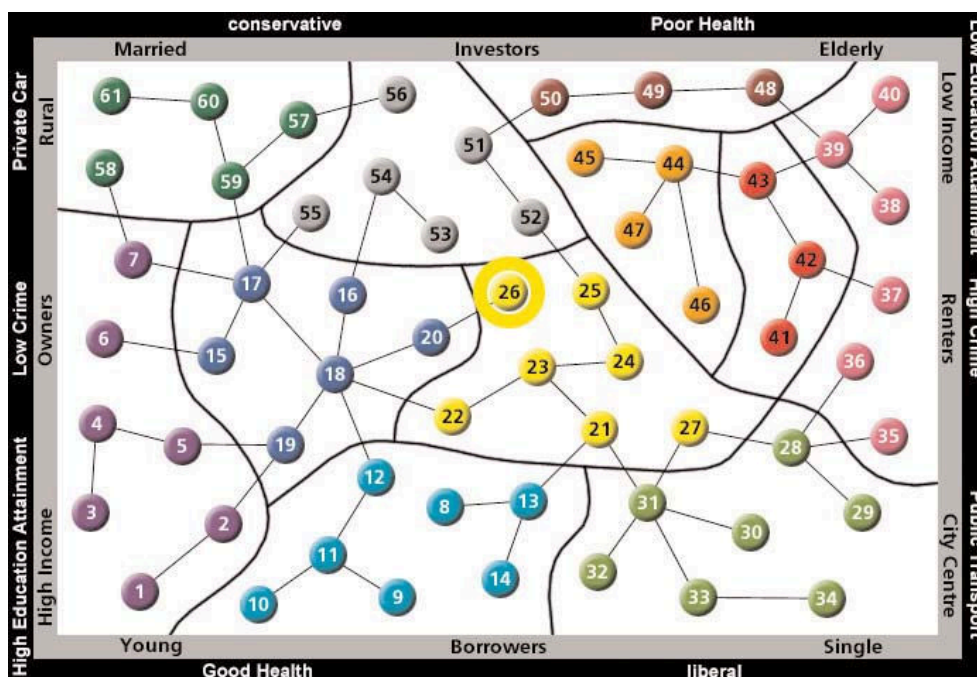
Group	Mosaic Group Description	Type	Mosaic Type Description
A	Symbols of Success Career professionals living in sought-after locations	A01	Financially successful people living in cosmopolitan inner city locations
		A02	Highly educated senior professionals, many working in the media, politics and law
		A03	Successful managers living in very large houses in outer suburban locations
		A04	Financially secure couples, many close to retirement, living in sought-after suburbs
		A05	Senior professionals and managers living in the suburbs of major regional centres
		A06	Successful, high-earning couples with new jobs in areas of growing high-tech employment
		A07	Well paid executives living individually-designed homes in rural environments
B	Happy Families Younger families living in newer homes	B08	Families and singles living in developments built since 2001
		B09	Well-qualified couples typically starting a family on a recently built private estate
		B10	Financially better off families living in relatively spacious modern private estates
		B11	Dual income families on intermediate incomes living on modern estates
		B12	Middle income families with children living in estates of modern private homes
		B13	First generation owner occupiers, many with large amounts of consumer debt
		B14	Military personnel living in purpose-built accommodation
C	Suburban Comfort Older families living in suburbia	C15	Senior white collar workers, many on the verge of a financially secure retirement
		C16	Low density private estates, now with self-reliant couples approaching retirement
		C17	Small business proprietors living in low density estates in smaller communities
		C18	Inter-war suburbs, many with less strong cohesion than they originally had
		C19	Singles and childless couples increasingly taking over attractive older suburbs
		C20	Suburbs sought-after by the more successful members of the Asian community
D	Ties of Community Close-knit, inner city and manufacturing town communities	D21	Mixed communities of urban residents living in well-built, early 20th century housing
		D22	Comfortably off manual workers living in spacious but inexpensive private houses
		D23	Owners of affordable terraces built to house 19th century heavy industrial workers
		D24	Low income families living in cramped Victorian terraced housing in inner city locations
		D25	Centres of small market towns and resorts containing many hostels and refuges
		D26	Communities of lowly paid factory workers, many of them of South Asian descent
		D27	Inner city terraces attracting second generation Londoners from diverse communities
E	Urban Intelligence Educated, young, single people living in areas of transient populations	E28	Neighbourhoods with transient singles living in multiply occupied large old houses
		E29	Economically successful singles, many living in small inner London flats
		E30	Young professionals and their families who have 'gentrified' older terraces in inner London
		E31	Well-educated singles and childless couples colonising inner areas of provincial cities
		E32	Singles and childless couples in small units in newly-built private estates outside London
		E33	Older neighbourhoods increasingly taken over by short term student renters
		E34	Halls of residence and other buildings occupied mostly by students
F	Welfare Borderline People living in social housing with uncertain employment in deprived areas	F35	Young people renting hard to let social housing, often in disadvantaged inner city locations
		F36	High density social housing, mostly in inner London, with high levels of diversity
		F37	Young families living in upper floors of social housing, mostly in Scotland
		F38	Singles, childless couples and older people living in high rise social housing
		F39	Older people living in crowded apartments in high density social housing
		F40	Older tenements of small private flats often occupied by highly disadvantaged individuals
G	Municipal Dependency Low income families living in estate-based social housing	G41	Families, many single parent, in deprived social housing on the edge of regional centres
		G42	Older people living in very large social housing estates on the outskirts of provincial cities
		G43	Older people, many in poor health from work in heavy industry, in low rise social housing
H	Blue Collar Enterprise Upwardly mobile families living in homes bought from social landlords	H44	Manual worker, many close to retirement, in low rise houses in ex-manufacturing towns
		H45	Older couples, mostly in small towns, who now own houses once rented from the council
		H46	Residents in 1930s and 1950s London council estates, now mostly owner-occupiers
		H47	Social housing, typically in 'new towns', with good job opportunities for the poorly qualified

I	Twilight Subsistence Older people living in social housing with high care needs	I48	Older people living in small council and housing association flats
		I49	Low income older couples renting low rise social housing in industrial regions
		I50	Older people receiving care in homes or sheltered accommodation
J	Grey Perspectives Independent older people with relatively active lifestyles	J51	Very elderly people, many financially secure, living in privately-owned retirement flats
		J52	Better off older people, singles and childless couples in developments of private flats
		J53	Financially secure and physically active older people, many retired to semi-rural locations
		J54	Older couples, independent but on limited incomes, living in bungalows by the sea
		J55	Older people preferring to live in familiar surroundings in small market towns
		J56	Neighbourhoods with retired people and transient singles working in the holiday industry
K	Rural Isolation People living in rural areas far from urbanisation	K57	Communities of retired people and second homers in areas of high environmental quality
		K58	Well off commuters and retired people living in attractive country villages
		K59	Country people living in still agriculturally active villages, mostly in lowland locations
		K60	Smallholders and self-employed farmers, living beyond the reach of urban commuters
		K61	Low income farmers struggling on thin soils in isolated upland locations

The Mosaic Public Sector Family Tree

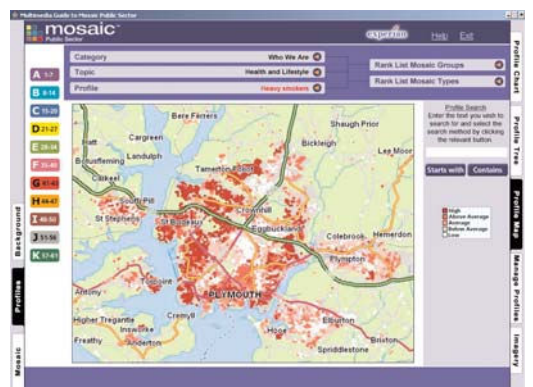
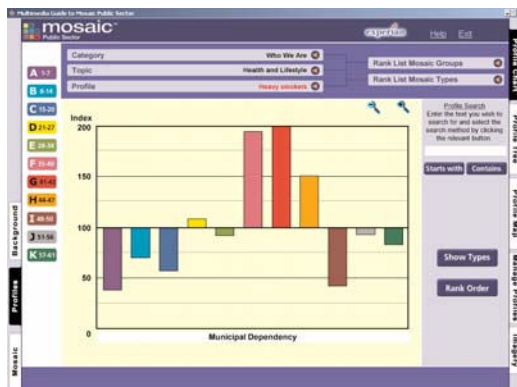
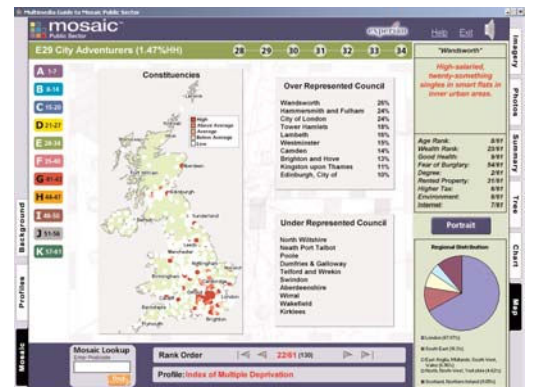
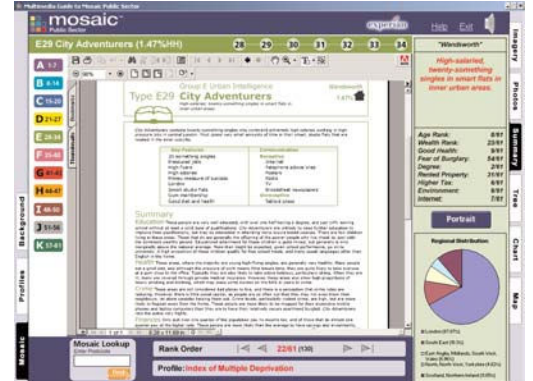
The Mosaic Family Tree illustrates the major demographic and lifestyle polarities between the types and groups, and shows how the Mosaic Public Sector types relate to each other. Mosaic migration helps to determine the probable location paths of different Mosaic Public Sector types and how households might move through the Mosaic Public Sector Family Tree over time.

This analysis is useful for understanding the origin, stability and aspirations of the people within each Mosaic Public Sector type.



Bringing Mosaic Public Sector to Life

Experian has pioneered visualisation tools to provide our clients with sophisticated applications to drive understanding of analysis. The Multimedia Guide to Mosaic Public Sector contains full descriptions for every group and type, with particular emphasis on key public sector issues such as education, health, crime, finance and the environment and access to over 150 profiles.



Public Service Transformation and Effective Resource Planning

There is a notable move towards public services that are designed around citizens and based on their specific needs and behaviours. Different groups of citizens require differing services and will respond through different channels and messages. The needs of some key groups, such as older people, are best understood holistically, with strategies delivered through joined-up partnership rather than each service working in isolation.

We believe that customer insight is the key to allowing resources to be maximised through targeting the right services and communications to the right communities, starting at the lowest geographic level - household and postcode. This drives efficiency and ensures value-for-money.

Mosaic Public Sector is used extensively across the public sector for a wide variety of applications, including:

- **Targeting deprivation and tackling inequality** - By providing full postcode level estimates of deprivation, we can identify smaller pockets of poverty that are not captured by the standard Indices of Deprivation. Mosaic Public Sector allows a detailed assessment of likely needs and potential remedies. This understanding has already be linked to issues such as access to services, practice-based commissioning, life expectancy, neighbourhood policing strategies, educational achievements and social housing needs.
- **Benefit targeting and revenue assurance** - Many Local Authorities are now using Mosaic Public Sector to help to achieve their benefit take-up targets, by identifying those households that should be claiming benefits but currently are not. By only targeting those households that are likely to be eligible they are able to reduce costs, raise response rates and increase awareness of entitlement. Conversely, understanding the 'can't payers' versus the 'won't payers' and developing appropriate strategies for each group has a significant effect on revenue recovery.
- **Benchmarking and performance measurement** - Only by understanding the socio-demographic composition of a local area can performance be measured fairly and realistic targets set. Mosaic Public Sector is used to profile a wide range of relevant aspects, from teenage pregnancy to violent crime, or from obesity to educational attainment. This enables an organisation to gauge its performance against its population and compare itself to similar organisations, whilst setting expectations that are relevant.
- **Resource planning** - In order to deploy scarce resources in a focused and cost-effective manner it is essential to understand and quantify the neighbourhoods that are likely to place the biggest demand on resources. From demand for healthcare facilities, crime prevention, recycling facilities or educational need, Mosaic Public Sector has been applied to gain in-depth understanding to enable resources to be targeted with greater accuracy at postcode or household level.
- **Communications strategies** - Communicating with citizens is becoming increasingly important to ensure that they understand the public services being offered and the options for accessing those services. Mosaic Public Sector drives personalised communications strategies and allows for accurate response measurement of any channel interaction or campaign.

About Mosaic Public Sector

Mosaic Public Sector is Experian's sector specific socio-demographic segmentation system, which is completely unique in the marketplace. Like Mosaic, the new segmentation has 11 groups and 61 types but includes more public sector-focused segment descriptions. Mosaic Public Sector is the only segmentation system available at household level. It enables public sector organisations to apply policy decision, communications activity and resource strategies at the most granular level of geography.

To find out more please visit www.business-strategies.co.uk/publicsector

About Business Strategies

Experian's Business Strategies Division provides an unrivalled understanding of consumers, markets and economies in the UK and around the world, past, present and future. It leads the market in consumer profiling and market segmentation, economic forecasting and public policy research, supporting businesses, policy makers and investors in making tactical and strategic decisions. As part of the Experian group, it has access to a wealth of research data and innovative software solutions. The division's economic research team is one of the largest in the country, devoted to analysing national, regional and local economies for a range of public and private sector clients. Its statisticians, econometricians, sociologists, geographers, market researchers and economists carry out extensive research into the underlying drivers of social, economic and market change.

To find out more please visit www.business-strategies.co.uk

About Experian

Experian is a global leader in providing information solutions to organisations and consumers. It is a subsidiary of GUS plc and has headquarters in Nottingham, UK, and Costa Mesa, California. Its 12,000 people in 27 countries support clients in more than 60 countries. Annual sales exceed £1.4bn.

To find out more please visit www.experian.co.uk

For more information please contact:
public.sector@uk.experian.com

By: Alex King, Deputy Leader and Chairman of Climate Change Cabinet Working Group)
Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee, 26 March 2009

Subject: A summary of progress in delivery of KCC's Environment Policy, including climate change and an overview of next steps for KCC and CED.

Classification: Unrestricted

Summary: The Kent County Council Environment Policy was agreed by Cabinet in December 2007. As part of that process KCC committed to reviewing progress on implementation on an annual basis. This report highlights what significant progress has been made to date on delivering the Environment Policy (including climate change) and sets out priorities for the next 3 years (2009-2012), together with the specific role and contribution of the Chief Executive's Department.

Recommendation: That Members:

- a. Note progress to date and the general shape of the 'Sustainability and Climate Change Action Plan' going forward;
- b. Agree the proposed next steps for Chief Executive's Department

1. Introduction

- 1.1. In December 2007 Kent County Council agreed a new Environment Policy (Annex 1). It was agreed by Cabinet that progress in implementing this policy would be reported annually together with any recommendations for amendments. The co-ordination and overall management of KCC's Environment Policy is led by the Environment Board supported by the Environment and Waste Division.
- 1.2. In addition to this, in September 2008, the Cabinet Working Group on Climate Change took papers to each of the five Directorate Policy Overview Committees (POCs) that summarised progress to date in each directorate in response to climate change, and sought support for and commitment to next steps. All five papers were approved by the respective Committees in their entirety and have become the basis for continued programmes of work in each Directorate, with ongoing support from the central climate change programme team. Each Directorate is required to report progress to their POC on a six-monthly basis commencing March 2009.
- 1.3. This paper will seek to combine these two processes providing one update for 'sustainability and climate change' as well as fulfilling requirements of the KCC ISO14001 reporting process.
- 1.4. Included in this report are recommendations as to strategic priorities for KCC for the next three years, together with an indication of the specific role of the Chief

Executive's Department (CED) and any potential changes needed to the existing KCC Environment Policy.

2. Changing Policy Context

- 2.1. Since agreeing the KCC Environment Policy a number of new policy drivers have arisen.
- 2.2. The Climate Change Act 2008 creates a platform to increase momentum both internally and externally for mitigation of, and adaptation to, climate change. It includes a new target of an 80% reduction in emissions by 2050 (26% by 2020) compared to 1990 levels which will require a review of current KCC policy (we currently have a 60% target). This translates to a 4% reduction per year.
- 2.3. The Carbon Reduction Commitment is a new, legally binding climate change and energy saving scheme affecting all large businesses and public sector organisations. KCC will be required to submit annual data statements on a self-certified basis and purchase carbon credits to cover our total annual emissions. It is currently anticipated that the purchase of Carbon Allowances will cost KCC around £1.3 million per annum, plus our performance will be listed in a league table each year, which will effectively determine whether we are 'refunded' or not.
- 2.4. Kent Agreement 2 includes two targets related to climate change NI 186: CO2 emissions within Kent and NI 188: Preparing to adapt to climate change. These targets are being delivered through a pan Kent partnership with the public and private sectors.
- 2.5. The Comprehensive Area Assessment (CAA) replaces the Comprehensive Performance Assessment (CPA) from 2009. CAA is a new approach that will provide the first independent assessment of the prospects for local areas and the quality of life for people living there and include Kent performance on environment and climate change
- 2.6. Chapter 6 of Unlocking Kent's Potential: Opportunities and Challenges - Kent's Framework for Regeneration 2009-2020 is focussed on the climate challenge and highlights some of the critical opportunities.

3. Overview of KCC's Environment Policy

- 3.1. The agreed vision of KCC's Environment Policy is *'to stabilise and progressively reduce our environmental footprint: to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change: and to contribute positively to Kent's character, local environmental quality and natural environment.'* Significant progress has been made. Highlights are given below under each of the Environment Policy headings. Annex 2 gives more detail and assessment against the targets.
- 3.2. Our Decisions
 - Achievement of ISO14001 accreditation for all of KCC by the end of April 2009.
 - Sustainability and climate change included in every Directorate's induction and business planning process.
- 3.3. Our Estate
 - 5% decrease in office carbon emissions since 2004.

- Over £1 million pounds invested or committed to energy efficiency measures giving lifetime savings of £1.1m and 6695 tonnes of CO₂
 - Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers
 - 50% recycling rate at County Hall
- 3.4. Our Travel and Transport
- On course to achieve a reduction in business miles across KCC for 2008-9
 - 642 tonnes of CO₂ saved through Kent Car Share
- 3.5. Our Procurement
- Achievement of Level 3 on the flexible framework.
 - Environmental business support programme set up to assist KCC's supply chain
- 3.6. Our Construction
- Development of a sustainable construction policy
 - Almost all KCC buildings are designed to BREEAM Very Good
- 3.7. Our Workforce
- Over 150 green guardians across KCC, a 100% increase in 2008, with several 'Green Teams' set up and almost 100 staff attending a cross KCC 'Good Deeds Grow' event.
- 3.8. Our Community Leadership
- More than half of Kent schools with some form of Eco Schools Award
 - Approximately 8803 tonnes of CO₂ saved and £278,568 of economic benefits achieved as a result of the Low Carbon Communities pilot programme.
- 3.9. The Environment Policy also contains a number of specific targets: 10% reduction in carbon, 7% reduction in water use; 10% reduction in waste and a 50% recycling rate, all by 2010. Currently all targets are on track apart from carbon reduction which remains rated red with the last annual Towards 2010 monitoring showing only a 3% decrease.

4. Emerging Priorities for KCC over the next Three Years

- 4.1. The sustainability and climate change agenda is broad and far reaching in terms of both risk and opportunity for KCC. Five key Themes and a number of objectives are therefore proposed for the next 3 years to progress and integrate the delivery of the Environment Policy and climate change challenges:
- Leadership and Environmental Management
 - Meeting the Climate Challenge
 - Water Wise and Efficient
 - Towards Zero Waste to Landfill
 - High Quality Landscapes
- 4.2. Annex 3 provides a summary of the Five Themes. A draft Sustainability and Climate Change three year plan is currently being put together for consultation at the end of March 2009. This will incorporate issues and concerns raised by Members at this Committee meeting. The remainder of this paper focuses on action CED has been involved in and it is proposed should contribute to in the future.

5. Progress on specific action owned directly by CED

5.1. **Our Decisions** – CED was the second Directorate to achieve ISO14001 status. The contact centre has since been included, with further work ongoing to include Public Health and Supporting People.

5.2. **Our Estate** – To date Laser has obtained £545,000 external funding for energy efficiency and renewable energy projects. This includes 2 biomass boilers in schools and 7 solar PV panels including one at the Commercial Services building.

In partnership with Laser, Property Group are developing an Asset Maintenance Policy to maximise energy efficiency improvements within the Estate.

ISG through their Green ICT Strategy have made good progress in establishing key actions that will reduce carbon emissions from ICT. Pending the outcome of funding bids for server virtualisation and a print managed service, substantial savings from ICT will be possible.

5.3. **Our Travel and Transport** - CED are currently agreeing a reduction in business miles target. Smarter working will be a key focus for 2009-10.

5.4. **Our Procurement** - The Procurement Unit are playing a leading role in making improvements to our procurement processes and moving KCC along the LGA's Flexible Framework model. The Procurement Forum have developed and own the KCC Sustainable Procurement Action Plan.

5.5. **Our Construction** - Property Group have produced a Sustainable Construction Policy, and all new build managed by Property are designed to BREEAM Very Good.

5.6. **Our Workforce** - CED has 23 Green Guardians and 3 Green Teams – Property, Legal and Democratic Services and ISG.

5.7. **Community Leadership** - CED continue to lead on climate change for KCC through the Climate Change Programme. Significant progress has been made within KCC and it has been agreed that the focus of the programme moves towards facilitating change within partner organisations in Kent not least in support in delivering our Kent Agreement 2 targets.

Key highlights include over 8803 tonnes of predicted CO₂ savings by 2011, with added economic benefits of around £278,568 and a cost benefit return on the £70,000 investment of £1.4m. More detail on climate change progress can be found in the September Climate Change Corporate POC paper.

6. Future Challenges and Opportunities for CED

6.1. Extension of CED's ISO14001 to incorporate Public Health and Supporting People, as well as the development of exemplar projects through the 'Better Work Places Strategy' and procurement will ensure that CED not only maintains its accreditation, but can also be seen to be developing new and innovative ways of working.

6.2. Corporate finance and Laser will lead the set up of the delivery framework for KCC's commitments under the Carbon Reduction Commitment Carbon Trading Scheme. Carbon credits will need to be purchased and there will be penalties for under performance.

6.3. Property Group, Laser and Facilities Management will be instrumental in realising significant carbon savings from buildings both new and major refurbishments as well

as improvements in existing stock. Ensuring effective prioritisation and implementation of buildings energy action plans utilising the KCC Energy and Water Investment Fund where appropriate will be key.

- 6.4. Carbon emissions from ICT will continue to grow as KCC moves to a more virtual and ICT based environment. Implementation of an innovative Green ICT Strategy will ensure that KCC identifies potential carbon savings where possible from 'Smarter Working', while at the same time seeking to mitigate any potential negative effects of increased electricity consumption.
- 6.5. Strategic coordination of the delivery of Chapter 6 of Unlocking Kent's Potential, KCC's Regeneration Strategy will form the main focus of CED's Community Leadership role. Facilitation of the delivery of the Kent Agreement 2 climate change indicators and activity to enable the development of 'green jobs' and the 'green economy' will be a substantial part of this.

7. Conclusion

- 7.1. Kent County Council has made good progress towards the implementation of the KCC Environment Policy and achievement of KCC's Climate Change Commitments. However, the Towards 2010 10% carbon reduction target remains rated RED, and in the face of increasing policy, economic and regulatory drivers a significant proportion of activity for KCC and CED over the next 3 years it is recommended should focus on this area.
- 7.2. Though there will be a need to revise the KCC Environment Policy and the KCC Climate Change Policy in light of new Government Climate Change targets, it is recommended that this is the focus in 2010 when more information is available.

8. Recommendations

Members are asked to:

- c. Note progress to date and the general shape of the Sustainability and Climate Change Action Plan going forward;
- d. Agree the proposed next steps for CED, in particular as outlined at **Section 6**

Lead officer contact:

Carolyn McKenzie Extension 1916
Greener Kent Manager
Environment, Highways and Waste

Background Papers:

- CED POC Paper – September 2008

Annex 1: KCC's Environment Policy

Kent County Council Environment Policy

At Kent County Council, elected members and staff alike recognise that protection and enhancement of the environment is the key to sustaining a high quality of life in Kent. We recognise that our own activities have an impact on the environment, that we have a responsibility to ensure that these impacts are positive, and that our use of natural resources is minimised.

Our vision

To stabilise and progressively reduce our environmental footprint; to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change; and to contribute positively to Kent's character, local environmental quality and natural environment

We will do this by applying an evidence led approach to sustainability, identifying the potential for cost savings wherever possible and committing to environmental policies and standards in the following areas:

Our decisions

We will:

- Expect every manager and decision-maker in KCC to demonstrate how they comply with this Policy
- Integrate environmental considerations into our strategic and day-to-day decision-making processes, and give significant weight to them where they conflict with other objectives
- Assess key decisions for their environmental impact, taking a pragmatic whole-life-cost view, and use such assessments to fully inform decision-making
- 'Climate proof' decisions to ensure they reduce our contribution to climate change and help us prepare for the impacts and opportunities of unavoidable climate change, including where appropriate enabling biodiversity and coastal areas to adapt to climate change in line with the KCC Climate Change Action Plan
- Continue to comply with all relevant environmental legislation and statutory duties
- Seek to embrace new environmental technology and methodologies to ensure we are at the leading edge of developments and solutions, within a well-managed risk-analysis and cost-benefit framework

Our estate

We will:

- Reduce energy use within our estate to meet carbon reduction targets of 10% by 2010 and 20% by 2015
- Increase the proportion of the energy needs of our existing estate met from renewable sources
- Reduce water use by 7.5% by 2010 across our estate
- Reduce waste generation across our estate by 10% by 2010, and increase the proportion of our corporate waste which is reused or recycled to 50% by 2010
- Maximise the efficient use of land in our Estate by reusing previously developed land and buildings wherever practical, before using greenfield land.
- Protect, enhance and restore biodiversity, the natural and historic environment within both our buildings and open space, including measures that support climate change adaptation
- Minimise light, noise, air and other forms of pollution arising from our estate
- Ensure KCC-owned highways comply with the relevant parts of this Policy

Our travel and transport

We will:

- Reduce our members and employees' need to travel, including through our estate strategy, locations selected for council events, use of public transport, teleconferencing and other sustainable solutions
- Achieve reductions in total business mileage travelled by employees, encourage greater car sharing and other sustainable solutions, without adversely affecting end-user service delivery
- Promote the use of fuel efficient vehicles and technologies through our vehicle fleet and lease car scheme

Our procurement

We will:

- Increase the proportion of goods and services sourced locally where there are environmental or employment benefits and in compliance with broader UK and EU purchasing legislation
- Work with our suppliers to ensure that they are taking action to reduce the environmental impacts of their businesses
- Identify those goods, including timber and paper, which can be obtained from certified sustainable sources and ensure that these supplies are used
- Work with suppliers to develop markets for environmental technologies, goods and services

Our construction

We will:

- Meet high standards of sustainable construction in all new KCC buildings and refurbishments, and in all developments on KCC-owned land. The BREEAM 'very good'/Code for Sustainable Buildings level 3 or equivalent standard is required as a minimum
- Require all new KCC buildings and refurbishments to assess the feasibility of developing on-site renewable energy to help meet energy needs
- Ensure that our estate and roads are planned and managed in ways which minimise the risk of flooding and do not increase the risk of flooding elsewhere
- Seek to avoid adverse impacts on biodiversity and comply with policy and legislative requirements

Our workforce

We will:

- Ensure that our members and employees understand the implications of environmental legislation and regulation, and exceed minimum environmental standards where possible
- Ensure that environmental awareness is raised and good environmental behaviour encouraged through our corporate training, performance appraisal and reward strategies
- Raise awareness of how to comply with all relevant environmental legislation and statutory duties

Our leadership role in the community

We will:

- Lead Kent's communities to a better understanding of the importance of our environment and help them value and enhance the environment locally and globally
- Set out and deliver a vision of environmental excellence with our partners in the Kent Partnership through regular review and implementation of the Kent Environment Strategy

We will set out detailed action plans and guidance for delivery of these commitments, so that colleagues across KCC have a clear basis for decision-making.

This Policy is owned by the KCC Environment Board who may choose to call decision-makers to account for compliance with these commitments and escalate as necessary to the Leader and Chief Executive. Any proposed exceptions to this Policy will need to provide a sound business case based on whole-life economic, social and environmental costs and benefits.

Kent County Council's Corporate Environmental Performance Group will oversee provision of advice and support, monitoring and reporting. In particular, the Group will lead embedding of these commitments in ISO14001 accreditation for the County Council as a whole by 2010. The Group will report via the KCC Environment Board to the Leader and Chief Executive.



Paul Carter
Leader

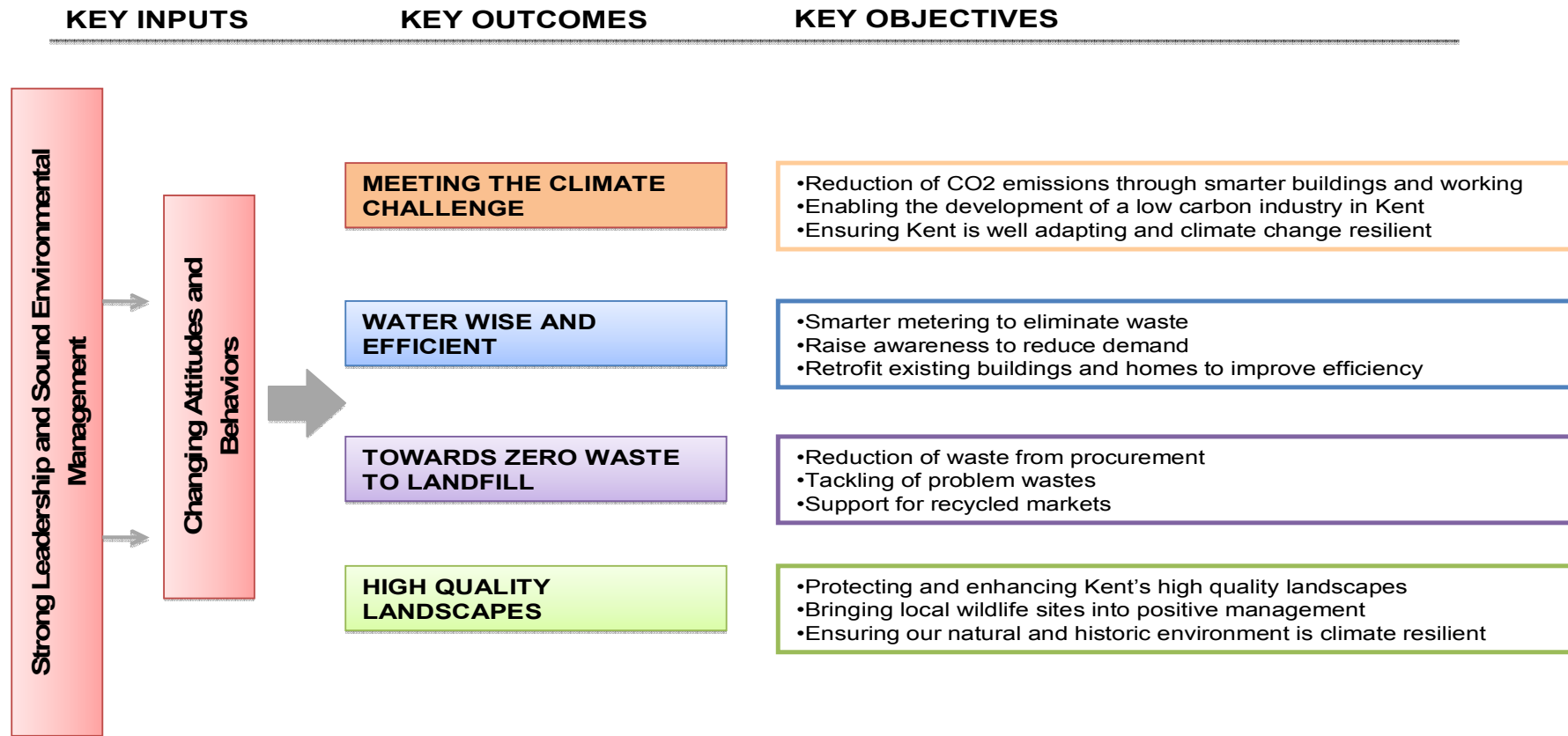
Peter Gilroy
Chief Executive

Published December 2007. This Policy and its successful implementation will be reviewed annually by the KCC Environment Board, escalating any changes as necessary to the Leader and Chief Executive.

Theme	ANNEX 2 - Progress Against the KCC Environment Policy	KCC Policy	Future Challenge
Our Decisions	<p>Achievement of ISO14001 accreditation for all of KCC by the end of April 2009.</p> <p>Sustainability and climate change included in every Directorates induction and business planning</p> <p>Sustainability Appraisal Guidance for Key Decisions</p>	AMBER	AMBER
Our Estate	<p>5% decrease in office carbon emissions since 2004.</p> <p>56 energy projects, £1 million+ invested or committed with £1.1m and 6695 tonnes of CO₂ saved over the project life time</p> <p>Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers</p> <p>50% recycling rate at County Hall</p>	AMBER	RED
Our Travel and Transport	<p>On course to achieve a reduction in business miles across KCC for 2008-9</p> <p>642 tonnes of CO₂ saved through Kent Car Share</p>	GREEN	RED
Our Procurement	<p>Achievement of Level 3 on the flexible framework.</p> <p>Environmental business support programme set up to assist KCC's supply chain</p>	AMBER	AMBER
Our Construction	<p>Development of a sustainable construction policy</p> <p>Almost all KCC buildings are designed to BREEAM Very Good</p>	GREEN	AMBER
Our Workforce	<p>Over 150 green guardians, 100% increase includes Several 'Green Teams'</p> <p>QSA Environment Categories planned for every Directorate</p> <p>Environment 'Way to Success'</p>	GREEN	AMBER
Our Community Leadership	<p>More than half of Kent schools with some form of Eco Schools Award</p> <p>Almost 8803 tonnes of CO₂ saved, £278,568 of economic benefits from Low Carbon Communities</p>	GREEN	AMBER

Annex 3: Sustainability and Climate Change – Five Key Themes

FIVE KEY THEMES - OVERVIEW



By: Alan Marsh, Cabinet Member for Public Health
To: Corporate Policy Overview Committee – 26 March 2009
Subject: Kent HealthWatch
Classification: Unrestricted

Summary: To update the Committee on recent activity and planned development of Kent HealthWatch

1 Introduction and Background

1.1 Kent HealthWatch was launched on October 10th 2008, to provide an easy, accessible way for members of the public to express their views on the provision and delivery of social care and health services. KCC works very closely with all health agencies to promote and support good health and like any other form of customer feedback, the Kent HealthWatch calls are intended to act as an aid to improving services by capturing people's experience both positive and negative. The Kent HealthWatch number is staffed by specially trained Contact Centre staff and is open 24 hours per day, 7 days a week, including all bank holidays. There is always a real person who answers the phone - members of the public are never put through to answer machines or automated telephone services. Kent HealthWatch is primarily a signposting service – staff advise callers who they should best call directly to obtain the appropriate response (using contact points given by NHS organisations and social care). If a caller requests it, KHW staff will pass on to the NHS or to Social Care the content of a telephone call by email.

1.2 All the calls taken by Kent HealthWatch are recorded on a database and given a unique identifying call number. Calls are categorised as comments, concerns, compliments, information requests, follow-ups or not relevant, with the appropriate level of information. Other information recorded includes the PCT area of the caller, their location and the type of service they are calling about, etc - in order that KHW can respond appropriately. How and where the information is recorded and with whom it is shared are all done under the terms of the Data Protection Act and the Freedom of Information Act.

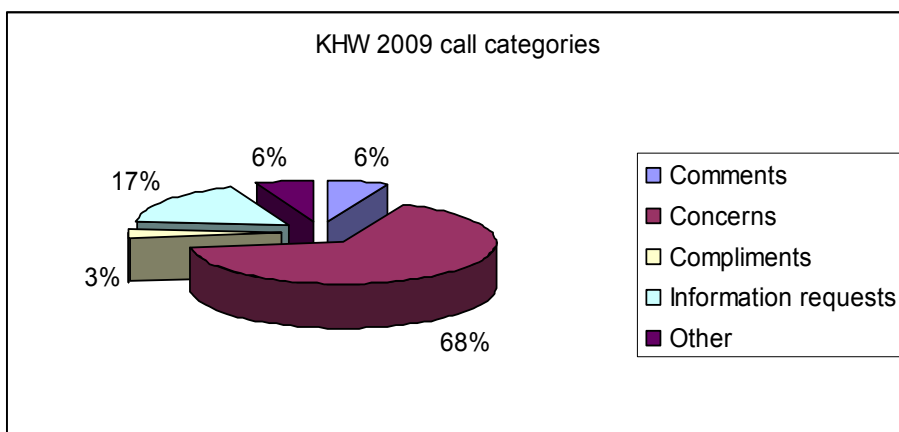
1.3 Members will have noted the very recent reporting of the unfortunate events at Stafford Hospital wherein, according to the Health Commission "about 400 more people died at Stafford Hospital between 2005 and 2008 than would be expected". This matter is of course now the subject of a full Government inquiry with Mid Staffordshire NHS Foundation Trust, which runs the hospital, focusing on the years 2002 to 2007. The Health Secretary has also said there will be an independent review of the trust's emergency care and the early warning systems for underperformance across the whole NHS.

1.4 The Stafford Hospital incident is not dissimilar to that experienced in Kent at the Maidstone and Tunbridge Wells NHS Trust, which led in part to the establishment of Kent HealthWatch. Early reports have indicated that Monitor (Independent regulator of NHS foundation trusts which determines whether NHS trusts are ready to become NHS foundation trusts; ensures that NHS foundation trusts comply with the conditions they signed up to – that they are well-led and financially robust; and supports NHS foundation trust development) was not aware of any complaints about the services provided at Stafford Hospital and as such their investigations into an application for Foundation Trust status did not address those concerns. It is of course extremely difficult to prove, but one does have to question if a Staffordshire HealthWatch would have made a difference to the services being provided at Stafford Hospital. Quite clearly the existing lines of communication either did not work, or were not trusted by those immediately affected by the standards of care being provided at the hospital.

2 Call Updates

2.1 Calls numbers are gathering momentum even though publicity and promotion has been very low key and at minimum cost. New extremely low cost ways of promotion have been initiated in the last few weeks and the annual number of calls is expected to exceed 1000. There have been 134 calls so far this year; current call rates would suggest a total call volume of approximately 750 for 2009.

2.2 Call categories – from the agreed protocols of call categorisation it is possible to show the types of calls by percentage:-



2.3 A recent exercise on further breakdown of calls categorised as Concerns showed that the most common issues raised were about Communications, Treatment and Delays. The concerns raised about Communications often centred around patient flows and the lack of communication between Health professionals.

2.4 Whilst there is relief that call numbers have been relatively small, the content of some of the calls has been worrying. Some examples are:

- KHW11152 Mr W has contacted us tonight concerned that his medication isn't right. He has angry thoughts and had made references to hurting his neighbour. He believes his medication isn't correct and that he isn't being helped in any productive way. He feels the structure is set up incorrectly and that he is pushed to the bottom of the pile for help.
- KHW11483 P is concerned that her friend R has been released too early from Maidstone Hospital. She also feels that the after care has not been sufficient. R was seen by Maidstone's A&E and had a catheter fitted, but she was then sent home at 1am in a taxi. R is now at home in a great deal of pain plus she has a temperature.
- KHW11279 My daughter had C section at QEQM hospital in Margate, in the last two weeks since the birth she has been given the wrong pills when clearly stated she is allergic to Penicillin causing her to be taken back by ambulance then she was told 5 days later by the midwife she has MRSA it was offhand and no info was offered. No doctor has spoken to her, we just get fobbed off and it is not good enough.

The KHW Contact Staff have been excellent at recognising the urgency of these types of calls and ensuring that they are very quickly passed on to the relevant professional.

2.5 Although a number of callers to KHW asked to remain anonymous or just wanted to be signposted to the relevant organisation, others were keen to provide us with feedback on how KHW had helped get their issues resolved. Of the 7 people who responded to our feedback requests in January, 4 reported that they were entirely happy that their problems had been resolved, were full of praise for the service and the quick response from the NHS pals. One caller said "I had been trying to sort this out for 5 weeks and after calling KHW it was resolved by the next day!" Another said "It works!" Of the remaining three, one reported feeling very happy that the call to KHW had resulted in an immediate call from her PALs but was unhappy with the PALs response. The second person had a received a satisfactory response from PALs but was unwilling to attribute this directly to KHW as she had contacted many people about her problem. The third reported that the NHS had still failed to respond. (This call has since been chased again by KHW and has now been resolved).

2.6 Some examples of feedback received during February:

- Caller found the service to be very helpful to her, clear about the details and by using the service felt as she had done something as opposed to feeling that it was out of her control.
- Pals contacted him on the same day and then he got a call from 'Alliance Medical' to arrange an appointment. He has since had an MRI scan and is now waiting for a neurological appointment. He said that we were very easy to contact and was very happy with the service.
- Now has an appointment, has resolved the issue and found the service helpful.

3 Analysis and future development. Now that KHW has been operational for some time and the practices and procedures are firmly embedded in day to day operations, work is underway to review the reports available. In recent discussions with West Kent Patient Advisory and Liaison Service the KHW data collection was compared with their customer services data. A meeting is now planned with Eastern and Coastal Kent PALs, the West Kent PALs, KHW Contact Centre staff and the Health Policy Manager to reach agreement about changes to information provision generally.

3.1 In late February there was a meeting between KHW Contact Centre staff and the Health Policy Manager to examine the KHW database and reach agreement about improvements.

3.2 Work is also planned for a desktop exercise to examine and compare the calls taken by KHW and those taken by LINKs with a view to ensuring that calls are being dealt with by the most appropriate organisation. It is likely that some calls will be signposted from KHW to LINKs (and vice versa) and others will be jointly worked.

3.3 Further work to explore commonality and efficient use of both KHW and LINKs resources is planned.

Recommendations

The Policy Overview Committee is asked to note the contents of this report

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By: Alex King, Deputy Leader
Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee - 26 March 2009

Subject: European Affairs Update

Classification: Unrestricted

Summary

This report provides for information an update on KCC's recent European activities.

1. Introduction

- 1.1. Since the presentation of the International Activities Annual Report to Corporate Policy Overview Committee on 26 September 2008, a number of European developments of importance to KCC have taken place. At EU level, these have included the Commission's European Economic Recovery Plan approved in December 2008, a consultation on the Commission's Green Paper on Territorial Cohesion, and the launch of the European Year of Creativity and Innovation 2009.
- 1.2. Within KCC, International Affairs Group has continued to help secure a number of significant EU Structural Funds projects in support of KCC and Kent priorities. These included projects worth a total of €2.6 million to Kent in EU grant secured at the first meeting of the Interreg '2 Seas' Programme Steering Committee in Lille on 12 November 2008. A number of other significant projects are currently being pursued under a range of EU programmes for future application Rounds.
- 1.3. Further to the re-establishment from February 2009 of direct rail services from Ashford to Brussels, KCC recently signed a Memorandum of Understanding with French and Dutch partners to set out a European Network for High Speed Regions aimed at maximising the potential for international high-speed rail in Kent.
- 1.4. KCC's partnership with the Conseil Général du Pas de Calais has led to a number of mutually beneficial joint projects since the two authorities signed a Partnership Agreement in 2005. This was further boosted on 11 March when, as a symbolic location for the partnership, KCC Leader Paul Carter and Dominique Dupilet, President of the Conseil Général opened a Cultural Centre at the newly renovated Hardelot Castle near Boulogne.

2. The European Economic Recovery Plan and Kent

- 2.1 The European Council approved the Commission's European Economic Recovery Plan at its meeting on 11-12 December 2008. This set out a range of financial, legislative and other policy measures whose cost is equivalent to about 1.5% of the GDP of the EU (around €200 billion). These include a temporary raising of the State Aid threshold from €200,000 to €500,000 in support of businesses and accelerating procurement procedures to reduce the length of the tendering process for major public projects from 87 to 30 days. Other measures foresee the possibility of making changes to Structural Fund programmes (such as Interreg) in order to address new needs, as well as simplifying and speeding up implementation.
- 2.2 An analysis of the actions proposed in the Recovery Plan has identified those with most potential for practical implementation in Kent. Their implementation will require action as appropriate by the European Commission, the UK government, Programme bodies, KCC or in combination. Key actions include:
- Urging programme authorities to make early changes to the Structural Funds programmes for which Kent is eligible (inc. Interreg and the South East Competitiveness Programme) with a view to addressing new needs and to focus funding on job-creation projects and areas most affected by the recession. For example, in the case of the Competitiveness Programme, changes in the region's economic conditions since the start of the programme require SEEDA to implement a switch from a 'pan-regional' approach aimed at sustainable consumption and production, to one that targets local priorities in areas most affected by the recession;
 - Likewise, programmes should be pressed to earmark more funding to new priority areas. For example, under the Interreg IVA '2-Seas' programme 3% of the total budget is currently allocated for 'increasing the adaptability of workers and firms, enterprises and entrepreneurs'. This proportion, and other related areas, should be adjusted upwards in the light of the current economic situation in all Member States.
 - A key barrier to participation in EU programmes, especially by SMEs, can be the need to secure match-funding of the EU grant. Even though, for example, Interreg IVA cross-border projects can be co-financed up to 75% of total project cost under the Regulation this is not being applied by the current programmes, with 50% or less being the norm. Higher rates need to be applied, for example, to projects with most potential for job-creation or maintenance.
 - The flexibility offered by the Commission to implement accelerated procurement procedures throughout 2009 and 2010 should be taken up for all major capital projects in Kent;
 - By general consensus, all previous Commission attempts at 'simplification' seem to have resulted in even greater bureaucracy,

often leading to a concentration on procedures and meeting expenditure targets at the expense of project delivery and achievement of outputs and impacts. The current situation provides the Commission and Managing Authorities with an opportunity and obligation to make genuine efforts to address this issue properly, reduce bureaucracy and begin to shift the balance from 'spending the money' (to avoid returning unspent funds to the Commission) towards delivering meaningful projects in line with the aims of the programmes

- In fact, a vital element for the faster implementation of programmes is the provision of local project 'facilitators' or national 'contact points' to assist projects leaders 'on the ground' to develop and implement new projects. Despite an offer by KCC in December 2006 to undertake this role in response to an invitation from GOSE, the UK is still the only one of the four participating Member States not to have recruited any contact points for its new Interreg IVA cross-border programmes. KCC will continue to press CLG to introduce meaningful levels of project support and facilitation.
- The Commission has in recent years developed a plethora of financial instruments that anticipate a move away from the traditional grant model towards improving access to loan funding, in particular from the European Investment Bank (EIB) and other International financial institutions. There may be scope in Kent to employ such alternatives to grant funding and this should now be investigated in more depth
- With regard to information on EU funding opportunities, in the first of a series of planned seminars, International Affairs Group held an event in Maidstone on 19 February 2009 to highlight potential opportunities under the Interreg IVB North Sea Region (NSR) transnational co-operation programme which has so far been underutilised in Kent.
- IAG will also be organising a seminar in the near future in conjunction with Business Support Kent (BSK) to outline EU funding opportunities to Kent SMEs.
- As part of the Backing Kent Business campaign an online grant search database will be added to our web site.

3 EU Funding

2000-2006 Programmes

- 3.1 The programmes for which Kent was eligible in the previous programming period (including Interreg, Objective 2, Leader+ Urban II and ESF) have been coming to an end. As part of this process, evaluations are undertaken to assess the extent to which the programmes have performed in relation to their original objectives. As an example, ANNEX 1 summarises the findings of the recent evaluation of the Urban II Thames Gateway Kent Programme for which KCC was the accountable body.

- 3.2 Between 2002 and 2008, €12,003,483 (£8.2m) of European funding was allocated to this programme which, together with additional match-funding from private and public sources, gave an overall programme value of €32,122,782. As can be seen from the report, the programme is viewed as having been delivered effectively and successfully with community engagement strong at the project level. The project delivery process is deemed to have worked well, and enabled 98 projects to be contracted over the lifetime of the Programme. Only five projects did not take off or finished early, seen as a testament to the project filtering role of the Local Action Group and the delivery support of the Programme Management Team.
- 3.3 Nonetheless, it was necessary for KCC to write on 28 January 2009 to the Minister for Local Government, John Healy concerning the government's decision at the end of last year not to accept an offer from the Commission's to extend programme deadline for using unused funds. This has potentially cost the Kent Urban programme between £400,000 and £600,000 which could have been spent on key projects in Dartford and Gravesham supporting local businesses and people through the recession. We are still awaiting a response.

2007-13 programmes

- 3.4 A number of the new EU Structural Fund programmes 2007-13 for which Kent is eligible are only now just coming on stream. Three substantial Kent projects (including one KCC project) were approved at the first meeting of the Steering Committee for the Interreg IVA '2 Seas' co-operation programme on 12 November 2008. As can be seen at Annex 1, each of these projects, worth a total of €2.6 million in ERDF European grant has the potential to support businesses and local people through the current economic difficulties.
- 3.5 The second meeting of the Interreg IVA 'Channel' programme took place in Chichester on 5 February at which a further three Kent projects; one led by BSK promoting enterprise culture and two led by the Health in Europe Centre were approved worth a total in ERDF grant of £82,000.
- 3.6 A range of other projects are in the course of development under other EU programmes such as Interreg IVC for Interregional co-operation the South East Competitiveness Programme and the European Social Fund (ESF)

Commission Green Paper on Territorial Cohesion

Last October, the Commission published a Green Paper on 'Territorial Cohesion' with a consultation deadline of 28 February 2009. Whilst not explicitly focussed on the future financing of EU Cohesion Policy, the Green Paper will clearly be important in shaping the future direction of EU Structural Funding after current programmes end in 2013.

The Green Paper argues that a policy of EU territorial cohesion is needed to complement that of economic and social cohesion and should be primarily aimed

at turning territorial diversity and their assets into strengths.

The paper focuses on three main sections: Concentration (inc. social, economic and environmental problems in cities; Connection (not only transport, but access to services such as health care, education, broadband internet access and energy) and Co-operation (how the issues of concentration and connection can be addressed by strong co-operation at various levels.

Following consultation within KCC and Kent-wide, our response to the Green Paper has included emphasising the need to reduce bureaucracy and to strengthen the involvement of local authorities in decision-making processes with a territorial dimension. We have also highlighted the key role of Interreg initiatives, under any future EU economic, social and territorial cohesion policy.

4 Partnership with Pas de Calais

- 4.1 KCC's partnership with the Conseil Général du Pas de Calais has been especially active and productive over the last 12 months. In addition, to collaboration on joint European projects such as the 'Cross-border Observatory' the President of the Conseil Général, Dominique Dupilet, has provided political support on issues such as KCC's membership of EU Funding Programme Committees and Kent's Olympic Torch Campaign.
- 4.2 The special relationship with Pas de Calais was celebrated on 11 March when KCC Leader Paul Carter and President Dupilet opened a Cultural Centre at the newly refurbished Hardelot Castle in Condette, Pas de Calais. Officially known as the 'Centre Cultural de l'Entente Cordiale' the castle includes a 'Kent' room and a Pas de Calais' room and flags from both regions will be permanently flown there. Areas of future joint working were agreed including
- Existing and new opportunities for tourism
 - High speed rail connections
 - Telehealth
 - Apprenticeships
 - Social enterprise
 - Environment and flooding
 - Heritage
- 4.3 The cultural centre will be at the heart of a programme of events during 2009 in which KCC and Pas de Calais will be holding as part of the Departement's 'Year of Franco British Partnership' which or the 'Channel Hop'
- 4.4 The programme will further develop partnership working and exchange of best practice between the two authorities. Amongst the events being planned by KCC include an exchange of 800 French and English students on countryside activities. The programme will also encompass the 100th Anniversary Commemoration of Louis Blériot's first flight across the Channel. This will include a weekend of festivities in Dover being organised by the District Council on the 25 and 26 July involving an

historic recreation of Blériot's flight, a procession of aeroplanes flying from Calais to Dover and a firework display across Dover Harbour.

5 A European Network of High Speed Regions

- 5.1 Although delayed because of the Channel Tunnel Fire, from February 2009 and December 2009 respectively, Ashford and Calais will see direct rail services to Brussels.
- 5.2 This outcome has been the culmination of a two year campaign since 2006 when Eurostar first announced cuts to services at the two stations, and is in itself a case-study (see below) of how the territorial co-operation, described in the Commission's Green Paper (see section 3) can work in practice.

Case Study on the added value of Territorial Co-operation – A European Network of High Speed Regions

In recent years, the EU budget has invested heavily in Trans-European Transport infrastructure, both via the TENs budget and via the Structural Funds. In the case of the trans-European transport network, such investment is supposed to result in wider benefits of economic and social cohesion.

However, these wider EU policy aims can be undermined when sectoral policies or operational decisions are not coherent with each other. In 2006, for example, Eurostar announced that it would cut services at Calais and Ashford, two intermediate stations on the EU's first truly international high-speed rail network: the Paris Brussels Köln Amsterdam London (PBKAL) network. Despite widespread criticism by passengers and local stakeholders, Eurostar maintained its position.

In response, the local and regional authorities of Kent and Nord Pas de Calais put forward to the European Commission a common position of the territorial implications for Europe should such situations recur elsewhere. Recognising the issues at hand, the European Commission's Regional Policy Director-General took the lead in organising an international stakeholder dialogue in July 2007 so that passenger groups, local authorities from northern France and rail operators and infrastructure managers from the UK, France and Belgium could try to find a way forward.

This timely intervention of DG Regio and the strong, territorial approach taken by the local and regional authorities were important factors in helping to resolve the dispute: from February 2009 and December 2009 respectively, Ashford and Calais will see direct rail services to Brussels.

- 5.3 To ensure better coherence between territorial impact and sectoral policies in future, Kent County Council, the region of Nord-Pas de Calais, the Dutch City of Breda and the Dutch urban network of BrabantStad have signed a Memorandum of Understanding to set up a European Network of High Speed Regions. They will work in partnership to provide a platform for dialogue between rail operators and regional and local bodies to improve the conditions by which international high-speed rail may realise its full potential for supporting balanced sustainable development and accessibility in the European Union.

6 Other Activities

- 6.1. The European Year of Creativity and Innovation 2009 is an initiative of the European Parliament and European Council that focuses on the importance of creativity in private and public life. Events connected to the year include conferences, information and promotion campaigns, and examples of best practice, surveys and studies.
- 6.2. Since the success of Kent's Year of Innovation 2007-2008, creativity and innovation have been a priority for the County Council with a number of initiatives reflecting an approach whereby 'real innovation is about the generation of ideas that have the potential to transform'. We are currently exploring what opportunities might be available to KCC and Kent from this 'year'.
- 6.3. Over the last eighteen months there have been a sequence of technical policy seminars developed under the title "Global Reach, Local Benefit" held in the Brussels office on topics as diverse as '14-24 – the vital age for Europe's welfare' through to the impact of the cross border health directive. This seminar programme has been designed to reinforce KCC's profile within the European Community and to explore, where appropriate KCC's own policy development includes a European dimension.
- 6.4. KCC is a partner in a UK consortium participating in a European programme called Erasmus for Young Entrepreneurs. This seeks to place potential (UK/Kent) entrepreneurs within an experienced and successful small business in another Member State. The programme covers certain costs of the new entrepreneur and is seen as opportunity to gain first hand experience and generate new contacts in a new business environment

7 Conclusion

- 7.1 For Kent, particular as a peninsular County, Europe is vitally important for our success. The European Union is rapidly changing in economic and policy terms and it is important that we equally adapt our approach and way of working to maximise the benefits of our involvement

Recommendations

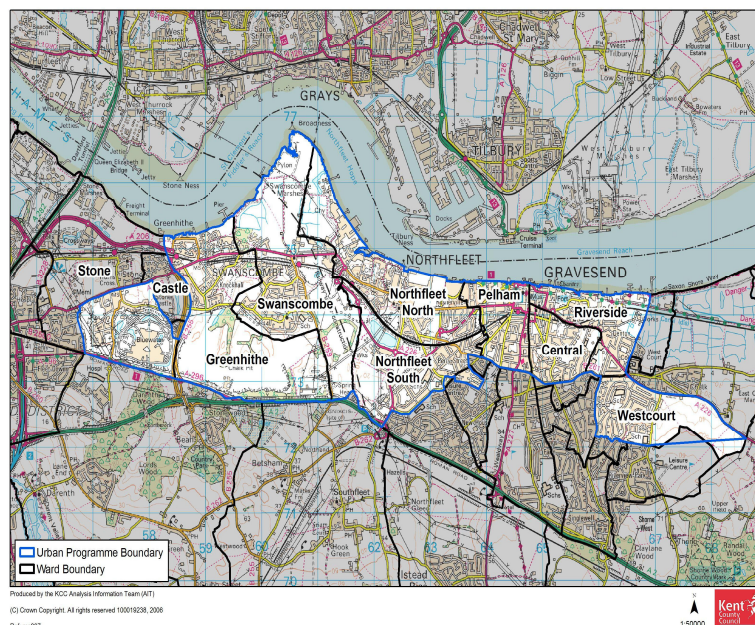
Members are asked to note the report

Lead officer contact:
David Oxlade Extension 6041

An Evaluation of the Urban II Thames Gateway Kent Programme

EXECUTIVE SUMMARY

- 1.0 This report presents the findings of the end of term evaluation of the Urban II Thames Gateway Kent Programme. The evaluation consisted of desk research, consultation with key stakeholders and case studies of 14 projects funded by the programme.
- 1.2 The evaluation aims to provide an analysis of:
- Key achievements;
 - Partner perceptions;
 - Beneficiary perceptions;
 - Value for money;
 - Good practice: and
 - Lessons learned/recommendations.
- 1.3 Urban Thames Gateway Kent is a European Regeneration Development Funding initiative, covering 10 wards in the Dartford and Gravesham area of Kent. It aims to help the target area achieve social inclusion in line with the rest of the Thames Gateway region and to share in the prosperity of the South East of England. This was to be achieved by raising the capacity of residents and communities through a range of interventions in order to benefit from the expected growth in the Kent Thameside and wider region.



- 1.4 Between 2002 and 2008 €12,003,483 (£8.2m) of European funding was allocated to the programme, with the expectation to attract additional match funding of €20, 119,299 from private and public sources. €840,241 was also available for Technical Assistance, which must be matched by public sector partners. The overall programme value was €32,122,782.
- 1.5 The programme had three main Priorities each supported by Measures which shape the size, type and direction of projects commissioned through the Programme. These are: Priority A – Achieving Social Inclusion, Priority B –

Community Access to Learning, and Priority C – Business Infrastructure and Regeneration.

Main Findings

- 1.6 The Kent Urban II Programme has been delivered effectively and successfully. This is reflected in the predominately good levels of spend, N+2 and output performance.
- 1.7 Priority A has performed well in promoting social inclusion, in particular community capacity building initiatives and community safety schemes. Similarly, under Priority B all associated outputs targets have been met or exceeded, with the exception of two. Priority C has fared least well in relation to output achievement, notably the number of business start-ups and number of SMEs assisted.
- 1.8 Programme management was strong and effective, with robust finance and monitoring systems and processes employed. The delivery structure brought together a wide range of public sector and voluntary and community sector stakeholders in particular. The Action Group brought together partners from the borough councils, county council, Groundwork, Business Link, Kent Police and the headmaster of a local secondary school. The Urban Programme Group and Performance Monitoring Committee had representation from the county and borough councils and GOSE.
- 1.9 Community engagement has been strong at the project level and this is reflected in the full commitment of Priority A: Social Inclusion. However, direct involvement in the management of the Programme by residents was less than anticipated. Local expertise and intelligence has been present through the involvement of individuals from community and voluntary organisations on the Action Group, which has informed the project selection process. Similarly, direct private sector involvement was not strong, whilst small and medium sized enterprises that were the target of Programme activity, especially through Priority C, were found to be difficult to attract.
- 1.10 The project delivery process is deemed to have worked well, and enabled 98 projects to be contracted over the lifetime of the Programme. Only five projects did not take-off or finished early, which is testament to the project filtering role of the Action Group and the subsequent project delivery support provided by the Programme Management Team.
- 1.11 A view was expressed that the time taken from project development to delivery was too long in some cases as once the Action Group had put forward a project for funding, it then had to wait for the Appraisal Panel and Urban Programme Group to next meet which could have been a month or six weeks away. Whilst these three stages in the scoring and verification of applications ensured transparency, it was felt that if the process could have moved along quicker more could have been achieved. Similarly, that this three staged approach combined with the demands of the application process may have been a disincentive for some small voluntary and community organisations. The Community Chest however was in place to try and remit this situation.

- 1.12 The Programme needs to be seen within the broader context of the Thames Gateway developments. Urban has been on a much smaller scale, both financially and geographically, and as such it has been quite hard for the Urban Programme to influence the latter. Delays on some of the larger development schemes have also had a knock on effect on Urban. This said, it has supported some of these schemes where possible, for example the Access from Ebbsfleet to Northfleet study and the Fastrack Route B infrastructure project.

Recommendations

- 1.13 The Urban Programme has updated the baseline position, where possible given the changes to the ward boundaries in 2002-03, as presented in the Annual Implementation Reports. It is acknowledged that there are inherent difficulties in assessing the impact of programmes such as Urban (e.g. attribution and how to measure softer impact on individuals), but greater use could have been made of anecdotal evidence, specifically from the communities and even residents being supported, formally collected in a structured fashion. In addition there is a role for quality of life surveys to capture 'real impact'.
- 1.14 The Urban Programme has worked towards making a difference to the quality of life of the residents in Dartford and Gravesham. As the Programme comes to a close, attention needs to turn to legacy and sustaining the meaningful involvement of residents in the subsequent regeneration of the area and Thames Gateway.
- 1.15 Clearly the projects in themselves are a very valuable legacy, especially those that have been mainstreamed or have secured further funding. Holding a celebration event or producing a publication/booklet could be an effective way of show casing the successes of the Programme and reaching out to the wider community. Projects and beneficiaries could be invited to contribute.
- 1.16 The Programme made a commitment to engaging the community in the regeneration of the area and this has certainly been successful at the project level. Similarly, a significant amount of skill, experience and knowledge has been built up through the Action Group. It is important that this interest and knowledge is not lost. The Local Strategic Partnership represents a key opportunity to influence post Programme arrangements and help engage people further. The opportunities for this could be taken forward by the Programme Manager in the coming months.
- 1.17 At a wider level, it is recommended that the Urban network links are maintained, perhaps through the KTDB and its website.

**KCC/Kent projects approved at the first meeting of the Interreg '2-Seas'
Programme Steering committee in Lille on 12 November 2008**

1. 'Cross-border Observatory to Optimise Public Service Delivery'

As Lead Partner, KCC has worked closely with the General Council of Pas de Calais, all of the Kent Districts, Medway Council and three local partners on the French side to develop a project aimed at improving the delivery of public services to all sectors of the Community on both sides of the Channel. The project will involve the Gateways on the Kent side and will develop customer profiling techniques targeted at the less well off and those living in rural areas. It will include the development of a customer service delivery framework which will show how services can be tailored to fit the needs of different groups. The project will also help to inform decisions about the location of Gateway services to ensure good links between the needs of the population and the Gateways.

The total cost of the project is €4.5 million of which KCC will receive €627k in European (ERDF) grant with Kent Districts and Medway receiving €900k ERDF.

2. 'Developing Best Practice in Promoting Enterprise'

Business Support Kent (BSK) is leading this project in partnership with the Chamber of Commerce in East Flanders. The main aim of the project is to develop an enterprise culture and promote entrepreneurship in disadvantaged areas so that individuals gain self-respect and a work ethic. Activities will include fostering an enterprise culture in schools and other training establishments, disadvantaged communities, rural areas and coastal towns. Key outcomes will include increasing the availability and quality of entrepreneurship education and training and bringing together the key players in this field.

The total cost of the project is €1.1 million of which BSK will receive €200k in European (ERDF) Grant.

3. 'Eco-Mind: Environmental Market and Innovation Development'

This BSK-led project is aimed at understanding the support needs of SMEs seeking to develop innovative products and services within the environmental technology sector and bringing them to market more quickly. Other partners include Enviro Business South East, Centre for Sustainable Design, Business Link Hampshire, Grand Lille Chamber of Commerce and Industry and Delft Technical University. Key outcomes will include identifying SMEs where eco-innovation will have the greatest environmental impact (engaging with over 1000 SMEs in S.E. England, Nord-Pas de Calais and the Netherlands); identifying where business support is most needed and providing 1 to 1 support to over 250 (80 in Kent) companies by an eco-innovation expert.

The total budget for the project is €7.3 million of which BSK will receive €900k in European (ERDF) grant.

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BY: Nick Chard, Cabinet Member for Finance
Elizabeth Walker, Interim Director of Property (joint)

TO: Corporate Policy Overview Committee 26 March 2009

DATE: 16 March 2009

SUBJECT: Property Enterprise Fund Terms of Reference

CLASSIFICATION: Unrestricted

FILE REFERENCE:

SUMMARY: FOR DECISION	<p>This report advises Members of the relevance of the original Terms of Reference for the Property Enterprise Fund and recommends appropriate revisions. Members are asked to:</p> <ul style="list-style-type: none"> a. Recommend that no change is required to the original governance procedure b. Recommend the preparation of a detailed acquisition strategy. c. Note the position with regard to the non-operational property portfolio and disposal strategy.
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1. Background

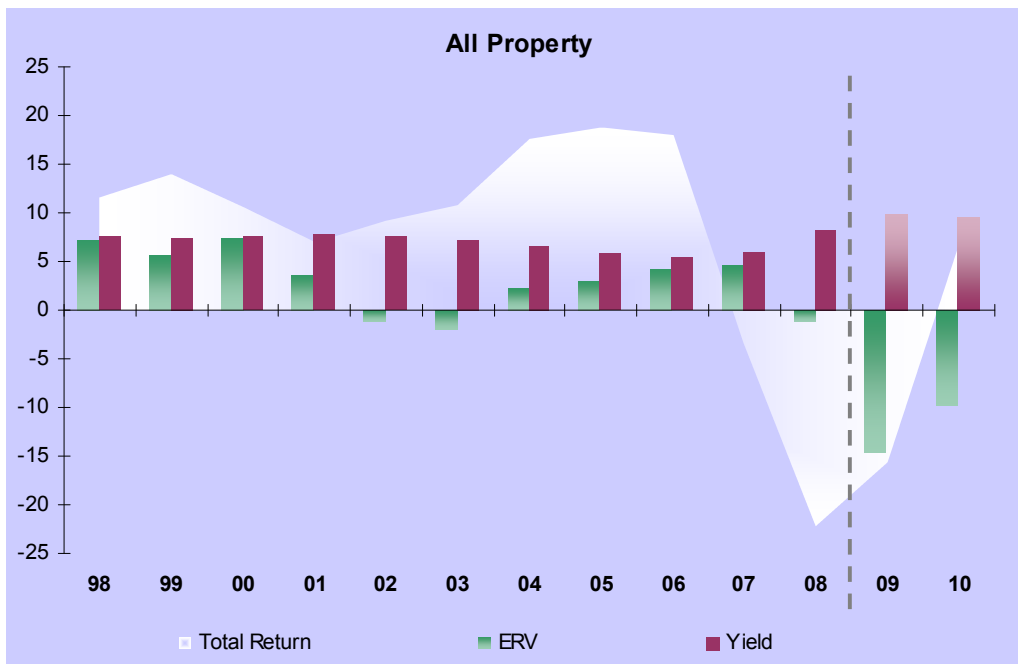
- 1.1 The Terms of Reference (TOR) for the Property Enterprise Fund (PEF) are contained within the Cabinet paper dated 10 July 2006 a copy of which is attached at appendix 1. Corporate POC have requested that these TOR be reconsidered to establish whether any changes are required.
- 1.2 PEF was established in 2006 in order to realise capital from the disposal of non-operational property, and to acquire property for future use, regeneration and income generation opportunities. Property Group has undertaken a vigorous disposal strategy for non-operational assets. 131 properties have been sold for a total receipt of £12,288,050.

2. The Property Market

- 2.1 Until the autumn of 2007, the property market had enjoyed successive years of growth in values and volumes, supported by a strong economy, pent-up demand

for new housing and relatively easy credit terms. A change in market sentiment was evident by the end of the 2007, but was generally assumed at that time to represent a market adjustment to values, which had become over-inflated. At this stage the adjustment was forecast to be between 5%-15% and all predictions indicated a relatively short dip in the market with recovery through the remainder of 2008.

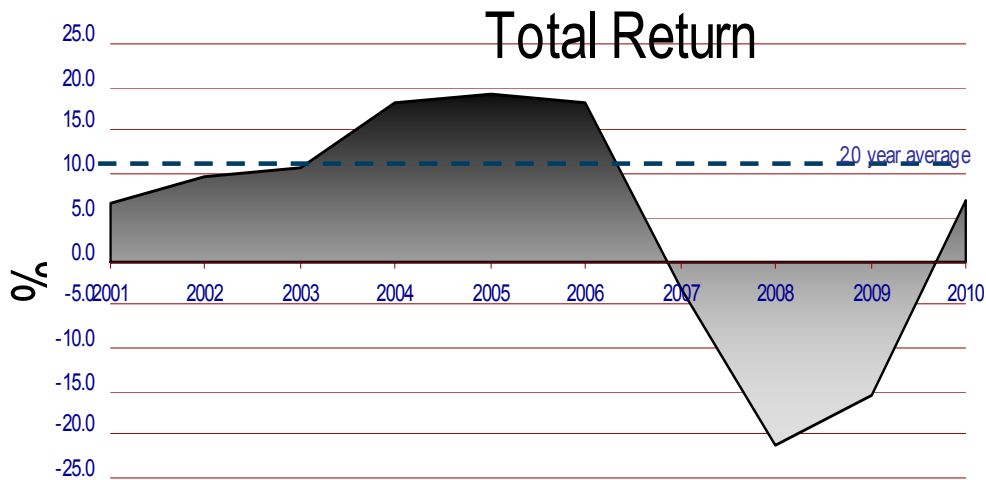
- 2.2 The collapse of Northern Rock, the well publicised difficulties of other financial institutions with major exposure to property lending and adverse press coverage regarding market sentiment, catalysed not only a further rapid fall in values, but a crisis of confidence across all sectors of the property market. A severe tightening of lending terms (the “Credit Crunch”) resulted in the number of transactions falling rapidly. Most residential developers have now withdrawn from acquisitions. It is generally felt that land values in Kent have fallen by 40-50%.
- 2.3 This year the UK economy is predicted to experience the largest contraction in Gross Domestic Product (GDP) since the Second World War. The forecasts are currently predicting a return to positive GDP in mid 2010. In 2009 total returns to property will be negative for the third year running. It is anticipated that transactional activity will pick up in 2010 sufficient to generate modest positive returns.



Source: Colliers CRE, IPF, Morgan Stanley

- 2.4 Even if lending terms to new borrowers are eased in a shorter timeframe, this will not of itself restore pre-2008 property values (or capital receipt expectations) given the prognosis for the health of the wider UK economy. Real prospects for the economy and property market improvement are predicted for 2011. The level of competition for properties and volume of transactions experienced between

2003 and 2007 is however not expected to return for at least the next five years and therefore a return to mid 2007 values is not likely for at least this period.



Source IPD/Colliers CRE

3. The KCC Non-Operational Property Portfolio

- 3.1 In 2006 the KCC non-operational property portfolio was valued at £74m (excluding investment properties). The value at 31 March 2008 for non operational properties (excluding investment properties) was £86m. To date 131 properties have been sold for a total receipt of £12,288,050.
- 3.2 When PEF was established in 2006 the targeted capital receipts were £45M. The fund was given a maximum permitted deficit of £10m, but was to be self-financing over a period of 10 years. The cost of any temporary borrowing is charged to the Fund to reflect the opportunity cost of the investment. Any temporary deficit is offset as disposal income from assets is realised. It was anticipated that the Fund will be in surplus at the end of the 10 year period.
- 3.3 Due to the effects of the Credit Crunch on the property market and the economic downturn, the rate at which properties are being sold has slowed dramatically. Property Group continues to add value by site assembly and through the planning process and will commence sales when the market shows significant signs of improvement.
- 3.4 The predicted capital receipts are risk adjusted to allow for prudent forecasting. High, medium and low risk factors are placed on each receipt to account for the unique risks inherent in achieving a receipt for each of the individual properties. The adjustment reflects for example, the risk of achieving planning, political

issues and title issues affecting value. The current forecast for capital receipts can be summarised as follows:

Projected capital receipts	£39.690m
High risk	£26.958m
Medium risk	£11.025m
Low risk	1.707m
Risk adjusted capital receipts	£13.305m

3.5 Given the down turn in the property market the projected capital receipts have been adjusted accordingly with the majority of disposals anticipated from mid 2010 onwards. The forecast receipts from 2009/10 to 2013/14, after adjustment for risk is therefore £13.305 M.

3.6 The properties within the portfolio fall into the following categories:

3.6.1 A small number of larger town centre redevelopment sites such as Wrens Cross in Maidstone and Swanton/Conyers in Ashford, of approximately 1 acre each. Typically these have a value of between £300,000 and £3m (assuming planning consent is obtained).

3.6.2 Parcels of land which currently do not have planning consent, but are being promoted by Property for development via the Local Development Framework process. These typically have values (once planning permission is granted) of between £500,000 and £8m.

3.6.3 Small bespoke properties which have no redevelopment potential with a value range of £100-£300,000.

3.6.4 Small plots of land with no current planning consent, but which would be sold for hope value in a buoyant market. These have a value range of £10,000-£100,000.

4. **Acquisition Strategy**

4.1 The Fund was established to "Aid enterprising property acquisition in a timely, efficient and cost effective manner" and to facilitate strategic acquisition of land and property to add value to the property portfolio, aid the achievement of economic and regeneration objectives and generate income to supplement the Council's reduced resources. Whilst this purpose is still valid today it has a wide interpretation and a more explicitly defined acquisition strategy would be helpful at this point in time.

4.1 To date two properties have been acquired, Manston Business Park which falls into the economic and regeneration category and a property in Upper Stone Street, Maidstone as part of a site assembly for Wrens Cross. This also falls into

the regeneration category. The total cost of these acquisitions is £5.3M, since the Upper Stone Street property was a direct land swap.

The Fund has also been earmarked to provide £1m for Ashford Library, £2m for Gateways over the MTP period and has made a £4m contribution to revenue budgets over 07/08 and 08/09 and £5.304m for the Eurokent Access Road in 07/08 and 08/09.

- 4.2 Taking all the above into consideration, the Fund is expected to be in a deficit position of £5.787m at the end of 2008-09.

Opening Balance – 01-04-08	-£0.828m
Planned Receipts (Risk adjusted)	£1.323m
Costs	-£0.592m
Acquisitions	-
Other Funding:	
- revenue budget support	-£0.700m
- Eurokent Access Road	-£4.194m
- Gateways	-£0.587m
Closing Balance – 31-03-09	-£5,787m

- 4.3 The TOR currently allow for expenditure on property acquisition up to a maximum borrowing level of £10 m and in exceptional cases this threshold can be exceeded to take advantage of investment opportunities which may arise. This requires the approval of the Section 151 Officer, Chief Executive, Cabinet Member for Finance and the Leader.

The down turn in the property market offers the opportunity over the next 12 – 18 months to take advantage of the depressed values and acquire on advantageous terms. The current cash flow shows a potential for £1 - £2m of further investment during 2009/10 without exceeding the £10m borrowing limit.

- 4.4 A clear and detailed acquisition strategy would be prepared to define the areas of investment and robust business cases for each acquisition would be prepared. In order to ensure that the fund invests in property with sufficient growth potential to generate a healthy return for the fund, it will be important to clearly define the hierarchy of priorities for acquisition. For example, in any one purchase, if regeneration was the most important aim, then a lower return would be acceptable, as opposed to income generation or capital appreciation.
- 4.5 The types of acquisition which are likely to be included are strategic land banking for medium and long term returns, town centre regeneration sites and site assembly acquiring land adjacent to existing KCC operational and non-operational holdings.

5. Governance

- 5.1 The authority to spend against the fund is delegated to jointly The Director of Property and the Director of Finance in consultation with and subject to the agreement of the Chief Executive, the Cabinet Member for Finance and the Leader. All acquisitions must be supported by a business case and signed off by the Chief Executive, Cabinet Member for Finance and the Leader.
- 5.2 The operation of the Fund is to be reported to the Cabinet Member for Finance monthly and a quarterly report submitted to Cabinet. In practice the actual reporting regime has been quarterly to PAG, Property Board and Cabinet, and detailed reporting on disposals has been undertaken by Property to the Leader, Cabinet Member for Finance.
- 5.3 Any decisions relating to acquisitions and disposals within the fund are taken in accordance with the Property Management Protocol (as set out in the Constitution) and are capable of being questioned by Members and called into scrutiny if necessary.
- 5.4 The governance procedure as set out in the original Terms of Reference remains valid and no change is therefore recommended.

6 Recommendations

Corporate Policy Overview Committee is asked to:

- 6.1 Note the existing Terms of Reference for PEF and recommend the preparation of a detailed acquisition strategy for the forthcoming financial year.
- 6.2 Recommend no change be made to the original governance procedure.
- 6.3 Note the position with regard to the non-operational property portfolio currently valued at £82m, the forecast receipts of £39.690 (£13.305 after adjustment for risk) and the strategy to significantly slow the pace of disposals until the market shows signs of improvement. This is currently forecast to be in mid 2010 onwards.

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From: Nick Chard, Cabinet Member for Finance
Mike Austerberry, Director of Property
Lynda McMullan, Director of Finance

To: Cabinet

Subject: Property Group Enterprise Fund

Date: 10 July 2006

Classification: Unrestricted

Summary:

This proposal seeks Cabinet approval for the establishment of a Property Group Enterprise Fund (with a maximum permitted deficit of £10m) to aid enterprising property acquisition in a timely, efficient and cost effective manner. This fund is proposed in order to add value to the existing property portfolio, and acquire holdings for future use, regeneration and income generation opportunities.

For Decision

1. Introduction & Background

- 1.1 Property Group has embarked on a vigorous acquisitions and disposals strategy aimed at maximising the value of the Council's land and property portfolio. The implementation of this strategy has been overseen by the Property Board (an informal advisory body comprising service directors, senior officers and members, chaired by the Chief Executive and attended by the Leader and Cabinet Member for Finance.)
- 1.2 A central plank of this strategy proposes not only the investment of capital receipts from the disposal of non operational property into assets with higher growth potential but also the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's reduced resources.
- 1.3 In order to take full advantage of emerging opportunities it is often necessary for the Council to act swiftly to secure assets presenting significant investment potential. This may not always be readily achievable if funding available for investment in the short term relies solely on the disposal of surplus assets currently held by the Council.

- 1.4 Consequently, it is proposed to establish a fund capable of being drawn against, subject to business case acceptance, in order to realise presented opportunities and reduce the potential for missed opportunities.

2. Funding

- 2.1 It is suggested that the Property Group Enterprise Fund may be established, with a maximum deficit limit of £10m, funded from Prudential Borrowing over a period of 10 years. It is not suggested that acquisitions will be pursued to this limit as a matter of course, only that the limit be set at this realistic level in order not to preclude any significant opportunity to realise the Council's investment opportunities.
- 2.2 Any deficit will be offset as disposal income from other Council owned assets are realised. It is anticipated that the fund will be in surplus at the end of the 10-year period and may well be so at other times within the life of the fund.
- 2.3 The cost of borrowing (i.e. any loan interest) should be charged to the fund to reflect the opportunity cost of the investment.
- 2.4 It is conceivable, however, that from time to time opportunities for investment may present that might exceed the deficit threshold in advance of imminent disposal income. In order not to preclude such opportunities it is suggested that approval to exceed the deficit threshold may be sought and obtained from the Section 151 Officer, Chief Executive, Cabinet Member for Finance and Leader, provided that identified disposal income is earmarked in order to bring the fund back within the agreed threshold within a specified time frame.

3. Governance

- 3.1 The fund will be operated within the parameters of the Property Management Protocol (PMP) in compliance with the Council's Constitution and Financial Regulations, and within the Local Government Act 2003 (Ch 2 6 section 12.)
- 3.2 In developing this proposal it has become apparent that differing arrangements for governance need to be applied between
 - (a) acquisitions primarily in response to delivering service needs where business cases are driven by council service delivery objectives where there is no requirement for investment return and
 - (b) acquisitions in response to opportunities to generate income or capital gains for the council. It is conceivable that there may be some service benefits but the business cases must clearly demonstrate return on the investment to be made.

Only those acquisitions falling within (b), above, will come within the Property Group Enterprise Fund.

- 3.3 In order to underpin the desire to move swiftly to prevent loss of investment opportunity it is recommended that Cabinet should establish the Fund within the parameters outlined in this proposal and delegate authority to spend against that fund to, jointly, the Director of Property and the Director of Finance in consultation with, and subject to the agreement of, the Chief Executive, the Cabinet Member for Finance and the Leader.
- 3.4 The PMP (as set out in the Constitution) will require amendment to provide effective governance for the operation of the Enterprise Fund. The PMP currently provides for delegated authority to the Head of Property on acquisitions and disposals to an upper limit of £0.5m. It is likely that acquisitions under the Enterprise Fund will exceed that threshold.
- 3.5 Consequently, it is proposed that amendments to the PMP will be brought forward to the next available Full Council meeting seeking agreement to a higher level of delegation in relation to both acquisitions in response to service delivery requirements and acquisitions in response to opportunities to be pursued through the Enterprise Fund.
- 3.6 Those recommendations will include
 - (a) raising the threshold for delegation to the Director of Property for service delivery acquisitions from £0.5m to £1m and
 - (b) establishing a threshold for delegation to the Director of Property and Director of Finance, jointly, of £10m in relation to the Enterprise Fund, subject to the identification of budgetary provision.
- 3.7 Each investment proposal under the Enterprise Fund must be supported by a robust business case containing
 - (i) details of the proposal,
 - (ii) the rationale for making the investment,
 - (iii) the objective to be satisfied,
 - (iv) the cost to the authority,
 - (v) the opportunities to be gained and
 - (vi) the return anticipated on the investment. The investment must produce an anticipated minimum return between base rate and base rate plus 4%, expressed in terms of either capital receipt, revenue income or both, in order to reflect the opportunity cost of using cash / borrowing rather than to repay debt.
- 3.8 Each business case shall be subjected to review by the Director of Property and the Director of Finance who shall satisfy themselves that the investment proposal is valid and supportable. The proposal and the

investment capital required must be signed off by the Chief Executive, Cabinet Member for Finance and Leader, as necessary, in accordance with the Council's Property Management Protocol.

- 3.9 The operation of the fund will be reported to the Cabinet Member for Finance on a monthly basis, based on a system to be devised and agreed between the Director of Property and Director of Finance. Monitoring will record transactions against the fund ensuring that the deficit threshold is not breached (unless approved by the Section 151 Officer, Chief Executive, Cabinet Member for Finance and Leader,) that appropriate disposal income is credited to the fund and that charges against the fund are made.
- 3.10 A quarterly report shall be presented to Cabinet.
- 3.11 The question of Value Added Tax (VAT) chargeable, payable and recoverable and its effect on the Council's transactions and partial exemption limit is complex. Each case must be reviewed by the Council's Taxation Manager to establish the most advantageous route for the Council.
- 3.12 Proceeds accruing from the Fund, over and above operating costs, shall be directed to aid both the achievement of the Council's service objectives and the achievement of the Council's economic and regeneration objectives as set out in the Medium Term Plan.

4. Recommendation

Cabinet is invited to:

- Support the proposed amendments to the Property Management Protocol to be brought before Full Council.
- Approve the establishment of a Property Group Enterprise Fund with a maximum deficit balance of £10m.
- Agree that decisions on acquisitions be delegated to the joint authority of the Director of Property and Director of Finance, in consultation with the Chief Executive, Cabinet Member for Finance and Leader in accordance with the Property Management Protocol.
- Approve that operation of the fund be reported quarterly to Cabinet.

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Lynda McMullan
Director of Finance
Ext 4550

MA/LMcM/pgg
28/06/06

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director, Communities

To: Corporate Policy Overview Committee, 26th March 2009

Subject: An Alcohol Strategy for Kent

Classification: Unrestricted

Summary: The Alcohol Strategy for Kent sets out the way forward for agencies across Kent to work in partnership to prevent the harm caused by alcohol misuse. It aims to provide a structure for the development of treatment programmes, a preventative strategy for adults and young people and a community approach to issues such as policing, licensing and trading standards. It sets in context the current resource allocation and the improvements necessary to ensure that the County of Kent has in place an effective and responsive system.

Recommendations:

- This strategy is presented as a framework for consultation and Members are asked to note the contents of this report and comment on the content and direction of the strategy
- Members are asked to support the progress of the strategy to broader consultation with partners and communities.

FOR INFORMATION & CONSULTATION

1. Introduction

- 1.1 The National Treatment Agency was established in 1988 and the principal focus of its work has been tackling drug misuse. In 2007 the Government published "Safe, Sensible, Social" to address alcohol misuse, an update of the 2004 National Harm Reduction Strategy. This is supplemented by a series of other strategies including those within the Public Health realm and, significantly, the Licensing Act of 2003. All the strategies bring alcohol misuse into much sharper focus, and identify a requirement for the public sector to work in partnership with the alcohol industry, at both production and retail levels.
- 1.2 In 2007 Kent County Council convened a Select Committee to review the health aspects of alcohol misuse. This focussed upon treatment provision, preventative services and in particular the impact of patterns of alcohol consumption by young people. The Committee received evidence from a wide body, including treatment providers, the health service, young people and the police. The review concluded with a report detailing some 28 recommendations and this report provided a very useful foundation for the development of an alcohol strategy for Kent. A report back to the Select Committee will be undertaken in the forthcoming months.

2. An Alcohol Strategy for Kent

- 2.1 The Strategy has been developed using the framework recommended by the National Treatment Agency and has been supported by Alcohol Concern, agencies from across Kent County Council, Police and Health Services. It reflects the national evidence base of the harm caused by alcohol to health, employment/industry and criminal justice and makes local comparators from which to build and develop service responses.
- 2.2 The Strategy sets out Kent's position in respect of treatment for young people and adults and the activity being undertaken to address the community safety concerns and the mechanisms for managing the impact of alcohol misuse within the public realm.
- 2.3 In 2008, an increasing focus on what is referred to as Hidden Harm¹ has emerged. This has been brought into significant attention following the tragic death of Baby P, and issues of safeguarding practice. The Alcohol Strategy will incorporate work which addresses issues relating to families, linking in with the Hidden Harm Strategy.
- 2.4 The strategy identifies the priorities for action which include:
 - a. Communication: how to convey important public health messages without alienating the general public, ensuring that key professionals have an understanding of alcohol misuse, it's symptoms and outcomes, and seeking to have an informed employer group that can support and manage workplace issues
 - b. Treatment: improving the current level of treatment provision across a range of needs from prevention, early diagnosis to acute care
 - c. Community Safety: working with the Police and other Criminal Justice agencies to develop responses that minimise the impact of alcohol misuse and that, for example within the prison system, education programmes are developed alongside treatment
 - d. Licensing: working within a partnership arrangement to ensure the intentions of the Licensing Act 2003 are achieved and fulfilling the 2010 Strategy to work with off-licenses and other trade organisations
 - e. Children & Young People: working with education, schools and colleges to provide evidence based programmes about alcohol and where necessary providing the appropriate level of treatment interventions
 - f. Hidden Harm: as outlined above

3. Financial Implications

- 3.1 The Strategy highlights the need for a coherent and rigorous analysis of expenditure relating to alcohol. Kent has used national data to achieve an estimate of the impact of alcohol misuse across the county and we are currently commissioning the Public Health Resource Unit (PHRU) to give a more in depth assessment of investment against outcomes.

¹ The effect that parental alcohol and drug misuse has on their children – Item B4 on this agenda looks at this in detail.

- 3.2 The key funding providers will remain Health and Social Care in particular for those people where alcohol misuse has reached a chronic state. The Police and other emergency services make a considerable investment when responding to disorder, road accidents and injury and fires within the home, all of which will continue to arise unless the messages contained within this strategy are achieved.
- 3.3 Through the KDAAT partnership some £1,772k is currently invested in treatment, KCC £121k, PCT £1,622, and Probation £29k. Supporting People funding supports a wide range of client needs, including problems associated with alcohol misuse. Within the annual funding of £542k, £95k is specifically allocated for the provision of a floating alcohol support service.
- 3.4 Investment in 2009/10 will increase by a further £390k, with much of this coming from Health, Supporting People, and Probation to support improved and targeted community alcohol service provision.

4. Consultation

- 4.1 The consultation period will last for approximately 12 weeks, and will include the following bodies:
- KDAAT
 - Kent Criminal Justice Board
 - Safer Stronger Communities Group
 - Children's Trust Board
 - Provider services
 - PCTs
 - Kent Youth Council
 - Borough and districts (including Licensing)
 - CDRPs
 - MPs
 - Service users
 - Carers
 - Kent Police Authority

The draft strategy will be presented to CFE, CMY and CED Policy Overview Committees in the March/April cycle, and the ASS Policy Overview Committee in July.

5. Conclusions

- 5.1 The Alcohol Strategy for Kent is a partnership strategy that aims to address alcohol misuse, provide improved information, advice and guidance and combat the negative outcomes within our communities when the consumption of alcohol leads to disorder or other injury. It is a strategy that will be progressed as new information comes forward, treatment services improve and our response via policing or other emergency services are developed. The Strategy is a significant Partnership agreement that will lead to enhanced service provision and a better understanding of the impact of

alcohol misuse in our communities and how best to promote safe, sensible and social drinking.

6. Recommendations:

- 6.1 This strategy is presented as a framework for consultation and Members are asked to note the contents of this report and comment on the content and direction of the strategy
- 6.2 Members are asked to support the progress of the strategy to broader consultation with partners and communities.

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An Alcohol Strategy for Kent

DRAFT v4

Executive Summary

To be completed once strategy agreed

1. Foreword

Alcohol within our society is seen by many people as a source of pleasure and enjoyment and a part of social gatherings such as weddings, birthdays or other celebratory events. Many of us will share stories about fun and occasionally bad times that have involved the consumption of alcohol. Some sections of our society, be it for religious or other belief systems, exclude alcohol from their daily life. This statement I trust paints a picture of our varying and sometimes problematic relationship to alcohol. For some people alcohol misuse becomes a significant problem and this is demonstrated through increasing difficulties within families, at work, and their own relationship with the world.

This alcohol strategy aims to set out our response to the management of alcohol by promoting attitudes and behaviours that allow the majority of people, for whom alcohol does not present a problem, to continue to enjoy the benefits of social drinking and associated pleasures while ensuring that if necessary, others can access advice, help and support if required. The strategy recognises that access to information for individuals in difficulty is important and where the problems are chronic, access to treatment services should be made available.

The alcohol trade works within a regulated framework and the strategy seeks opportunities to improve and support the responsibilities of those working within the license trade. This includes areas such as underage sales, alcohol sales promotions, and the responsibility for managing licensed premises in cooperation with the police and local authorities.

To deliver the strategy effectively we must continue to work in partnership with a range of organisations and agencies. These include the police and emergency services, mental and public health sectors, voluntary agencies and other excellent treatment programmes that currently contribute substantially to our aims and objectives. As a County Council we have a responsibility to work and support the efforts of all those engaged in this work. This strategy sets out the principles we aim to implement and we trust that it provides a backdrop for Kent's residents to enjoy life to the full and adopt a relationship to alcohol that avoids harm and promotes safe, sensible and social living conditions.

2. Aim

Excessive consumption of alcohol is a growing problem in both Kent and the UK. Yet, alcohol also gives much pleasure and is a significant and traditional part of the local economy. Kent is a safe place in which to live and socialise but it is important to address the problems which inevitably arise from alcohol misuse. The intention of this strategy is to attempt to balance these costs and benefits. This strategy is not trying to "ban" alcohol, instead its aim is:

- "To reduce the harms associated with alcohol, in order to ensure that alcohol can be enjoyed safely and responsibly, as part of a vibrant and inclusive community".

3. Objectives

The objectives of this strategy are:

- To prevent alcohol related harm by increasing public awareness and understanding of the impact of alcohol misuse;
- To promote community safety and create a safer environment by reducing alcohol-related violent crime, criminal damage and anti-social behaviour and by enabling offenders to access appropriate interventions and treatment throughout the criminal justice system;

- To ensure swift and easy access to services for individuals seeking information, guidance and treatment;
- To encourage responsible practices in the licensed trade by ensuring that those involved in the production and sale of alcoholic drinks act within the law and with an appropriate sense of social responsibility;
- To prevent children and young people developing alcohol related problems through a programme of education and, where necessary, law enforcement; and
- To set a robust strategic framework which is based on partnership working.

4. A Partnership Approach

A partnership approach is essential to ensure an effective response to alcohol. This strategy will engage a range of organisations so that there is:

- A shared understanding of the issues to be addressed and the outcomes achieved;
- Appropriate sharing of information;
- Cooperation and coordination between statutory, voluntary and community organisations as well as the licensed trade;
- A consistent approach to reducing the harm caused by alcohol;
- Consistent messages to the public and to people needing or seeking help;
- Appropriate arrangements to ensure that any work on alcohol links in to the plans of the Local Strategic Partnership and the Local Area Agreement.

Service users and carers, voluntary and community organisations will be involved and consulted at every level of the strategic process.

5. Key Strategic Links

This strategy must link with other national and local strategies. At the national level it links to the following:

- *Safe Sensible Social* - the 2007 update on the National Alcohol Harm Reduction Strategy originally published in 2004.¹
- *Choosing Health* - the public health strategy - which has alcohol harm reduction as a major theme and identifies a number of 'big wins' related to combating alcohol misuse^{2,3}.
- *Models of Care for Alcohol Misuse* – which sets the framework for the development and delivery of alcohol treatment services
- Legislation linked to alcohol enforcement such as the *Licensing Act 2003* which governs the management and control of licensed premises and the *Violent Crime Reduction Act 2006*
- *New GP contract 2004* – which identifies a Nationally Enhanced Service for alcohol
- *Alcohol Misusing Offenders – A Strategy for Delivery 2006* - National Probation Service – a strategy for addressing alcohol misuse for offenders.
- *Youth Alcohol Action Plan 2008* – which set out particular steps to tackle alcohol misuse among young people.

¹ Safe.Sensible. Social: The next steps in the National Alcohol Strategy, Department of Health, Home Office, Department for Education and Skills, Department for Culture, Media and Sport, 2007.

² Choosing Health: making healthier choices easier. 2004, Department of Health.

³ Delivering Choosing Health: making healthier choices easier. 2005, Department of Health.

- *Youth Matters* – A Government White Paper which sets out the vision for empowering young people, giving them somewhere to go, something to do and someone to talk to.

A particular priority is to ensure that the delivery plan links to the Home Office's Public Service Agreement (PSA) priorities as set out in the new National Indicator Set. The Kent Local Area Agreement (LAA) already includes targets and objectives aimed at dealing with alcohol-related problems. For example, it endeavours to reduce alcohol abuse (Outcome 16), to reduce the overall level of crime (Outcome 10), and to increase the proportion of people who believe Kent is a Safer County (Outcome 9).

In addition PSA 25: "Reduce the harm caused by alcohol and drugs" sets a target of reducing *Alcohol-harm related hospital admission rates*. PSA 14 refers to the need to reduce the proportion of young people frequently using illicit drugs, alcohol or volatile substances. These targets are mirrored in *Vital Signs* the indicator set for the NHS.

This strategy also links to other local strategies, of which the key ones are:

- Borough and District Crime and Disorder Reduction Partnerships' (CDRPs) Community Safety Strategies
- Primary Care Trust (PCT) Delivery Plans
- Borough and District Council Statements of Licensing Policy 2008-2011
- Domestic violence strategies.
- Kent Police's Drug and Alcohol Strategy
- Children and Young People's Plan (outcome 2 - reducing risk taking behaviour)

6. Stakeholder Consultation

This strategy builds on the Report of Kent County Council's (KCC) Select Committee on Alcohol Misuse. That report was built on an extensive consultation with key stakeholders including service user representation, local councils, service providers and national experts.

In July 2008 the county launched the Select Committee report with an event which included an opportunity to propose ideas for further developing the response to alcohol misuse.

7. The Impact of Alcohol: National Evidence

Nationally, the annual human and financial costs of alcohol misuse include:

- 22,000 preventable deaths per year which are associated in some way with alcohol misuse.
- Around half of all violent crimes (1.2 million) and a third of all reported incidents of domestic abuse (360,000)
- £7.3 billion spent tackling alcohol related crime and public disorder.
- Up to 70% of A&E admissions at peak times.
- £95 million spent each year on specialist alcohol treatment.
- Over 126,000 admissions to hospital for mental and behavioural disorders resulting from alcohol misuse – a rise of 75% over the past ten years.
- Up to 1.3 million children affected by parental alcohol problems.
- More than one in five men, one in six women and one in seven 16-24 year olds have admitted to having had unsafe sex after drinking too much alcohol, increasing their risk of pregnancy and disease.

8. The Impact of Alcohol: Local Evidence

The majority of Kent's population are either low risk or non-drinkers. However, patterns of problematic drinking are emerging in Kent, especially among women and young people. The proportion of adults in the South East binge drinking at least one day a week has reached about 20% for men and about 9% for women. In Kent 11% of males and 5.5% of females exceed the weekly recommended amounts. These rates are lower than in most other regions, but are higher than those of London and the East of England.

These drinkers can be divided into three categories⁴:

- Hazardous drinkers - women drinking more than 14 units and up to 35 units of alcohol per week and men drinking more than 21 units and up to 50 units of alcohol per week, These drinkers may have avoided significant alcohol-related problems so far but they will still benefit from brief advice about their alcohol use.
- Harmful drinkers - women drinking over 35 units and men drinking over 50 units of alcohol per week who show clear evidence of some alcohol-related harm, which may be physical or mental.
- Dependent drinkers - have a definite problem with drinking and in severe cases may be physically dependent.

In Kent there are about 200,000 hazardous and harmful drinkers and 30,000 dependent drinkers.⁵

Sir Liam Donaldson, the Chief Medical Officer for England and the UK Chief Medical Advisor released guidance on young people's alcohol for consultation in January 2009⁶. The consultation focuses on how the information is communicated to children, young people and their parents and whether the advice provided is practical.

The guidance states that a childhood free from alcohol is the healthiest and best option. It acknowledges that some parents may choose to allow their children alcohol. In those cases, it alcohol should never be consumed by those under 15. It goes on to say that those aged 15 – 17 should never exceed 2-3 units for young women and 3-4 units for young men. Also, 15-17 year olds should not consume alcohol more than once a week and their consumption should be supervised. The guidance emphasises the role of parents in influencing and educating their children on the use of alcohol.

The Government sponsored North West Public Health Observatory⁷ provides seventeen statistical indicators of alcohol related harm broken down by local authority area. Most areas of Kent are around the national average for the health indicators with the exception of Thanet which has above average levels of alcohol related hospital admissions for both adults and young people. Shepway has above average levels of alcohol related hospital admissions for young people.

⁴ Drummond et al, Alcohol Needs Assessment Research Project (ANARP): the 2004 National Alcohol Needs Assessment for England, Department of Health, 2005.

⁵ Drummond et al, Alcohol Needs Assessment Research Project (ANARP): the 2004 National Alcohol Needs Assessment for England, Department of Health, 2005.

⁶ Young People and Alcohol Guidance Consultation 2009: www.dcsf.gov.uk/consultations

⁷ www.nwpho.org

Other data indicates that

- In 2005 about 4,400 people in Kent, diagnosed with “alcoholism”, claimed incapacity benefits or severe disablement allowances.
- Alcohol-related crime and violent crime in Kent is below the national average. However, the level of crime attributable to alcohol is above average in three Kent districts (Dartford, Gravesham and Thanet) and higher than the South East average in four districts (Dartford, Gravesham, Swale and Thanet).
- Alcohol-related violent crime is higher than the national average in three districts (Dartford, Gravesham and Thanet) and is higher than the South East average in five districts (Dartford, Gravesham, Shepway, Swale and Thanet).
- The rate of sexual offences attributable to alcohol is the same as, or higher than, both the national and regional average in seven districts (Ashford, Dartford, Gravesham, Maidstone, Shepway, Swale and Thanet).
- The number of adults in Kent undergoing treatment for alcohol misuse more than doubled from 2005-6 to 2006-7. In the same period the number of young people in treatment increased from 115 to 271.
- The number of alcohol-specific hospital admissions in Kent has almost doubled from 885 admissions in 1997-8 to 1,454 in 2006-7.
- In Kent, the number of adult arrests for drink offences increased from 5,732 in 2005-6 to 5,950 in 2006-7. The number of young people arrested has increased, from 278 in 2005-2006 to 403 in 2006-7.
- In Kent, it has been estimated that substance misuse (both for alcohol and drugs misuse) is a parental characteristic of over half the approximately 800 children (56.1%) on the child protection register.
- In Kent the number of young people arrested for alcohol related offences increased from 278 in 2005/6 to 403 in 2005/6.
- It is estimated that the number of children with alcohol dependent parents in Kent could be in the region of 23,000.

It is also known that, although overall fewer young people are drinking alcohol, those who do are using more and those who do are starting alcohol use at an earlier stage. These trajectories are of great concern.

9. What Is Currently Happening

Much work has been undertaken in Kent to tackle alcohol misuse, but more needs to be done. This section sets out what is already happening and section 10 identifies key gaps and how they will be tackled.

9.1 What Is Currently Happening – Communication

Target 50 of *Towards 2010* recommends the introduction of a hard-hitting public health campaign targeted at young people in order to increase their awareness of, amongst other things, the effects of alcohol misuse. One example of this is the House campaign that moves round the districts month by month providing a centrally located meeting place for young people combined with public health messages. It targets young people who may be outside mainstream provision and potentially most vulnerable to substance misuse. House is supported by the Youth Service and will be evaluated during 2009. Consideration will be given towards the development of a model of Youth Service provision to reflect young people’s interest and needs, and expand upon the concept of town centre locations and multi disciplinary support teams.

The Kent Healthy Schools Programme promotes the health and well being of children and young people through a well planned school curriculum that encourages learning and healthy lifestyles choices. In order to gain healthy school status, schools have to

demonstrate, amongst other objectives, that they are delivering effective Personal, Social and Health Education (PSHE), alcohol education is one of the subjects of the PSHE programme

9.2 What Is Currently Happening – Adult Treatment Services

The Kent Drug and Alcohol Action Team (KDAAT) is the agency responsible for the specific management and commissioning of alcohol and drug-related treatment services across the County.

KDAAT commissions a variety of statutory and voluntary organisations to provide a range of treatment services across the whole of Kent. Agencies include: KCA, Turning Point, Action for Change, The Kenward Trust and The East Kent Community Alcohol Service.

One of the strands of the KCC Supporting Independence Programme is dedicated to helping people with alcohol or substance addiction to move out of dependency and achieve greater independence.

9.4 What Is Currently Happening – Community Safety

The commitment of Kent County Council to deal with alcohol-fuelled offences is reflected in the *Towards 2010* strategy. Target 57 aims to support Kent Police and to work with CDRPs to strengthen the police presence in problem areas. Target 60 requires the council to support young people in order to reduce the risk of them offending. The county also has the Kent Community Alcohol Partnership: a multi-agency initiative to reduce under age sales and offending (see box below).

A number of specific initiatives reflect the commitment of local partner agencies such as Trading Standards and Kent Police to reducing alcohol related harm. These include:

- The use of Penalty Notices for Disorder (PNDs) to individuals exhibiting disruptive behaviour.
- The use of alcohol enforcement areas which have been adopted by most CDRPs in Kent.
- “Conditional Cautioning” referral schemes which aim to provide an alternative to prosecution where offenders must attend sessions to learn about the consequences of alcohol misuse.
- “Meet and greet” tactics in which officers patrol targeted night-time “hot spots” to provide reassurance for the public and to deter crime.
- The “Three Strikes” scheme in Dover which involves penalties such as issuing Anti-Social Behaviour Orders (ASBOs) after a third arrest for alcohol-related offences.
- Anti-Social Behaviour Act (2003) powers which enable local authorities and the police to disperse disruptive individuals and send home young people under the age of 16.
- The designation of anti-social behaviour areas.
- Establishing alcohol free areas in Broadstairs Harbour and Canterbury.

9.5 What Is Currently Happening – Licensing

Kent has approximately 6,500 premises licensed to sell or supply alcohol. 57 of these open 24 hours a day, comprising 35 supermarkets and stores, 14 hotels and 8 late night venues. A number of initiatives are in place to promote responsible trading:

- Last year Kent Trading Standards performed 151 test purchases, and found that in about a third of them alcohol was sold to underage people.

- Many licensed premises in Kent have joined the “Safer Socialising” scheme which awards certificates to those businesses selling alcohol in the night-time economy that demonstrate high standards of management and operation.
- Both the Kent-based company Shepherd Neame and the Wetherspoon pub chain, amongst other schemes aimed at promoting sensible drinking, make use of mystery shoppers to test socially responsible behaviour of the staff in its pubs.
- “Pub Watch” schemes have been developed which involve the exchange of intelligence between businesses, the police and other agencies in order to identify “hot spots”.

Example of action - Kent Community Alcohol Partnership

KCAP is based on a project first run in St Neots which engaged the licensed trade. There was a press launch by the Chief Executive, Chief Constable and licensed trade in November 2008 at Sainsbury’s Maidstone.

On the ground it consists of a host of small initiatives, e.g. supporting shops not to be intimidated, dealing with proxy purchasing in a better fashion and multi-agency patrols. There will be three 6 month pilot sites in Canterbury, Thanet and Edenbridge to see how it operates in different environments.

9.6 What Is Currently Happening – Young People

Kent schools have a programme of Personal, Social and Health Education (PSHE) which includes education about alcohol misuse. It has been announced recently that PSHE will become part of the National Curriculum. A number of other initiatives target young people. These include:

- A strategy on PSHE for all Kent schools produced in 2008 – this aims for uniform practice with sufficient resources and support to deliver high quality PSHE to all young people.
- In West Kent, Targeted Prevention services are working with partners in education and health to understand substance misuse needs among school populations and to develop an integrated and coordinated approach to meeting those needs.
- The Alcohol Intervention Support Programme (delivered by the Kenward Trust), aims to divert young people from substance misuse through education and awareness. This programme will be rolled out across all of Kent from March 2009.
- A Hidden Harm working group has been established to look at the needs of young people with substance misusing parents.
- Kent Safeguarding Children Board provides multi agency training to raise awareness and improve responses to parental alcohol misuse
- The substance misusing parents project in Thanet and Dover fast tracks substance misusing parents – drugs and alcohol – into treatment and ensure joint work between Children and Families teams and the drug and alcohol service.
- The Sunlight Project (run by KCA) in Thanet, Canterbury, Dover and Swale provides group work for children 7-13 whose parents abuse drugs and/or alcohol.
- Early Intervention which targets vulnerable groups of young people and focuses on making contact with young offenders, looked after young people,

those young people who are not in mainstream schools, refugees and asylum seekers.

- An intensive multi component intervention is being developed which is working to reduce alcohol and drug use in addition to other risky behaviours with a view to building young people's resilience.
- DUST training is a programme of training for the children and young people's workforce in drugs and alcohol awareness, assessing problematic use and interventions for those who are not problematic.
- Specialist young people's community treatment provides one to one interventions for young people who are assessed as problem users. This includes specific drug and alcohol work with young offenders to impact positively on offending.⁸

A booklet has been published by the Kent Children's Safeguarding Board for parents of teenaged children that provides helpful advice and guidance as well as contact numbers. Further information can be found on the Kent Resource Directory website.

9.7 What Is Currently Happening – Hidden Harm

Alcohol misuse affects not just the drinker, but the family around them. Many children can just about cope, but for others, a parent's drinking can lead to feelings of isolation, guilt and poor performance at school. Children of problem drinkers can experience long-term psychological damage into adulthood. Services to support both young carers and chronic-drinking parents are too scarce.

In some cases where a parent's drinking has become so debilitating, their children have been forced into caring roles. This group of young carers looking after a parent with an alcohol problem is both hidden and particularly vulnerable. Most young carers in this situation simply never get support, with too many ending up in care when families reach crisis point.

10 Priorities for Action

10.1 Priorities for Action - Strategy

A strategic priority will be to collect and share data about alcohol misuse. This will ensure that there is robust baseline data available for planning. Information is needed from A&E to pinpoint problems with licensed premises. Better data on alcohol related offending will also be important.

10.2 Priorities for Action - Communication

A co-ordinated approach is required to improve education and communications on alcohol related issues, by ensuring consistent methods and messages are used to create maximum impact. Campaigns should adopt a social marketing approach to achieving positive behavioural goals in the target audience.

Communications activities will be developed to support all the strategic objectives set out elsewhere in this Strategy, as well as to deliver the following specific objectives:

- To prevent alcohol related harm by increasing public awareness and understanding of the impact of alcohol misuse;
- To prevent children and young people developing alcohol related problems through a programme of targeted interventions including social marketing.

Communications will adopt the partnership approach underpinning an effective response to alcohol in Kent. A Communications Sub-Group (of the Kent Action on Alcohol Steering Group) will co-ordinate communications activity across the county and also commission research, campaigns and other related activity needed to help fulfil the strategy's objectives.

The sub-group will:

- Develop a Kent Action on Alcohol Communications Strategy and Action plan, drawing on partners' work as well as its own commissioned activities, to include all relevant activities, campaigns and social marketing interventions;
- Ensure that young people and their families are being targeted with appropriate educational information;
- Establish an annual county budget to support alcohol communications work with contributions from a range of agencies and sectors;
- Continuously monitor and evaluate the impact of activity across the county.

Other related communications work will also take place including the development and updating of content on partners' websites, the creation of an "alcohol services" directory and working with local employers to encourage the adoption of workplace alcohol policies and employee access to information and treatment services.

10.3 Priorities for Action - Adult Treatment

It is recognised that there is an under-provision of treatment services in the county. It is estimated that if a minimal level of access was provided (10%) 18,000 individuals would be helped each year. A good level of service (20%) would provide treatment to 36,000 people. Government data suggests that the level of access in the region is currently only 5%. A sustained programme of increasing the resources going into alcohol services will be put in place.

A key priority is the introduction of screening and brief interventions for hazardous and harmful drinkers in non-alcohol-specialist setting e.g. primary care, A & E and criminal justice settings.

At the other end of the process there is an identified need for better aftercare, including wraparound services such as employment and training support or financial advice. A specific route into treatment is needed for people with a dual diagnosis of alcohol misuse and mental disorder. Clarity is required on who is responsible for people who have alcohol-related brain-damage.

Services also need to be developed for particular groups. Appropriate services will need to be offered to people who are homeless or require better housing. Additional temporary sheltered housing will be facilitated by KCC for individuals recovering from alcohol addiction, particularly those discharged from hospitals, prisons and residential alcohol treatment, in order to prevent relapse.

Approximately 40-60% of clients who enter alcohol treatment services will drop out within after as few as a couple of sessions. These difficult to engage clients may be far riskier and more vulnerable than those in treatment. This is an important group of clients and a care pathway will be developed to address their needs.

Treatment services will need to be developed within the context of a system of outcome measures and with the application of a performance management system.

10.4 Priorities for Action - Community Safety

It is a priority to tackle crime and anti-social behaviour linked to alcohol. This will require a number of developments.

A priority is a focus on ensuring that there are pathways from the criminal justice system to treatment services for both persistent drunken offenders and those who are first experiencing problems due to alcohol. This will include the use of Alcohol Treatment Requirements, Conditional Cautioning, Arrest Referral and the provision of alcohol interventions to people in the Multi-Agency Public Protection Arrangements and Prolific and Priority Offender systems or on Acceptable Behaviour Contracts or Anti-Social Behaviour Orders.

Local people with alcohol problems who are in the prison system will be targeted with advice and interventions and must be able to move into treatment immediately on leaving prison. Peer education in prisons will be considered as an approach.

Alcohol is a contributory factor to a significant proportion of domestic violence: however, local data on this is poor and will be improved. Those working with problem drinkers will be made aware of domestic violence and, where appropriate, alcohol interventions will be part of any programme targeting perpetrators and possibly victims of domestic violence. The alcohol strategy will link in to the local domestic violence strategies.

An ongoing priority will be to manage alcohol misuse effectively within the night time economy (NTE) and to ensure the development of a planned and balanced NTE.

10.5 Priorities for Action - Licensing

The application of the Licensing Act 2003 should be monitored. In particular are members of the public being encouraged to make representations and seek reviews of problem premises and are more socially deprived communities making as much use of these rights as more affluent communities?

The *Towards 2010* strategy requires the County Council to work with off-licences, pubs and clubs to reduce alcohol-related crime and antisocial behaviour. A key element will be to seek to discourage the practice of discounting alcoholic drinks, charging high prices for soft drinks and other strategies that could promote irresponsible drinking.

Where necessary, use of appropriate legislation will be considered to reduce alcohol-related crime and disorder, for example licence reviews, dispersal powers and designated public place orders.

As a last resort, when all other practical attempts have been unsuccessful, consideration can be given to the establishment of alcohol free areas and Alcohol Disorder Zones, which can require premises failing to implement actions to reduce alcohol-related anti-social behaviour in their vicinity to contribute towards the cost of necessary additional policing.

Trading Standards and partner agencies should increase their efforts to identify retailers who supply alcohol to under age persons and ensure that penalties are applied.

10.6 Priorities for Action - Children and Young People

Ensuring that all young people receive appropriate, evidence based, education about alcohol is vital. In particular, awareness will be raised about safe and sensible alcohol consumption. Personal Social and Health Education (PSHE) lessons in school are the core of this and it is important to ensure that these inputs are fit for purpose. PSHE accreditation for both teachers and school nurses will be supported. Peer education will also be considered as an approach.

Such work also needs to focus attention on young people living in deprived communities who have particular risk factors. However such interventions should not be offered in isolation and should be offered at universal, targeted and specialist level. The national Every Child Matters Change process requires health and wellbeing issues to be tackled in an holistic manner,

Specialist treatment interventions will recognise that such young people often have multiple needs which require ongoing support and coordination in their communities. As a result effective Youth Inclusion and Support Panels are key to success.

The national Common Assessment Framework (CAF) will provide an assessment tool for all young people with identified needs. It will be necessary to ensure that the CAF identifies difficulties related to alcohol and leads to appropriate responses such as Targeted Youth Support.

It is important to tackle underage sales through regular campaigns of test purchasing and to tackle underage drinking in public places. This will be accompanied by efforts to provide alternative activities to divert young people from drinking on the streets, as well as efforts to prevent the parental supply of alcohol or young people taking drink from home.

Systems will be in place to identify children and young people at risk of harm from alcohol misuse and refer them to relevant bodies which will provide support and treatment. Services will also target parents whose drinking is putting the wellbeing of children at risk.

These activities require that staff working with children and young people are educated about alcohol interventions and can refer to services or seek other help to safeguard child health and wellbeing.

The Youth Alcohol Action Plan refers to a range of criminal justice interventions designed to stop young people from using alcohol in public places. This provides an opportunity for interventions to be provided to young people and it is important to ensure that young people do not enter the criminal justice system as a result of this. The aim is to complement this activity with a health based intervention and work is underway to develop this.

Successful initiatives dealing with other related health issues, such as drug misuse, drink driving and sexual health, will be explored for adaptation to the theme of alcohol misuse.

Help also needs to be offered to parents in Kent. Local research indicates that parents want more information about alcohol. Parents need to be able to give their children and young people good information and be good role models. It will be important to draw in both parents and those professionals who work with parents.

A particular concern is the transition from young people's services to adult services. Although 11-18 year olds are identified as being in contact with drug and alcohol

services, there is a dip in the numbers attending adult treatment services in their early twenties. This gap will have to be addressed by further research into the blockages and gaps in the system and the best ways of addressing them.

10.7 Priorities for Action - Hidden Harm

In Kent, it has been estimated that substance misuse (both alcohol and drug misuse) is a parental characteristic of over half the approximately 800 children (56.1%) on the child protection register. Nationally, alcohol policies have barely begun to address this issue and treatment services must now have better support and funding to help both parents and their children recover from alcohol problems. There is also a real need to ensure that those working in the wider social care and education system are equipped to identify cases where parental misuse is affecting the quality of family life and that there are clearer protocols in place to help them co-ordinate support with the alcohol treatment sector where that is appropriate.

The young carers' services need the training and resources to reach these families while every adult alcohol service should routinely ask clients "Are you a parent? Can we help you in your parenting role?"

A new Public Service Agreement could be established to increase the health and wellbeing of children affected by parental alcohol misuse. There could be a target to reduce the number of children placed in care as a result of their parents' drinking.

The Local Safeguarding Children Board could identify an 'Alcohol Champion' to lead locally on family alcohol misuse issues and link alcohol and families targets into other local plans, such as Local Strategic Plans, Local Area Agreements and Alcohol and Drug Treatment Plans. Joint Strategic Needs Assessments could include an audit of parental alcohol misuse and services for both alcohol misusing parents and their children.

Links between domestic violence services and children's and young people's support services could also be strengthened.

11. Governance Arrangements

The delivery plan identifies how each target will be managed: the actions to be achieved, the agency responsible and the timescale. However, all these actions will be overseen and coordinated in a wider framework.

Several forms of multi-component collaboration aimed at dealing with alcohol misuse in Kent already exist. For example, Crime and Disorder Reduction Partnerships, including members from the Police, local authorities, the Probation Service, health authorities and the voluntary sector, are already working to deal with, amongst other aspects, alcohol-related crime and anti-social behaviour.

A multi-agency Kent Action on Alcohol Steering Group has been established which will meet on a bi-monthly basis and will receive progress reports on the action plan targets, identify resources and help overcome problems in meeting the targets.

This group will have membership from:

• Kent DAAT	• Kent County Council
• The county's two PCTs	• HM Prison Service
• Kent Police	• Kent Probation

This group will report to the Kent Public Health Board and the KDAAT Board.

12. Outcome measures

This strategy recognises the need to develop good indicators of its success. This will require outcome measures e.g. is there less crime, is health improving or are children safer? At the moment the baseline data does not exist on which to build such measures. Nor is it clear which indicators are the most effective measures of the impact of alcohol.

One of the key processes for the ongoing alcohol strategy group will be to develop a set of outcome measures across health, community well-being, child safety and licensing which will enable the impact of this strategy to be measured effectively. These will include tools such as TellUs and the Kent Pupil Survey which will be used to measure PSA 14.

13. Resources

This strategy has been developed to reflect growing national and local concerns of the harm caused by alcohol misuse. Alcohol has been the hidden relative within the substance misuse agenda for many years and gaining an accurate picture of the cost of services that either directly supports individuals or the consequences of alcohol misuse such as anti-social or violent behaviour provided via policing and health, or the hidden cost arising from absenteeism from work, is problematic. This strategy recognises the complexity of the cost analysis that is needed and pinpoints this as a critical area for development.

In 2008/09 Kent's Health services made substantial new investment into services that support prevention measures and treatment facilities. This has contributed to better assessment, access to information and the coordination of services within communities that offer opportunities for support at the preventative end and also serves to meet the need at the "chronic" end where for some people their life has become chaotic and destructive. In 2009/10 direct investment in these services will equal £2,027k.

As this strategy develops the recognition of the contributing role of wrap around services to support alcohol interventions will be essential to sustain change in behaviour and improve outcomes. Further investment will be necessary but this is likely to be achieved within the existing main stream budgets and delivered by a reshaping of the services as an extension of their roles and responsibilities. The principle support for housing is delivered via Supporting People and the current investment in "floating support" is £95k.

The strategy will contribute to the effort to counter the extreme levels of anti social behaviour and criminal damage associated within the night time economy. A reduction in ambulance responses, demands upon Accident and Emergency and hospital alcohol related admissions should follow.

What lies at the root of the strategy is a coordinated partnership approach building on existing investment and sharing the benefits of reductions elsewhere in the system. Kent Action on Alcohol will work to support the health, community and personal safety and education agenda.

TO ADD

DELIVERY PLAN presumably drawing on the existing action plan

By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview Committee
26 March 2009

Subject: **SELECT COMMITTEES - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the Select Committee on Accessing Democracy and invites suggestions for future topic reviews.

Select Committee: Accessing Democracy

1. As part of the County Councils monitoring process for Select Committee recommendations the Select Committee a copy of the action plan setting out proposals for taking the recommendations forward is on the agenda for this meeting (item C2). The Select Committee will be reconvened in the autumn of 2009 to receive a report on progress with each of the recommendations.

Select Committee: Alcohol Misuse

2. (1) Earlier in the meeting Members considered the "Developments around Kent Action on Alcohol" which included feedback on some of the recommendations of the Select Committee.

(2) This Select Committee was reconvened on 12 March 2009 to receive a report on progress against its recommendations, one year on from the publication of its report.

(3) The minutes of that meeting will be circulated prior to the Policy Overview Committee meeting.

Suggestions for future Select Committee topic reviews

3. (1) The current Select Committee topic review programme is coming to an end and there is not sufficient time to commence any more reviews prior to the Elections in June 2009. However, it is important that topics are available to be considered early in the new Council so that a work programme can be approved and reviews started as soon as possible. No topics have so far been put forward from within this Committee's subject area, and any that Members may wish to suggest will need to be submitted very soon.

(2) Members are therefore requested to consider whether there are any potential topics that fall within the remit of this Policy Overview Committee, which they would like to put forward for consideration by the Policy Overview Co-ordinating Committee (POCC).

(3) The Committee are reminded of the recent decision of the County Council that once a Topic Review has been included in the Work Programme as agreed by the POCC the detailed terms of reference each review will be developed by a cross party Member Group (one from each Group) for approval by the Select Committee.

(4) The POC will be kept informed of potential topics which are within its remit.

Recommendations

3 The Committee are asked to:-

- (a) note the minutes of the meeting of the Alcohol Misuse Select Committee held on 12 March 2009; and
- (b) suggest subjects for potential Select Committee Topic reviews for consideration by the Policy Overview Co-ordinating Committee.

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Background Information: *Nil*

KENT COUNTY COUNCIL

SELECT COMMITTEE - ALCOHOL MISUSE

MINUTES of a meeting of the Select Committee - Alcohol Misuse held at Swale 3, Sessions House, County Hall, Maidstone on Tuesday, 17 March 2009.

PRESENT: Mr D A Hirst (Chairman), Mrs A D Allen, Mrs T Dean, Mr W V Newman, DL and Mrs E D Rowbotham

IN ATTENDANCE: Mr C Bainbridge (Director Of Community Safety & Regulatory Services), Mr G Bridgland (Staff Officer to Cabinet Members for Adult Services and Children & Family Services), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Ms T Gailey (Public Health Policy Manager) and Ms A Slaven (Director Youth Services and KDAAT)

UNRESTRICTED ITEMS

1. Alcohol Misuse Select Committee 'One Year On' Monitoring Report (Item. 1)

(1) The Chairman invited the officers to use the papers they had submitted and to up date the Select Committee on progress made with each of its recommendations. The Committee discussed the progress made on each of the 28 recommendations and Officers answered specific questions on the action taken to date and action proposed which included those set out below:-

Recommendation 1

- In relation to a question on the cost of each alcohol related admission to Accident and Emergency (A & E), Members were informed that it cost £1,000 per head.
- Ms Slaven referred to the multi-agency Kent Action on Alcohol Steering Group (KAASG) and gave details of the membership both from within KCC and from other partner bodies such as the Police, Health and the Probation Service. There were also two sub groups of the KAASG which were the Communication and the Data Information Sub Groups. These sub groups were meeting on a three monthly basis. Ms Slaven undertook to provide Members with the Membership of the KAASG and its sub groups. **(Action – Ms Slaven)**
- In response to a question on whether, cases came before adoption panels where a child was being placed in care because of parental alcohol or drug dependency, KDATT had any input into this, Ms Slaven referred to the draft Hidden Harm strategy, which supported the Alcohol strategy, and was due to be considered at the meeting of the Communities POC on 25 March 2009. The Hidden Harm Strategy was about all types of substance misuse and how to safeguard children.
- Regarding who was responsible for implementing this recommendation and carrying out a needs assessment, Ms Slaven explained that the KAASG were established in June 2008 and they have been asked to produce an annual

update on treatment, when the results of the first annual update were available it would give an indication of need.

- Ms Slaven explained that the Data Sub Group were looking at how information was shared with partners and identifying what data was not available. Once there was clarity on what data was available they would then move on to look at how it was used.
- Ms Slaven referred to detailed need analysis work that had been commissioned from the Oxford Public Health Unit. Their report was expected at the end of the month.
- Ms Slaven undertook to supply to Committee Member a breakdown of the additional funding for alcohol treatment. **(Action - Ms Slaven)**.

Recommendations 2

- The Chairman asked about the support for children of parents who misused alcohol. Ms Slaven referred to the draft Hidden Harm strategy and the multi agency work that was being carried out with head teachers to raise awareness of these issues.
- In response to a question Ms Slaven explained that there were distinct services for people with different requirements and social needs. In relation to alcohol misuse, A & E units were effective in helping people to find the right mechanism for support.
- In response to a question on what was being done to help older people who were misusing alcohol, Ms Slaven stated that she was discussing with Mr Leidecker (KASS) the issue of older carers with alcohol problems.
- A Member made the point that it would have been helpful if the report had included timescale and facts/figures to assist Members in their discussion on the progress made with the recommendations.
- The issue of the desirability of Parish Councils being consulted on licensing applications was raised. Mr Bainbridge explained that the applications themselves were lengthy documents but if parish councils could just be notified when an licensing application was submitted he agreed that this would be helpful. He undertook to have a dialogue with District Council colleagues via the Crime and Disorder Reduction Partnerships. **(Action – Mr Bainbridge)**

Recommendation 3

- It would be helpful for Members to see the data strategy.

Recommendation 4

- Ms Slaven stated that funding had been made available for the brief intervention model for another year. The initial results had been impressive, there was evidence to suggest that repeat appearances of people with alcohol issues at A & E units was beginning to decline. The funding for this was due to end in March 2010. She stated that there had been an improvement in the communications between the police and A & E regarding alcohol hot spots.

Recommendation 6

- Ms Slaven referred to the conference that was being held on 20 November 2009. This was being run by the European Alcohol and Health Forum and was focusing on young people and alcohol. Also closer links were being established with the University of Kent.

Recommendation 7

- Ms Slaven highlighted the work of “GP’s with special interest”, there was a core group of GP’s with an interest in the identification and treatment of alcohol who could work with GP colleagues to raise knowledge and awareness. She also referred to the campaigns that public health colleagues had been involved with which had been targeted on key dates such as Christmas Day and Valentines Day.

Recommendation 10

- The issue of the importance of voluntary organisations being made aware of what appropriate temporary accommodations was available for those being discharged from hospitals etc following treatment of alcohol related issues was raised. Ms Slaven stated that information about what temporary sheltered accommodation was available would come through via the needs analysis.

Recommendation 11

- In relation to the detrimental health issues especial for young women, Ms Slaven referred to the HOUSE project, which provided a good opportunity to share information with young people in an informal setting.

Recommendation 12

- Ms Slaven explained that the issue of a logo which identified all alcohol services in the county was a contentious issue, the Communication Sub Group were leading on this.

Recommendation 13

- Ms Slaven informed Members that the Communications Sub Group would be looking at using Kent TV to get the messages about alcohol misuse across but there was a cost implication for this. The Alcohol Strategy highlighted a need for a budget to be allocated for this work. Currently the Department of Health’s literature was being use to provide information.

Recommendation 14

- Regarding effective alcohol education via Physical, Social and Health Education (PSHE) Ms Slaven stated that this was work in progress and that every school now had a PSHE specialist. She also referred to the “Oi” magazine which was produced by young people for young people and had 4 – 5 pages of health matters.

Recommendation 15

- Ms Slaven explained that the Local Children Services Partnerships were just beginning to be functioning groups, she was not aware whether they were engaging with former service users in the way suggested in the recommendation.

Recommendation 16

- Ms Slaven stated that the current consultation on the guidance produced by Sir Donaldson was due to close in April. The outcome of the consultation would have an impact on how this recommendation was taken forward.

Recommendation 17

- Mrs Dean asked that officers ensured that they spoke to the Fire Authority about their initiative “Licence to kill” and the potential to build the alcohol message into this successful initiative.

Recommendation 19

- Ms Slaven confirmed that the work with CDRP’s was well underway.

Recommendation 22

- Ms Slaven explained that training for Magistrates on Alcohol treatment was being commissioned, but only for those n adult courts as very few young people were charged with alcohol related offences. KADATT commissioned services to support the youth offending service.

Recommendation 23

- A Member raise the issue of large quantities of alcohol being given as a prize in a public house for a competition that would attract young people. Mr Bainbridge stated that this was not illegal, even though may be undesirable, unless there was antisocial behaviour on or around the premises there was little that could be done.
- Mr Bainbridge referred to the three local pilot areas (Edenbridge, Canterbury city centre and part of Thanet) for the KCAP project (Kent Community Alcohol Project). This was due to run from 1 April for six months. He stated that they were working well with the alcohol retail industry (off licences such as Tesco. Sainsbury) and major on licence representatives. The Head of Legal Services for Sainsbury’s (as the Chair of the national Retail of Alcohol Strategy Group which represents all the major supermarket etc chains) and representatives of the on licence trade such as Mr J Neame had attended meetings. There had been an enthusiastic response to this pilot amongst the licensed trade who saw it as a positive scheme. All agencies had signed up to it.

Recommendation 24

- In response to a question on Alcohol Disorder Zones, Mr Bainbridge explained that often when new legislation came into force it took some time before people became confident in using it, which was why progress with using the legislation appeared to be slow.

Recommendation 26

- It was acknowledged that this was now being considered at national level.

(2) The Chairman informed the Select Committee that Mr Marsh, as the Cabinet Member Public Health had requested that a further update on the recommendations be produced in a year's time. The Chairman did not consider it necessary for the Select Committee to meet again as this could be picked up by the Policy Overview Committee

(3) In summary the Chairman reminded officers that the Members of this Select Committee would like to be kept informed of Kent based alcohol initiatives and conferences. He acknowledged that there was a lot going on locally around the recommendations. He was pleased with the work that was being carried out and appreciated that it was a challenging area which involved moving towards a culture change, and therefore progress was likely to be slow, but as a county council it was possible for us to make a difference.

(4) RESOLVED that the update on the recommendations be noted

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By: Alex King, Deputy Leader
Robert Hardy, Director of Improvement and Engagement
Peter Sass, Head of Democratic Services & Local Leadership

To: Corporate Policy Overview Committee – 26 March 2009

Subject: Accessing Democracy – Recommendations of the Select Committee –
Progress Report and Action Plan

Introduction

1. In accordance with the procedures for taking forward the recommendations of a Select Committee report once they have been approved by the County Council attached to this report is an appendix of the recommendations considered by the County Council on 11 December 2008 relating to the Accessing Democracy Select Committee report together with an indication of how the recommendations of the Select Committee are being progressed.

Implementation Steering Group

2. (1) I will be establishing an Implementation Steering Group which will comprise the Chairman and spokespersons of the Select Committee, the Director of Improvement and Engagement as well as the Head of Democratic Services & Local Leadership or their nominees and a range of officer stakeholders.

(2) In accordance with County Council procedures a monitoring report will be submitted to the Committee towards the end of 2009 or early in 2010.

Package of Workstreams

3. (1) The Committee are reminded that the work of this Select Committee interrelates with other workstreams including:-

- the work of the Informal Member Group Member Development taking forward the County Council's application for the South East Employers Member Development Charter; and
- the Group of Members and officers which I lead taking forward and implementing the recommendations of the Informal Member Group Member Information.

(2) The other pivotal strand to this work, is the continuing evolution and development of a range of pilot localism models to engage and empower our communities.

(3) Overarching this piece of work is the Empowerment White Paper, Real Power, Real People and the duties:-

- for all local authorities to involve; and
- to promote democracy.

(4) The Community Engagement conference held on the 28th November 2008 at Oakwood House presented a good start for Members to explore a range of mechanisms available to us and examples of best practice from across the country to take the recommendations of the Accessing Democracy Select Committee forward.

(5) A whole range of events and activities are being planned from now on and for the new County Council.

(6) Our role as elected Members is key to the success of delivering these important strands of work and this agenda.

Recommendations

4. The Committee are asked to note:-

- (a) the proposal to establish an Implementation Strategy Group and
- (b) the progress already taken to implement the recommendations of the Select Committee Accessing Democracy.

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ACCESSING DEMOCRACY:- REPORT RECOMMENDATIONS IMPLEMENTATION PLAN MARCH 2009

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
1.	<p>Raise profile of elected members and use other strategies to change public perception.</p>	<p>All officers and elected Members</p>	<p>This overarching recommendation depends on the delivery of all the other recommendations. It involves the use of technology, development of a Members' portal, potential development of Members' blogs, and Members websites, shadowing opportunities for elected Members and officers, roadshows, the emerging localism agenda etc, etc.</p> <p>Members are welcome and encouraged to use Gateways to hold "surgeries" or as a facility for reaching their local constituents.</p>	<p>Ongoing</p>
2.	<p>A 'menu of options' of how local people can get involved in local democracy in Kent should be promoted.</p> <p>(a) All proposals taken through County Council or Overview and Scrutiny should be required to state the degree of public involvement to date. This would improve accountability and demonstrate how information from consultations is used (especially the effect on decision making).</p> <p>(b) Existing good practice should be advertised and promoted, identifying future priority issues for local action/campaign with elected</p>	<p>Robert Hardy/Peter Sassi</p>	<p>Report to Chief Officer Group, Cabinet, Policy Overview Co-ordinating Committee and Policy Overview Committees to ensure that the model report enshrines the degree of public involvement to date and how the duty to involve and to promote democracy is being delivered.</p> <p>Gateways are available to promote democracy more generally where this is appropriate.</p>	<p>Ongoing</p>

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	members and/or highlight possible areas for review.		<p>Kent TV is an excellent medium to facilitate democracy and reach younger people in particular. The use of Kent TV during elections is currently being explored by the editor who will be approaching the three political group leaders.</p> <p>The County Council is exploring the various mechanisms available to it to allow the public to express their views which might highlight areas for possible review. This could be piloted through a mechanism to be developed to understand the views which might lead to a Topic Review for the Select Committee Topic Review Programme.</p>	
93.	The Member Charter, and programme of member development to help ensure Kent has high calibre effective community leaders, should incorporate media training and public speaking skills.	Coral Ingleton/Mary Cooper/Jane Clarke	As part of the County Council's preparation for the South East Employers Member Development Charter all Members were invited to identify those skills on which they would welcome development. Media training was a high priority and this is being built into the ongoing programme of development for all Members. The IMG Member Development and the IMG Member Information will be undertaking a survey of all prospective candidates and interviewing all elected Members on their needs following the County Council elections.	July-September
4.	As part of the Communications	Jane	The Media and Communications Centre	

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>Strategy KCC should actively promote the role of elected members as community leaders and advocates within their community using a range of communication tools.</p>	<p>Clarke/Peter Sass</p>	<p>can advise but do not have the resources to promote each Member. It would be possible to run a publicity campaign to promote KCC Members and what they do.</p>	
5.	<p>Embrace democracy in secondary schools and school councils should be encouraged to operate through age range - advocate school councils in primary school.</p> <p>(a) All elected members should be involved in schools democracy week.</p> <p>(b) Ensure all teaching staff are firmly encouraged to undertake Continuous Professional Development on democracy.</p> <p>(c) Linkage between School Councils, Kent County Council and District, Town and Parish Councils should be promoted.</p>	<p>Robert Hardy/Coral Ingleton/Peter Sass/Jane Clarke/Rosalind Turner/Allan Foster</p>	<p>Opportunity to embrace democracy in secondary schools through the Personal, Social and Health Education curriculum on School and Councillor Wellbeing, extend the Kent County Council where Year 6 children will join together to form the Kent Primary School Children's Council and discuss the big issues of the day.</p> <p>Explore and develop the Councillors in Schools project which the County Council undertook in early 2006.</p> <p>Explore and shadow Hampshire County Council's involvement in the national programme called "Take Part" and learn from best practice which could be developed into a model for Kent.</p>	<p>September 2009</p>
6.	<p>Citizenship pack should include information on how to register to vote, the role of local elected members and how to contact local members at District, County and National level.</p>	<p>Martin Alford/Giles Adey/Peter Sass</p>	<p>The Citizenship pack already includes the Electoral Commission leaflet "Register to Vote" which includes an electoral registration form. The leaflet is a generic one. Also enclosed in the pack is a list of the addresses of the 12 district council electoral registration sections in Kent. Many new citizens will have registered to</p>	

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
7.	Need to ensure that induction and information pack for new staff includes information on how to have your say and get involved in local decision making and how public involvement has made a difference.	Coral Ingleton/Jane Clark/Peter Sass	Factsheets are being prepared for inclusion in the induction packs. The induction programme for new staff includes the decision making process and how it is possible to get involved in local decision making. This programme is also delivered to other staff groups across the County Council.	July 2009
8.	KCC should provide subtitles and British Sign Language option on all DVDs produced.	Jane Clarke	Strategic Development Unit already do this and the Gateway DVD produced in January 2007 has been used as an example.	
9.	Elected members should have a hard copy summary of all the planned KCC consultations. (a) Information regarding consultations and the need to inform and involve elected members needs to be highlighted and included within future plans to develop a discreet section of information for members on the web and clear commitments reflected within the Consultation and Engagement Strategy. (b) Information on consultations	Robert Hardy	This will be linked to the new consultation and involvement database being developed for Kent.gov.	September 2009
			The Consultation and Engagement	Ongoing

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	should include note on method of engagement to be used.		Strategy offers the opportunity to explore a range of tools depending on the consultation being conducted to reach the audience using in the most appropriate method(s).	
10.	Facilities for video conferencing should be utilized, maximizing opportunities in Kent with KCC and partners. Elected members should be supported in using this service through current resources, training and support mechanisms.	Mike Austerberry, Facilities & Property Management Peter Sass/ Coral Ingleton	To ensure that when opportunities present themselves for installing video conferencing facilities this should happen. For example, 'Gateway's' have video conferencing facilities. Through the decision making and democratic processes of the County Council all opportunities should be taken to explore the use of video conferencing This will be built into the Training and Development module for elected Members	
11.	Need effective promotion of E-consultation and decision making to raise profile and encourage local people to have their say and voices heard. (a) All engagement activities and weblinks should be brought under	Tanya Oliver/Peter	E-consultations represent only one engagement tool. The Consultation and Engagement Strategy offers the opportunity to explore a range of tools depending on the consultation being conducted to reach the audience in the most appropriate method(s). "Access Kent" is one of the key themes being supported by the Kent Partnership	

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>easily recognisable umbrella and portal e.g. 'Ask Kent', to ensure two way interactive communication.</p> <p>(b) Facilities for blogs, emails, online surgeries, plus training and support should be available for elected members.</p>	<p>Bole/Tracey Gleeson/Robert Hardy</p> <p>Jane Clarke/Coral Ingleton</p>	<p>and will contribute a lot on streamlining engagement as well as access. A Member seminar was held before Christmas and there is a paper included on the agenda for today's meeting.</p> <p>Consideration is being given to revamping Member blogs. There is an issue here about developing a policy on the use of blogs.</p>	
12.	<p>In promoting the role of elected members and interaction with communities KCC should embrace e-democracy/ technological solutions to make elected members activities more visible and to open up dialogue and debate, for example e-petition, e-campaigns generated by Local Boards and local people, and e-debate.</p>	<p>Robert Hardy/Peter Sass/Paul Wickenden</p>	<p>The emerging localism agenda and the duty to involve and to promote democracy opens up a whole range of ways in which the Council will engage with its local people which will promote the role of elected Members. The Gravesham Neighbourhood Foras recently submitted a bid looking at the feasibility to webcast meetings and provide the opportunity to interact with the meeting by e-mail.</p> <p>Kent TV can potentially offer a range of initiatives on this recommendation.</p>	<p>June 2009</p>
13.	<p>Raising interest in both the opportunity and how to become an elected member needs to be clear and transparent. Agree more diversity in elected members is seen to be beneficial but is complex and worthy of separate study.</p>	<p>Political Groups</p>	<p>Help KCC embrace the duty to promote democracy when the duty exists and the statutory guidance for this duty needs to be taken into account.</p>	<p>Ongoing</p>
14.	<p>'Top tips' and contact details on making contact with seldom heard/</p>	<p>Robert Hardy</p>	<p>To raise awareness and use of the Social Innovation Laboratory for Kent "method</p>	<p>Ongoing</p>

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	perceived hard to reach communities should be included in all new ward packs.		Ofcom published a report that highlighted minority ethnic groups as having more likely to access information by broadband than other Britons. Kent TV can therefore help to reach minority ethnic groups.	
15.	<p>(a) The introduction of role descriptions for all elected members needs to be supported.</p> <p>(b) The Improvement and Development Agency (IDeA) Councillors guide should be actively promoted and need to ensure all elected members have a copy.</p> <p>(c) Training for elected members in ways of local government and ongoing training to help elected members carry out their role effectively should be actively supported.</p>	Coral Ingleton/Peter Sass	<p>(a) All this work is being picked up in the work that is being undertaken in the County Council's bid to achieve the Member Development Charter. Work is also being undertaken to identify the support councillors need to carry out their role and the County Council will be invited to sign up to the Improvement and Development Agency (IDeA) declaration of giving councillors the support they need.</p> <p>(b) All County Council Councillors will be issued with a copy of the Councillors Guide.</p> <p>(c) An ongoing and full training and development programme has been prepared and in consultation with the IMG. Member developed and is being delivered.</p>	<p>September 2009</p> <p>June 2009</p>
16.	To effectively strengthen local structures for community engagement	Peter Sass/Paul Wickenden	Ongoing discussions are taking place with partner organisations to develop a range	Ongoing

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>and encourage involvement in local decision making need</p> <p>(a) Localism to be more outcome focussed.</p> <p>(b) mechanism for prompt feedback to the public on specific issues.</p> <p>(c) to explore further with District, Town and Parish Councils and other local partners what they believe would improve community engagement.</p> <p>(d) to devolve power and resources to support local priorities and action, from discretionary funds being delegated to local forums for decision making.</p> <p>(e) Chief Officers and Cabinet should identify which services can be delegated to local level and be influenced by members in their representative capacity based on views of community priorities and preferences.</p>	<p>Peter Sass/Paul Wickenden/Mike Austerberry</p>	<p>of pilot models for localism across the county and for ensuring that the localism agenda is more outcome focussed with appropriate feedback mechanisms for the public on specific issues, ongoing.</p> <p>Several Members as well as local fora have expressed a wish to pursue the model of participatory budgeting when allocating its grants which will allow the communities to set its priorities, ongoing.</p> <p>In the County Council Budget for 2009/2010 £25,000 has been set aside for each Member top sliced from the Highways Budget for Members to spend on highways issues and other service areas and budgets are being explored by Cabinet and Chief Officers.</p> <p>“Gateways” and Kent TV are ideal facilities to access communities and effectively engage.</p>	<p>Ongoing</p>
17.	<p>The opportunity for participatory budgeting from devolved discretionary funds should be provided within the next budget year, with delivery mechanism to be determined, and a sum of underpinning monies to enable</p>		<p>Participatory Budgeting was one of the workshops featured at the Community Engagement Conference at Oakwood on 28 November 2008. A workshop has been prepared for inclusion in the Member Development programme and several</p>	<p>Ongoing</p>

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	local people to determine how the resource should be spent.		Members have already expressed a wish to try a method of Participatory Budgeting in terms of Member Grants.	

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