

CORPORATE POLICY OVERVIEW COMMITTEE

Wednesday, 8th July, 2009

10.00 am

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





AGENDA

CORPORATE POLICY OVERVIEW COMMITTEE

Wednesday, 8 July 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 (12)

Conservative (11): Mr E E C Hotson (Chairman), Mr R W Bayford, Mr D L Brazier, Mr J R Bullock, MBE, Mr R B Burgess, Mr B R Cope, Mr R Frayne, Mrs J Law, Mr M J Northey, Mr J E Scholes and Mr M V Snelling

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 Election of Vice-Chairman
- A3 Declaration of Interests by Members in items on the Agenda for this meeting.
- A4 Minutes of the meetings held on 26 March and 25 June 2009 (Pages 1 - 10)
- A5 Dates of Meetings 2009 & 2010

The Committee is asked to note its meeting dates for the remainder of 2009 and 2010

Wednesday 8 July 2009
Friday 25 September 2009
Friday 13 November 2009

Thursday 14 January 2010
Thursday 8 April 2010
Wednesday 7 July 2010
Friday 24 September 2010
Friday 12 November 2010

All meetings will start at 10.00 am at County Hall and may run into the afternoon

if the weight of business dictates.

B. ITEMS FOR CONSIDERATION

- B1 2008/09 Final Outturn report (Pages 11 - 92)
- B2 2009/10 Budget Monitoring Exception report (to follow) (Pages 93 - 96)
- B3 Data Quality Audit 2007/08 (Pages 97 - 110)
- B4 CED Risk Register (Pages 111 - 124)
- B5 Kent's Policy Framework for Later Life (Pages 125 - 210)
- B6 Comprehensive Area Assessment - Presentation (Pages 211 - 230)
Claire Bryce-Smith, Audit Commission (Comprehensive Area Assessment Lead) will be present for this item.

This item will start at 12.00 noon and all Members of the County Council have been invited to attend.

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (Pages 231 - 232)

EXEMPT ITEMS

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

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

Tuesday, 30 June 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 Thursday, 26 March 2009.

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

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

IN ATTENDANCE: Miss J Clarke (Head of Communications & Media Centre), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Ms T Gailey (Public Health Policy Manager), Mrs T Gleeson (Corporate Web Manager), Mr R Hardy (Head of Performance, Improvement and Engagement), Mr M Lemon (Head of Policy), Ms C McKenzie (Greener Kent Manager), Ms L McMullan (Director of Finance), Mrs T Oliver (Director of Strategic Development and Public Access), Mr D Oxlade (Head Of Policy), Ms A Slaven (Director Youth Services and KDAAT), Ms E Walker (Head Of Asset Management And Disposals), Mr P D Wickenden (Overview, Scrutiny and Localism Manager) and Mr A Wood (Head of Financial Management)

UNRESTRICTED ITEMS

129. Minutes - 14 January 2009

(Item A3)

RESOLVED that the Minutes of the meeting held on 14 January 2009 are correctly recorded and that they be signed by the Chairman.

130. Corporate Services Budget Monitoring 2008/09

(Item B1)

(1) Ms McMullan presented a report which summarised the projected outturn figures for the Chief Executive's Directorate and Financing Items as at the third quarter.

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

- In response to a question, Mr Wood confirmed that the adjusted figure for LABGI (Local Authorities Business Growth Incentives Scheme) to take account of the recent release of national LABGI monies did not have any impact on the 2009/10 budget as this had already been anticipated in the MTP.

- Mr Wood confirmed that any other disposals outside of the anticipated capital receipt of £7,411k for this financial year (page 19) would go via the Property Enterprise Fund 2.
- Mr Wood explained the reason for the forecast overspend of £268k for ISG.
- It was agreed that a note on the overspend of £250k against the target for outdoor advertisements would be sent to all Committee members.
- In response to a question about whether KCC had bulk purchased oil, and, if so, what was the loss on this now that the price per barrel had dropped, Mr Chard was able to confirm that KCC bought its oil to order on the wholesale market and therefore there was no loss to report. In addition, KCC hedged the purchase of its electricity and oil which had led to a 20% - 30% saving.
- Mrs Dean congratulated the legal department on its increased income.
- Members would be supplied with a note on the underspend on HealthWatch.
- In relation to the unrealised savings on the ISG budget, Mr Cockburn explained that this was a result of unanticipated demand, which had an impact on ISG support staff.

(3) RESOLVED that:-

(a) the projected outturn figures for the Chief Executive's Directorate and Financing Items, as at the third quarter be noted; and

(b) any briefing notes or additional information requested during the meeting be sent to all Members of the POC.

131. Communicating with Kent Residents - Next five years - Presentation (Item B2)

(1) Miss Clarke gave a presentation on 'Communicating with our residents' which set out existing and future trends, how communication channels were changing, and the impact of this on residents and officers over the next five years.

(2) Mr King stated that one of the most important challenges to respond to was the change in emphasis from the public being passive information seekers to becoming active information seekers, and the implications that this had for the Council in communicating with its residents.

(3) Members asked questions and made comments on this presentation, which included the following:-

- A Member stated that it was not necessary to send people all available information in the form of expensive publications, but it would be more helpful to have a list of bullet points supplied with links to more information if required.
- The importance of having a responsive website was emphasised. Mrs Gleeson explained that work was being carried out on a phased improvement which would ultimately lead to a facility for the public to subscribe to the parts of the website that they were interested in, and to track things like reported highway repairs.
- It was important to remember that literacy and access to broadband facilities were still issues for some of the public.

- The move to work with District Council colleagues to produce a single magazine for each District, which would contain both County Council and District Council information, was welcomed.
- In response to a question on what is done to make sure that we give the media what they want in terms of press releases, Miss Clarke stated that there was a communication calendar so that the communications team planned ahead to make sure that the media had timely information.
- A problem identified with the idea of an interactive council chamber was how representative of their community the people sending in comments, etc, were and how this could be assessed. Miss Clarke acknowledged that there would be resource implications if people were asked to email in questions and comments as the meeting was going on as these would need to be monitored.
- Worcester City Council's website was suggested as an example of best practise as it was interactive and allowed the public to view 40 interactive things from the 1st page.
- Regarding access to training modules via a password, Miss Clarke explained that these could be on any subject, and the audience could include staff from other public sector bodies such as the health service.
- The need to reconsider the blanket blocking of staff's access to social network sites was mentioned, as in certain roles access to these sites could be very helpful.

RESOLVED that:-

- (a) the presentation be noted;
- (b) a report be submitted to a future meeting of the Committee on savings made on publications; and
- (c) an update report be submitted to this Committee in six months time.

132. Access Kent Overview & Draft Business Case (Item B3)

(1) Mrs Oliver gave a presentation which introduced a report on the Access Kent business case and the principles of Access Kent. The information within this document stemmed from agreements and discussions across the public sector. Members' questions and comments were invited and included the following:-

- The "tell us once" pilot had been very well received and it was hoped that this would be rolled out across the County.
- Mrs Oliver confirmed that the Department of Pensions and Works' "tell us once" project was being piloted in Kent as a direct result of Kent's work on Gateways. There are pilots operating in other parts of the country as well.
- Voluntary organisations should continue to be encouraged to have a presence in Gateways so that the greatest resource benefits can be gained for them and the benefits of information from different organisations in one place can be achieved for the public.
- The name "Access Kent" could cause confusion with public rights of way or accessibility specifically for the disabled. Mrs Oliver confirmed this had not been raised so far but she would take note of this concern

- It was suggested that the vision statement be simplified. Mrs Oliver confirmed that the statement was not aimed at the public and that a Customer Promise that would be used externally was being developed with members of the public
- The importance of investing more in training call centre staff was emphasised as they would be dealing with a broader range of issues and queries.
- It was suggested that the use of web cam technology in conjunction with KCC's website should be explored to make the website more personal.
- Members were pleased to see the references to County and District Councils working together for the benefit of their residents.
- The report was welcomed as a concept that would make life easier for the residents of Kent.

(3) RESOLVED that the principles and objectives of Access Kent be supported and an update report be submitted to a future meeting of this Committee.

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

(Item B5)

(1) Ms McKenzie reminded the Committee of Kent County Council's Environment Policy which was agreed by Cabinet in December 2007. As part of that process, KCC was committed to reviewing progress on implementation on an annual basis. She introduced a report which highlighted what significant progress had been made to date on delivering the Environment Policy (including climate change), and set out priorities for the next 3 years (2009-2012), together with the specific role and contribution of the Chief Executive's Department.

(2) Mr King and Ms McKenzie answered questions from Members, which covered the following issues:-

- Mr King explained that a Cabinet Working Group had been established to review progress on this, which involved a culture shift in the organisation.
- In response to a question on targets and carbon emissions for the Council's estates, Ms McKenzie explained that progress varied across the estate as 80 % of it was made up of schools, which had grown in terms of buildings, opening hours and an increase in ICT. Children, Families and Education Directorate colleagues were working with schools to reduce their carbon emissions.
- Ms McKenzie explained the role of Laser in bringing in external funding and also persuading schools to use renewable energy.
- In relation to street lighting it was suggested that consideration should be given to alternative methods of reducing electricity consumption apart from selective switch offs.

(2) RESOLVED that the progress to date and the general shape of the Sustainability and Climate Change Action Plan be noted and the proposed next steps for CED, as outlined in Section 6 of the report, be endorsed.

134. European Affairs Update

(Item B7)

(1) Mr King and Mr Oxlade presented the update report on KCC's recent European activities and answered questions from Members, which included the following:-

- In response to a question on whether Kent as a local authority got its fair share of European funding, Mr King explained that we drew more European funding than any other local authority in the country. We had achieved this because we had been working on this for a long time and were well connected. We were vigilant and well placed to take advantage of opportunities when they arose, for example the extra funding obtained for Turner Contemporary.
- The seminar on European funding which was held on 19 February 2009, County Council Budget day, was mentioned. It was explained that this event was aimed at officers and covered practical details of applying for funding.
- In response to a question on whether 50% match funding was still the norm, Mr Marsh explained that, due to the economic down turn, some countries were struggling to find 50% match funding and were requesting that the full amount be funded.
- Regarding the European Network of High Speed Regions, which had been established to provide a dialogue with rail operators regarding international high speed rail, Mr King explained that the membership of this was opportunistic and arose out of a debate facilitated by the European Commission, but other countries would be asked to join.
- In response to a question, Mr King undertook to provide information to all Members of the Committee on the potential benefits for Kent from the Commissions move towards improving access to loan funding

(2) RESOLVED that the report be noted.

135. Kent HealthWatch

(Item B6)

(1) Mr Marsh introduced an update on recent activity and planned development of Kent HealthWatch. He gave the latest figures for the total number of calls for 2009; 142 as at 25 March 2009. Mr Marsh and officers answered questions from Members which included the following:-

- A Member stated that the title "Kent HealthWatch" did not make it clear that this also covered social care issues.
- The Chairman of the Health Overview and Scrutiny Committee stated that he found HealthWatch to be a useful tool to monitor public concerns.
- It would be helpful to have comparison information for the number of calls with other organisations who get similar calls.
- In relation to the new publicity campaign that was due to start shortly, Mr Marsh confirmed that this was within budget and that there would be an underspend in the budget.
- It would be helpful to have feedback on the outcomes of calls to HealthWatch.

(2) RESOLVED that the report be noted and the monitoring figures for HealthWatch (including a definition of categories and the destination of queries) be emailed to Members of the Committee on a quarterly basis.

136. Connecting with Communities

(Item B4)

(1) Mr Hardy introduced a report which set out a brief overview of the activities across KCC to engage and listen to the views of direct services users and residents. It also suggested a number of areas of improvement for further consideration.

- In response to a question, Mr Hardy confirmed that input from residents would not be the only information used when a decision was made; it would complement Members' role as decision makers and it would be for Members to weigh up different views and other information. When views were sought from the public, it would be made clear to them that other information would be taken into account when a decision was made.
- The importance of making sure that those who contribute to surveys, etc, were given feedback, was emphasised. Mr Hardy stated that, for consultation via the website, it was intended to post feedback on what had been done taking into account the views expressed
- As this was also about working with partners, and involvement with Partners and Communities Together (PACT) meetings was mentioned, Mr Hardy explained that information from PACT meetings could be obtained via the Crime and Disorder Reduction Partnerships, which have an analysis capacity.
- It was pointed out that KCC had already done a lot of work to engage with specific groups such as Looked After Children, whose views had informed the Kent Pledge.

(2) RESOLVED that the content of the report and its appendices be noted, and the principles on which the proposed improvements are based be endorsed. .

137. Property Enterprise Fund Terms of Reference

(Item B8)

(1) Mr Chard and Ms Walker introduced a report which advised Members of the relevance of the original terms of reference for the Property Enterprise Fund (PEF). Also circulated at the meeting was the report to Cabinet on 10 July 2006 which set out the original proposal to establish the PEF. Mr Chard and Ms Walker answered questions from Members, which covered the following areas:-

- In response to a question on sources of knowledge of the property market, Ms Walker explained that they had a framework of 50 consultants who were agents in the property market at national, international and local level. They also used research houses for property tracking indicators. A lot of the property team had come from the private sector and KCC operated in the property market.
- Regarding looking for medium and long term investments, Ms Walker stated that they used the same framework of consultants. When looking to purchase property, this was carried out in accordance with the property management protocol and also an independent valuation was required from the framework of consultants. The disposals team were members of the Royal Chartered

Institute of Surveyors and as such were governed by the rules and code of conduct of the Institute.

- In relation to the £4m contribution to revenue in 2007/08 and 2008/09, confirmation was sought that this would not happen again. Ms Wood explained that this contribution was within the terms of reference (paragraph 3:12 of the Cabinet report of 10 July 2006 refers). Mr Chard stated that the purpose of PEF 1 was primarily to look at the long term benefits for Kent. He was not able to give a categorical assurance that this fund would not make any further contributions to revenue in the future.
- Opportunities to develop unfinished sites for Independent Living should be considered.
- Ms Walker confirmed that the independent valuations for disposals were attached to the documents when a decision was sought.

(2) RESOLVED that:-

(a) the existing Terms of Reference for PEF, and the preparation of a detailed acquisition strategy for the forthcoming financial year, be noted:

(b) no change be made to the original governance procedure; and

(c) the position with regard to the non-operational property portfolio currently valued at £86m, 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), be noted.

138. An Alcohol Strategy for Kent

(Item B9)

(1) Ms Slaven presented the draft Alcohol Strategy for Kent which sets out the way forward for agencies across Kent to work in partnership to prevent the harm caused by alcohol misuse. It aimed 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 set 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. Members asked questions and made comments, which included the following:-

- Reference was made to the excellent work carried out by the Select Committee on Alcohol Misuse which had been reflected in this strategy.
- It was suggested that consultations by Licensing Authorities should include Parish Councils.
- All Members of the Committee would be provided with details of the outcomes of the test purchases carried out by Trading Standards where alcohol was sold to underage people (page 144 of the Committee papers).
- Ms Slaven confirmed that discussions were already being held with Shepherd Neame and the licensed trade about various aspects of the strategy.
- Adding Councillors, especially District Councillors who may sit on Licensing Committees, to the list of consultees, was suggested.
- The issues of the training of GPs in alcohol awareness, and making sure that they had a knowledge of the interventions available, was mentioned.

- In response to a question on the reason for there being less availability of services to address alcohol misuse in West Kent, Ms Slaven agreed that social and historical factors had led to this, but this was being addressed with the PCT.

(2) RESOLVED that the contents of the strategy, the comments made by Members, and the progress of the strategy to broader consultation with partners and communities, be noted.

139. Select Committees - update

(Item C1)

(1) Mr Wickenden referred to the minutes of the meeting of the Alcohol Misuse Select Committee which had met on 12 March 2009 to receive a report on progress with its recommendations one year after they had been to Cabinet.

(2) RESOLVED that the minutes of the meeting of the Alcohol Misuse Select Committee held on 12 March 2009 be noted, and suggestions for potential Select Committee topic reviews be sent to the Democratic Services Officer for consideration by the Policy Overview Co-ordinating Committee.

140. Accessing Democracy – Recommendations of the Select Committee – Progress Report and Action Plan

(Item C2)

(1) Mr Wickenden presented a report which gave an indication of how the recommendations of the Select Committee on Accessing Democracy were being progressed. Mr King would be establishing an Implementation Steering Group to take forward the recommendations.

(2) RESOLVED that the proposal, by the Executive, to establish an Implementation Steering Group be welcomed, and the progress already made to implement the recommendations of the Select Committee on Accessing Democracy be noted.

CORPORATE POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Corporate Policy Overview Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 June 2009.

PRESENT: Mr R W Bayford, Mr D L Brazier, Mr J R Bullock, MBE, Mr R B Burgess, Mr B R Cope, Mr R Frayne, Mr E E C Hotson, Mrs J Law, Mr M J Northey, Mr J E Scholes, Mr M V Snelling and Mrs T Dean

IN ATTENDANCE: Mr P Sass (Head of Democratic Services and Local Leadership)

UNRESTRICTED ITEMS

1. Membership

(Item A1)

The Committee noted its membership as set out above.

2. Election of Chairman

(Item A3)

RESOLVED that Mr E E C Hotson be elected Chairman of the Committee.

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TO: Corporate Policy Overview Committee – 8th July 2009

BY: Paul Carter, Leader
Alex King, Deputy Leader
John Simmonds, Cabinet Member for Finance
Roger Gough, Cabinet Member for Corporate Support
Services & Performance Management
Alan Marsh, Cabinet Member for Public Health & Health
Reform
Peter Gilroy, Chief Executive

SUBJECT: Corporate Services Financial Outturn and Unit Operating
Plan Outturn for 2008/09

Classification: Unrestricted

Summary:

This report summarises the 2008/09 financial outturn, together with annual operating plan outturn information, for each of the Service Units within the Chief Executive's Department. The report brings together financial and key activity and performance outcome information in the same place.

FOR INFORMATION

1. Introduction:

- 1.1 Last year each directorate prepared a combined unit level budget and performance outturn report for the September cycle of service POC meetings (Corporate Services was piloted in June). Following this exercise it was recommended that outturn reports need to be included in July cycle of POC meetings, even though in some instances finalising the data represents a challenge.

2. Corporate Services 2008/09 Financial Outturn- Revenue

a) Chief Executive's Department

- 2.1 The revenue outturn will be reported to Cabinet on 13th July. The overall position for the Chief Executive's Department spend under the portfolios within Corporate Services was a net under spend of £1.09m.
- 2.2 Table 1 sets out the original budget, final approved cash limit and spending for each service unit within the Chief Executive's Department. The changes between the original budget and final approved cash limit are all within KCC's "virement" rules as set out in Financial Regulations.

Table 1	Director	Original Budget £000s (Net)	Approved Cash Limit £000s (Net)	Final Outturn £000s (Net)	Variance from Cash Limit £000s (net)
Service Unit					
<u>Finance Portfolio</u>					
Finance	LM	4,771.0	4,930.9	4,825.2	-105.7
Strategic Management	PG	1,346.0	1,346.2	1,399.1	52.9
Property Enterprise Fund	PG	0.0	-12.0	0.0	12.0
Oakwood Trading	PG	0.0	0.0	0.0	0.0
Property	PG	9,196.0	10,274.9	10,120.9	-154.0
Portfolio Total		15,313.0	16,540.0	16,345.1	-194.9
<u>Corporate Support Portfolio</u>					
Personnel & Development (inc Home Computing Initiative)	PG	6,350.0	5,642.4	5,606.1	-36.3
Information Services	PG	15,287.0	16,265.5	16,535.9	270.4
E-Government	PG	150.0	150.0	152.9	2.9
Democratic Services	PG	4,630.0	4,568.3	4,541.8	-26.5
Legal Services	PG	-400.0	-379.7	-1,132.6	-752.9
International Affairs Group	PG	348.0	411.2	408.5	-2.7
Contact Kent	PG	2,865.0	2,748.0	2,761.2	13.2
Corporate Communications	PG	1,213.0	1,214.0	1,145.0	-69.0
Strategic Development Unit & Corporate Support	PG	2,331.0	2,775.8	2,600.9	-174.9
Dedicated Schools Grant	LM	-2,789.0	-2,789.0	-2,789.0	0.0
Portfolio Total		29,985.0	30,606.5	29,830.7	-775.8
<u>Policy Portfolio</u>					
Policy & Performance	PG	740.0	1,018.0	1,051.1	33.1
Kent Works	PG	0.0	200.0	199.1	-0.9
Kent Partnership	PG	456.0	456.4	429.9	-26.5
Portfolio Total		1,196.0	1,674.4	1,680.1	5.7
<u>Public Health Portfolio</u>					
	MP	957.0	949.0	824.2	-124.8
<u>CED TOTAL</u>					
		47,451.0	49,769.9	48,680.1	-1,089.8

- 2.3 This under spend has increased by £465k since the third quarter's Cabinet Report (reported to this POC on 26th March 2009). The main reasons for this movement were an under spend in Property Group due to a delay in the Better Workplaces programme where asbestos has been found which needs to be removed, an under spend in Corporate Communications due to delayed spending on the promotion of the Healthwatch programme, and increased income for Legal Services.

2.4 £563k of the under spend is in relation to committed projects in Property Group (Better Workplaces), Personnel and Development (Well Being Healthchecks), Corporate Communications (Healthwatch promotion), Strategic Development Unit (Ashford Gateway lease, Kent TV) and Public Health (delayed start to a number of projects).

b) Financing Items

2.5 The net underspend against the £89.846m budget for Financing Items was £1.609m. The main reason for the under spend was savings on treasury management as a result of debt restructuring and reduced need for borrowing during the year. Of the net £89.846m budget referred to above, £94.329m is for borrowing costs and interest on cash balances, but this is offset by a number of credit budgets such as the contribution from Commercial Services, Performance Reward Grant and LABGI grant (Local Authority Business Growth Incentive). £94k of the financing items under spend is in relation to committed projects for local priorities funded from receipts from second homes, Local Board grants, and Member Community Grants.

3. Chief Executive's Department 2008/09 Outturn – Capital

3.1 Table 2 identifies the planned and actual spend on all capital projects in 2008/09 and the total approved and forecast spending over the lifetime of these projects.

Director	2008/09 Spend				Total Scheme Cost			
	Original Budget £000s	Approved Cash Limit £000s	Final Outturn £000s	Variance from Cash Limit £000s	Approved Cash Limit £000s	Forecast Spending £000s	Variance from Cash Limit £000s	
<u>Rolling Programmes</u>								
Finance Portfolio								
Commercial Services Vehicles	PG	1,250	1750	2,170	420	6,075	6,495	420
Plant & Equipment Capitalisation of Works on Capital Programme	PG	832	149	78	-71	399	402	3
Works to Properties for Disposal	PG	2,930	567	474	-93	3,394	3,394	0
Management & Modernisation of Assets	PG	1,252	1,702	932	-770	7,669	7,669	0
		6,264	4,168	3,654	-514	17,537	17,960	423
Policy & Performance								
Small Community Projects	PG	500	512	427	-84	3,012	3,012	0
<u>Schemes with Approval to Spend</u>								
Corporate Support & External Affairs								
Connecting with Kent - Extending the accessibility of council services through electronic channels	PG	565	597	557	-40	1,174	1,174	0

Director	2008/09 Spend				Total Scheme Cost			
	Original Budget £000s	Approved Cash Limit £000s	Final Outturn £000s	Variance from Cash Limit £000s	Approved Cash Limit £000s	Forecast Spending £000s	Variance from Cash Limit £000s	
Sustaining Kent - Replacement of the LAN/WAN Infrastructure to provide resilient, accessible and consolidated public service network	PG	2,585	6,606	5,124	-1,482	33,877	33,877	0
Gateways - Providing Customer focused, cross agency outlets	PG	1,923	1,816	1,723	-93	6,290	6,290	0
Contact Centre - Workforce Management System	PG	0	115	91	-24	115	115	0
Oracle Self Service Development - Personnel and Development Management Information System to support the Total Contribution Pay process	PG	175	175	137	-38	233	233	0
Connecting Kent - Influencing Broadband agenda and provision across Kent	PG	240	354	368	14	1,212	1,212	0
		5,488	9,663	8,000	-1,663	42,900	42,900	0
Schemes with Approval to Plan								
Finance Portfolio								
Better Workplaces	PG	0	500	348	-152	11,030	11,030	0

3.2 The movements from the original budget and the approved cash limit have been reported in monitoring during the year and the cash limits were changed when the capital programme in 2009/12 medium term plan was approved in February.

4. Corporate Services 2008/09 Unit Business Plan Outturn

A detailed performance return has been made by the Head of Service for each of the Units within the Chief Executive's Department. These returns are appended to this report (Appendix one).

5 Recommendations

5.1 Members of the Corporate POC are asked to:

- NOTE the revenue and capital financial outturn for 2008/08
- NOTE the performance outturn for 2008/09
- COMMENT on the evolving process of reporting financial and performance outturn together and delivery against Unit business plans.

Janice Hill
Performance Manager
Ext 1981

Dave Shipton
Finance Strategy Manager
Ext 4597

Chief Executive's Department

Chief Executive's Summary

Financial reductions over the next few years across the public sector, including the voluntary sector, are inevitable and will be significant. This has required us to sweat assets and harness new technologies. Citizenship is having increased meaning in shaping public services - understanding of the customer interface is therefore of critical importance. Public Access in the 21st Century is changing, as is our behaviour. This has meant transforming the way we interact and engage. The basis for this transformation is improving the customer experience and outcomes. New ways of transacting will also support businesses and impact on physical assets across the public and voluntary sectors. The Chief Executive's Department (CED) is at the forefront in driving forward and delivering this transformation.

The critical issues for the Chief Executive's Department going forward are:

- Continuing the programme of modernisation and transformation, including working with the Leader & Cabinet on modernising the democratic process
- Simplifying access to public services through footfall, single number telephonic access and online – the business plan for Access Kent has now been accepted by partners, and this will form part of the overall Total Place project. This will potentially generate savings worth millions of pounds.
- Developing a fully interactive website with services available online. Web page views have increased from 1,829,093 to 2,408,489 in the past year. Online transactional capability will not only deliver a better customer experience but financial savings as well.
- Developing the use of the Kent Card across the range of County Council services and in other public services (eg Health) as well suppliers, following recent meetings with RBS
- Income Generation; Legal Services, Commercial Services; Personnel & development (P&D) and Finance
- Continuing to work with partners to maximise the use of assets
- Shifting financial strategy from “managing suppliers” to “developing suppliers” and in effect managing the whole supply chain leading to our service delivery.
- Developing strategies around the regeneration framework
- The availability of sufficient bandwidth to deliver these aims. This is one of the pillars of our modernisation plans and is a critical success factor in terms of this region as a global economic hub

The Directorate has dealt with a number of “wicked issues” during the past year. These include:

- Responding to the collapse of the Icelandic Banks and the subsequent disagreement with the Audit Commission over its report “Risk and Return. The detailed reviews (by PWC, Arlingclose and management) support the view that this was human error and that the core process was not “broken”. Despite this issue, the Finance Function has again been judged to be highly performing with a score of 4/4 from the Audit Commission. This is our only sub organisation inspection to have this highest maximum score. The Finance function also won the top performing large Pension Fund for Property 2004/07 IPD / Real Estate Gazette prize. Finance is now starting to provide services to authorities outside Kent
- The completion of Local Area Agreement (LAA) 1 and Multi Area Agreement (MAA) and continuing work around the performance reward grant and Performance Improvement & Engagement's consolidated role which incorporates Corporate Performance Management, Kent Partnerships and the SILK Programme.
- The structure of partnerships has been reviewed and agreed
- The Chief Executive is leading the independent review of Child Protection Services, both within KCC and across agencies in Kent, which is continuing into the current year. The Chief Executive has also been a member of Lord Darzi's Health Innovation Council for Health reform and the application of technology.

One of the most significant changes for the Directorate has been the transfer of the Regeneration & Economy Division to the corporate centre in October 2008, reporting to the Executive Director Strategy, Economic Development & ICT. Filling key posts in the new structure remains a key issue. (The Unit Plan Outturn 2008/09 for the Regeneration & Economy Unit is to be reported to the Regeneration & Economic Development Policy Overview Committee.) At the same time the Research and Intelligence team joined the Corporate Policy Group from the Environment and Regeneration Directorate. Despite these changes, staff have continued to deliver a high level of service to stakeholders and customers, and there have been notable successes, including:

- Publication of 'Skills for the 21st Century: No more wasted opportunities', 'Policy Framework for later Life' and the 'Kent Regeneration Framework: Unlocking Kent's Potential';
- Providing Broadband availability to 1500 properties in Kent and reducing the number of "not spots" in the County;
- Signing the contract for a Kent Public Services Network (KPSN) which will provide a network solution for public and private sector organisations across the County.

Much of ISG's work has been to deliver the infrastructure and technology solutions needed to support home working. This has been successfully achieved. The contract for a Kent Public Services Network will provide a common network solution for the public sector and has also delivered a 55% increase in business broadband to private sector organisations across the County. KPSN will have a major public launch in July.

The ICT (Information & Communication Technology) Board has set the strategic direction to put in place sustainable infrastructure, not just for KCC but for public services across Kent, which will form the basis of exploiting technology in improving direct service outcomes.

The launch of the Telehealth/Blackberry initiative, for staff initially, will be a significant step forward in the application of technology for health improvement

For Legal Services this has been a year of consolidation and expansion (despite the economic climate) achieving an increased surplus of income over expenditure of £752,800 on turnover of £6,188,800, of which £1,365,500 (22%) was external income, the highest figure so far recorded by the unit. The high standard of service provided by Legal Services was recognised by its winning entry in the LGC (Local Government Chronicle) Awards 2009 (Legal Category) and the top award for public sector in-house legal team from The Lawyer.

Legal Services has worked closely with the Children Families & Education (CFE) Directorate to manage the impact of a very significant change in the law by the introduction of the Public Law Outline for the management of child protection cases, and to absorb and apply the lessons of the Baby P case.

This was also the first year of operation for the combined Democratic Services and Local Leadership Unit and has seen the continuation of the roll-out of localism across the County; the continuation of a demanding and varied Select Committee programme; and preparation for the County Council and European elections.

The greater use of technology within the unit was a key priority during the year, with the implementation of the modern.gov system – a computerised committee management and workflow system.

The Kent Department of Public Health was formally established in April 2007. The main objectives of the department were included in the Medium Term Financial Plan 2008/11. All of these objectives have been met to the extent that a new set of priorities have been adopted from 2009 onwards to build on what has already been achieved. A Healthy Weight Strategy has been produced in conjunction with the Primary Care Trusts (PCTs) and is due for adoption by KCC shortly. It highlights the progress that has been made to tackle obesity and related issues and provides a framework for future proposals and developments. A Select Committee report on alcohol has led to the launch of Kent Action on Alcohol, a multi-agency group that will implement the recommendations of the Select Committee and the ensuing Kent Alcohol Strategy. This has a particular emphasis on young people. In addition, LINKs is now established in Kent and is developing a close relationship with Kent HealthWatch. The Kent and Medway Public Health Observatory was launched in December last year and is already providing important data and analysis to support the information base for public health.

Another very significant additional responsibility for the Directorate came in August 2008 with the transfer of the Contact Kent and Consumer Direct South East to the Strategic Development Unit (SDU). During the year, Contact Kent was assessed as 23rd in the country and 3rd in the public sector and was also awarded CCA Global Standard Accreditation. The Unit has also taken the lead for delivery of the wider Access Kent/Gateway agenda across the non-emergency public sector in

Kent, which aims to bring coherence to customer access across all public sector services, regardless of the organisation delivering them.

During the year, the Unit has opened 3 further Gateways, in Tunbridge Wells, Tenterden and Maidstone, and consolidated delivery in the existing Gateways, increasing the number of services available through them. Thanet Gateway Plus was short-listed for an award by the Local Government Chronicle and the Gateway programme made it into the top 10 out of hundreds of entries in the Innovation category for the IDeA and Audit Commission awards in 2008. In addition, the “Tell Us Once” initiative for registering deaths and births was launched and the Unit secured 4.3m Euros from Interreg IVa, in partnership with 12 district and borough councils, Medway and our French partners.

The number of application forms for the Kent Graduate Programme has been increased, in line with the Towards 2010 Target.

Over 700 filming days were managed through the Film Office, taking the total income generation into the county to £13m since 2006. Over £1m return to Kent was achieved from “The Other Boleyn Girl” campaign. Through Kent TV, KCC has supported local businesses and voluntary organisations, by helping to raise their profile and by directly commissioning content from Kent production companies, as well as through the launch of the “What’s On” guide

The economic downturn and subsequent impact on the property market has had an impact on some of the key targets for the Property Group. Despite this the Enterprise Fund has continued to work with Directorates to release non-operational property for future disposal and enhance the value of these properties through obtaining planning consent, land assembly and promotion of sites through the Local Development Framework process. Good progress has also been made with the office transformation project Better WorkPlaces with the development of a strategy for Maidstone, East and West Kent.

In Personnel & Development, the Reward Team received three national awards for the delivery of the Reward Strategy; and the reorganisation of the Corporate Diversity Team has enabled the equality in employment activity to be better integrated. The first phase of an integrated workforce plan for many public sector colleagues across the county was delivered, the Apprenticeship scheme has been successfully developed and the Unit has maximised other routes into work experience with KCC.

The Kent Leadership Programme is now well established and in its third wave. The Learning & Development team went through a radical restructuring with account managers employed to ensure the successful achievement of ambitious income targets. There has been a strong emphasis on organisational development with initiatives such as the highly successful coaching and mentoring scheme with 120 qualified coaches – now working in partnership with Kent Police, Kent Fire and Rescue and other partners.

Year two of the Wellbeing Health Checks saw 3108 people benefiting from free checks and advice from experienced healthcare professionals. This has resulted in early detection of significant health conditions enabling treatment to be sought.

Our website is the single most important tool KCC has to communicate with the public. The Communication and Media Team co-ordinate work across the organisation to make sure that the website is updated every day and is relevant for residents. This year the campaigns run by the press team have included: Enough is Enough (Operation Stack and French strikes), Backing Kent Business and Backing Kent People (supporting people and businesses through the economic downturn).

The publication team has re-launched Around Kent in magazine format. It is delivered to every household in Kent (617,000) to make sure that they get the information they need. With the help of directorate partners, the event team organises 1,200 staff over three days at the Kent Show, dealing with enquiries from 65,000 visitors. For the third year running the team won first prize for the Public Sector & Services trade stand at the Kent Show.

Commercial Services continues to provide a wide range of goods and services, selling and brokering in excess of £600m in 2008/9. The financial performance of Commercial Services has improved for each of the last three years. There has been an increasing expectation from KCC and in 2008/9, the impact of a highly competitive market combined with an overall economic downturn has been significant, affecting all business units, but the financial return was delivered, with a 20% increase in net profit from 2007/8.

Particular business successes this year have included

- Innovatively hedging the energy market and protecting its customers (including KCC) from significant fluctuations in prices.
- The delivery of the Canterbury Park and Ride Service through Kent Top Travel.
- Outsourcing of Kent County Supplies deliveries made to customers outside Kent enabling a geographical stretch across the South of England

There were four significant variances from budget within CED in 2008/09:

- Legal Services contributed an additional net £750k. However this cannot be assumed to be repeated in 09/10. It is assumed that approximately one third of this will be repeated and this is built into the base budget for 09/10 onwards. To continue to increase income will require a degree of investment of any in-year surpluses. The additional £752,800 on turnover of £6,188,800, of which £1,365,500 (22%) was external income was the highest figure so far recorded by the unit.
- The underspend on Strategic Development of £175k was mainly the result of the re-phasing of the Kent TV pilot. This underspend will be rolled-forward into 2009/10 to fund the remainder of the pilot.

- Commercial Services were unable to deliver the £500k roundabout advertising income, mainly due to difficulties with District planning rules. Commercial Services partly offset this overspend with underspends elsewhere, and the base budget for 09/10 has been set to reflect the likelihood that this income will not be delivered.
- There was an overspend of £270k in ISG. Discussions have taken place with Resource Directors about the service levels and cost of ISG support and while there is reasonable confidence of balancing in 2009/10, the situation looks difficult for 2010/11. However, with the budgets now delegated to Directorates, this will become a financial pressure for them to decide how to respond. There is real engagement with Resource Directors who understand the need to adjust either the amount they are willing to pay, or the service levels.

Looking ahead, the ISG issue highlighted above is the biggest risk to the budget. To a lesser degree, we have stretching income targets for P&D and ISG which are not yet sure of achievement. Other budgeted savings are attainable without too much risk. Perhaps a greater risk to CED in the future is if directorate budgets come under such pressure that they choose to hit the CED delegated budgets they hold. Any such proposals however must go through the Chief Officer Group as a collective proposal.

The next few years will be difficult in financial terms for local government as a whole, but the initiatives that are already in place to transform and rationalise the way we work should mean that we are well placed to meet those challenges as they arise.

Business Plan Performance 2008-09
Business Solutions & Policy (now Strategy, Economic Development & Information Communication Technology (ICT))

Directors Executive Summary

The past year has been a fairly turbulent one for Business Solutions & Policy as there have been a number of structural and managerial changes. The most significant change being the transfer of Regeneration & Economy Division to the corporate centre in October 2008, reporting to the Executive Director Strategy, Economic Development & Information Communication Technology (ICT). However, despite all the changes, staff have continued to deliver a high level of service to stakeholders and customers which can only be attributed to their dedication and commitment.

Notable changes during the year include:

- Corporate Policy Group's review and resultant re-grouping to emphasise their key strategic role within the Authority under the management of a newly appointed Head of Strategic Policy
- Performance Improvement & Engagement's consolidated role which incorporates Corporate Performance Management, Kent Partnerships and the SILK Programme
- Research and Intelligence team who joined the group from the Environment and Regeneration Directorate

Here are a few examples of the successes achieved during the year:

- Staff within the group, working jointly with others across the authority, have developed and published various policy documents including 'Skills for the 21st Century: No more wasted opportunities', 'Policy Framework for later Life' and the 'Kent Regeneration Framework: unlocking Kent's Potential'
- Developed and launched Local Involvement Networks (LINKS) that are making it easier for people to provide feedback on health and social care in Kent which will lead to increased scrutiny and improvements
- Delivered workshops in Brussels on 'Cross-border healthcare' and 'Promoting inter-generational activity' which have led to further policy development work in partnership with others
- Produced written evidence to House of Commons Communities and Local Government Select Committee inquiry on 'Balance of Power: Central and Local Government'
- Re-introduction of a direct Eurostar service from Ashford to Brussels following a long campaign in conjunction with the Regional Council, passengers, the businesses, MPs, MEPs and the European Commission
- Secured almost 3 million euros of project funding from the Interreg programme
- Claimed £17.75m Performance Reward Grant for Kent Partners as a result of achieving 10 Kent Agreement 1 LPSA outcomes
- Guided the Authority to retaining its 4 stars rating under CPA

- Gained the Customer Service Excellence Charter Mark in ISG
- Provided Broadband availability to 1500 properties in Kent and reduced the number of "not spots" in the County
- Signed the contract for a Kent Public Services Network which will provide a network solution for public and private sector organisations across the County.

There have been under achievements too:

- The economic downturn has meant that Kent Partnerships did not pursue increased private sector involvement in community projects.
- The expected review and refresh of the Kent Partnerships website was delayed when it was realized that a fundamental redesign of the site was needed. This is due to complete mid 2009.
- The expansion of the Kent Public Services Board has been delayed until Autumn 2009 when the membership of the board will be reviewed to consider how best to engage those beyond the public sector who are involved in the delivery of public services.
- The updating and publishing of the "People of Kent" was deferred until after the June elections.
- Central Government delays in publishing the NIS information effected the implementation and rollout of Performance Management software that will be used to underpin policy led budgeting.
- KCC's representation on SEERA's Joint Europe Committee ceased when the JEC was abolished and the new SEEDA/SEERA 'Europe Group' has yet to be established.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Policy	16.2	739.7	1,051
ISG	304.4	15,437.1	16,688
International Affairs Group	7.0	348.2	409
Kent Partnerships	7.0	456.4	430
	334.6	16,981	18,578

Corporate Policy Group

Summary Business Plan details

The Corporate Policy Group aspires to achieve a strategic, autonomous and confident local authority by supporting, influencing and challenging its staff, colleagues, local partners and central government departments. It does this by supporting the development of corporate policy through forward thinking, research and joint working with partners to drive change and improvement within the organisation.

The Corporate Policy Team's role is to anticipate and influence policy, develop programmes of activity to implement change, and to innovate. This work must be built upon a strong evidence and research base, including customer insight and feedback. For much of this work, the real benefits and outcomes become evident some years later as the policy changes result in improvements for Kent residents. But some successes can be measured more immediately.

Outcomes and Achievements

- Developed and launched Local Involvement Networks (LINKS), which is making it easier for people to provide feedback on health and social care in Kent and increasing scrutiny of those services which will lead to improvements
- Produced and published 'Skills for the 21st Century: No more wasted opportunities' and organised three party conference events which have influenced national thinking
- Produced and published the "Kent Regeneration Framework: Unlocking Kent's Potential" which provides the framework within which the County Council will develop specific strategies and plans to improve life for the people of Kent
- Developed, through partnership working and consultation, the Kent "Policy Framework for Later Life" which already has resulted in different organisations working together in Kent to identify actions that address issues raised by older residents
- Successfully lobbied against the proposals set out in the 'Policing Green Paper' and for change to the Seasonal Worker Scheme (the latter was with the National Farmers' Union)
- Completed a raft of Residents' Panel Surveys and other consumer research, analysed and disseminated that information, and used it to shape policy development across the County Council.
- Worked across the County Council and with District Councils to analyse funding provided to the Voluntary and Community Sector in order to increase transparency and ensure that it was being targeted effectively
- Worked with the NHS on integrated transport planning with KCC to improve access to health services/facilities
- Delivered workshops in Brussels with Kent Brussels Office on "Cross-border healthcare" and "Promoting inter-generational activity", which have both led to further policy development work in partnership with the University of Kent and others
- Produced written evidence to House of Commons Communities and Local Government Select Committee inquiry on "The Balance of Power: Central and Local Government". The Leader and Chief Executive were invited to give oral evidence
- Undertook the first phase of the Kent Safeguarding Children Review, in the light of the issues thrown up by the Baby P case.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
8(89%)	1(11%)	0

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Developing and delivering innovative and elegant citizen-insight programmes	<ul style="list-style-type: none"> • Kent Residents' Panel spring survey • Kent & Medway Citizen Panel Q2 survey • Attitudes towards migration survey • Kent & Medway Citizen Panel ad hoc survey (topics to be determined) • Statutory place-based survey as required by the Local Government and Public Involvement in Health Act • Kent & Medway Citizen Panel Q4 survey • Kent Residents' Panel winter survey • Attitude towards poverty survey 	Part done & ongoing Kent's Residents Panel was transferred into Kent & Medway Citizen Panel and these surveys will be carried out in 2009/10

Performance Improvement and Engagement Unit

Summary Business Plan details

The Performance Improvement and Engagement Unit was formed part-way through the financial year by bringing together several existing teams which had previously worked separately – Performance Management Group, the Kent Partnership team, Equality and Diversity staff and the Social Innovation Lab Kent (SILK).

Performance Management Group

The Performance Management Group ensures that the authority strives for continuous improvement in its performance by providing a focus for improvement; ensuring systems are in place to provide quality data, challenging submissions to ensure robustness and keeping everyone informed of KCC's corporate performance.

The Kent Partnership

The Kent Partnership Team's main focus is to initiate and guide joint action by the public, private and voluntary and community sectors on the key issues facing Kent in order to deliver the countywide community strategy, the Vision for Kent. They also have a responsibility for the development and delivery of the Kent Agreement.

Equality & Diversity

Ensuring Equality & Diversity in service delivery (as opposed to in the workforce) should be simply a facet of wider performance improvement and engagement, not a separate 'industry' in its own right.

Social Innovation Lab Kent (SILK)

The Social Innovation Lab for Kent (SILK) was set up in 2007 with two ambitions. First, to provide a creative environment for a wide range of staff to work together on some of the toughest challenges the county faces. And second, by drawing upon best practice from business, design and social sciences sectors, as well as our own experiences here in Kent, SILK set out to establish a way of working that places it's citizens at the very centre

Outcomes and Achievements

The Corporate Performance Assessment (CPA) Corporate Assessment report (published in June 2008) and the final CPA score (published in Feb 2009) achieved the highest ratings and showed KCC as the only county council to have scored the maximum achievable rating throughout the CPA process.

The Performance Improvement Plan following Corporate Assessment and a radically new approach to KCC's corporate 'Staying Excellent' monitoring have been approved. Towards 2010 end of year 2 monitoring was successfully completed and reported, although implementation of the *Inphase* 'corporate dashboard' is behind schedule.

Kent Partnership team secured £17.8m Performance Reward Grant following completion of Kent Agreement 1. The first review of KA2 was successfully completed in November 2008 – even though many targets and indicators could not be finalised until the Feb/March 2009 'refresh'. This too was completed with the involvement of all delivery partners. Only three outcomes (of the 35) are not showing significant progress. Work was completed on the Kent Partnership 'storyboard' and consultation on the suggested list of Big Priorities began.

The first SILK detailed report *Just Coping* was published and influenced the shift in the work of CFE to focus on poverty and the local Children's Centre to focus on work with fathers.

SILK work featured as part of the LGA/IDeA showcase in Nov 2008 and was shortlisted for the national Design Council Awards in Feb 2009.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
Statutory and key internal deadlines met	100%	100%	100%	100%	▲
External auditors and other external inspections report positively on performance management arrangements	100%	100%	100%	100%	▲

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
37(90%)	1(3%)	3(7%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Performance Management Group		
Update and publish 'People of Kent'	<ul style="list-style-type: none"> 'People of Kent' published 	Red Deferred until after June elections Now published
Kent Partnerships		
Increase involvement of private sector through the Community Investment project	<ul style="list-style-type: none"> Private sector involvement in community projects visibly increased 	Red This has not been pursued in view of the economic downturn

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Develop as opportunity for innovation, including scoping long term potential for new commissioning initiatives and identifying efficiency savings in partnership across all sectors, including deployment of Kent Improvement Partnership funds	<ul style="list-style-type: none"> • Identify opportunities for cross public sector innovation and strategic commissioning through KA2 and other avenues 	Red This ought to be a focus for Public Service Board (PSB) in 2009 /10, building on the commitment to and implementation of Access Kent, the Gateway-led Interreg-funded customer profiling project and the proposed Total Place Initiative. No longer a Kent Partnerships Team action.
Implement the 'Governance of Partnerships' Action Plan	<ul style="list-style-type: none"> • Establish Steering Group • Complete review of Partnership Guidance • Complete programme of Directorate workshops 	Part done & ongoing

Information Services Group

Summary Business Plan details

Information Services Group aims to increase value for KCC and the wider Kent community with the innovative application and utilisation of information technology. In supporting directorates by enabling change, providing greater flexibility and freeing specialist staff from routine tasks by automation. Providing improved service access via an adaptable and responsive organisational Information, Communication, & Technology (ICT) environment.

Core Service

A successful 21st century organisation must be technology based and the council is no exception. The mission statement, business plan and targets for Information and Communication Technology (ICT) place priority on availability and accessibility of systems.

The 99.4% to 99.9% availability achieved across all ICT services represents a statement of the council's operational effectiveness across all of its activities and services, from the delivery of social care, educational services in schools, urban traffic management, to the provision of library services.

Core infrastructure, is rightly taken for granted and will never achieve prominence (for anything other than negative reasons!). Comprising 70% of the total ICT resource expended by the council, however, it is appropriate that successful delivery to target should be highlighted in end of year reporting.

Without the contribution of ICT support services the council could not sustain its operations. Exploiting technology also contributes over £50M of productivity and

efficiency savings across the council each year but more importantly increasingly represents the primary route for service provision.

Broadband and Multi Agency Working

The programme of engagement in the development of broadband infrastructure across Kent has continued. Emphasis over the past year has been in identifying, procuring and grant funding solutions for communities within 'Not Spots'. Engagement has seen solutions implemented on behalf of three parish councils.

The contract for a Kent Public Services Network (KPSN) was signed in July 2008. The programme is now in the final stages of installing the connections to over 1,100 public service sites serving 14 local authorities, Police and Fire authorities as well as providing connection to the secure Government Gateway. KPSN is one of 3 aggregated solutions in the UK and the only one to achieve 100% participation of all local authorities in the region.

The theme of efficiency and support for multi agency working has continued with the agreement by Kent authorities to work in partnership to develop regional data centres for shared use. This programme is significantly ahead of schedule with the first partnership facility to be available from June 2009. This initiative jointly led by Kent and Medway has also resulted in the successful joint procurement of a Content Management System to facilitate the redevelopment of both Kent and Medway's websites and services.

Programme and Project Delivery

The effectiveness, efficiency and future of community services is closely linked to the replacement of current systems across Kent's libraries. The ICT project to support the implementation, replace and in-source all current ICT infrastructure has been acknowledged as critical to the delivery of the joint objectives of service development while achieving a significant reduction in cost base.

The statutory requirement on local authorities to deliver a system in support of integrated children's services presented a different challenge. Governments fixed deadlines and late changes to specifications, resulted in delayed and rushed software development by third party suppliers. Despite this Children Families & Education (CFE) and Information Service Group (ISG) teams ensured that the council was amongst the minority of authorities to meet the stipulated implementation targets.

The effectiveness of a comprehensive suite of remote access solutions, implemented in support of the Better Workplaces Programme, was proven late in the year when adverse weather conditions saw over 2,500 staff making use of these facilities to maintain business as usual.

This represents a 300% increase over average daily use of these services.

This report reflects the activity of most relevance to the work of the authority over the past twelve months. In addition numerous small and medium sized projects were implemented in support of improved service delivery. This represents a 300% increase over average daily use of these services.

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Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
Cost of the ICT Function as a % of KCC expenditure			1.8%	1.8%	▶
Organisational ICT infrastructure spend					
a) As a percentage of organisational running cost			0.4	0.3	▲
b) Per user			£236	£167	▲
Percentage of incidents resolved within agreed service levels			50%	61%	▲
Project governance and delivery index			6	5	▲
Commissioner and user satisfaction index			5	4.71	▶
Management practice indicator			5	4	▶

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
5(36%)	9(64%)	0

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Improving resilience and cost effectiveness of data centre provision	<ul style="list-style-type: none"> Subject to other developments planned in the area, a feasibility study of a new data centre on the Manston Business Park as part of a multi agency initiative 	Part done & ongoing
Plan for TRP2	<ul style="list-style-type: none"> Specification and commencement of procurement for new contract to replace the current Technology Refresh Programme contract with IBM as part of a multi agency initiative. 	Part done & ongoing

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
New Building Design	<ul style="list-style-type: none"> • Continue work with the Building Research Establishment to raise the need for interoperability standards in the home technology sector with a view to reducing acute hospital admissions. 	Part done & ongoing
DAP Forum	<ul style="list-style-type: none"> • Contribute to and guide the establishment of a digital access provision (DAP) forum to effectively stimulate the development of equipment to support independent living. 	Part done & ongoing
Whole System Demonstrator (WSD)	<ul style="list-style-type: none"> • Work with Microsoft Shared Learning Group (SLG) to build demonstrator software to articulate the demand for assistive technology. 	Part done & ongoing
Taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes	<ul style="list-style-type: none"> • Ensure that appropriate technology is used to underpin the long term business needs and cultural requirements of the Single Assessment Project (SAP) and WSD programmes 	Part done & ongoing
Web Jams	<ul style="list-style-type: none"> • Facilitate delivery of web jams as required, until business process ownership is adopted elsewhere in KCC 	Part done & ongoing
KPSN* Implementation	<ul style="list-style-type: none"> • To facilitate the implementation of the new network supplied through the KPSN contract, ensuring service disruption is minimised, which will support more flexible and newer ways of working in support of the office strategy. 	Part done & ongoing

Benchmarking Information

ISG took part in the SOCITM Benchmarking the ICT Service survey and an ISG Value Review conducted by Gartner.

Change through Innovation

Summary Business Plan details

The Change through Innovation team works to take forward KCC's technical innovation ambitions. The team works closely with others (both internally & externally) that are also engaged in innovation, particularly with regard to cultural, training, development, community and partnership projects. The team supports KCC in its need to make the best use of knowledge and insights from customers, staff and partners, while engaging with new technologies and techniques.

During the year the team researched, developed and tested mobile systems, Second Life, innovation benchmarking & mapping kits, social media tools, mash-up tools, scenario planning, picocells, digital pens, filming techniques, and an IT Test Centre.

Developed £2.1m cross sector benchmarking system for innovation "Measuring Innovation amongst NUTS III areas" in conjunction with University of Kent, Canterbury (UKC). Looking at potential further development and opportunities for commercial revenue generation.

Only one of ten local authorities to have been granted funding (£51k) by Communities & Local Government to pilot "Timely Information for Citizens" national programme. Developed two EU bids (EU FP7) one linked with Scenario Planning and the other with Gaming together with seven other European local authorities & technology institute. Over 800 people attended 3 Innovation Fares held as part of the Kent Year of Innovation. We produced and disseminated nearly 5000 e-innovation catalogues and won the national 'Innovate 08' for free thinking, innovative councils'.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/Est	▲ improving ▶ not improving ▼ deteriorating
Engage stakeholders in the Innovation agenda by attendance at events, road shows and presentation	450	480	300	800	▲
Knowledge transference between public & private sector (Innovation Tours)	10	75	n/a	Complete	▲
Production and dissemination of KCC's e-Catalogue of Innovations	1 produced 200 distributed	1 produced 600 distributed	800	5000	▲

Appendix 1

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/Est	▲ improving ▶ not improving ▼ deteriorating
Officers involved in KCC's Communities of Practice	50	270	300	727	▲
Production of a Directory of Innovators (stakeholders inc)	50	100	150	100	▶
Establishment of Kent Innovation Forum (users)	n/a	40	80	76	▲
Production of Innovation DVD's (using external and in-house expertise	2	6	6	11	▲
Consultancy & funding(value to KCC)	n/a	£20k	£30k	£127,715	▲

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
20((95%)	1(5%)	0

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Opportunistic Technologies	Trial solutions to test <ul style="list-style-type: none"> • Virtual Councils • Scenario planning • Gaming applications 	Part done & ongoing

European Affairs Group

Summary Business Plan details

The European Affairs Group (now International Affairs Group) intent is to provide a corporate voice for KCC and Kent in Europe. Seeking to maximise the benefits of being the 'gateway to Europe' by promoting Kent's interests, facilitating the participation of KCC Directorates in European programmes and projects and strengthening the EU dimension within wider KCC policy formulation.

In its Corporate Performance Assessment (CPA) assessment the Audit Commission congratulated the County Council in its outward looking stance commenting that "the Council and its partners are acutely aware of the strategic opportunities and challenges of the 'Corridor to Europe' transport links that cross the County from London to Dover and the Channel Tunnel. They have adopted early, active and successful horizon-scanning and wider lobbying to ensure that the benefits accrue to the people of Kent to offset the adverse impact on their environment." (Audit Commission, KCC Corporate Assessment June 2008). Coincidentally, 2008 was KCC's 21st 'birthday of international work marked by a sequence of policy influencing seminars. These seminars, focused on key decision makers at the Commission, covered areas such as migration and asylum, cross border health and ageing

A key highlight was the successful culmination of a long campaign to reinstate Eurostar services to and from Ashford to Brussels. In 2006 Eurostar announced that it would cut services at Ashford and Calais, two intermediate stations on the EU's first truly international speed network, it was clear to KCC and its French partners in Nord-Pas de Calais that this would have detrimental consequences for accessibility, economic development and tourism in the areas concerned. KCC working with the Regional Council, passengers, the businesses, MPs, MEPs and the European Commission to make the case for the reintroduction of direct rail services. These were resumed from Ashford and Calais in February and December 2009 respectively and, in the shorter term, this is clearly excellent news for local business and tourism in Kent, especially in the run-up to the 2012 Olympics.

One of the biggest contributions made to Kent has been the start during the year of the new EU funding programmes, particularly the Interreg programmes. To date almost three million euros of project spend has been successfully competed for by KCC and other Kent organisations across a range of areas including public service innovation, health and businesses development.

On meeting the climate challenge there was significant progress in developing and implementing the delivery plans for the two relevant indicators in the Local Area Agreement (NI 185 and NI186) and early participation in a trail for assessing the possible financial impact on the Authority with the forthcoming introduction of Carbon Reduction Commitment. The web pages on climate change on kent.gov were totally refreshed and a new community tool kit developed. 2008/09 saw the conclusion of the innovative low carbon communities' project which, through community action supported by KCC almost 9,000 tonnes of CO₂ will be saved.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
10(67%)	5(33%)	0

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Strengthening links, communications, and profile with KCC Directorates	<ul style="list-style-type: none"> • Programme of meetings with Directorate Senior Officers to ascertain priorities/needs • Three dissemination events to highlight awareness of Unit and EU funding opportunities • Service four meetings of the International Affairs Board 	Part Done & ongoing
Environment policy portfolio	<ul style="list-style-type: none"> • Support the European work of KCC Environment & Regeneration including biofuels and rural development 	Part done & ongoing
Ensure KCC and Kent organisations continue to benefit from Interreg IIIA and from the new Interreg IVA programme.	<ul style="list-style-type: none"> • KCC represented on Interreg IVA Programme Monitoring Committee (s) and Steering Committee (s) • Hosting of new S.E. Interreg IVA 'Contact Point' in KCC • Support 15 Kent Interreg IIIA projects (and micro-projects) with delivery and closure • Submission of 5 KCC and 10 Kent projects worth £2m respectively under Interreg IVA • Fastrack Interreg support 	Part done & ongoing Red - No UK "Contact Point"

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
	process established <ul style="list-style-type: none"> • Internal KCC project submission process established • Targeted project development for High Speed Rail networks, Inward Investment, Marinas network 	
Ensure KCC and Kent access opportunities under 'other' EU programmes for which it is eligible (Interreg IVB and IVC, Competitiveness, ESF) and 'thematic' programmes	<ul style="list-style-type: none"> • KCC represented on SEERA's Joint Europe Committee in order to lobby for Kent's interest • KCC represented on new SEEDA/SEERA 'Europe Group' • KCC represented on Competitiveness Programme Monitoring Committee and Steering Committee • Submission of KCC and Kent projects wider other 'thematic' programmes 	Part done & ongoing Red - SEERA's Joint Europe Committee abolished. Red – yet to be established. Done & ongoing – Not aware of any projects in development
Explore new ways of working to promote the interest of Kent companies	<ul style="list-style-type: none"> • Develop a pilot for developing a brokerage service by using our contacts with Bacs-Kiskun and the potential development of a PPP health-sector project Kent • Develop a 'a template' contract to cover brokerage arrangements with a view of extending this service 	Part done & being carried forward

Business Plan Performance 2008-09 Commercial Services

Director's Executive Summary

Commercial Services continues to provide a wide range of goods and services, selling and brokering in excess of £600m per annum In 2008/09.

The financial performance of Commercial Services has improved for each of the last three years. There has been an increasing expectation from KCC and in 2008-09, the impact of a highly competitive market combined with an overall economic downturn has been significant, affecting all business units, but the financial return was delivered, with a 20% increase in net profit from 2007/08.

Particular business successes this year have included

- Innovatively hedging the energy market and protecting its customers (including KCC) from significant fluctuations in prices
- The delivery of the Canterbury Park and Ride Service through Kent Top Travel
- Outsourcing of Kent County Supplies deliveries made to customers outside Kent enabling a geographical stretch across the South of England.

The overall financial target of £5.7m included an assumed £0.5m income from roundabout sponsorship and advertising. This initiative has had some success with specific sites being sold but moving forward and generating income has proved less successful than KCC had anticipated. This is due to problems in obtaining planning permission from the Districts, without which the project could not deliver significant financial returns.

Revenue/capital budget outturn

Confirmation of financial performance is indicated in sections below. All other financial information relating to business units is commercially sensitive, it continues to be made available, as appropriate, in confidential papers submitted to COG and elected members.

Forecast Activity Levels

Resources

FTE for 2008/09 was 690.23, i.e. less than forecast in the 2008/09 Business Plan and is predicted to be 723.23 for 2009 /10.

Profit & Loss

	2008/09 Budget £k*	2008/09 ** Outcome £k
Net Profit	5,700	5,401

£5.7m target included £0.5m expected income from the project on roundabout sponsorship and advertising, led by Commercial Services on behalf of KCC. Commercial Services did not own the end to end ability to deliver income which was reliant on planning permissions, therefore this initiative did not deliver £0.5k as had been hoped. Despite this £5.401m has now been returned to KCC in addition to the £2m benefit from market moderation.

**Published results for CSD show a net surplus of £6.257m after the best Value accounting practice adjustment required by CIPFA.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/Est	▲ improving ▶ not improving ▼ deteriorating
CS Financial Target	£3.5m	£4.5m	£5.7m	£5.401m*	▲
Invoices paid to Term	100%	100%	100%	89.7%	▼
Introduction of a new management information system caused some delays to the processing of invoices, hence the dip in performance this year. Implementation is now complete and work well underway to bring performance up to meet standard.					
Dept of Health Community Equipment Supplies	85%	85%	85%	85%	▶

Benchmarking Information

Operating in a commercial environment, we are constantly assessing our performance and capability against others in the marketplace. Business units competitively price work, goods and services within an open market and our tender submissions are measured against others in terms of price, quality, value and specification. Successful tenders will tell us whether we are in a competitive position and unsuccessful ones may indicate areas for improvement

Commercial Services is represented on numerous professional and trade associations as well as local government based buying consortia both Kent and Central. In addition IESE – South East Regional Efficiency Partnership enables comparison and marketplace reviews.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
2(33%)	4(67%)	0

Of these 6 areas, only two were scheduled for a completion of all deliverables in 2008-09:

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Continue to fully evaluate all risks, internal and external, associated with our business units: <ul style="list-style-type: none"> • Annual reassessment • Quarterly review of actions 	Risk avoidance and mitigation ensuring that CS can meet its service and fiscal requirements.	Part done and carried forward This action was carried out in 2008-09 and it will continue to be a priority in 2009-10

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Review COS across all units and look to leverage advantage of economy of scales by securing further sales / optimising assets.	<ul style="list-style-type: none"> • Drive an average of a 2% improvement across CS Review and implement, where applicable, “Green Credentials” and “Carbon Clear” type sales and marketing.	Part done and carried forward
Across all areas affected continue to drive accreditation by recognised industry standard bodies	Twofold: <ul style="list-style-type: none"> • Contain / improve on current Lost Time Accident or reported Near Misses • Improve Pre Qualification Questionnaire to Invitation To Tender ratio in areas affected 	Part done and carried forward This action was carried out in 08-09 and it will continue to be a priority in 2009-10
<ul style="list-style-type: none"> • Carry out full Training Needs Analysis • Revisit and revise on-going succession planning • Continue to progress Investors In People • (Continue promoting Equalities and Diversity – see below). 	<ul style="list-style-type: none"> • Ensure workforce remains fit for purpose (with challenging addition surplus demands) • Build on Business Continuity • Satisfy staff and customer requirements 	Part done and ongoing

External Evaluation

Specific units both within Commercial Services and the incorporated companies have sought external evaluation appropriate to their own business areas, e.g. Landscape Services has achieved CHAS accreditation

Customer Feedback is kept under constant review, business units regularly undertake mystery shopping and carry out specific customer feedback exercises through questionnaires and direct customer contact. Full details have been included in the 2009/10 Business Plan for Commercial Services.

Business Plan Performance 2008-09 Communications & Media Centre

Summary Business Plan details

The Communication and Media Team provide a vital service to residents in Kent by telling them about our services and priorities, and to the whole organisation by making sure the reputation of KCC is maintained and enhanced

The team is made up of five sections and a support team, who work together to provide a seamless communication service to our three key audiences: the public, the Members and KCC staff.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Communication & Media Centre	19.0	1,213	1,145

How we serve the public:

Our website is the single most important tool KCC has to communicate with the public. The website team co-ordinate work across the organisation to make sure that the website is updated every day and relevant for residents. Web page views have increased from 1,829,093 to 2,408,489 in the past year.

The web team has been instrumental in the past year in securing funding of £1.1million in order to create a new and more responsive website and intranet site. This project will see significant improvements by the autumn. It will be easier for Kent residents to customise the information they want to receive and access the services they need.

The web team played a key role in the council's high profile campaigns, writing content and developing and maintaining websites for Backing Kent People and Backing Kent Business.

The press team develops and delivers a number of campaigns to inform and help Kent residents. This year the campaigns have included: Enough is Enough (Operation Stack and French strikes), Backing Kent Business and Backing Kent People (supporting people and businesses through the economic downturn).

The past year has also seen major press issues to deal with including the Icelandic banks story and senior officers pay. Much effort has gone into clarifying KCC's position to the public.

The publication team has re-launched Around Kent in magazine format, engaging

with residents both before and after the new look. This has been well received by readers. The magazine gets delivered to every household in Kent (617,000 households) to make sure that they get the information they need. Steps are now being taken to improve the publication further with more advertising to offset costs and by working with district councils to communicate jointly with residents.

The event team organise, with the help of directorate partners, 1,200 staff over three days at the Kent Show, dealing with enquiries from 65,000 visitors. This is our single biggest opportunity to engage directly with Kent residents and the event team make sure that KCC make the most of it. For the third year running the event team has won first prize for the Public Sector & Services trade stand at the Kent Show.

How we serve Members:

The press team is under constant pressure to deliver to media deadlines, manage the reputation of the council and produce positive coverage. The results are measured and the team consistently delivers above the business target, which is to deliver 65% positive and neutral coverage.

The team often has to turn negative stories into positives e.g. the Ashford Shared Space scheme. This and other stories have made Kent the focus of local, national and even international media.

The business support team monitor over 80 newspapers each week, plus online news. They then distribute full and personalised sets of cuttings to over 50 members and Officers. This personalised service to Members and Officers would cost approximately £500,000 if we had to buy in a service of this quality.

Staff have been working on the County Council elections and working with ISG to plan how the public, staff and councillors will view the results. Work has also been carried out on how to manage Election Day and Member induction.

How we serve staff and provide value for money:

Internal communication is vitally important to building staff morale at KCC. At the beginning of the year, the Kent First programme had been launched. Despite staff shortages the team still made sure the core brief was published every fortnight. This focuses on staff successes and topics of direct interest to staff.

The staff newsletter First was published again after a gap of several months and appears every two months since. The publication was taken online, in keeping with the recommendations of the publicity review, saving £45,000 on print costs. We are now asking everyone to "Print one and pass it on".

The web team co-ordinate web communications across the authority, liaising with directorate teams regularly. They manage all global mails and intranet home pages. They were on call during the bad weather in February to make sure staff and the public got the latest news. They also worked out-of-hours to communicate the latest CPA score to all staff.

A publications audit was carried out in 2008. This revealed that over 3,500 publications are currently being produced by KCC. Steps have been taken to reduce the number and cost of publications. An online publications spreadsheet has been created to capture details of all publications when they are at concept stage. This will help us all manage the money spent and the quality of publications across the whole council.

The events team continually striving to achieve value for money for all KCC teams. Their successful Community Safety Engagement Conference saved £12k by using the event team instead of an outside events company. The event was a huge success with very encouraging feedback from the delegates. They also helped organise a specialised Social Care conference with service users and the event was such a success that the delegates requested another conference at Christmas. Savings were a further £6k.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
18(72%)	6(24%)	1(4%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Benchmark branding, publications and internal communications with other local authorities	Awareness of performance in relation to other authorities and benchmarking data & ensuring KCC is effective in terms of outcomes and cost	More work needs to be carried out in this area

Business Plan Performance 2008-09

Legal & Democratic Services

Director's Executive Summary

Legal

This has been a year of consolidation and expansion for Legal Services, which (despite the economic climate) achieved an increased surplus of income over expenditure of £752,800 on turnover of £6,188,800, of which £1,365,500 (22%) was external income, the highest figure so far recorded by the unit. The high standard of service provided by Legal Services was recognised by its winning entry in the LGC Awards 2009 (Legal Category).

Democratic Services

2008/09 was the first year of operation for the combined Democratic Services and Local Leadership Unit, following the retirement of the former Assistant to the Chief Executive who had been responsible for the localism agenda. Key activities during the year centred on the continuation of the roll-out of localism across the County; the continuation of a demanding and varied Select Committee programme; preparation for the forthcoming election and ongoing support to other elements of the decision-making process and support to elected Members in their various roles.

Access to information

2008 was an incredibly busy year for the Access to Information Team. The number of requests for information under FOIA, EIR & DPA increased by 34% on 2007's figures. In general, requests have become more difficult to answer, not only because of their complexity, but because the subject matter is sensitive and/or controversial. There is also an increase in requests for review when applicants exercise their right to challenge Kent's decision to withhold information.

The number of complaints to the Chief Executive & Leader has also increased by 15% since 2007/2008 and the introduction of shorter timescales and equalities monitoring has added to the demands on the team's stretched resources.

Brief Description of Core Activities

The Legal and Democratic Services Unit operates within the Chief Executives' Department and is responsible for ensuring that the council correctly applies the law and regulations governing its business. It also provides high quality legal advice and services to public bodies and other local authorities.

The Democratic Services and Local Leadership Unit is responsible for supporting the Council's decision-making and overview and scrutiny processes, together with providing key research, administrative and secretarial support for elected Members and leading on the County Council's approach to local decision-making and participative structures.

The Corporate Access to Information Team, working with their equivalents in the other four directorates are responsible for ensuring that KCC complies with the legislation that gives people a right of access to publicly-held information; including the Freedom of Information Act 2000, the Data Protection Act 1998, the Environmental Information Regulations 2004 and the Re-use of Public Sector Information Regulations 2005.

Other responsibilities include Corporate Policy, Data Protection registration and notification; Freedom of Information Publication Scheme & Asset Register, and liaison with the Information Commissioner's Office.

The Team also manages the handling of "high-level" complaints, that those made to the Chief Executive and the Leader and complaints from MPs and the Local Government Ombudsman.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
<u>Legal & Democratic Services</u>			
Legal	91.5	-400.2	-1133
Members	3.0	2,384.0	2309
Cabinet Support	6.0	270.0	205
Democratic Services	26.0	1,192.1	1508
Data Protection	2.0	90.3	89
Local Boards	17.3	693.7	431
	145.8	4,230	3,409

Planned outcomes. What was achieved/not achieved (Core Activities)

Legal

- Legal Services has continued to expand its client base, to a point where it generated £1,365,500 of external income in the year
- It has provided value for money services to both its internal and external clients
- It has worked closely with Children Families & Education (CFE) to manage the impact of a very significant change in the law by the introduction of the Public Law Outline for the management of child protection cases, and to absorb and apply the lessons of the Baby P case

Democratic Services

- Plans were made and executed during the year to ensure that the Council was best placed to deal with the demands of the County Council elections in June 2009, in terms of the induction and ongoing development of new and returning Members.
- The work of the Standards Committee intensified with the new arrangements for the locally managed framework for complaints about Members passing from the Standards Board for England to local authorities on 8 May. Kent Audit gave a "high assurance" for the Unit's work in managing the new system for dealing with complaints about the conduct of Members
- The greater use of technology within the unit was a key priority during the year, with the implementation of the modern.gov system – a computerised committee management and workflow system

- Budgeted additional revenue resources for the localism team were utilised to fund the increased staffing resources required to keep pace with the wider utilisation of the neighbourhood forum model and other more resource-intensive localism models currently being trialled. Additional resources were also utilised to boost the administrative support for the Community Liaison Managers.
- Good progress was made by the unit head in tackling absence and capability; office accommodation review; benchmarking work; and expanding the profile of the unit
- The appointment of a dedicated research officer for the Cabinet Scrutiny Committee and more extremely well-received Select Committee reports made it another strong year for Overview and Scrutiny.
- Easier access to KCC's democratic processes as a result of webcasting and the wider availability of Committee agendas, reports and minutes on the website
- Better and more frequent opportunities to meet with County Council Members to discuss local services, through the local board and neighbourhood forum structure

Access to Information

- It is a statutory requirement that requests for information falling under the scope of FOIA are completed within 20 working days and subject access requests within 40 calendar days. Obviously anything less than 100% achievement of these targets means that the Council is not compliant with legislation.
- With regard to non-statutory complaints, these should be acknowledged within 5 working days and a reply provided within 20 working days (4 calendar weeks). Ombudsman investigations should be completed in 28 calendar days.
- Unfortunately, not all targets were achieved as can be seen in the Key Performance Indicator table. However, please note that the figures provided (with regard to Freedom of Information (FOI), Data Protection Act (DPA) & EIR requests) relate to what KCC as a whole has received, in respect of which the Access to Information Team can only respond once provided with the necessary information.
- Likewise, with regard to complaints handled by the Unit, some are already over five working days old before they get to the Unit for logging and acknowledging. The Unit also has no control over the timeliness of responses to "Stage 1" complaints which are passed to the responsible operational unit manager to answer and respond to. All the Unit can do is remind the team dealing that they are approaching/have exceeded the desired timeframe. However, the recruitment of a new team member was approved at the end of 2008 and a new team member appointed at the start of 2009/2010. The expectation is that an extra FTE will alleviate the current pressures resulting in improved performance and freeing up the Coordinator to fulfil a more strategic role.

Key Performance Indicators & Activity Levels

Legal & Democratic Services Indicator	Actual 2006/07	Actual 2007/08	Target 2008/09	Actual/Est 2008/09	▲ improving ▶ not improving ▼ deteriorating
External income/percentage of total income budget	£866k/ 16%	£1,135k/ 28%	£900k/ 15%	£1,418k/ 23%	▲
Ratio of productive time to overhead time (Legal)	72:28	72:28	72:28	72:28	▶
Client/customer satisfaction (Legal)	91%	93%	95%	90%	▼
Dispatch Committee papers at least 5 working days before meeting	96%	95%	97%	97%	▶
Hold minimum of 4 meetings of each local board/joint local board during the year	48* subject to "Going Local" Strategy	64	64	66	▲
Assist Members to achieve 100% expenditure on Member Community Grants (£840K)	98.6%	98%	99%	99%	▶
Manage applications for small community capital grant to achieve 100% commitment (£500K)	100%	100%	100%	100%	▶
Manage applications and approval process for local schemes grant (£400K)	100%	100%	100%	100%	▶
Number of requests for information (FOIA/EIR) completed within 20 working days	464 out of 576 (81%)	513 out of 702 (73%)	100%	652 out of 970 (67%)	▼
Number of subject access requests (DPA) completed within 40 calendar days	79 out of 126 (62.7%)	81 out of 130 (62.3%)	100%	104 out of 160 (65%)	▼

Legal & Democratic Services Indicator	Actual 2006/07	Actual 2007/08	Target 2008/09	Actual/Est 2008/09	▲ improving ▶ not improving ▼ deteriorating
Number of complaints acknowledged within 5 working days	Not held	342 out of 382 (89.5%)	92%	362 out of 436 (83%)	▼
Number of complaints completed within 20 working days	Not held	250 out of 382 (65.5%)	80%	277 out of 436 (63.5%)	▼
Average number of days to respond to Ombudsman's enquiries	29.5 days	29.4 days	28 days	38.1 days	▼

Explanation for target(s) not met:

Access to Information /Complaints

See explanation above – these performance figures are KCC wide and do not relate solely to Access to Information Team in Legal & Democratic Services. However, the recruitment of a new team member was approved at the end of 2008 and a new team member appointed at the start of 2009/2010. The expectation is that an extra FTE will alleviate the current pressures resulting in improved performance and freeing up the Coordinator to fulfil a more strategic role.

Benchmarking Information

Legal

Detailed benchmarking figures comparing performance against other county councils from across England are available.

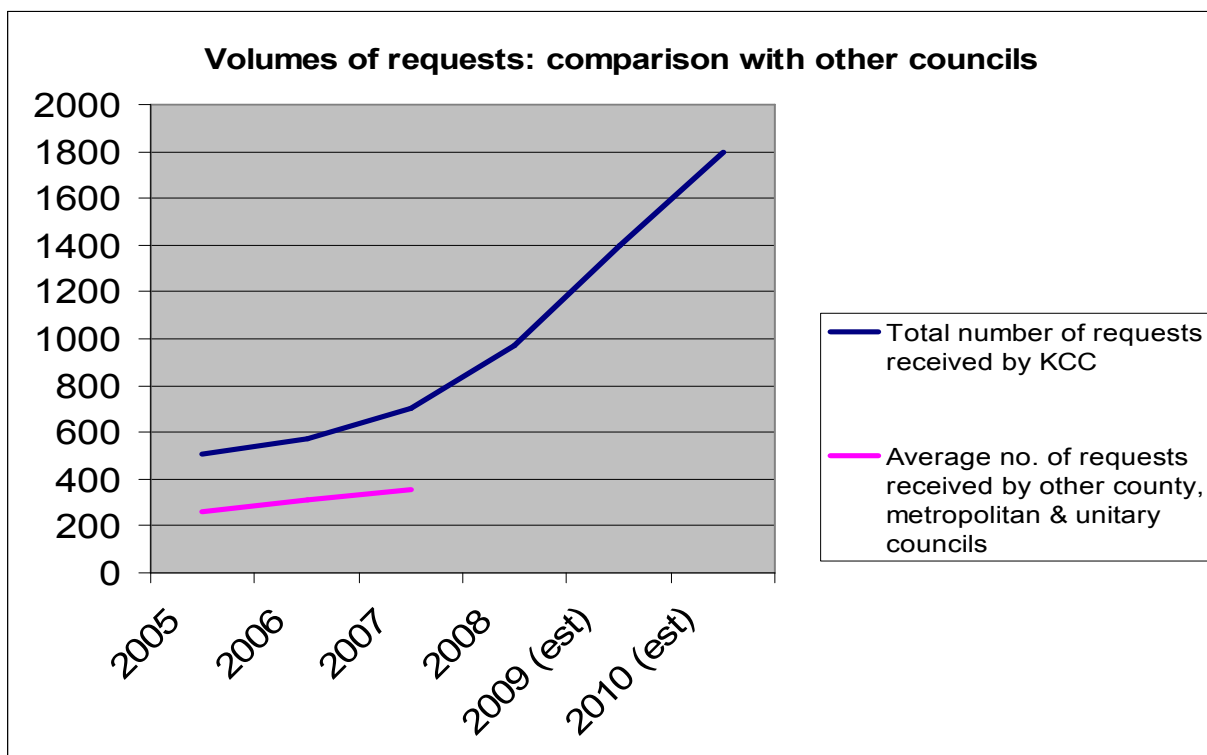
Democratic Services

Contacts established with KCC's statistical neighbour group, other County Councils and large unitary Councils to begin benchmarking work in 3 main areas:

- Cost of Committee support
- Cost of non-Committee support to Members
- School Appeals
-

The results started to come in during 2008/09 and are currently being analysed in order to highlight areas worthy of more detailed comparative work. The aim of the exercise is to research and implement best practice, improve services to elected Members and produce efficiencies. Much of this work continues into 2009/10.

Access to Information



Benchmarking data has established that other County, Unitary, Metropolitan Councils and London Boroughs do not receive anywhere near the volume of requests for information as Kent. Although their adherence to statutory timescales is sometimes better than Kent, research (by way of FOI requests) has established that they do not comply with other elements of legislation to the same degree.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Done Number / (%)	Part done and being carried forward Number / (%)	Red Tasks Number / (%)
9(82%)	1(9%)	1(9%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Democratic Services		
In liaison with Policy Team, develop localism agenda to meet requirements of LGPIH Act and in line with Cabinet and Council wishes	Assist Going Local IMG to formulate recommendations to Cabinet and Council	Part done & ongoing The Localism review has continued into 2009/10 as the impact of various trials continue to be assessed and negotiations continue with Members across the County
Access to Information/ Complaints		
Co-ordinate the successful implementation of the Data Protection and Freedom of Information Acts	Ensure KCC's compliance with statutory requirements and timescales	RED Currently only replying to 70% of requests within 20 working day statutory timescale. See above

Towards 2010

There were no 2010 targets for Legal & Democratic Services

External Evaluation

- Chartermark accreditation has been renewed for a further two years
- Lexcel accreditation has been confirmed.
- ISO 9002 accreditation has been confirmed
- Kent Audit Review of the locally managed framework for complaints about the conduct of Members (Overall assurance rating of "high" – January 2009)

Business Plan Performance 2008- 09 Personnel and Development

Director's Executive Summary

The following is a summary of the main areas of business within the Personnel and Development function which collectively ensure the delivery of the KCC Strategy for Staff. The key successes for the year are covered, by group, although this is only a flavour of what has been delivered over the year. Only 2 of 39 key projects/developments were not delivered in full or part and the reasons for this are listed under the section "Performance Against Projects/Developments/Key Actions".

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Strategy & Leadership	4.7	436.7	878
Added Years	0.0	164.5	0
Business Support	16.3	602.1	639
Pay & Reward	5.4	229.8	258
Rewards Strategy	0.0	107.0	40
Employee Relations & Policy	3.6	224.5	187
Employee Services	74.0	1,921.4	1,950
Personnel Information Services	9.8	370.5	428
Learning & Development	17.8	393.7	328
PD Training Budget	0.0	31.3	64
Health & Safety	4.0	225.0	225
Equalities	3.8	232.5	111
Staff Care Services	15.1	482.6	406
Well Being Health Checks	0.0	75.0	107
Schools Personnel Services	63.9	486.5	2
S4S	3.0	366.9	218
KGP	0.0	0.0	0
HCI	0.0	0.0	-234
	221.4	6,350.0	5,606

What was achieved/not achieved (Core Activities)

Employment Strategy Group

Provides a KCC wide employment framework through employment policy, procedures, terms and conditions of employment, diversity and equality,

workforce development and the development of KCC's reward strategy.

The Reward Team has received 3 national awards for the delivery of the Reward Strategy. The Kent Rewards website gives all employees access to all employee benefits in one location, maximising knowledge and so take up. This is seen to be key to employee engagement and the imminent introduction to on-line interactive Reward statements through the "Reward Viewer" will further enhance employees' ability to maximise their employment package. Registration on Kent Rewards, giving access to highly competitive discounts and cash back, is at an impressive 32% of the workforce – and growing. Kent is seen to be a leader in the delivery of Reward and benefits and regularly provides advice and information to other authorities.

A reorganisation of the Corporate Diversity Team has enabled the equality in employment activity to be integrated with the development of employment policy and practice as a consequence of its dis-aggregation from Service and Public Engagement Equality. The team is providing support to all the staff diversity groups, as well as seeking to deliver the target of the highest level under the Equality in Local Government Framework. Actions this year included organising the first Younger Persons Conference.

The Workforce Strategy Manager has delivered the first phase of an integrated workforce plan for many public sector colleagues across the county, successfully developed the Apprenticeship scheme and maximised other routes into work experience with KCC. The new Recruitment Strategy will provide an organisational structure for recruitment over the medium term. The delivery of this strategy is now coordinated by the Workforce Strategy Manager.

The development of personnel policy and practice has continued to establish a modern framework within which enhanced people management can operate. Significantly there has been the development of carers leave, flexible working and the maintained priority on health, wellbeing and attendance. This last example is now demonstrating a reduction in absence across the organisation.

In addition, the Blue Book and People Management Handbooks are now only available electronically – this is response to the environmental action plan, has a cost saving and ensures managers and staff have easy access both from KCC and external IT systems.

Learning & Development

Commission and deliver learning and development interventions to enable staff to meet challenging and changing business objectives. Support the recruitment of the right people to the right roles using a range of tools and techniques including the specialist assessment centres. Support the Pay and Workforce Strategy for Local Government, including the KCC Strategic Workforce Plan.

This team went through a radical restructuring with account managers employed to ensure the successful achievement of ambitious income targets. There has been a strong emphasis on organisational development with initiatives such as the highly successful coaching and mentoring scheme with 120 qualified coaches – now working in partnership with Kent Police, Kent Fire and Rescue and other partners. Management Development has seen the delivery of the Power to Lead programme and 71 people completing Management qualifications recognised by the Chartered Management Institute.

The take up of management qualification programmes have increased by 57% on the previous year. A framework of management competency standards has been developed for a launch next year. There have been a series of Leadership Seminars attended by 120 leaders across Kent. The wider workforce was supported by a comprehensive programme of development activities delivered to more than 7,500 employees, to raise skills and knowledge across the organisation.

Work and Wellbeing

Promote the health and wellbeing of the workforce (47,000 staff). Develop and co-ordinate action through the provision of Occupational Health, Staff Counselling and Mediation Services and KCC wellbeing programme.

Year two of the Wellbeing Health Checks saw 3108 people benefiting from free checks and advice from experienced healthcare professionals. This has resulted in detection of significant health conditions enabling treatment to be sought. The Work and Wellbeing group have delivered a diverse programme of initiatives such as the introduction of the Fitbug, various health promotions, an ongoing Weight loss challenge (246 stone to date) and free access to the virtual gym to support weight loss and raise fitness in the workforce. Occupational Health services transferred to Commercial Services, however P&D continue to act as the client for KCC.

Business Support

Lead on people management issues within directorates. Support managers in delivery of organisational change projects and managing employee performance for 17,000 employees.

This team provides support to 3 directorates and with a ratio of 1:411 provided support to several major restructurings, culture reviews and TUPE activities. Some, although not all, of these are detailed in the Business Plan. The contribution of team members was key in generating high profile positive publicity for KCC following the recruitment of apprentices into the KHS Alliance for the first time.

The team provided important support to the advancement of the Turner Gallery project and its conversion to trust status. Throughout the year the team gave targeted support to managers to enable them to improve their levels of sickness absence and performance management. This resulted in an overall reduction of 33%.

Personnel Information & System Development

Manage business support for Oracle HR and Oracle Payroll, and access historic information through the legacy personnel systems. Provide user support, advice and training to approximately 275 personnel, finance and business users; maintain organisational hierarchies, contract templates. Specify and deliver system driven projects and enhancements.

Deliver statutory reports and information to regulatory bodies on behalf of KCC and individual directorates including BVPI's and Teachers' Service Return. Provide corporate and directorate management information.

The development of Oracle Self Service resulted in the functionality being rolled out to 2000 staff across KCC. The management of expenses using self-service has been developed and piloted successfully, to be rolled out in 2009/10.

On-line TCP process used successfully across whole organisation for the 2008/9 assessments – this is more business efficient reducing the need for management and administrative intervention and allows managers to access live information during the assessment process.

HR data has been successfully linked to the Geographical Information System (GIS) to support BWP initiative and Business Continuity planning.

The pilot of Schools Workforce Census was completed to meet new statutory requirement for reporting of children's workforce data.

The development and launch of the HR "dashboard" information tool now provides current and immediate data to the organisation. Support review of sickness monitoring and procedures through modelling and analysing data.

Produced comprehensive data to support the Resource Activity Analysis project across KCC. Supported volunteering programme through building a volunteer Criminal Records Bureau (CRB) database and initiated volunteering adverts appearing on the KCC Recruitment website.

Pensions' Payroll paying 35,000 pensioners which transferred from Finance has been effectively integrated. Employee Service Centre (ESC) has, on behalf of KCC, gained sponsorship status under the new Home Office points-based immigration system.

On-line recruitment has been highly successful with developments to the Recruitment Management System enabling direct access for managers through functions such as on-line short listing. This has significantly reduced administration, achieved savings and given recruiting managers faster access and control throughout the process. Over 96% of applications are now received online. Candidates are able to choose and book their interview times on-line and all correspondence is now by email. This is much faster and has reduced the amount of paper used. There is now a fresher look to ESC KNet pages including a managers' workflow for recruitment page.

New Sickness and Universal Claim Forms have been launched, as has expenses via self-service. As well as bringing in efficiencies, this has improved the controls around the processes with the development and agreement of new expenses policy and guidelines.

Other developments include the modernisation of all Kent Scheme contracts covering all directorates and a new process for Homecarers' claims to be submitted electronically.

Schools Personnel Service

Provide full personnel/payroll administration and personnel consultancy services to schools on a commercial contract/purchase basis. Deliver contracted support and activities to schools on behalf of the LA. 97% of Kent maintained schools buy a service covering 30,000 teaching, support and relief staff. This involves processing 38,000 pay amendments/contractual changes last year and 19,000 CRB checks plus casework to support sensitive staffing matters.

Designed and delivered people management training for school leaders - high take up and excellent evaluations/feedback. Statements from Headteachers include "the best training I have ever attended" and "this was excellent training - very thought provoking and informative"

The service retained existing customers during radical price restructuring and recruited new customers

Implemented the Points Based Immigration System for all schools

Health & Safety

Maintain strategic management of health and safety and design and support operational responses to statutory duties and related standards. Maintain effective links with the enforcing authority and timely consultation with trade unions and employee representatives. Provide expert advice and practical support to Members, Chief Officers and employees at all levels in relation to KCC activities and those contracted out for service delivery. Co-ordinate professional cohesive working throughout the Health and Safety function across KCC in the interests of 47,000 employees and members of the public, contractors, service users.

The team maintained strong links with the enforcing authority, HSE (Health and Safety Executive), contributing to national consultation on the new HSE Strategy with focus on increasing competence, strengthening leadership, worker involvement and supporting sectors such as small businesses. Senior advisers entered into the SE Region stakeholder project comprising the region's largest employers and professional bodies such as Institute of directors and SE Employers.

Projects to support local businesses were initiated for launch in 2009. Constructive consultation with trade union colleagues through quarterly directorate and corporate joint committees facilitated unity in achieving the targets of the work plan.

Advisers worked alongside Property Group colleagues to streamline process and undertake vetting of contractor applications. Collaborative work with Learning & Development enabled the setting up through tender of the accredited qualification course for managers/supervisors, IOSH (Institution of Occupational Safety and Health) Managing Safely. Provision of e-learning modules was also set up to complement the traditional delivery of direct training and reach a greater number of staff and boost competence and awareness across the workforce. Engagement on the Gateways projects helped support their success.

Connection with Strategic Monitoring Teams (SMTs) on the implications of the

Corporate Manslaughter and Corporate Homicide Act 2007 concentrated on appreciating and checking back on management arrangements relating to services with higher risk profile.

The corporate audit programme involving all advisers covered 66 premises/services across KCC. Concentrating on working at height and management of contractors the outcomes supported training plans and review of guidance and support for managers.

Our activity within the October European week for safety and health launched a two year programme on the successful and efficient management of activities through sensible assessment of real risk.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est **	▲ improving ▶ not improving ▼ deteriorating
BVPI 2a Equality Standard	2	3	4	N/A	
BVPI 2b Racial Equality	84.2%	84.2%	95.3%	N/A	
11a Top 5% women	46.5%	50.29%	48%	49.1% #	▲
11b Top 5% BME	2.2%	2.52%	2.25%	3.8% #	▲
11c Top 5% disabled	1.8%	2.57%		3% #	▲
12 Days sickness	8	8.2	N/A	7.02	▲
14 Early retirement	0.11%	0.17%		N/A	
15 Ill health retirement	0.11%	0.09%		N/A	
16a/16b disability	1.8%	1.84%	2.1%	2.6%	▲
17a/17b BME	2.5%	2.72%	2.6%	4.1%	▲
Increase % applications returned online	N/A	70.42%	N/A	96%	▲
% Schools buying personnel packages	97%	97%	97%	97%	▶
Successful redeployment of KCC staff	66%	61%	55%	70%	▲

Now Leadership Group – excludes schools

Excludes all casual relief, sessional and supply staff

**BVPI now longer relevant – where figures quoted FOR 2008/9, the measures may have a different basis

Benchmarking Information

Kent County Council benchmarks itself against other councils to measure the effectiveness of its personnel and development delivery. The following are extracts from DLA Piper HR Performance Indicators Score Card 2008 – Local Government and CIPFA HR Benchmarking Club 2008.

DLA Piper HR Performance Indicators Scorecard 2008 – Local Government

Non Districts excluding schools based employees

	Kent County Council	Non District Average	Non Districts Median	All Local Authorities Average
Ratio of all HR Staff to employees	1:63	1:87	1:69	1:84
Ratio of managerial/professional HR staff to all employees	1:135	1:160	1:138	1:153
Ratio of support HR staff to all employees	1:119	1:200	1:180	1:187
HR staff cost in £ per employee	£431	£336	£345	£341
HR staff cost as % of pay bill	1.5%	2.0%	1.9%	2.0%
Ratio of Learning & Development staff to all employees	1:738			1:649
Cost of Learning & Development staff per employee	£38			£38

	Kent County Council	Non District Average	Non Districts Median	All Local Authorities Average
Cost per new recruit	£427	£760	£783	£1348
Number of working days to fill vacancy	60	49	42	45
% vacancies filled first time	94%	90%	94%	90%
% applicants with black or minority ethnic background	15%	10.9%	11%	10.4%
Number of training days per employee (“off the job”)	5	3.2	2.9	2.5
% staff turnover – all employees	7.5%	9.7%	8.9%	10%

CIPFA Human Resources Benchmarking Club 2008.

This compares Kent County Council with 13 other county councils including East Sussex, Hampshire and Essex. Includes school based employees.

	Kent County Council	Average for Group
Core H R staff per 1000 employees – all staff	5.5	4.7
Health and Safety staff per 1000 employees (within P&D function)	0.1	0.5
Training staff per 1000 employees	0.3	0.9
Cost per H R staff	£27,000	£27,000
H R cost per employee	£146	£124
BV11a Women in senior management - % of top 5% earners	50%	45%
BV11b Ethnic Minority staff in senior management - % of top 5% earners	2.5%	1.6%
BV11c Disabled staff in senior management - % of top 5% earners	2.6%	2.5%
Equality standard - level	3	2.5
BV16 Disabled employees – DDA % all staff	1.84%	2.09%
BV17 Ethnic Minority employees – EM % all staff	2.72%	1.9%
Staff turnover	11.9%	14%

Performance Against Projects/Developments / Key Actions

This measure is of the overarching key projects and developments. Within these were 120 sub-tasks or deliverables.

Year end monitoring		
Task Done Number / (%)	Part done and being carried forward Number / (%)	Red Tasks Number / (%)
30/(77%)	7/(18%)	2/(5%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Undertake an Employee Benefits Survey	<ul style="list-style-type: none"> • Survey specified, designed and conducted • Data gathered on employee opinions of wider reward package • Outcomes used to inform communication of current reward package and development of future benefits 	RED The Employee Benefits survey was cancelled due a change in priorities and an alternative approach will be discussed with the Employee Engagement Manger in 2009.
Development of an integrated approach to the collection of exit data	<ul style="list-style-type: none"> • System developed and implemented • Collection of improved intelligence on the reasons for leaving KCC • Analysis of data, action plan developed and implemented 	RED An integrated approach to the collection of exit data has not been developed as funding was not agreed by Members. The Institute of Employment Studies has been commissioned to research the needs of older workers. The outcome will steer future work and has been rolled forward to 2009/10.
Develop and Introduce Total Reward Statements	<ul style="list-style-type: none"> • Approach formulated, agreed an implemented • Individuals receive information about the wider benefits (over and above pay) that they receive • Staff have greater understanding of their benefits and increase their take up of the employment package 	Part done & ongoing–developed and consultation underway. To be launched early 2009/10

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Acquire and implement new CRB on-line system	Implement and plan roll-out of new CRB on-line system and integrate with Oracle	Part done The implementation of on-line CRB checks has been dependent on the award of the contract for the host. This will now be implemented in 2009/10.
Develop manager facility to manage performance fairly, effectively and consistently	<ul style="list-style-type: none"> • Review of KCC's probation policy • Review of Performance and Capability procedure 	Part done & ongoing – work underway for completion 2009/10
Review atypical contracts, including mobile and flexible working contracts, to develop a more contemporary approach	<ul style="list-style-type: none"> • Phases 2 and 3 of Contract Modernisation Project delivered 	Part done & ongoing – Rolled forward to 2009/10 as insufficient capacity/resources to deal in current year.
Appeal of KCC's Career Break Scheme broadened and used for a wider staff population	<ul style="list-style-type: none"> • Undertake review • Make proposals and introduce strategy for improvements • Offered to and taken up by wider staff population 	Part done & ongoing – Rolled forward to 2009/10 as insufficient capacity/resources to deal in current year.
Enhancement of the organisation's handling of business transfers	<ul style="list-style-type: none"> • Deliver training for P&D on transfers • Develop guidance document for managers 	Part done & ongoing – guidance drafted but training rolled forward to 2009/10
Development of a strategy to retain older employees	<ul style="list-style-type: none"> • Design of employment relationships targeted at to retain older employees • Design of methods to retain the knowledge held by people leaving KCC 	Part Done & ongoing The Institute of Employment Studies has been commissioned to research the needs of older workers. The outcome will steer future work and has been rolled forward to 2009/10.

External Evaluation

Peer Review

Peer Review completed and responses to recommendation be finalised in quarter 1 of 2009/10.

2008 Employee Opinion Survey

Personnel & Development scored above CED overall for 24 questions, was in line for 52 questions and below for 3 questions.

Personnel & Development scored above KCC overall for 50 questions, was in line for 27 questions and below for 2 questions.

New Sickness and Universal Claim Forms have been launched, as has expenses via self-service. As well as bringing in efficiencies, this has improved the controls around the processes with the development and agreement of new expenses policy and guidelines.

Other developments include the modernisation of all Kent Scheme contracts covering all directorates and a new process for Homecarers' claims to be submitted electronically.

Schools Personnel Service

Provide full personnel/payroll administration and personnel consultancy services to schools on a commercial contract/purchase basis. Deliver contracted support and activities to schools on behalf of the LA.

97% of Kent maintained schools buy a service covering 30,000 teaching, support and relief staff. This involves processing 38,000 pay amendments/contractual changes last year and 19,000 CRB checks plus casework to support sensitive staffing matters.

Designed and delivered people management training for school leaders - high take up and excellent evaluations/feedback. Statements from Headteachers include "the best training I have ever attended" and "this was excellent training - very thought provoking and informative"

The service retained existing customers during radical price restructuring and recruited new customers

Implemented the Points Based Immigration System for all schools

Business Plan Performance 2008/09 Property Group

Directors' Executive Summary

Property Group identified 12 key projects/developments/actions in the 2008/09 business plan. Of these, 7 were fully achieved, 3 were achieved in part and 2 were not achieved within the target date set. The two targets not achieved are directly related to the economic downturn and subsequent impact on the property market i.e. the target of £10m capital income for the Enterprise Fund through the disposal of non operational property, and the delivery of the £64.4m capital receipts through disposal of operational property

In mitigation the Enterprise Fund continues to work with Directorates to release non operational property for future disposal and enhance the value of these properties through obtaining planning consent, land assembly and promotion of sites through the Local Development Framework process. Where there is demand at a reasonable value, land will continue to be sold, however, in the main the properties will be held until the market improves.

The Property Enterprise Fund 2 (PEF 2) has also been established which works on operational disposal targets, adding value and realising planning consents whilst the market is depressed. Any decisions relating to the appropriate timing of disposal within the 5 year life of the Fund will be taken in full consultation with the Cabinet Member for Finance.

Excellent progress has been made with regards to Better WorkPlaces with a strategy for Maidstone, East and West Kent developed and signed off by the Better WorkPlaces, Transformation Steering Groups and Property Board. In addition documents have been developed to support the policy document 'Transforming the Office Estate – Objectives and Protocol' and relevant business cases have been developed to address 'pinch points' as they arise.

With regards to BVPI 156 (the percentage of KCC buildings open to the public, in which all public areas are suitable for and accessible to disabled people) the 80% target set for 2008/09 was exceeded with 82.42% of buildings deemed compliant. Property Group holds joint responsibility, with E&R, for target 41 (ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials) which is 'on course' to be delivered.

There has been some under spend within the Group for 08/09. Spend on works to properties for disposal has dropped below forecast mainly due to market conditions and necessary work on disposals not falling within the same financial year as the receipt. In general, work is undertaken on future receipts up to 2 years in advance of the receipt being realised and therefore the under spends relating to this budget are rolled forward on an annual basis.

There is also under spend on modernisation of assets due to a number of factors e.g. work to lifts in Sessions House/Invicta □ ephrasin due to availability of parts; □ ephrasing of window replacement at Sessions House to address corporate priorities; plans for possible vocational facility at Oakwood have necessitated rethinking maintenance priorities.

Better Workplaces spend at Thistley Hill has seen a small delay over the financial year end mainly due to the requirement to remove asbestos before IT cabling and furniture can be installed.

Capitalisation of work on capital programme relates to IT investment fundamentally linked to capital project monitoring systems which are undergoing extensive testing and adaptation in order to ensure continuity of process. This testing has been extended in light initial user acceptance testing.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Capital Projects	29.0	39.8	137.9
Contract Performance & Financial Monitoring	8.0	0.0	1.6
Strategic Assets Initiative & Office Transformation	3.0	74.1	115.9
Resources	11.6	323.9	504.3
Director of Property & Business Support	4.6	327.1	434.7
Maintenance & Minor Works	8.0	774.6	712.5
Estates Management Team	11.4	979.0	1,368.1
Property Development & Disposals	4.0	0.0	0.0
Kent Facilities Management	46.8	3,078.0	2,911.5
County Wide Offices & Brussels	2.6	4,741.1	4,673.4
Meeting Room Lettings	2.5	0.0	-39.1
Oakwood House	4.0	-441.7	0.0
Financing Items - income target		-700.0	-700.0
	135.5	9,196.0	10,121

Summary Business Plan details

Property Group is responsible for:

Capital Projects: delivery of KCC capital programme

£150m rolling programme of capital project activity to be delivered during 2008/09.

Contract Performance & Financial Monitoring: Commissioning, monitoring and financial processing related to capital and revenue work programmes

£150m of capital programme activity and approximately £15m of revenue maintenance activity for 2008/09.

Strategic Assets Initiatives: Corporate asset management planning, inter-authority partnership working

£38.9k income targeted for 2008/09 through on-selling of expertise through Practitioner Consultancy arrangement.

Resources: Corporate asset database (Enterprise), Terrier, business planning, SLA negotiations, MTP, risk management, communication

Office Transformation: Review and implementation of office estate to generate savings and modernise provision

“Pump priming” commitment of £200k to develop strategy and feasibility. “Invest to Save” business cases required throughout year to determine action

Maintenance & Minor Works: provision and management of building maintenance services to KCC portfolio

Approximately £15m of revenue maintenance activity to be delivered during 2008/09.

Estates Management: provision and management of estates management services to KCC portfolio

Property Asset Management: management of Enterprise Fund, disposal of non-operational land and property, identification of value

£10m income to be generated via Enterprise Fund during 2008/09.

Property Development & Disposal: disposal of operational property linked to re-investment

£64.6m income to be generated during 2008/09 to support capital programme.

County Wide Offices: Rent and rates related to county office meeting room lettings: costs and income related to the provision of meeting rooms Oakwood House:

Conference Centre

£2.0m income targeted for 2008/09.

Key Performance Indicators & Activity Levels

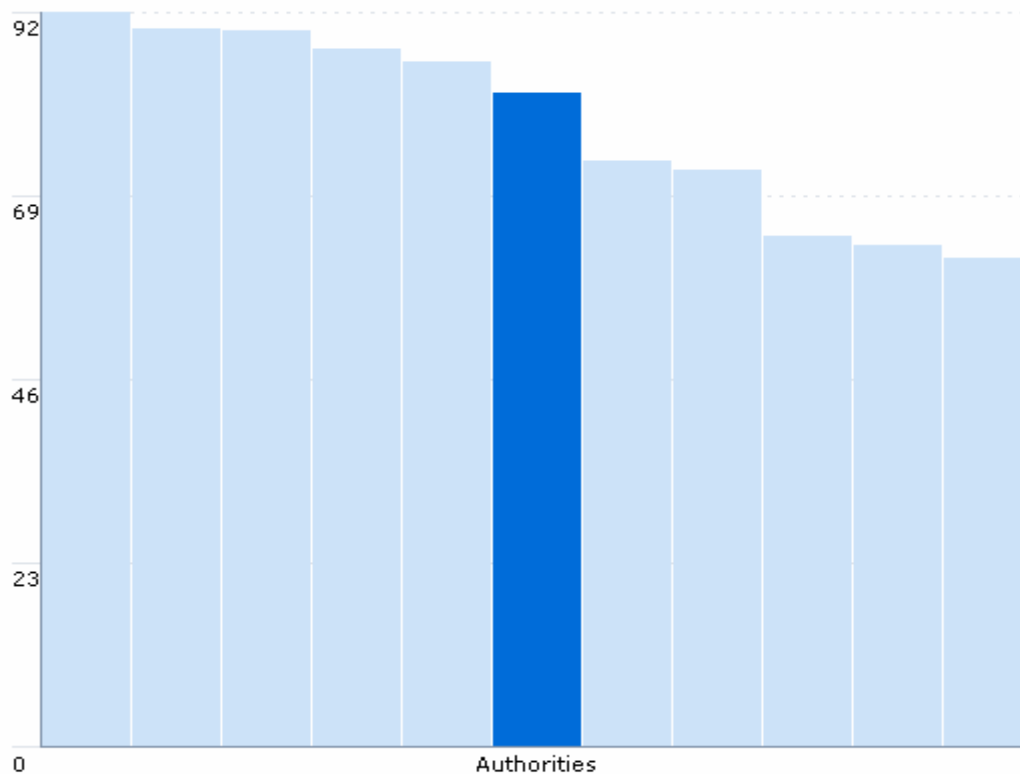
Property Group has led on BVPI 156, however performance has relied entirely upon funding from Directorates (this indicator has now been decommissioned by CLG).

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
BVPI 156 (the percentage of	76.9%	81.2%	80%	82.42%	▲

KCC buildings open to the public, in which all public areas are suitable for and accessible to disabled people)					
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Benchmarking Information

BVPI 156, for County Councils, who are members the CIPFA IPF benchmarking group:



Royal blue bar indicates KCC's progress.

Property Group continues to compare and contrast its performance with other authorities through working groups, performance indicators and national bodies to ensure that performance is adequately benchmarked.

Performance Against Projects/Developments/Key Actions

Year end monitoring		
Task Complete Number / (%)	Task Complete and being carried forward Number / (%)	Red Tasks Number / (%)
7 (58%)	3 (25%)	2 (17%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Deliver capital income for the Enterprise Fund through the disposal of non-operational property	Budget target £10m	RED Where there is demand at a reasonable value, land will continue to be sold, however, in the main the properties will be held until the market improves.
Deliver earmarked Capital Receipts programme	Generate Capital Receipts of £64.6m during 08/09 through disposal of land and property	RED Where there is demand at a reasonable value, land will continue to be sold, however, in the main the properties will be held until the market improves.
Capital Programme	<p>Enter into a contract to allow Turner Contemporary on-site work to begin</p> <p>Kent History Centre – Enter into developer contract in June/July 2008 and start on site Sept/Oct 2008 with planned completion by Sept 2010</p> <p>Deliver Children’s Centre projects – enter into works contracts in March 2008 and complete all projects by Dec 2008</p>	<p>Part done & ongoing</p> <p>complete</p> <p>Heads of terms agreed but scheme being re-designed due to poor market conditions in the residential sector. Planned completion of developer agreement now Aug 2009 and start on site Sept/Oct 2009. Kent History Site task carried forward to 2009/10 Business Plan. Target dates revised. The delivery of Round 2 Children’s Centres, by Sept 09, carried forward to 09/10 Business Plan.</p>

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Develop asset management policy & practice to a “level of excellence”	<p>Develop “asset rent” methodology and practice linking to review of corporate budgets initiative and office transformation</p> <p>Develop local property PIs and targets</p> <p>Refresh suitability surveys of non-schools</p> <p>Amplify maintenance strategy to include defined actions & targets</p>	Part done & Ongoing
Extend partnership approach to asset management	<p>Project manage the KIP project on collaborative asset management</p> <p>Develop Kent Public Sector Asset Management Strategy Review property related services across Kent</p> <p>Lead on site specific partnership projects (on behalf of KIP)</p>	<p>Part done & ongoing</p> <p>KIP funding was withdrawn to support other priorities. A discussion paper detailing the way forward was presented to Property Board with work in hand to provide a new focus.</p>

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Drive up performance in procurement practices and implement new contracting arrangements to support the continued management of the property asset	Procure contracts for the provision of: Contractors approved list Consultants Property Services Framework Management and catering for Oakwood House Building maintenance contract (Approx. value £4.2m for 7 years) Electrical testing (approx. value £2.2m for 5 years) Water hygiene (Approx. value £10m for 5 years) Mobile classrooms Asbestos consultancy and resulting works	Part done & ongoing complete complete New proposals being investigated for implementation by March 2010. Task carried forward to 09/10 Business Plan Done Existing contract still in operation Existing contract still in operation with compliance audit underway Existing contract still in operation Existing contract still in operation with compliance audit underway

As mentioned earlier in this paper, current market conditions have dictated that targets for the delivery of £10m capital income for the Enterprise Fund through the disposal of non operational property and the delivery of the £64.4 million capital receipts programme were not fully met. This is due to the deteriorating global and UK economic position which has impacted dramatically on the property market. Land and property values continue to fall and in the case of residential development land there are very few developers who are willing and able to purchase land.

PEF2 has also been established in order to mitigate these circumstances.

Towards 2010

Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials	On course
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External Evaluation

Client satisfaction survey

The Contact Centre conducted a telephone based client satisfaction survey, on behalf of Property Group, to obtain feedback in relation to the services which Property Group provides. The feedback received has been passed onto lead Property Group managers to follow up with individual clients. In addition, MORI will be conducting a qualitative study among headteachers, in the spring of 2009, exploring their views and experiences of the services which Property Group provides.

**Business Plan Performance 2008-09
Kent Public Health Department**

Directors Executive Summary

The Kent Department of Public Health was formally established in April 2007. The main objectives of the department were included in the Medium Term Financial Plan 08/11. All of these objectives have been met to the extent that a new set of priorities have been adopted from 2009 onwards to build on what has already been achieved.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Public Health	2.0	957	824

Brief Description of Core activities

- To promote the concept of healthier living in Kent and highlight the effect of obesity by taking forward the recommendations arising out of the Kent County Council Obesity Select Committee completed during the latter part of 2006. Many activities have been introduced by KCC, the NHS and district council partners to help people achieve the healthy weight they desire. (See Targets 48 and 49 of T2010).

A Healthy Weight Strategy has been produced in conjunction with the PCTs and is due for adoption by KCC through the POC and Cabinet process in June. It highlights the progress that has been made to tackle obesity and related issues and provides a framework for future proposals and developments.

- To promote a greater awareness of the effects of drugs and alcohol on the health of people by establishing an Informal Members Group to review the studies carried out elsewhere within the country and advertise that at a seminar(s) involving businesses from all sectors of the community

A Select Committee report on alcohol has led to the launch of Kent Action on Alcohol, a multi-agency group that will implement the recommendations of the Select Committee and the ensuing Kent Alcohol Strategy. This has a particular emphasis on Young People and the associated action plan is designed to help young people understand the effects of alcohol so that they can use it more wisely and avoid potentially damaging behaviour. It also promotes better treatment and support for those with alcohol related problems.

- To underpin County Council awareness of the issues surrounding Public Health by working with Directorates and Cabinet Members on all issues concerning Public Health and provide clarity about current public health activity

Direct relations with all KCC Directorates have been established to identify how they can best contribute to public health priorities within their overall activities. All Directorates are actively represented on the Public Health Board.

- To establish a Public Health Team, Public Health Observatory and Public Health Partnership Board (for the latter involving representatives from the NHS, KCC, Kent district councils, Voluntary Organisations and relevant local businesses) to ensure all aspects of Public Health are the subject of discussion leading to the production of a Public Health Strategy and Annual Public Health Plan

All of these actions have been achieved.

- To work with colleagues in the NHS, Voluntary Organisations and District Councils with a view to ensuring Local Involvement Networks are established throughout Kent on a local basis to replace the Patient & Public Involvement Forums which are due to cease at the end of 2007

LINKs is now established in Kent and is developing a close relationship with Kent HealthWatch.

- To ensure that an external body is commissioned to undertake an annual-for-three-years independent evaluation of the Public Health Department
The IDeA healthy communities peer review team have produced two very positive reviews of the Department and its activities.

- To assist the transfer of resources from the acute sector into preventative services through the Local Delivery Plan process
The Joint Strategic Needs Assessments (JSNA's) have directly influenced the commissioning decisions of the NHS with an emphasis on increasing the services being delivered in the community wherever possible. JSNA's have been produced for Adults; Children and Families; Mental Health; and Maternity services.

Key Performance Indicators & Activity Levels

The key targets for 2008/09 involved supporting those of Outcome 16 of the first Kent Agreement.

- To promote the health of Kent's residents and reduce health inequalities by addressing variations in health across the county.

These targets were led by the Kent PCTs and by the time the KDPH was established the first Kent Agreement had only one year to run. The final results of these targets became available during 2008/09.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual N/A	2007/08 Target	2007/08 Actual	2008/09 Actual/ Est N/A	▲ improving ▶ not improving ▼ deteriorating
Obesity					
CHD patients with blood pressure 150/90 or lower measured in the last 15 months		81.95%	87.38%		▲
CHD patients with cholesterol 5mmol/l or less measured within the last 15 months		71.22%	79.60%		▲
People aged 15-75 with BMI 30+ as proportion of those with BMI recorded in last 15 months		17.75%	30.53%		▼
<u>Explanation for target(s) not met:</u>					
Although this target has not been achieved, the positive to be taken is that GPs are now recording more patient BMIs than previously. At the start of the Kent agreement process, when this target was chosen, the information from where this indicator was derived was still very much in its early stages. The process of actively recording BMIs has unfortunately uncovered more obese people (in the cohorts being measured) than was first estimated and hence the apparent poor performance					
People aged 15-75 with BMI recorded as proportion of people registered with a GP		49.94%	32.87%		Context data
Smoking					
Mothers smoking during pregnancy		17.52	17%		▲
4 week smoking quitters who attended NHS smoking cessation clinics		9413	4655		▼
<u>Explanation for target(s) not met:</u>					
Sexual health/Teenage pregnancy					
%age of people contacting sexual health (GUM) services seen within 48 hrs of contact		96.82%	88.28%		▼
Performance against this target was slow in the first 2 years of the agreement. However, performance in year 3 has seen a marked improvement and has only just failed to achieve the required percentage. The way in which performance, for this particular target, is measured has changed in recent years. Previously, and for the benefit of this target, the data was taken from survey sent to patients. Therefore the percentage recorded would be based on the small number of returns. The new					

system of recording both those 'seen' and those 'offered' is an electronic patient system and therefore every activity is recorded. Performance against the new data has been consistently around 95% across the county.

Teenage pregnancy per 1000 females		26.7	37.2		▶
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- Nine of the twelve districts in Kent are reducing in teenage conceptions and 2 are ahead of target. Conception data is being analysed using the MOSAIC programme to develop detailed information which will allow effective targeting and should be with Local Children's Partnership Boards in Sept 2008

Benchmarking Information

The KDPH was reviewed under the IDeA Healthy Communities Programme in 2007/08 and 2008/09. Both reports were very favourable.

Activmobs has received a certificate of Best Practice in Social Marketing at a national event (see above).

House has been nominated for a number of national awards currently being considered.

Project, Developments & Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete/c/f /ongoing Number / (%)	Red Tasks Number / (%)
7(64%)	3(27%)	1(9%)

Explanation for Part complete and Red tasks

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Interreg IVa project – coastal deprivation	New models of intervention to reduce health inequalities in coastal towns	RED The KDPH intended to support this project that was proposed and led by the University of Kent (Centre for Health Service Studies). However due to internal issues at the University they have decided to withdraw the proposal.

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Smoking cessation with private sector and PCTs	Increased number of 4 week quitters through new models of working with young people	Part Done & on going The original proposal to work with Lloyd's Pharmacy in schools did not go ahead due to funding issues. However, a modified scheme did deliver smoking cessation advice to schools in West Kent. The funding from Communities for health has now been directed into a first level intervention project designed by KASH (Kent Alliance on Smoking and Health) to train front line staff across the public sector to be able to identify smokers who wish to stop and give basic advice and direction to the relevant stop-smoking services.
Implementation of Health Inequalities Action Plan	Establishing the partnerships to reduce the inequalities in health within and between Kent districts.	Part done & ongoing The Health Inequalities Action Plan has formed the basis for continued work with the Districts and KCC Directorates on Health Inequalities. The Health Inequalities Action Plan is currently being revised.
Develop KCC policy on Health Impact assessment	Increase number of HIA's completed.	Part done & ongoing Health Impact Assessments have become important contributions to major developments in Kent especially in the Dover area and the Thames Gateway. Work continues to mainstream Health Impact Assessment into the work of KCC through the Draft Regeneration Framework and the Public Health Strategy.

Towards 2010

Target 48: Increase opportunities for everyone to take regular physical exercise	On course
Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing	On course
Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex	On course

External Evaluation

The KDPH was reviewed under the IDeA Healthy Communities Programme in 2007/08 and 2008/09. Both reports were very favourable.

Activmobs has received a certificate of Best Practice in Social Marketing at a national event (see above).

House has been nominated for a number of national awards currently being considered.

Business Plan Performance 2008-09 Strategic Development Unit

Directors Executive Summary

This year has seen the Strategic Development Unit consolidate and build upon its original core activities and expand and develop in new areas. Given some of the changes and additional responsibilities within the team, I believe we have had a positive and significant impact on Kent residents in a number of areas and I continue to be delighted with the enthusiasm and commitment the team show to all areas of our work.

For access, we are at the beginning of a process that will ultimately transform both front-office access and back-office transactions leading to an improved customer experience and significant efficiency savings.

We have achieved considerable success during the year across the team and whilst the team constantly strives and aspires to achieve greater outcomes for Kent residents and KCC, it has been an excellent year with some measurable outcomes delivered and plans developed that will add further impact in the year ahead and beyond.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE), original budget, final approved cash limit and spending.

Service Unit (from Business Plan)	FTE (from Business Plan)	Original Budget £000s (Net) from Business Plan	Outturn £000s
Chief Executives Initiative	0.0	130.0	130
Kent Film Office	2.0	75.8	122
Kent TV	0.0	500.0	729
SDU Team	9.0	408.1	455
SDU Initiatives	0.0	25.9	10
Kent Graduate Programme	12.0	341.5	288
Gateways	8.0	722.0	771
Route Development Fund	0.0	0.0	26
Corporate Support	0.0	127.7	70
	31.0	2,331	2,601

Brief Description of Core activities

Contact Kent

Supports over 70 internal and external KCC services via telephone and e-mail on a 24/7 basis. It handles up to 40,000 calls per week, dealing with 1.3m contacts in 2008 including 78,000 emails and 79,000 outbound calls. The call agents are multi-skilled and handle a variety of calls lasting from 30 seconds to an hour,

supporting services from Highways and Libraries to Social Care Out of Hours and supporting external customers out of hours such as Maidstone and Tunbridge Wells Borough Councils.

Contact Kent works closely with the Gateway team and supports local Gateways with customer advisers. It also works on a number of one-off campaigns such as the pothole campaign in 2008 and deals with a variety of unexpected issues that can appear.

Consumer Direct South East

CDSE is funded by the Office of Fair Trading and delivers first level consumer advice to 8m people across the south east of England.

Kent Film Office

The Kent Film Office exists to bring increased filming into the county of Kent, which brings real advantages economically both directly (spend during filming) and indirectly (tourism after the production has reached cinema, television or DVD). The UK film industry is worth £4.3 billion to the UK economy and the Kent Film Office aims to get a larger proportion of this expenditure into Kent.

KFO works closely with Screen South, district and borough councils, Police, Maidstone Studios, Medb Films, National Trust, English Heritage, Visit Kent, Courtyard Studios, BBC, Locate in Kent and many others.

Kent TV

Kent TV was launched in September 2007 and the viewing figures so far have shown the success of this channel. There have been over 1.6m visits to the site so far. There are now over 1,800 videos on the site, with nearly 400 of these being uploaded by Kent residents or community groups.

Kent TV supports local businesses and voluntary sector organisations, provides direct employment to 11 local Kent residents and commissions content directly from Kent production companies.

The site reaches out to young people in a way the public sector in Kent has been unable to do before and maximises existing and emerging technologies to reach an increasing number of people.

Kent Graduate Programme

KGP has been operational for ten years and supports an intake of 6 graduates each year on the management stream and supports additional graduates on the Finance and Transport and Development streams.

Placements within the programme last for 6 months and are undertaken across KCC and increasingly with partner organisations. The aim is to develop leaders of the future for Kent.

Gateways

Gateway offers a convenient public service point in retail locations using the latest innovative technologies and working with district and borough councils, police, fire, health, voluntary sector, central government and increasingly the private sector. The focus is on shaping services to fit around customer need, to maximise

efficiency both for customers and service providers and deliver effective, measurable outcomes for people.

Gateway continues to influence the national agenda and is recognised by the Idea, Cabinet Office and Department of Communities and Local Government as a best-practice example of customer access.

Access Kent

Is a new initiative for SDU and will build on the work of Gateways. Access Kent aims to extend the principles and success of joined-up face-to-face access by working with partners across the non-emergency public sector to join up telephone and web access. This will provide a better customer experience and drive financial savings through a reduction in transactions and office estate.

Other Responsibilities

SDU also has the overall lead for CED on Emergency Planning, Business Continuity, Environment and Better Work Places.

Planned outcomes. What was achieved/not achieved (Core Activities)

- In August 2008, Contact Kent and Consumer Direct South East transferred to the unit and since then, we have started to bring coherence to telephone and Gateway customer access within KCC.
- We have also taken the lead for delivery of the wider Access Kent/Gateway agenda across the non-emergency public sector in Kent, which aims to bring coherence to customer access across all public sector services, regardless of the organisation delivering the services. We are working in partnership with district and borough councils, NHS, Fire, Police, Medway, voluntary sector, central government and business organisations.
- Opened 3 further Gateways in Tunbridge Wells, Tenterden and Maidstone and consolidated delivery in the existing Gateways
- Increased the number of services available through Gateways
- As part of the national Top 50 Call Centres for Customer Service initiative, Contact Kent was assessed as 23rd in the country and 3rd in the public sector
- Contact Kent was also awarded CCA Global Standard Accreditation
- Managed over 700 filming days, taking the total income generation into the county to £13m since 2006.
- Securing over £1m return to Kent from “The Other Boleyn Girl” campaign, run jointly between Kent Film Office and Visit Kent. Other partners included Universal Studios, English Heritage, National Trust and several local tourist attractions. This builds on the “set-jetting” opportunities of tourism linked to filming.
- Initiated and supported a local production company, Medb Films in Ramsgate with Youth Services to run a Film School for autistic children. The Kent Film Office has also supported 22 work experience placements
- Through Kent TV we have supported local businesses and voluntary organisations, by helping to raise their profile and by directly commissioning content from Kent production companies.
- Kent TV held the first Sound Clash event (battle of the bands) in association with Invicta FM with 84 Kent bands uploading their original material to Kent TV

and 12,000 registrations to vote. The winning band came from Margate and Kent TV funded a professional video for their winning entry.

- Kent TV ran an animation competition with Kent Schools
- Launched “What’s On” guide, with over 1,000 events being uploaded each month from local bring and buy sales to events at Leeds Castle.
- Celebrated the first 10 years of the Kent Graduate Programme and launched the Transport and Development stream. We are also working with the existing Finance stream
- Increased the number of application forms for the Kent Graduate Programme, in line with Towards 2010 Target 6 “Increase opportunities for graduates to work and live in Kent”.
- Secured 4.3m euros from Interreg IVa in partnership with 12 district and borough councils, Medway and our French partners
- Launched the “Tell Us Once” initiative for registering deaths and births in partnership with the Department of Work and Pensions, district councils and registrars
- Thanet Gateway Plus was short-listed for an award by the Local Government Chronicle
- The Gateway programme made it into the top 10 out of hundreds of entries in the Innovation category for the IDeA and Audit Commission awards in 2008.
- SDU took on the project sponsor role for the investment in the KCC website

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ► not improving ▼ deteriorating
Direct spend into Kent via the Film Office * (cumulative since 2006/07)	£1.2m	£2.7m	£4.5m	£4.9m	▲
* Data revised following an audit to narrow the data down to confirmed known direct expenditure. Figures for pre- and post-production to be added in the future. It is estimated that total economic benefits including knock-on benefits to the wider economy may be double the above quoted direct spend figures, although wider benefits are not precisely quantifiable					
Number of website hits on “What’s on” section of Kent TV			100,000 page views	83,631	
What’s On launched in November 2008 so the figure is for 5 months only					
Viewer numbers for Kent TV		198,210 (21/09/07 to 21/03/08)	250,000	1,349,231	▲
Number of Gateways operating in Kent (cumulative since 2006/07)	1	3	6	6	▲
Contact Kent Service Level delivery Answer Rate			95%	94%	►
Contact Kent Depth of Service			80%	85%	▲

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
Contact Kent Answered within 20 seconds			80%	75%	▼
Contact Kent transferred to SDU in August 2008. Spring and summer 2008 experienced high levels of staff vacancies and a higher than usual volume of calls. Work during summer and autumn stabilised the service and service level delivery has as a result improved significantly.					
CDSE Service Delivery Answer Rate			95%	95.6%	▲
CDSE Answered within 20 seconds			80%	80%	▲
National Indicator 14 – Avoidable Contact	New indicator – baseline being developed				

Benchmarking Information

By nature of the innovative work within this unit, direct comparisons with some of the work underway are not possible. However, below is information based on the Top 50 Call Centres for Customer Service for Contact Kent, with Contact Kent coming 26 out of 50 and 3rd in the public sector:

Top Scores in the Public Sector

1	Cambridgeshire County Council	87.13%
2	Public Sector	86.03%
3	Kent County Council	83.78%
4	Public Sector	81.88%
5	Public Sector	80.43%
6	Public Sector	74.58%
7	Public Sector	74.43%
8	Public Sector	73.40%
9	Public Sector	63.77%

The top score overall for this exercise was First Direct with 91.73%. The evaluation involves 500 mystery shopping calls marked against detailed criteria and benchmarked against other organisations.

Contact Kent has also been awarded CCA Global Standard Accreditation (with commendation).

Performance Against Projects/Developments / Key Actions

Strategic Development Unit

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward, Number / (%)	Red Tasks Number / (%)
16(89%)	2(11%)	0

Explanation for Part complete and Red tasks

Project/development/key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Increase the interactive element of Kent TV	Increased number of videos from Kent residents and increased contributions to the "your Say" section	Part done & ongoing "Increased contributions to "your say" section of Kent TV – this section has been removed following customer feedback but whole site is nor more interactive
Work with Public Health team to develop screening in Gateways for blood pressure, diabetes & Chlamydia	Pilots for screening undertaken in Ashford 7 Thanet Gateways	Part Done & ongoing 'Screening Gateways' – basic screening available in Maidstone as a pilot and will be extended. Chlamydia screening yet to be piloted

Contact Kent

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
14(93%)	1(7%)	0

Explanation for incomplete developments being carried forward, or those not started

Project/development/key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Develop homeworking pilot	Homeworking pilot undertaken and assessed	Part done & ongoing Contact Kent home working pilot delayed owing to technical issues. These have been resolved and a pilot will take place in 2009/10

Towards 2010

Target 6: Increase opportunities for graduates to work and live in Kent	On course
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy	On course
Target 21: Launch and market a new website, "What's on in Kent?", that will list sports and leisure activities and local organisations for all age ranges in the county	Done & ongoing
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	On course
Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies	On course

External Evaluation

Consumer Direct South East achieved its quality bonus from the Office of Fair Trading in 2008/9.

Front Office Shared Service feedback report on Gateways from Idea and Cabinet Office in May 2009 (reflecting achievements in 2008/9)

Thanet Gateway survey November 2008 – 94.3% satisfied with assistance from staff and 87.6% satisfied with the outcome of their visit (this survey also found the number of people who knew about the extended opening hours had increased from 34.3% to 60.3%)

We collect feedback from customers at each Gateway – these are a selection from Tunbridge Wells in April 2009.

- Two queries – slightly complicated – both answered directly, helpfully, informatively – 1:Trees 1:Grants. Well I am impressed!!
- I think the new Gateway is great. It's quick and easy to sort out your problems. I have had a fair few. Thanks to Gateway I hardly have any.
- My first visit here, very happy with the Customer Service. I was seen straight away! Very good service indeed, at a difficult time.
- 8/4/09 – Visited re "Carers Allowance" and although this is not covered by TW Gateway – a very helpful lady obtained the necessary forms for me immediately. Thank you.

Any comments received either positive or negative for any service within SDU are used to inform and shape service delivery.

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Business Plan Performance 2008-09

Corporate Finance

Directors Summary

The Icelandic crisis has dominated much of the discussion about Finance last year, therefore it is probably best to deal with this issue before discussing the performance of the rest of the section.

There is no escaping the fact that £3.3M was deposited in the Heritable bank for 30 days on 1 October and this breached all KCC policy and procedures. At a management level the global and UK conditions were recognised, meetings were held with external advisers as late as 29 September and internal discussions centred around “safety at all costs”. Having reviewed over 12 months of transactions, we can evidence this was a relatively isolated incident and the appropriate management action has been taken. The detailed reviews (by PWC, Arlingclose and management) support the view that this was human error and that the core process was not “broken”. It is highly regrettable that such a breach should have occurred at a time of such significance and clearly other councils with breaches of some 70% of all such transactions before this date have escaped public censure.

The disagreement with the Audit Commission on its discredited report “Risk and Return” is to be regretted but ongoing. The correspondence has been strong and demonstrates the weakness of the Commission’s claim – namely the entire collapse of the Icelandic banking system was “common knowledge”.

Despite this issue, the Finance Function has again been judged to be highly performing function with a score of 4/4 from the Audit Commission. This is our only sub organisation inspection to have this highest maximum score. The comments in the recent Audit and Inspection letter is littered with words that describe this function as “effective”, “strong”, “best practice”, “robust”, “targets have been exceeded”, “adept” etc.

There has been a strong lead from Finance to emphasise the importance of financial strategy and planning and indeed we have experienced another year of well managed budgets despite the economic crisis. It is all too easy to underestimate the organisational impact of having to revise budgets mid-year to deal with unanticipated financial crisis. We feel that the culture of openness and communication has been effectively established and this places us well for entering into the next stages of managing a tough medium term position. While no particular credit is claimed by Finance, it is excellent that members, non financial managers and finance professionals reportedly all feel involved and part of the debate.

The financial accounting and management activity remains strong and this is evidenced by the lack of any real surprises as the accounts are closed, with the 9th consecutive underspend. Robust relationships with directorates have also been key to this and it is hoped that we continue to finely balance the need to challenge with the need to support Managing Directors.

A revised Superannuation Investment strategy was safely implemented this year, with a significant allocation to new Alternative asset classes. Implementation was suspended because of the huge uncertainty in financial markets. While absolute returns were poor, our performance was above the Local Authority average. The move to hold cash this year has been very positive, saving the Fund some £40M.

Pensions Administration have had a hard year and struggled to meet targets in the earlier part of the year due to the changes in the Local Government Pension Scheme (LGPS). This was tackled head on and we are pleased to say that performance was successfully retrieved.

It has been a year of consolidation for procurement and exchequer. It has taken some time to get to grips with even basic supply information but we should now be poised to take advantage of this. This will be a key part of our future financial strategy as we shift from “managing suppliers” to “developing suppliers” and in effect manage the whole supply chain leading to our service delivery. This will be a key action for 2009/10, as will the continuing work “backing Kent business”.

Given the national reductions in base rate and the Icelandic issue, the Treasury function has obviously suffered an income reduction. This has been more than compensated for by other savings, not least the continued appetite for debt refinancing. Savings from 2 restructuring deals have been welcome additions, saving some £16M over the medium term. This area will show a healthy return for the year despite the economic conditions, which also reflects the continued slippage in the capital programme.

While Finance regrets the continued slippage, it is not in a position to fundamentally alter this. We will continue to highlight and probe but it is the Director of Finance’s view that this issue must be tackled at source. Given the shape of the capital programme it would be sensible to direct accountability at Highways and Property functions initially.

Risk management continues to improve and this is now a “staple” for Governance & Audit as well as Policy Overview Committees. This is well embedded in the development of our Audit Plan and also individual Business Plans. We are pleased that risk management is now a core part of the business and again there is an opportunity to make an important step change in our approach. We will be seeking to ensure that identifying and actions to manage risk are “normal day to day” actions across the board rather than something managers do separately (though it is important to note some managers such as KASS are already there).

Insurance have had a good year in that we again made good savings from negotiating a new contract. The close relationship we have with our business that stands us in good stead when we have claims against us. Because of the closeness, staff are highly motivated to protect every single penny of KCC money. We want to ensure a future regime that “rewards” good risk and other management – without playing shops.

Internal Audit has consolidated good performance this year and in particular we

are delighted at the externalisation of the specialist IT audit work to PWC. This is clearly an area of high risk and it is comforting this is now being very well audited. The key issues for Internal Audit in the new year will be to raise their game beyond compliance and proactively add value to the organisation.

Beyond the normal key areas of Finance, this year has probably seen more active intervention by the Director of Finance in services than ever before. This has ranged from the debate on capital receipts to invent and implement the PEF2 concept, to more fundamental involvement in service areas.

With Districts we are delighted to have delivered our first joint council tax leaflet though Districts are working towards more horizontal integration of finance activity in general.

We are all pleased to have our first 2 trainee accountants become fully qualified, since the scheme was relaunched. This scheme is producing high quality Kent accountants that will stand us in good stead for the future. We are on track to launch the sister scheme for school leavers.

Overall we have managed the business marginally within budget (with an underspend of just over £100K). On average we have managed with some 8 posts less than budgeted, although this has mainly been in Insurance so there is no real direct impact on budgets.

In terms of the next few years the key challenges will be ensuring the council's overall financial strategy withstands the challenges, repositioning the procurement function, launching a new Treasury Strategy and ensuring the Council's risk management continues to evolve.

Brief Description of Core Activities

Corporate Finance is responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations. To achieve this we have identified 6 Strategic Objectives:

- Participate in the development of both service and corporate policy, providing a lead role in the development of medium term planning and optimise Kent's share of external funding resources.
- Develop a strategic approach to ensuring value for money in the delivery of the Council's services.
- Promote strategic risk management across the Council and contribute to good corporate governance.
- Maximise the opportunities to use information technology to improve financial management and the effectiveness of business processes.
- Lead improvements in KCC's procurement practice in line with the Procurement Strategy.
- Develop the people who work in the function and our people management practices to provide a world first class finance service.

Operating context

Corporate Finance delivers the Chief Finance Officer's statutory responsibilities, as set out in various Local Government Acts (in-particular S151 1972 Local Government Act and S114 1988 Local Government Finance Act). Also the Accounts and Audit Regulations 2003 and the Local Government Pension Scheme Regulations.

Budget & Final Outturn Information

Table 1 sets out the number of full time equivalent staff (FTE) and the original budget as approved in the business plan and the final approved cash limit and spending as per financial outturn.

Service Unit (from Business Plan)	Business Plan		Actual FTE	Financial Outturn	
	Planned FTE	Original Budget (Net) £000s		Cash Limit (Net) £000s	Actual Spending (Net) £000s
<u>Finance</u>					
County Finance	9.1	1,439.0	8.1	1,241.2	1,526
Internal Audit & Risk	31.5	612.8	24.5	678.9	673
Financial Services	100.3	1,013.8	102.2	1,127.1	1,040
Accounting & Budgeting	24.0	1,705.9	21.9	1,883.7	1,586
	164.9	4,771.0	156.7	4,930.9	4,825

What was achieved/not achieved (Core Activities)

- Retained top level rating, Level 4, on the Use of Resources block of CPA.
- New Pension Fund investment strategy developed.
- Top performing large Pension Fund for Property 2004/07 IPD / Real Estate Gazette prize.
- Implementation of the new Local Government Pension Scheme from 1 April 2008.
- Procurement reviews covering all major areas of spend.
- Fraud awareness and risk mapping training provided across the Council.
- Further development and integration of medium term financial planning with service planning under the auspices of Policy Led Budgeting.
- Successful public consultation on Council Tax and budget issues, including a full day workshop with the public, plus a business consultation forum and informal and formal trade union consultation.
- Delivered further income generation as part of the budget.
- Evaluated and disseminated to partners the new proposals for Local Area Agreements and the funding arrangements for Area Based Grant worth in excess of £60 million.
- Worked successfully with our new external auditors in producing the Statement of Accounts and substantially audited accounts were presented to the June Governance & Audit Committee, in accordance with the Government timetable.
- Improved our management of Value for Money (as recognised by the Audit Commission).
- PricewaterhouseCoopers appointed to provide IT internal audit services.
- Established the Financial Management Development Programme for Members and senior managers.
- On track to deliver within budget for 9th consecutive year.
- 1st qualified accountants from new Graduate Trainee Scheme.
- Developed and delivered PEF2, which was approved by County Council in September 2008.
- New insurance contract negotiated.

Key Performance Indicators & Activity Levels

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
BVPI 8 Payment of Invoices	93.94%	93.9%	100%	92.8%	▶
Revenue and Capital Budgets prepared to statutory and corporate timetable	100%	100%	100%	100%	

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
Respond to Government Consultation Papers in a timely and appropriate manner	100%	100%	100%	100%	
A minimum of £2m of external funding secured for Kent	£4m	£5.1m	£2m	£5.8m	
Treasury Strategy approved	Approved	Approved	Approved	Approved	▶
Corporate Revenue / Capital budgets delivered within budget	Within Budget	Within Budget	Within Budget	Within Budget	
Return on investment of short term cash balances to exceed benchmark rate (LIBID)	Bench- mark Target 4.63% Average perf 4.98%	Bench- mark Target 4.72% Average perf 5.21%	Bench- mark Target 3.69%	Average perf 4.07%	▲
Budget Book published by 31 March	31 March 2007	31 March 2008	31 March 2009	31 March 2009	
Regular monitoring reports to Cabinet to specified timetable underpinned by Directorate monthly reports	100%	100%			
Final accounts approved by 30 June, signed by 31 July and published by 30 September	30 June 2006	29 June 2007	27 June 2008		

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
Monitor performance of individual fund managers and provide quarterly reports to Superannuation Fund Committee on investment performance	100%	100%	100%	100%	
Superannuation report and accounts produced and reported to the September Committee Meeting with no adverse audit opinion	30 Sept 2006	14 Sept 2007	30 Sept 2008	12 Sept 2008	▶
75% of the Council's total debit is less than 2 months old	67%	75.7%	75%	77.6%	▲
Retirement benefits paid within 15 / 20 (for 2006/07 and 2007/08) working days of all paperwork received	96%	98.5%	95%	95.5%	▲
Dependants benefits awarded within 10 / 15 (for 2006/07 and 2007/08) working days of all paperwork received	96%	96.8%	95%	97.9%	▲
Estimates of benefits provided within 25 / 20 (for 2006/07 and 2007/08) working days of request:					▶

Indicator	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
-Redundancy / Efficiency	91%)))	
- Ill Health	94%) 96.6%) 95%) 94.8%	
- Voluntary	90%)))	
Pensions correspond-ence – full response within 10 / 15 (for 2006/07 and 2007/08) working days	73%	96.8%	95%	94.3%	▶
Percentage of monthly VAT returns produced within 3 days of month end	100%	99.3%			
Deliver Finance Group budget within cash limit	Within budget	Within budget	Within budget	Within budget	
Internal Audit - Average client satisfaction score	-	93.3%	70%	97.3%	▲
Internal Audit - % of available time spent on direct audit work	-	80.2%	80%	87.5%	▲
Internal Audit - % of draft reports completed within 10 days of fieldwork (was 15 days in 2006/07)	-	96.7%	90%	92.1%	▲

Benchmarking Information

Corporate Finance participates in a full range of CIPFA benchmarking clubs with reporting to Corporate Finance Management Team and then as follows:

Accountancy	- to Finance Strategy Board
Debtors / Creditors	- to the Head of Financial Services
Internal Audit	- to Governance & Audit Committee
Pensions Administration	- to Superannuation Fund Committee
Treasury Management	- to Governance & Audit Committee

Details are available on request and inform our internal performance and budget discussions.

Performance Against Projects/Developments / Key Actions

Year end monitoring		
Task Complete Number / (%)	Part complete and being carried forward Number / (%)	Red Tasks Number / (%)
19(70%)	8(30%)	0

Explanation for incomplete developments being carried forward, or those not started

Actuarial tender	Tender, interview and appoint	Part done & ongoing
Efficiency savings from 2 tier working	Options for savings	Part done & ongoing
Develop role of risk management team	Revise risk approach	Part done & ongoing
Oracle iProc roll out	Roll out plan developed and implemented	Part done & ongoing
Develop role of Strategic Procurement Unit	Resourcing and input to cross cutting issues	Part done & ongoing
IIP Profile	Evaluate performance and develop action plan	Part done & ongoing
Equality and Diversity Action Planning	Plans and audits undertaken	Part done & ongoing
AAT Programme	Review current position and implement new scheme	Part done & ongoing

External Evaluation*Internal Audit*

The External Auditors have carried out a triennial review of Internal Audit which was reported to the March 2009 Governance & Audit Committee. They have, as appropriate, relied upon our audit work as part of their external audit of the Authority.

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TO: Corporate Policy Overview Committee – 8th July 2009

BY: Paul Carter, Leader
Alex King, Deputy Leader
John Simmonds, Cabinet Member for Finance
Roger Gough, Cabinet Member for Corporate Support
Services & Performance Management
Alan Marsh, Cabinet Member for Public Health & Health
Reform
Peter Gilroy, Chief Executive

SUBJECT: Financial Monitoring 2009/10

Classification: Unrestricted

Summary:

Members of the POC are asked to note the initial budget monitoring exception report for 2009/10 to be reported to Cabinet on 13th July 2009.

FOR INFORMATION

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the Corporate Services portfolios.

2. Background

- 2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The first exception report for 2009/10 is being presented to Cabinet on 13th July
- 2.2 Item B.1 on this agenda covers the financial outturn report for 2008/09. Effectively this is an amalgam of the financial and performance monitoring reports.

3. Revenue

- 3.1 At this early stage in the year we have only identified two variations from the revenue budget approved by County Council on 19th February, both within the Corporate Support Services and Performance Management Portfolio:
- a) An additional £100k income in legal service assuming a similar level of activity as 2008/09
 - b) An overspend of £178k within democratic services on staffing budgets and on the cost of running education appeals.
- 3.2 The support element of Chief Executive's Department budgets has been delegated to service directorates. This means any over or under spends on the support elements will feature in directorate budget monitoring. At this stage the only variation outlined above which could impact on delegated support service budgets relates to education appeals.

4. Capital

- 4.1 The only variations on the capital budget relate to re-phasing of under spends from 2008/09 as follows:
- £1.671m (out of an approved budget of £16.389m for 2009/10) in the Corporate Support Services and Performance Management Portfolio, principally on Sustaining Kent (replacement of LAN/WAN infrastructure) and Gateways
- £1.081m (out of an approved budget of £4.867m for 2009/10) in the Finance Portfolio, principally on modernisation of assets and Better Workplaces
- £0.84m (out of an approved budget of £0.500m for 2009/10) in the Policy Portfolio relating to community projects
- 4.2 Capital cash limits will be adjusted in 2009/10 following approval of rollover from 2008/09, effectively clearing these variances.

5 Recommendations

- 5.1 Members of the POC are asked to note the forecast budget variances for the Chief Executive's Department for 2009/10 based on the first exception monitoring report to Cabinet

Dave Shipton
Finance Strategy Manager
01622 694597).

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By: Roger Gough, Portfolio Holder for Corporate Support Services & Performance Management

To: CORPORATE POLICY OVERVIEW COMMITTEE – 8 July 2009

Subject: DATA QUALITY AUDIT 2007/08

Classification: Unrestricted

Summary:

The report from the 2007/08 Data Quality audit and associated action plan are attached. These were presented to the Governance and Audit Committee in March and it was recommended that all Policy Overview Committees also receive the report for information.

FOR INFORMATION

1. Introduction

1.1 Data quality and the strength of management arrangements to secure it within public bodies have been the subject of increasing concern and focus by government, the Audit Commission and other regulators.

1.2 As part of the Audit Commission's Audit Code of Practice, local authorities are subject to an annual audit of the strength of management arrangements for securing data quality. The Data Quality audit report for 2007/08 was received earlier in the year and an action plan was drafted.

2. The 2007/08 Data Quality Audit

2.1 Earlier in the year the Audit Commission provided KCC with a report on the audit of the council's management arrangements to secure data quality in 2007/08. The full report is attached.

2.2 The overall finding was that the council's arrangements are consistently above minimum standards, which is a good rating.

2.3 Areas where the council should consider improvements were provided through a series of five recommendations. Improvements in relation to these recommendations were found to be in hand in most cases although most were in the early stages of development and not yet consistently applied across all service directorates.

2.4 A number of recommendations were in relation to enhancing the role of councillors with respect to data quality. It is proposed that these recommendations be

taken forward within the context of Policy Overview Committees, in order to engage members more fully with data quality issues.

3. Data Quality Action Plan

3.1 A summary of the recommendations and the associated action plan (the full detail is in Appendix 1 of the audit report) is shown below:

Recommendation	Action
The role of all councillors should be specified in the data quality strategy.	Update to Policy
Councillors should have data quality training provided commensurate with their role in data quality.	To be addressed through Policy Overview Committees
That the Council at a strategic level formalises protocols and standards on data quality received from outside bodies to ensure that all data used by the Council is sound.	To be developed through the Kent Partnership
The Council should report on the effectiveness of the various levels of data quality training provided so that it can assure itself that any data quality gaps in staff are being met.	Review to be undertaken
Ensure that the profile of data quality is raised by reporting the results of spot-checks of data systems to councillors.	To be addressed through Policy Overview Committees

4. Recommendation

4.1 Members are asked to NOTE the data quality action plan in Appendix 1 of the audit report.

Richard Fitzgerald
 Performance Manager
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 Richard.fitzgerald@kent.gov.uk

Data Quality

Kent County Council

Audit 2007/08

November 2008

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Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.

Introduction

- 1 The purpose of this report is to summarise the findings from our work on data quality for 2007/08.
- 2 Auditors' work on data quality and performance information supports the Commission's reliance on performance indicators (PI) in its service assessments for comprehensive performance assessment (CPA).
- 3 Our work on data quality is complemented by the Audit Commission's paper, 'Improving information to support decision making: standards for better quality data'. This paper sets out standards, for adoption on a voluntary basis, to support improvement in data quality. The expected impact of the Audit Commission's work on data quality is that it will drive improvement in the quality of local government performance information, leading to greater confidence in the supporting data on which performance assessments are based.

Scope of our work

- 4 We have followed the Audit Commission's three-stage approach to the review of data quality as set out in Table 1.

Table 1 Data quality approach

Stage 1	Management arrangements A review using key lines of enquiry (KLOE) to determine whether proper corporate management arrangements for data quality are in place, and whether these are being applied in practice. The findings contribute to the auditor's conclusion under the Code of Audit Practice on the Council's arrangements to secure value for money (the VFM conclusion).
Stage 2	Analytical review An analytical review of 2007/08 BVPI and non-BVPI data and selection of a sample for testing based on risk assessment.
Stage 3	Data quality spot checks In-depth review of a sample of 2007/08 PIs all of which come from a list of specified BVPIs and non-BVPIs used in CPA, to determine whether arrangements to secure data quality are delivering accurate, timely and accessible information in practice. For 2007/08 PI spot checks, the Audit Commission specified that it is compulsory to review two housing benefits PIs at all single tier and district councils as a minimum.

- 5 As this is the third year of applying this approach to data quality, we tailored our work to focus on the key changes and actions taken to address previously identified weaknesses and recommendations.

Summary conclusions

Stage 1 – Management arrangements

- 6 The Council's overall management arrangements for ensuring data quality are consistently above minimum requirements.
- 7 There is a good balance between corporate oversight and delegation to services, where the responsibility rests for the accuracy of data quality, including in sensitive areas like child protection. There is now a data quality policy that has encoded good practice in the organisation, as well as an effective network of data quality champions who are responsible for each directorate's delivery of the corporate policy. Training is effective, and this includes corporate modules in general training but also bespoke training if a weakness has been detected in operational procedures. Performance management systems are effective and include examples of intervention to standardise data used across different agencies. On the other hand, the involvement of councillors in data quality is limited, with no mention of their role in the data quality policy and data quality training for councillors only planned at this stage. That restricts the data quality policy and procedures being fully embedded within the organisation. There is also the need to ensure that the profile of data quality is raised by including an update on the success of data quality system spot-checks as a regular report to councillors.

Stage 2 – Analytical review

- 8 Our analytical review work at Stage 2 identified that the PI values reviewed either fell within expected ranges or were substantiated by evidence.

Stage 3 – Data quality spot checks

- 9 Our review and spot checks of BV82b (Composting performance) and BV165 (Pedestrian crossings: disabled people) found that they were both fairly stated.

Detailed findings

Management arrangements (Stage 1)

10 Overall, the Council's corporate arrangements for data quality are consistently above minimum requirements.

Governance and leadership

11 A data quality policy now exists with good leadership at officer level shown, though there is no explicit role for councillors. A data quality policy has now been created that encodes the good practice that existed in the organisation on the handling of data and responsibilities of the corporate centre and directorates for the use and improvement of data. Councillor involvement in data quality is generally lacking, although some lead members have a role in data quality for their specific areas of responsibility. Training of councillors in data quality is at an early stage.

12 There is an appropriate balance between corporate oversight and directorate responsibility for data quality. The corporate centre provides the data quality policy and framework and guidance on the information systems for the organisation and the directorates fully engage on delivering outcomes that match the corporate direction. There is also clear support at top management and councillor level for strong performance management and this strengthens commonality of a very large council to manage its business.

13 Monitoring of data quality is effective. There is corporate oversight of national and local performance indicators (PIs). Service data quality is the responsibility of those who produce the data and those who are involved with the detailed collection systems which produce the final service analyses that are reported within the Council. Directorates have their own Data Quality champions and teams. Internal audit play an important role in carrying out detailed re-calculations on a risk basis for various indicators. Data that is provided to the corporate centre has been through extensive data quality checks within directorates as well as by government departments which receive the detailed information such as on checks for vulnerable children. This gives assurance that data that is used for decision-making is accurate.

Recommendations	
R1	The role of all councillors should be specified in the data quality policy.
R2	Councillors should have data quality training provided commensurate with their role in data quality.

Policies

- 14 Data quality policies and procedures are effective in securing the accuracy and appropriate use of data. Each information system has a nominated data quality champion who oversees the production of documentation, promotes the data policies and reports and reviews on compliance with the policy.
- 15 A formal policy on data quality was adopted in March 2008, consolidating existing practice into one document. The policy has areas of responsibility assigned for all managers and staff. Directorate risk registers also include items on data quality as appropriate and operational procedures and guidance notes are available in all directorates. The Council has not set any targets on data quality corporately other than to ensure all local PIs have specific definitions to standardise internal reporting. There have been a number of officer reviews on data quality though these reviews have not resulted in a series of reports to councillors. Specific, measurable, achievable, realistic and timed (SMART) objectives on specific data streams are the responsibilities of directorates for their own information needs. However, as already noted, there remains no member involvement in data quality and that is a weakness of the policy.
- 16 The data quality champion role is effective. The directorates have nominated data quality champions who are all already engaged in such work and all are trained for this role. There is a network of such champions across the organisation supported by an officer at the corporate centre who promotes the importance of the data quality policy. There are examples of intervention by the champions when monitoring has uncovered issues for resolution. This included a reluctance of some staff to pursue sensitive data on vulnerable people when that was necessary to confirm the appropriate next steps in care and education provision. Training was given in this instance and forms altered to emphasise compliance. As such, the role of data quality champion demonstrates a strong impact on data quality.

Systems and processes

- 17 Systems and processes are effective in securing the quality of the data used by the Council.
- 18 Controls over performance information systems are subject to regular review by internal audit, the results of which are reported to the Governance and Audit Committee. There are also internal checks to validate data supplied, such as Highways checking on contractor claims for travel by verifying those claims through spot-check measuring the time claimed through the GPS system. On disaster recovery there are back-ups of systems for business for every part of the data. These include backup servers and application servers based in Canary Wharf with further servers backing up the data with a 15 minute delay, ensuring the minimal loss of data. The Information Services Group is the responsible group that manages the business continuity plans for the whole county infrastructure. This means that effective back-ups are in place to minimise any unexpected loss of data through system failure.

Detailed findings

- 19** The Council seeks to ensure that data is accurate, including that shared with partners. Data received from other public bodies are in most cases part of national collection systems. These include recorded crime statistics, hospital episode statistics, and benefit claimant counts. These data sources are subject to their own verification procedures. In addition, the Council works with local partners such as the police to give advice about the information systems and checked on the assurance of the quality in data recorded. Data validation exercises are also carried out to identify and correct errors such as on ethnicity data supplied by schools. Data is also modelled by super output areas to check that pupil addresses are correct and this information is used extensively to assist in matters such as enrolment and service planning. While the Council has identified which bodies it shares information with and has some examples of working with partners on data quality standards, it has not set formal protocols and standards on data quality requirements from these bodies. This opens the possibility that some data from partners used by the Council is not accurate.

Recommendation

- R3** That the Council at a strategic level formalises protocols and standards on data quality received from outside bodies to ensure that all data used by the Council is sound.

People and skills

- 20** The Council ensures that staff skills in data quality are appropriate.
- 21** As already mentioned, data quality champions for each directorate have been chosen for their existing knowledge of data quality and have been trained in the sound use of systems and how to ensure that data used is correct. The data quality policy makes it clear that all staff involved in producing data/information whether defining, collating, recording, extracting, analysing or reporting - have a responsibility for quality. It also emphasises that staff should be aware of how any data they record or handle is used (and its relative value to the organisation) and how their role can impact upon quality. Each directorate also trains staff using data on data quality policies and practices and corporate generic data quality training is now in place. Standards on data quality are therefore clear to staff both corporately and in directorates and this ensures that understand their roles and responsibilities in relation to data quality. There is however no corporate overview of the effectiveness of the various levels of data quality training and so the organisation does not have a single understanding of any gaps needing to be filled.
- 22** Data quality champions take action to identifying and addressing potential data quality problems. For example, the training needs of staff using data are considered when a national or local PI is introduced or altered. Back-up training is given on the altered system, then the directorates run reports to pick up any errors found in operating the new system. This was used when the addition of questions on religion by front-line staff were added by social services. The standards team ran a session about putting in

that question then ran follow up reports to check on progress. This caused a necessary change in culture.

Recommendation

R4 The Council should report on the effectiveness of the various levels of data quality training provided so that it can assure itself that any data quality gaps in staff are being met.

Data use and reporting

- 23** The Council's validation procedures ensure that data reported is accurate.
- 24** The Council has effective systems to match data for accuracy. These include Transactional Data Matching through an external company that is done to improve efficiency; a file is extracted, sent to company who match the profile against other lists for normative data and where it does not match, a report goes to care management teams to check and improve the data. Other systems like Collect point up anomalies in data on vulnerable people but the Council's intention is to be right first time in this sensitive area. There are random checks on data to clear errors and record assumptions. This reported and signed off at Director level. The 2008 Joint Area Review (JAR) commented that one of the strengths of the Council was its culture of performance management to keep the organisation on track. Another example of intervention was on issues to do with the proportion of youth offenders in education and employment showing people still on courses when they had in fact left. There were problems collecting data as it was reliant on several people to collect the data. Having identified the problem, the solution agreed was that education workers would list each month when programmes finished and the data was reflected on the appropriate databases, flagging when the person was expected to leave the programme. As a result, the latest quarterly reports show far fewer records where the earlier problem is still occurring.
- 25** The Council has learnt from earlier failures in data quality. For example, last year's failure in the library PI was found to be a lack of clarity on how long to hold paper records. While libraries collect paper records monthly for data to be entered into information systems, a check showed that some of these paper copies had been destroyed soon after data entry even though the procedures instructed staff to keep them for 3 years. Since then all libraries have received written instructions on how long to keep paperwork. The Council identified the issue during data quality spot-checks and should continue to carry out checks and report findings to members to ensure high quality data.

Recommendation

R5 Ensure that the profile of data quality is raised by reporting the results of spot-checks of data systems to councillors.

Detailed findings

Analytical review (Stage 2)

26 An analytical review of the following BVPIs and non-BVPIs was carried out. The findings, subject to the validation of a sample of PIs in stage 3 spot checks, are shown below.

Table 2 Analytical review findings

2007/08 Performance indicator	Assessment	Comment
BVPI 82a(i) - Recycling performance (%)	Variance from 2006/07 and value within Audit Commission parameters	
BVPI 82a(ii) - Recycling performance (tonnage)	Variance from 2006/07 attributable to real performance improvement	Council invested in improving tonnage sent for recycling
BVPI 82b(i) - Composting performance (%)	Variance from 2006/07 and value within Audit Commission parameters	
BVPI (82b(ii) - Composting performance (tonnage)	Variance from 2006/07 attributable to real performance improvement	Council invested in improving tonnage sent for composting
BVPI 165 - Pedestrian crossings: disabled people	Variance from 2006/07 attributable to real performance decline	Council surveyed all crossings in 2007/08 and found that a number did not meet minimum standards
Non-BVPI IPF - Cost per library visit	Variance from 2006/07 and value within Audit Commission parameters	

27 All other PIs reviewed were found to be complete and within plausible and permissible values.

Data quality spot checks (Stage 3)

28 A number of PIs were reviewed using a series of detailed spot checks and audit tests. Our findings are shown below.

Table 3 Spot check findings

Performance indicator	Assessment	Comment
Environment - BV 82b(ii)	Fairly stated	The Council made available all the records to support the PI. A sample check confirmed that PI correctly calculated.
Environment - BV 165	Fairly stated	The Council carried out a full review of the disabled pedestrian crossings in 2007/08 after the 'unfairly stated' conclusion in 2006/07. A sample check of the survey results confirmed that it had been accurately completed and the PI correctly calculated.

Appendix 1 – Action Plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
5	R1 The role of all councillors should be specified in the data quality policy.	1	Richard Fitzgerald	Yes	Update to Policy	June 2009
5	R2 Councillors should have data quality training provided commensurate with their role in data quality.	1	Data Quality Champions	Yes	To be addressed through Policy Overview Committees	September 2009
7	R3 That the Council at a strategic level formalises protocols and standards on data quality received from outside bodies to ensure that all data used by the Council is sound.	2	Richard Fitzgerald	Yes	To be developed through the Kent Partnership	September 2009
8	R4 The Council should report on the effectiveness of the various levels of data quality training provided so that it can assure itself that any data quality gaps in staff are being met.	1	Data Quality Champions	Yes	Review to be undertaken	September 2009
9	R5 Ensure that the profile of data quality is raised by reporting the results of spot-checks of data systems to councillors.	2	Data Quality Champions	Yes	To be addressed through Policy Overview Committees	September 2009

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By: John Simmonds Cabinet Member – Finance
Lynda McMullan – Director of Finance

To: Policy & Overview Committee – 8 July 2009

Subject: **CED RISK REGISTER**

Classification: Unrestricted

Summary: To report on the updated 2009 CED risk register

FOR INFORMATION

INTRODUCTION

1. The refreshed CED directorate risk register was presented to POC on 14th January 2009.
2. At the request of POC this has been updated and is presented for information and is attached at Appendix One

CED RISK REGISTER


3. Since the register was last presented a number of changes have been made. These have been italicised and shown in bold type within the register for ease of identification and summarised below.

Ref	Details of risk	Changes
CED 3	Failure to prevent and avert major accidents...	Additional existing controls and action points
CED 7	Non delivery of planned capital receipts (property unsold or does not reach estimated value) Lack of clarity around alignment of revenue/capital budgets	Additional action points
CED 11(a)	Property portfolio not 'fit for purpose'/does not provide adequate platform for KCC service delivery Budget on maintenance not consistent with need, leading to building failure	Additional action points
CED 11(b)	Poor condition & building facilities ...mayimpact upon service delivery and income generating activities Client financial constraints inhibits ability to effectively maintain & keep FM management buildings to desired standards which could impact on service delivery	Amendment to action point Residual risk rating reduced from 25 to 15 as score for likelihood downgraded from 5 to 3.

CED 15	Attack on ICT infrastructure, or inappropriate action by a user, leading to a loss of data.	Amendment to action point
CED 18	Mandated use of central government solutions less efficient than current systems.	New risk
CED 19	Failure to secure developer contributions towards infrastructure to help deliver sustainable communities	New risk
CED 20	Failure to co-ordinate delivery of Kent Regeneration Framework supporting strategies and objectives	New risk

RECOMMENDATION

Members are asked to note this report and Appendix One.

Darryl Mattingly
Corporate Risk & Insurance Manager
 **01622 694632**

CHIEF EXECUTIVE'S DEPARTMENT RISK REGISTER

DATE: Revised June 2009

This register summarises the notable risks within the Chief Executive's Department.
Risks are recorded as HIGH, MEDIUM or LOW
The matrix used to assess the level of likelihood and impact is provided for information.

This register has been compiled from the registers prepared by individual Business Units.

Summary of risks	Inherent	Residual
	15 High	6 High
	5 Medium	14 Medium
	0 Low	0 Low

Risk Ranking Matrix

Likelihood	Very likely	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Possible	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Very Unlikely	1	1	2	3	4	5
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
		Impact					

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CE 13-1	Professional	Event funding from KCC/partners is substantially reduced leading to down sizing of capacity	Manage	Head of Partnerships	<input type="checkbox"/> Improvement programmes for KCC involvement in District LSPs and partner development of CDRPs <input type="checkbox"/> Dedicated lead roles e.g. Nbhd projects which support corporate working	<input type="checkbox"/> SSCG/CDRP focus in planning partnership approach for 2009 - 2010	Ongoing	I = 5 L = 4 R = 20 HIGH	I = 5 L = 3 R = 15 MED
CED 2	Professional	KCC receives negative Audit criticism of its data collection procedures leading to greater scrutiny and inspection	Manage	Head of Corporate Performance	<input type="checkbox"/> Standardised collection process for BVPIs. <input type="checkbox"/> Guidance for accountable managers <input type="checkbox"/> Reporting to COG/Cabinet <input type="checkbox"/> Rigorous procedures for Towards 2010 reporting <input type="checkbox"/> Directorate data quality champions <input type="checkbox"/> Data quality (DQ) policy adopted from March 2008	<input type="checkbox"/> Engage national debate, influence Audit Commission expectations - risk based approach <input type="checkbox"/> Adopt ONS procedures <input type="checkbox"/> Directorates to deliver own DQ strategies <input type="checkbox"/> Accountabilities for new NIS	Ongoing	I = 4 L = 4 R = 16 HIGH	I = 4 L = 3 R = 12 MED

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 3 (a)	KCC has a statutory responsibility to maintain the health & safety of employees, service users and contractors	Failure to prevent and avert major accidents / breaches of legislation may result in an inability to deliver services and trade. Severe breaches would result in legal action against KCC	<input type="checkbox"/> Assess likelihood & manage <input type="checkbox"/> Compliance with legislation <input type="checkbox"/> Effective H&S practice and a managed safe working environment	Director of Personnel & Development for Corporate Policy / strategy & statutory obligation Director of Property for property / assets	<input type="checkbox"/> Corporate Policy <input type="checkbox"/> Corporate H&S action plan <input type="checkbox"/> Monitoring <input type="checkbox"/> Training & Development <input type="checkbox"/> Corporate H&S Board + KCC Jt H&S Committees <input type="checkbox"/> Dedicated H&S staff corporately + within directorates <input type="checkbox"/> Directorate H&S groups <input type="checkbox"/> Risk Assessments <input type="checkbox"/> Public notices <input type="checkbox"/> Construction Design & Management Regulations <input type="checkbox"/> Asbestos policy <input type="checkbox"/> Asbestos central register established on enterprise <input type="checkbox"/> Legionella register established on Enterprise	<input type="checkbox"/> Legionella policy issued to resource directors and under review <input type="checkbox"/> Independent audit of Asbestos and Legionella management and controls underway. Asbestos report due in May 2009 and Legionella report due in June 2009.	Ongoing	I = 5 L = 3 R = 15 MED	I = 3 L = 3 R = 9 MED
	As above People Reputation	As above	As above	Commercial Services Director	<input type="checkbox"/> Local H&S risk assessments <input type="checkbox"/> Use of lost time/ accident KPI at SMT	<input type="checkbox"/> Continued focus supported by SMT leadership and improved CSD wide communications and briefings		I = 4 L = 4 R = 16 HIGH	I = 4 L = 4 R = 16 HIGH

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 4	Service delivery is dependant on a healthy workforce and maximization of attendance People	Higher levels of sickness than tolerable could impact on the organization and effectiveness of service delivery	Manage	Director of Personnel & Devel'ment	<input type="checkbox"/> Attendance Management policy, procedures and training <input type="checkbox"/> Review and revise corporate sick pay policy <input type="checkbox"/> Staff care package <input type="checkbox"/> Absence recording <input type="checkbox"/> Return to work interviews <input type="checkbox"/> 3 year health check programme for non-schools based staff	<input type="checkbox"/> Positive Attendance Guidance <input type="checkbox"/> New programme of health promotion and wellbeing activity <input type="checkbox"/> Working group developing new attendance strategies including absence information for managers at service unit and directorate level on HR Business Intelligence data	Ongoing	I = 4 L = 5 R = 20 HIGH	I = 5 L = 3 R = 15 MED

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 5	The accurate payment and maintenance of information of KCC staff is reliant on the IT systems, namely Oracle HR Payroll. Expenses and associated systems to ensure requirements are met People / systems	Loss of systems or data would result in lack of ability to meet organizations and business statutory responsibilities relating to the employment and remuneration of staff	Manage	Director of Personnel & Devel'ment	<input type="checkbox"/> Disaster, recovery and contingency plans for Oracle <input type="checkbox"/> Regular local & offsite backups <input type="checkbox"/> Skilled internal IT resource pool <input type="checkbox"/> Use of contracting staff where required <input type="checkbox"/> Flexible/night/weekend working where required <input type="checkbox"/> Sharing information and development with other local authorities <input type="checkbox"/> Critical users and emergency data centres identified <input type="checkbox"/> Regular updating of systems based on latest release of software <input type="checkbox"/> Detailed training and guidance for staff <input type="checkbox"/> Extensive exception reporting and monitoring <input type="checkbox"/> Fully documented systems and processes <input type="checkbox"/> Detailed development plan based on prioritization of requirements <input type="checkbox"/> Robust project control of new developments <input type="checkbox"/> Robust technical and user testing for new developments, patches and enhancements <input type="checkbox"/> Structured project management and documented change procedure controls	<input type="checkbox"/> Update existing disaster recovery plans <input type="checkbox"/> Production and monitoring of HR system development plan <input type="checkbox"/> Review of systems in the light of emerging internal and external requirements (including new statutory reporting)	Ongoing	I = 5 L = 4 R = 20 HIGH	I = 4 L = 3 R = 12 MED

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
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CED 6(a)	KCC service delivery is dependant on workforce and succession planning	Loss of key skills and knowledge would have an impact on remaining staff and their ability to deliver services. Failure to recruit and retain high calibre staff would lead to a negative impact on service delivery	<input type="checkbox"/> Manage <input type="checkbox"/> Clear Succession Planning <input type="checkbox"/> Improved management and organizational resilience	Director of Personnel & Devel'ment	<input type="checkbox"/> Mgt Development Progs <input type="checkbox"/> Contract with external recruitment agency <input type="checkbox"/> Recruitment practices/policies <input type="checkbox"/> Induction pack and training <input type="checkbox"/> Workforce Devel'ment plan <input type="checkbox"/> Talent management Prog. <input type="checkbox"/> Benefits package <input type="checkbox"/> Total Contribution Pay <input type="checkbox"/> Strategy for Staff <input type="checkbox"/> Reward Strategy <input type="checkbox"/> Links with best practice organizations <input type="checkbox"/> Work & Wellbeing Prog. <input type="checkbox"/> Recrt'ment/Selection tr'ing <input type="checkbox"/> 2 nd phase - Equal Pay Audit <input type="checkbox"/> Appraisal <input type="checkbox"/> Staff care package <input type="checkbox"/> Link with interim mgt. agencies (Kent Success) <input type="checkbox"/> Ready for Practice Scheme <input type="checkbox"/> Teacher Recruitment team <input type="checkbox"/> Exit interview records <input type="checkbox"/> Range of staff groups (UNITE, Stonewall etc) <input type="checkbox"/> Extended new Kent Graduate Programme	<input type="checkbox"/> Recruitment hotspots identified & strategies developed to address <input type="checkbox"/> Strategy for staff development <input type="checkbox"/> Reward strategy <input type="checkbox"/> Development recruitment management system & strategy <input type="checkbox"/> Strategic workforce plan <input type="checkbox"/> Exit interviews analysis and action	Ongoing	I = 4 L = 4 R = 16 HIGH	I = 4 L = 3 R = 12 MED
	6(b)	As above	Over reliance on limited group of officers Gaps in capability		Commercial Services Director	<input type="checkbox"/> Management team awareness and minor organisational changes	<input type="checkbox"/> Further organisational development with a robust forward plan <input type="checkbox"/> Much greater emphasis of succession planning <input type="checkbox"/> Improved and consistent use of TCP and Peer review forums to link into development planning activities		I = 4 L = 4 R = 16 HIGH

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 7	Financial	<p>Non delivery of planned capital receipts (property unsold or does not reach estimated value)</p> <p>Lack of clarity around alignment of revenue/capital budgets</p>	<input type="checkbox"/> Manage <input type="checkbox"/> Increased awareness around issues <input type="checkbox"/> Clarity and consistency regarding capital -v- revenue	<p>Director of Finance</p> <p>Director of Property (with directorate Resource Managers)</p>	<input type="checkbox"/> PEF2 Fund created to allow properties to be held short term (5 years) to allow market to improve <input type="checkbox"/> Prudential Equilisation Reserve <input type="checkbox"/> Regular review meetings with Cabinet Member <input type="checkbox"/> Regular meetings with Finance <input type="checkbox"/> Policies developed and communicated <input type="checkbox"/> Continual management review of processes and performance	<input type="checkbox"/> Set up PEF2 management committee <input type="checkbox"/> Regular Section 106 reports to FSB <input type="checkbox"/> Reports to Cabinet & Property Board monitoring property market <input type="checkbox"/> Quarterly monitoring report to PAG and Property Board <input type="checkbox"/> Decisions on PEF 2 disposals discussed at PAG	Ongoing	<p>I = 4 L = 5 R = 20</p> <p>HIGH</p>	<p>I = 3 L = 3 R = 9</p> <p>MED</p>
Page 18	<p>Spending review 09 – constraints on government funding due to significantly deteriorating public finances</p> <p>Financial</p>	<p>Government Grant fails to increase in line with inflation, demographic, legislative changes etc</p> <p>Risk of funding shortfall cost shunted to local government</p> <p>Major funding shortfall risks on function transfers – e.g. Learning Disability from NHS, concessionary fares from districts</p>	Manage	Director of Finance	<input type="checkbox"/> Lobbying of Central Government <input type="checkbox"/> Working with LGA, SCT, CCN etc.	<input type="checkbox"/> Continued lobbying of Central Government <input type="checkbox"/> In depth financial scrutiny of negotiations over LD transfer	Ongoing	<p>I = 4 L = 5 R = 20</p> <p>HIGH</p>	<p>I = 4 L = 5 R = 20</p> <p>HIGH</p>

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 9	Financial and economic deterioration of UK wide economy (probably into recession) spills over into wider fabric of society with consequential pressure across all KCC services Financial	Increased unemployment Increased homelessness Increased crime Increased fraud Higher inflation Reduced income generation Personal wealth reducing adding substantial demand pressures onto KCC services at a time of high price inflation and limited ability to raise KCC income to offset price rises Reduction in Council Tax collection	Manage	Director of Finance (permeates across the council so CX, all of COG too)	<input type="checkbox"/> Lobbying of Central Government for additional resource <input type="checkbox"/> Robust MTP <input type="checkbox"/> Peer review of pressures and savings <input type="checkbox"/> Economic development and regeneration activity	<input type="checkbox"/> Continued lobbying of Central Government <input type="checkbox"/> Policy led budgeting approach <input type="checkbox"/> Refocusing of priorities to target action to address financial, health wider socio-economic impacts of major recession	Ongoing	I = 4 L = 5 R = 20 HIGH	I = 4 L = 5 R = 20 HIGH
CED 10	Treasury Management Financial	Potential loss of principal sum <i>deposited</i>	Manage	Director of Finance	<input type="checkbox"/> Treasury strategy <input type="checkbox"/> Treasury Management practices <input type="checkbox"/> Governance arrangements	<input type="checkbox"/> <i>New governance structure - Treasury Advisory Group, Cabinet</i> <input type="checkbox"/> <i>New Treasury Advisors</i> <input type="checkbox"/> <i>New counterparty policy</i> <input type="checkbox"/> <i>Quarterly monitoring to G&A Committee</i> <input type="checkbox"/> <i>Implementation of PwC recommendations</i>	May 09 March 09 Sept 09 June 09 Sept 09	I = 4 L = 5 R = 20 HIGH	I = 4 L = 5 R = 20 HIGH

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 11 (b) Page 121	Scale and variety of physical assets property and equipment	Poor condition & building facilities on main sites may lead to unplanned loss of office provision & reduced access to physical assets, including equipment, IT infrastructure, and office would impact upon service delivery and income generating activities Client financial constraints inhibits ability to effectively maintain & keep FM management buildings to desired standards which could impact on service delivery	<input type="checkbox"/> Maintenance and minor works programmes to minimize risk and improve building condition <input type="checkbox"/> Well managed lower risk environments	Director of Commercial Services	<input type="checkbox"/> Regular checks of known areas of risk <input type="checkbox"/> Small scale routine maintenance and focus on H&S only in CSD locations <input type="checkbox"/> Sites security <input type="checkbox"/> Insurance <input type="checkbox"/> Business Continuity Planning including IT fall back arrangements <input type="checkbox"/> Effective H&S processes	<input type="checkbox"/> Continued identification of risk areas and minor remedial/mitigating actions. <input type="checkbox"/> Continued business continuity planning, including IT resilience <input type="checkbox"/> Constant monitoring of building condition, seeking funding and works authorization from clients <input type="checkbox"/> Establish a managed programme for planning and delivery of relocation from CSD Gibson Drive which will take place in 2011 to deliver more stable and contemporary environments.	April 2009 2011	I = 5 L = 5 R = 25 HIGH	I = 5 L = 3 R = 15 MED
CED 12	Financial	Targeted savings may not be fully realized (by up to 40%) due to demand for ICT services not reducing in line with directorate predictions	Manage	Heads of ICT Commiss'ing and Operations	<input type="checkbox"/> Situation notified to Finance via budget monitoring <input type="checkbox"/> Escalated to Resource Directors for action to reduce demand		Ongoing	I= 5 L= 5 R= 25 HIGH	I= 5 L= 5 R= 25 HIGH

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 13	Technological & Social	Increased reliance and demand on technology in the delivery of direct service not matched by increased investment in capacity and resilience of ICT infrastructure	Manage	Heads of ICT Commiss'ing and Operations	<input type="checkbox"/> Medium term plan for technology agreed by COG and Cabinet. <input type="checkbox"/> Contingency planning – in consultation with the business. <input type="checkbox"/> Disaster Recovery considered on a system by system basis. <input type="checkbox"/> Regular interface/liaison with resource directors. <input type="checkbox"/> Change management process includes risk assessment and handover requirements. <input type="checkbox"/> Provision of professional advice to facilitate the assessment of risk.	<input type="checkbox"/> Monitor implementation of agreed medium term plan for technology. <input type="checkbox"/> Maintain key business needs as identified by all business units. <input type="checkbox"/> Regular reassessment of business risk as a consequence of systems failure. <input type="checkbox"/> Review options for sourcing of DR provision.	Ongoing	I= 4 L= 5 R= 20 HIGH	I= 3 L= 4 R= 12 MED
Page 122 CED 14	Professional	Service development compromised through implementing disparate and incompatible ICT solutions	Manage	Heads of ICT Commiss'ing and Operations	<input type="checkbox"/> Corporate asset maintenance, <input type="checkbox"/> Enterprise Architecture methodology, strong governance through ICT (Strategy) Board. <input type="checkbox"/> ICT Operations Board	<input type="checkbox"/> Review and revise Enterprise Architecture to reflect changes to corporate and business targets. <input type="checkbox"/> Develop roadmap to identify how to build on existing investment to deliver new targets. <input type="checkbox"/> Monitor consistency of IT platform across organization	Ongoing	I= 4 L= 4 R= 16 HIGH	I= 3 L= 3 R= 9 MED
CED 15	Technological	Attack on ICT infrastructure, or inappropriate action by a user, leading to a loss of data.	Manage	Heads of ICT Commiss'ing and Operations	Dedicated security officer to identify and remedy potential security risks. Provision of professional advice to facilitate the assessment of risk and development of appropriate policies (see IT Policies on KNet).	<input type="checkbox"/> Assess all new activity and change from a security perspective.	Ongoing	I= 5 L= 3 R= 15 MED	I= 5 L= 2 R= 10 MED

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
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CED 16	Systems	<p>Major system failures e.g.: CRM, EBS, Galaxy etc</p> <p>Major telephone system failure where no customer can contact KCC contact centre</p> <p>Shortage of staff to manage call volume (due to normal business or major incident)</p> <p>Total loss of building for CC</p> <p>Lack of budget to provide level of service expected</p> <p>Unable to provide high risk/profile services</p>	Manage	Director Of Strategic Devel'ment And Public Access	<ul style="list-style-type: none"> <input type="checkbox"/> Plan documented in CC Business Continuity Plan, timescales for system recovery arranged by ISG or Business unit. <input type="checkbox"/> Risks managed through CC Business Continuity Plan, Triangulation of lines arranged to reduce single point of failure at exchange level <input type="checkbox"/> Close links with staffing agencies to obtain staff at short notice. Existing staff offered overtime if budget allows <input type="checkbox"/> Short term loss can be managed in Cantium House, Maidstone assuming building in close proximity is unaffected. No other contingency site identified. <input type="checkbox"/> Budget and service levels closely monitored <input type="checkbox"/> All contact centre services graded so high risk services prioritised in any risk situation. 	<ul style="list-style-type: none"> <input type="checkbox"/> The Access Kent project will ensure increased resilience as we work more closely with other public sector contract centres. <input type="checkbox"/> New systems for phone and CRM are currently being organized and implemented <input type="checkbox"/> Increasing joint working between the KCC website and Gateways will ensure other channels of access are available and expertise shared 	Ongoing	<p>I= 4 L= 3 R= 12</p> <p>MED</p>	<p>I= 3 L= 3 R= 9</p> <p>MED</p>
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Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual rating
CED 17	Reliance is placed upon good quality and timely information to inform direction and decisions	Economic downturn and credit crunch could create previously unknown or unexpected risks. Inspections may provide false assurances or fail to highlight potential weaknesses	Manage	CEDMT	<input type="checkbox"/> Inspections and Audits <input type="checkbox"/> Links with external advisors, peer and national groups	<input type="checkbox"/> Sense check of services	Ongoing	I = 4 L = 3 R = 12 MED	I = 4 L = 3 R = 12 MED

Note: Risks considered to be commercially sensitive have been omitted

By: Paul Carter, Leader and
Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee 8th July 2009

Subject: Kent's Policy Framework for Later Life

Classification: Unrestricted

Summary To ask Corporate Policy Overview Committee Members to consider Kent's Policy Framework for Later Life – '*Living Later Life to the Full*' and identify the strategic actions to be taken to deliver the aspirations.

1. Introduction

- 1.1 The Vision for Kent identifies seven key challenges, of which the ageing population is one. Demographic changes in Kent (and most of Western Europe) bring enormous opportunities as well as significant challenges. Older people are often the volunteers, carers, mentors and activists that provide the backbone of communities and Kent will benefit from having proportionately more of these people. In late 2007 Kent County Council ran a series of workshops with older citizens and partners to establish what people thought were the key issues and concerns relating to later life which needed action. This resulted in an embryonic Strategy for Later Life (February 2008) which has been further consulted upon. ASSPOC has taken the lead within the County Council on this work although the issues are far broader than social care and health, encompassing transport, leisure, housing, community safety and community planning and design.
- 1.2 Although KCC has initiated and driven this work, only by working in partnership across organisations in Kent can real improvements be made to the lives of older people. From the start, therefore, the Later Life work has been undertaken in partnership. Within the Kent Partnership, the Public Health Board agreed to take the lead, but recognised that the issues relating to older people cut across all the Kent Partnership Boards.
- 1.3 The Policy Framework (which will continue to evolve) is the result of these discussions and conferences – including the successful conference in the Council Chamber in May last year. It represents the aspirations set out by those older people who contributed to the consultation, and the representatives of partner organisations, as well as KCC Members. On 10th February the Kent Partnership endorsed the Policy Framework, subject to it being considered by individual organisations, and asked that reports should be brought back in a year on the action that would be taken to achieve the aspirations set out in the Framework. Cabinet endorsed the Framework on 30th March and asked that all the July Policy Overview Committees consider what they will do to deliver this.

2. Kent's Policy Framework for Later Life – Living Later Life to the Full

- 2.1 This sets out the strategic priorities and high-level targets that older people themselves, along with KCC and its partners, have identified. It has been a collectively shaped and developed document, focussing on the cross-cutting issues facing older people in order to focus attention on the challenges and opportunities the ageing population brings. Annex 1 summarises the priorities, and the full document is set out in Annex 2.
- 2.2 The Framework looks at how older people want to live their lives, and is deliberately aspirational and positive, emphasising the benefits that the ageing population brings, and promoting a positive image of old age because this was an important message from the consultation. Transport was the biggest concern for those who no longer drove cars. Access to good quality health and social care was very important, but so was access to a wide variety of social and leisure activities. Employment of older people has taken on even more significance since the depth of the recession has become apparent, and will be an essential component of our strategy to respond to the changing age profile of the workforce. Planning for the future – in terms of living healthy lifestyles, financial planning and living in an age-friendly home and community – was another key issue, which applies to people of all ages. The role of older people within families, and the importance of inter-generational activities also came through strongly. Community Safety and protection of more vulnerable older people was another key theme. The issues raised thus cut across all aspects of County Council service delivery and that of our partners.
- 2.3 The Policy Framework document sets out the overarching ambitions that KCC and its partners have in improving the quality of life for older people. It will play an important role in ensuring that there is an ongoing focus on preventative activities that will enable people to live their later lives to the full. Work is now going on across KCC directorates with Districts & Boroughs, Health, Police and Fire & Rescue and the voluntary sector to map out activities already underway which support these priorities and targets. This will enable us to more effectively publicise the examples of excellence already underway, or planned, of which people may not be aware. This process will also enable us to see if there are any gaps in current service provision and decide whether further action should be taken.
- 2.4 The Regeneration Framework has a chapter entitled 'Embracing a Growing and Ageing Population' which identifies a number of actions that KCC wish to promote. These all fall within the strategic framework set out within the Policy Framework for Later Life. The ensuing mapping exercise and action plan will therefore provide a vehicle for taking this element of the Regeneration Framework forwards, and producing a KCC Strategy for Later Life that sits beneath the over-arching Policy Framework.
- 2.5 It is important that by creating a Policy Framework for Later Life we do not establish a new 'silo' for older people but build consideration of older people's interests into the planning of existing services, organisations and partnerships. All aspects of public service and policy development should take account of the interests of older people as well as younger people. It is also important that we prepare younger people for their futures and encourage people to plan for their later lives at a much younger age.

3. What is already happening as a result of the Policy Framework?

- 3.1 The process of consulting on and developing this document has already started to drive changes in how organisations approach older people's issues. It has placed the ageing population higher on different agenda and sparked interesting debate about the challenges and potential solutions. Central to driving this process forward has been the success we have had in engaging with all the Kent Districts, Borough and City Councils as well as Health, Police and Fire and Rescue. The profile of Older People's Champions has been raised, spearheaded by Mike Angell who now meets regularly with representatives of older people and is establishing an Older People's Champion Board. More older people's forums are being established, particularly in the West of the county, and within KCC at officer level an Older People's Strategic Network has been created to drive the Policy Framework and KCC action plan forward.

4. Connections between the Policy Framework for Later Life and Chief Executive's Department

- 4.1 At Annex 3, just for reference (not for reading line by line!) is the KCC action plan which maps out actions already underway and identifies aspirations for the future. This has been included to give Members a feel for the comprehensiveness of actions already underway, most of which relate to direct service provision, but CED actions are highlighted. Action plans to the same template are being produced by Districts, Health, Police and Fire & Rescue, to evidence how each organisation is supporting the Later Life agenda. Corporate POC Members are asked to consider how we can ensure that all we do takes sufficient and proportionate account of the needs and views of the older population given the demographic changes ahead. Part of this is about setting a direction that supports individuals – whatever their age and needs – to identify how they want to lead their lives and to find their own solutions to the challenges they face. A few examples of strategic action which CED could implement include:

- Adjust employment policy to further strengthen recruitment and retention of older people, and facilitate similar action amongst Kent employers. This brings benefits for the employers because they continue to utilise the skills and experience of their older workers, as well as enabling older people to continue having some paid employment and the social and mental wellbeing that employment can bring.
- Promote strong design principles around spatial planning, infrastructure and community development which encompasses being age friendly as set out in the World Health Organisation's 'Age-friendly Cities' projects (which are equally applicable to towns).
- Develop projects that build resilience in communities, helping people to help themselves and their community, and fostering greater levels of volunteering. Older people are a major source of 'social capital'.
- Ensuring that all policy development/public engagement/consumer research and so on takes proportionate account of the needs of the older population. This should happen automatically through the equalities impact assessment process, but the KCC officers' Older People's Strategic Network provides further assurance that this will happen.
- Build on the best international research and practical examples of good practice. For example, a seminar was organised in Brussels at the end of March in partnership with the University of Kent to discuss the issue of intergenerational cohesion which has stimulated further work and the possibility of tapping into European funding.

- Through KCC's response to Digital Britain, work to enable older people to have the skills and the technology to participate in social networking and all the benefits that the internet provides.
- Promote a positive image of older people in Kent through featuring and involving them in media campaigns and Kent TV.
- Encourage KCC staff to look after their own health in preparation for the future, through innovative approaches such as being able to access telehealth on blackberries.

4.2 Corporate POC Members are asked to use the bullet points above and the action plan at Annex 3 as a basis for considering whether there are further strategic actions that Chief Executive's Directorate should take in order to support the delivery of the priorities set out in Annex 1.

4. Recommendations

Members of Corporate Policy Overview Committee are asked to:

- (i) Comment on and endorse Kent's Policy Framework for Later Life
- (ii) Give views on strategic actions to be taken to deliver the aspirations set out within the Framework

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1) To ensure communities are designed to be ‘age proof’, stronger, safer and sustainable, by:

- Working with developers to make sure that new developments are designed to be sustainable and age-proof.
- Actively tackling housing disrepair and supporting older people in maintaining and adapting their own homes.
- Developing and designing existing communities to be more “age friendly”, in respect both of physical infrastructure and social inclusion
- Helping older people feel safe and secure within their own homes and community
- Preparing for changes in the environment and climate-proofing communities to make them sustainable for the future

2) To improve transport and accessibility, by:

- Increasing transport options for older people, including services for those who are disabled or live in rural areas.
- Making people more aware of the transport options already available to them

3) To enable older people to lead healthier lives and have better access to healthcare, by:

- Focussing on the prevention of health problems
- Enabling the older people of Kent to participate in regular exercise and live an active life
- Developing better integrated health and social care services
- Assisting people to manage their own health and independence in order to keep living in the community for as long as possible

4) To support older people’s citizenship, learning and participation in community life, by:

- Encouraging older people’s participation and inclusion in community activity, raising social capital
- Ensuring older people have a voice and are able to exert their influence over policy making
- Enabling older people to have the opportunity and ability to participate in life-long learning
- Making sure older people in Kent have employment opportunities if they want them.
- Helping older people have access to new technology as well as the ability to use it

5) To ensure those older people who need support to live independently have choice, control and good quality care, by:

- Ensuring service provision is based upon a person centred approach
- Working to remove the barriers that can impair the quality of older people’s lives
- Making sure individuals have access to ‘joined up’ information when they need it
- Supporting carers in having a life apart from caring

6) To encourage people to plan for a secure later life, by:

- Making older people in Kent more aware of the services and support available including access to financial information and advice.
- Reducing fuel poverty by increasing the take-up of energy saving initiatives and increasing awareness of affordable warmth.
- Improving the economic well-being of older people within Kent

7) To promote a positive image of later life and dignity and respect for older people, by:

- Promoting the value of later life and changing attitudes towards older members of society
- Encouraging inter-generational activities and community cohesion

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Living Later Life to the Full

A Policy Framework for Later Life

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Introduction

The people of Kent are living longer, healthier lives than ever before. This brings huge opportunities because it is often in people's later years that they have the time to get involved in community life. This is also a time when they have built up a wealth of knowledge and life-experience from which younger people can benefit. We need to design Kent's communities and service provision in a way that encourages social interaction both within and between the generations, enables people to lead the lives they want as well as make a full contribution to society.

This Policy Framework, *Living Later Life to the Full*, sets out how people in Kent want to live their later lives and what they want from public and community services and facilities. It is based upon widespread consultation over 18 months, involving discussions with Kent residents, the voluntary and community sector, representatives of black and minority ethnic communities, residential and domiciliary care providers, Health, Police, Fire and local government. People were asked what they wanted to see in a Strategy for Later Life and what they think currently works well. The Policy Framework has built on the Vision for Kent (Kent's Community Strategy), taking the themes identified there and scrutinising them from the perspective of older people. It is also informed by research from elsewhere, including the World Health Organisation's work on Global Age-friendly Cities, and the work of the Better Government for Older People Network.

In writing this Policy Framework, we have struggled with the definition of an "older person" for two reasons. Firstly, identifying when someone becomes "old" is highly subjective. The concept of age is very tricky; some people will never feel old, to others an older person is always someone 20 years older than they are now, and others will feel 'old' relatively early in life. Secondly, in this country there are negative connotations to being an "old person" (frail, dependent, out of touch) rather than the much more positive view taken in some cultures of their "elders" (wise, experienced, balanced). We want this Policy Framework to celebrate the virtues of old age, as well as acknowledging the challenges and losses that it brings, and to promote a positive image of older people. There was no consensus in the consultation over the best way to describe older people, and for the most part we all concluded that it was better to talk about "people". The Government focuses on the 50+ population in its guidance for older people's strategies, because of the importance of preparing for later life, so the statistical analysis upon which some of the Policy Framework is based looks at population data from age 50. But only the very young would regard people in their 50's as being "older people", so we have tried to avoid using chronological age where we can. After all, apart from when people are very ill, their fundamental interests and desires don't actually change that much as they grow older. People enjoy doing the same sort of things, within reason, throughout their lives if they can. Generally, it is only in the last 18 months or so of life that people need very intensive support and care, and it is vital that, collectively, we organise services so that this is provided in a way that best meets people's needs at that critical time. This Strategy does cover such issues, but it mostly focuses on how to make people's later lives happy, fulfilled and productive.

People said to us that they didn't think another detailed strategy document was needed, and indeed we have many plans in Kent already, some of them specifically targeted at

older people. This Policy Framework is therefore an over-arching summary of the strategic issues that are important to Kent residents, developed collectively. From the themes identified in the consultations, seven key priorities have been developed to reflect the issues and concerns that are important to the older people of Kent. These are numbered for easy reference, but the order is not significant – all are important:

- 1. To ensure communities are designed to be “age proof”, stronger, safer and sustainable**
- 2. To improve transport and accessibility**
- 3. To enable people to lead healthier lives and have better access to healthcare.**
- 4. To support people’s citizenship, learning and participation in community life.**
- 5. To ensure those people who need support to live independently have choice, control and good quality care**
- 6. To encourage people to plan for a secure later life.**
- 7. To promote a positive image of later life and dignity and respect for older people.**

Key strategic targets have been drawn up under each of these priorities, and are set out in this Policy Framework. A mapping process is now underway to identify and collate all the action public services in Kent are undertaking and planning for older people. This will publicise the excellent projects already in existence which people may not be aware of, and will also highlight key areas that require strategic and collective actions for the future. A detailed collective action plan will be drawn up, based on the mapping, and will be publicly available in June 2009. This action plan will enable residents to hold agencies to account for delivering improvements in relation to the issues they have highlighted, and ensure that the ambitions in this Policy Framework get translated into outcomes.

Another significant change since the consultation began is that the formal mechanisms for feeding people’s views into the decision-making processes have been strengthened through raising the profile and influence of Older People’s Champions.

Throughout the consultation, officers were clear that there would not be additional resources available to implement this strategy, and the economic climate may well result in an overall reduction of resources to the public sector as a whole over the medium term. But the public sector will still control vast sums of money and the Policy Framework is about ensuring that older people’s needs and views influence how resources are utilised. Also, of course, not all the changes people want to see will require money. The action plan resulting from the mapping exercise will set out planned changes and the timescale within which they will happen. The actions will also vary across Kent according to local circumstances, needs and priorities.

The aim of Kent's Policy Framework for Later Life is therefore to focus attention on the strategic objectives which will enable us as a county to embrace the demographic changes we face, make the most of the opportunities which this brings, and be prepared to address the challenges too. Much of what is contained in this document is already well understood, and much is already happening, but this is the first time that public services in Kent have combined to agree the strategic action needed in relation to older people. The priorities and strategic objectives have been designed for and developed by older people in Kent and provide a framework against which we, collectively, will shape the future of public services.

We are very keen to continue the discussion with Kent residents about priorities, strategic targets and specific actions. If you want to comment on this document or contribute to the development of the action plan, contact details are provided on page 33.

A Special Thanks...

We would like to use this opportunity to thank everyone who has contributed to and continues to contribute to the work we are doing. We value the time and effort you have invested in helping us take this policy framework forward and the ideas and suggestions you have given us. We would particularly like to thank members of the editorial panel, consultation groups, older people's forums and the officers who have put so much work into this strategy.

Priority 1: To ensure communities are designed to be “age proof”, stronger, safer and sustainable

Towns and cities should be designed with all residents in mind. There is much to learn from the World Health Organisation and those other countries, particularly Scandinavia and the USA, who are ahead of the UK on this. Improving community well being and the quality of living is a key theme in the ‘Vision for Kent’. Making sure our communities are stronger and safer benefits everyone; however, it is particularly important for older and more vulnerable adults.

"Design for the young and you exclude the old; design for the old and you include the young." Bernard Isaacs, founding Director of the Birmingham Centre for Applied Gerontology

Decent Homes

Planning for future housing needs is particularly important in view of the ageing population. For frail older people, the nature of their housing can have a significant impact on their degree of independence and therefore quality of life. In particular, there is a strong link between poor housing condition and poor health. Tackling housing issues can therefore have a dramatic impact on people’s health and well-being. Adapting a person’s existing property to make it more suitable for them can be hugely expensive, both for the individual and for the state. Planning ahead and making sure that a substantial proportion of new housing is built to ‘lifetime homes’ standard is therefore very important.

It is also important that there is a range of housing options that older people can select from as their circumstances change. The five year aim of the national report, ‘Lifetime homes, Lifetime Neighbourhoods’ is that “there will be more mainstream and specialist homes of the right type in the right location’ for older people”. A key issue is to ensure that older people have choice. This includes the choice to move into extra-care housing. Many older people may end up on their own in a large property much too big for their needs, leading to high heating and maintenance costs, which they may not be able to afford. While many older people want to remain in a home that contains memories and has room for friends and relatives to visit, they need to be made aware that there are other options available. For older people who are asset rich, but cash poor, it is also essential we help find solutions, such as equity release, that benefit the individual.

Home Improvement Agencies

The role of Home Improvement Agencies (HIAs) is vital. People generally wish to stay in their own homes as they get older but often need help to repair or adapt it in their later life. In the consultation, home owners discussed concerns about ‘cowboy’ builders and rogue traders carrying out home maintenance. While Trading Standards have an important role in tackling rogue traders, people also wanted more information about accredited companies and better awareness of the schemes promoted by the Kent Housing Group which include the ten HIAs across the county. HIAs offer practical support and advice to enable older people to make necessary adaptations and modifications to their homes that they might not otherwise have been able to make without assistance. Through improving people’s living conditions, HIA’s help to enhance quality of life and enable people to remain in their own home in greater comfort and security as part of the local community.

Safe Homes

The Kent Handyvan scheme is greatly valued by residents of Kent; people made the connection between such services and feeling safer in their own homes both in terms of accidents and crime. The Handyvan Scheme aims to reduce the risk of burglary by fitting security equipment such as door chains and viewers, window locks and safety features such as smoke and carbon monoxide detectors. Even by making small improvements such as these, quality of life for people can be much improved. The Police and Fire and Rescue Service are also very active in helping people feel safe and secure in their homes. The Fire service offer free home fire safety checks, and the installation of smoke detectors if required. They have also made older people a priority in their service delivery. Kent Police run a number of initiatives to help older people feel safe and secure. This includes 'nominated neighbour' and 'rogue trader' schemes to help prevent distraction burglary and 'Senior Watch' an initiative that makes sure messages from the police and others get to those who need to know. It is important that older people are aware that there is free help available when looking to make their homes safer. We should look to build on and publicise the good work the Police and Fire and Rescue Service are already doing.

Perceptions of crime

Older people in Kent as a group are less worried about crime and less likely to be victims of crime than younger age groups, and crime was not a major theme to emerge during the consultation. However, some people were scared to leave the house after dark, and had experienced anti-social behaviour which had a devastating impact on them. We know from national and local research that fear of crime can prevent people from accessing social activities and can contribute towards the creation of social isolation and loneliness. It is crucial that we prevent this from happening and promote initiatives to make people feel safe and secure in their own homes and communities. The role of community wardens and neighbourhood policing is important here as they do much to help people feel safe in the community. Each neighbourhood now has named police community support officers to report to on a very local level, and who work closely with community wardens. We should be supportive of community policing programmes that help to reduce fear and reduce anti-social behaviour.

Age-friendly Communities

Whole communities, not just the homes in which older people live, must be age-friendly. This includes making sure that pavements are accessible and free from trip hazards, that there are dropped kerbs to allow the use of mobility scooters, there are places for older people to rest and that there is a pleasant and clean environment. For older people, the fear of falling is a major concern and if the neighbourhood is perceived to be hazardous, this may lead to social isolation. Roads should also have adequate pedestrian crossings with enough time for people to cross. Many older people expressed concerns that 'green man' controlled crossings often did not give them enough time to cross the road, and that drivers were too keen to drive through on an amber light, which suggests a need to improve some drivers' road safety awareness.

A key concern expressed was that of the need for better access to public toilets. Incontinence can be a real problem and many people do not go out simply because there are no public toilets in their local area. A report by Help the Aged, entitled 'Nowhere to go'

calls on local government to develop a toilet strategy to improve older people's dignity, health and well-being. It highlighted examples of older people who said that they simply didn't drink so that they would not need the toilet, or carried a jug out with them, just in case. During the consultation for this Strategy, many said that disabled toilet access was also a problem for them. While many shops and cafes now provide for disabled access, often their toilets are not disability friendly, which makes the whole place inaccessible. Action needs to be taken to ensure that there are more public toilets across Kent. These should also provide disability access, with large cubicles and doors that are easy to open to make it easier for older people to get out and about.

A broad range of activities geared for older people

To increase people's participation in community life, social inclusion and the contribution they make to society, communities need to have a broad range of activities geared towards older people. It is essential that future participants are involved in the planning of such activities. In some cases, older people themselves run activities specifically for older people, for example, over 50s clubs, Pensioner Forums, the Active Retirement Association, and so on. The World Health Organization's work on Age-friendly Cities has emphasised the importance of older people meeting with their peers and supporting each other. But in addition to this, people also want to mix with different generations and have social activities that are geared to all age groups. We must ensure that older people shape and influence the development of community activities in general or there is a danger that their particular interests, needs and expertise could be overlooked.

Growing old in a changing climate

When looking to 'age-proof' communities for the future, it is vital to examine what impact changes in the climate could have for future generations. It is widely accepted that climate change will lead to hotter, drier summers and stormier, wetter winters and this will have a bigger impact on the more vulnerable members of our community. We should plan ahead to keep people warm in the winter, and cool in the summer. This includes planning for plenty of shady areas, good ventilation in homes and energy efficiency.

Key strategic targets

We will ensure that communities are 'age proof', stronger, safer and sustainable by;

- Working with architects, designers and developers to make sure that new developments are designed to be sustainable and age-proof.
- Actively tackling housing disrepair and supporting older people in maintaining and adapting their own homes.
- Developing and designing existing communities to be more "age friendly", in respect both of physical infrastructure and social inclusion
- Helping older people feel safe and secure within their own homes and community
- Preparing for changes in the environment and climate-proofing communities to make them sustainable for the future

What is already being done to...

...ensure communities are designed to be “age proof”, stronger, safer and sustainable

HandyVan

The Handyvan scheme was set up to help older and vulnerable people feel safer in their own homes.

Many older people are concerned about crime, burglary and anti-social behaviour. As a response to this concern, KCC in partnership with Help the Aged, Kent Fire and Rescue Service and Kent Police, launched the HandyVan service in 2001. The scheme was initially aimed at the over 60's on low income to help them feel safer in their own homes by installing safety and security products free of charge. The service operates on a referral basis, with requests coming from the Crime and Disorder Reduction Partnerships, the voluntary sector and clients themselves.



“We are writing to say how pleased we are with the work done by the Handyvan fitter. It has given us peace of mind to know that our home is really secure, both when we are at home and when we go out. We also have two new smoke alarms and everything was carefully explained to us.”

Community Wardens

The Kent community Warden Scheme began with a band of 12 wardens in May 2002 as part of a three-year pilot scheme. It delivered such early successes that numbers were increased within six months and in March 2005, a new training centre – the first of its kind in the UK – as opened to help bring the team of wardens up to 100. Community wardens aim to help the people of Kent to live safely and independently in their neighbourhoods and communities. They provide a visible uniformed presence to tackle anti-social behaviour. Many wardens are regarded as the focal point for the communities they serve and their mobile telephone number is accessible to them all. To date they have been involved in over 38,000 activities, incidents, queries or interactions with the public, spend 71.3% of their time providing advice, reassurance, visits, surgeries or a visible presence in their communities and were engaged with 28,986 instances of partnership working. 90% of those surveyed who had dealings with a KCC community warden were satisfied with the assistance they received.

“They are a trusted friend to our community” – Kent resident

Case Study: Staying Put, Swale's Home Improvement Agency

Mrs C was a 75-year-old lady living on her own. She was admitted to hospital after a heart attack and prior to her discharge, her son had visited her property and realised the terrible conditions Mrs C was living in. He contacted the Staying Put scheme for help.



Mrs C had lived in the property for 75 years and had inherited it from her parents. As she only received a small weekly pension, she found it very hard to keep the house maintained and as a result it had become unfit for human habitation. In recent years, the family had only been in the front room and had not realised the deteriorating condition of the property. The electrics were no longer working, there was no bathroom, the property had considerable damp, the roof was leaking and doors and windows were all rotten. Mrs C's son decided she would live with him until he could ensure her house was comfortable for her to live in.

Staying Put visited with a Technical Officer and a schedule of works was prepared. Despite having had a heart attack, Mrs C was a very fit lady and could cope with stairs, so it was decided that the bathroom would be relocated upstairs to replace the back bedroom. Discussions were held with Mrs C to agree the work to be done, and decide (after receiving estimates) on the contractor. Mrs C was very excited about the prospect of Staying Put helping her with the repairs and even tried to save money out of her pension to buy other items to help. During the work, several other issues were discovered. The back wall of the property was only four and half-inch brick so had to be upgraded, ceilings and floors had to be repaired and the drains had to be renewed. The family got together and helped her with decorating the property.

When the work was completed Mrs C moved back into her property and was extremely pleased with what had been done. She is now taking great pride in her home and her health has much improved. We hope she will continue enjoy her home for many years to come.



Priority 2: To improve transport and accessibility

Transport and accessibility have a huge impact on people's lives. Throughout the consultations transport issues were consistently highlighted as a major concern. More broadly, many non-drivers spoke eloquently about how difficult it was to access the leisure and social activities that they wanted to, let alone visit someone in hospital. With the trend towards out of town shopping centres and more emphasis on internet based communication, there is a danger that some older and more vulnerable individuals can become socially isolated. There should be a focus on providing safe, reliable and affordable transport options that are easily accessible for all. People acknowledged that this would not be easy, but felt very strongly that improvement was needed in Kent.

"There's no point in having a bus pass if you don't have access to a bus" Kent Resident

Transport

The accessibility and availability of public transport is critically important as many older people are more reliant than the majority of working-age people on public transport. Indeed, 67.9% of those over 85 do not have a car. Local authorities are required by the Transport Act 2000 to produce a Local Transport Plan considering how the transport needs of various groups will be addressed. The current Local Transport Plan (2006-2011) addresses the issue of accessibility and particularly social exclusion and its impact on quality of life.

Approximately 80% of bus services in Kent are provided by private, commercial bus companies, for example Arriva and Stagecoach. Kent County Council spends around £7 million a year from the transport budget to offer the remaining 20% of bus services that are not "commercially viable", in other words, services where the running costs are more than the money received from passengers fares. These resources pay for rural bus services in Kent, which provide links to villages and country areas. This budget also provides journeys that are early morning, late evening and at weekends. Priority for funding 'socially necessary' bus services in Kent is based upon the Government's social inclusion model using access to health care, food shopping, learning and employment as the key considerations.

Access to Healthcare

A number of people in the consultations explained that transport after hospital discharge is a particular issue. It is hugely important that people have good access to healthcare if they are to stay fit and healthy. This is not just about access to hospitals but also to GP surgeries and pharmacies. People should also be able to visit friends and relatives in hospital; something which current transport service provision often does not allow for. Public services in Kent have a role, collectively, to ensure that people have adequate and equitable access to healthcare.

Transport Options and Accessibility

It was also highlighted by many people we spoke to that more flexible approaches to transport are needed. This includes more choice about the type of transport available and greater access to dial-a-ride schemes and taxi vouchers. There is also a need to make

sure that taxis themselves are accessible, with drivers sympathetic to those with mobility problems. It was also felt that the timings of buses and trains made it difficult for people to engage in social activity. The reliability and frequency of public transport is important for those who are dependent upon it to travel. For many older people, particularly in rural areas, there may only be one bus a day, meaning that opportunities for socialising and shopping are severely limited. Older people should be able to visit their local town to complete their shopping as well as spend time meeting friends. However, bus times can often restrict this and force a choice between one and the other. Often the destinations to which transport options travel are also limiting, taking choice and control away from the individual. Some older people also expressed concern that they found using buses difficult. They explained that buses would pull away before they had time to find a seat, causing them to fall or trip. This is an issue that can easily be resolved through better education and training of drivers to make them sympathetic to the issues facing older people. Additionally, there were worries about the reliability of buses, particular when there is only one or two a day. If a bus does not turn up or is very late, this can cause people to be left stranded.

There are a number of alternatives for those who have no public transport links, or have mobility problems. The Kent Karrier scheme is one such example; however, it is currently limited in what it can offer as a solution. Journeys are restricted within district boundaries, and the service only operates at a specific time on a specific day of the week. By far the most successful solution to the transport issues has been volunteer driver initiatives led by the voluntary sector. These allow much greater flexibility in journey time, and provide a far wider choice of destination to the individual. Often volunteer drivers are older people themselves, and this offers a great opportunity for social interaction. Such initiatives do much to tackle isolation and help older people to access services and facilities that they might not otherwise have been able to. Across Kent there are 35 volunteer car schemes, ranging in size from 2 to 50 volunteer drivers. Most schemes need more drivers or larger vehicles to meet demand. We should support the voluntary sector in providing services such as these, and help to expand them as far as possible. For example, by supplying vehicles that can be used to provide the service and adequate insurance.

Disabled Access

Only 17% of disabled people are born with a disability, therefore the majority of people develop a disability later on in life. Accessibility is therefore a key issue when considering the needs of older people. Of course this is a requirement under the Disability Discrimination Acts 1995 and 2005 - local authorities, shops, cafes and leisure centres have a duty not to discriminate against disabled people. Where physical features make it impossible or unreasonably difficult for disabled people to make use of a service, the service provider must either remove the feature or alter it so that the disabled person can make use of it. Examples might be ticket machines at stations, a step leading up to a shop or a toilet that isn't wide enough to manoeuvre a wheelchair into. Such changes are part of the physical infrastructure covered in Priority 1.

Transport providers such as those who run buses and trains are also required to ensure that they do not discriminate against disabled people. This could be by ensuring staff are trained in disability awareness, ensuring that new vehicles are made fully accessible, and

that existing vehicles are amended to ensure they are accessible for disabled people. Making a vehicle accessible means things like step free access, colour contrast within the vehicle and audible/visual information systems. These facilities can assist many older people who might not be registered disabled but nonetheless have restricted mobility or sight and hearing difficulties. Whilst work is already underway to improve disabled access by transport providers, people felt it should be given a higher priority than it currently has.

Information

As for most priorities within this Strategy, providing better information is key to improving use of transport and increasing accessibility. Within the consultations, older people felt that better access to bus timetables was needed. It was also suggested that timetables should show where disabled bus access is available to make it easier for those with disabilities to travel. Many simply wanted to be better informed about what transport options are available to them.

Key strategic targets:

We will improve transport and accessibility by:

- Increasing transport options, including services for those who are disabled or live in rural areas
- Making people more aware of the transport options already available to them

Priority 3: To enable people to lead healthier lives and have better access to healthcare.

To 'live later life to the full', it is vital that people of all ages take action to keep fit and healthy as far as possible. Health is crucial to people's quality of life and without it participation and engagement in society can be inhibited. Keeping fit requires active exercise which can become increasingly difficult to achieve as people get older. It is vital that barriers to accessing leisure facilities, such as transport and financial difficulties, are removed or minimised so that all older people have the ability to be active.

Good health

During the consultation, the majority of people commented on how important it was to have good health. Whilst some poor health cannot be avoided, there is a lot that individuals can do themselves to stay healthy. Health promotion was therefore seen as very important, as was access to healthy activities such as sports facilities, walking, dancing and so on. Few older people are actively engaged in sport and so initiatives are needed to encourage this. It was also seen as important to provide support and services for people that prevent further deterioration of existing conditions, and enable them to remain independent for longer.

Prevention

The drive to promote good health as a way to prevent avoidable ill health problems in later life needs to be a major priority. As they say, 'prevention is better than the cure'. We need to build upon and use the experiences of successful smoking cessation initiatives to begin tackling other issues such as obesity and diabetes. People should be encouraged to take charge of their own health, going for regular check-ups and eating healthily. It is important that people understand that the things they do and choices they make can impact on their ability to live a full later life. Particularly in youth, people feel that they are invincible. It is vital that we educate people to take good care of themselves and make sure that they are aware of the consequences if they do not. This is not just about younger people, though. For those who have unhealthy lifestyles, it is never too late to get fitter. Improving diet and exercise, stopping drinking too much, and stopping smoking will have a positive impact at any age. There are many health and lifestyle benefits of physical activity for older people. People with an active lifestyle feel healthier and have an improved sense of wellbeing. Physical activity also reduces the risk of heart disease, stroke diabetes and high blood pressure. Staying mentally active is also vital to help prevent the onset of mental health problems.

Maintaining health and Independence

As far as possible, older people should be assisted in managing their health problems so that they are able to remain in their own homes and communities for as long as possible. It is vital that we develop services in the community and at home to enable this to happen and to assist early discharge back home for those that are admitted to hospital or care. We also need to ensure that those people who do have long term conditions are prevented from being admitted to hospital or residential care unnecessarily. For example, harnessing the benefits of new technology to support people in their homes is increasing through such schemes as Tele-health and Tele-care. Priority 5 goes into more detail on this.

Healthcare Improvement

The Kent Public Health Strategy sets out priorities for improving public health and the Annual Public Health Report has a specific chapter relating to older people, with priorities for action. Older people living in the poorer areas of Kent may suffer from significant inequalities in health that require targeted actions to address. In the consultation, people felt that there should be better integrated health and social care with more of a 'seamless' service. Better communication between KCC, NHS, District and Borough Councils and other agencies is needed to make this a reality.

One of the key targets in Kent's Public Health Strategy is 'more adults living healthier lives and preventing more disease'. A key principle for caring for frail older people is timely intervention. This will be achieved through 'joined up care', allowing early identification of problems, and early treatment. This will prevent crisis and avoid emergency hospital admissions. Helping people achieve good health is the responsibility of the whole community. It is vital that different agencies work in partnership with one another if good quality integrated services are to be provided.

Key strategic targets;

We will enable people to live healthier lives and have better access to healthcare by;

- Focussing on the prevention of health problems
- Enabling older residents to participate in regular exercise and live an active life
- Developing better integrated health and social care services
- Addressing health inequalities for older people
- Assisting people to manage their own health and independence in order to keep living in the community for a long as possible

What is already being done to...

....enable people to lead healthier lives and have better access to healthcare

Brighter Futures Group & INVOKE



The **Brighter Futures Group** is a partnership between KCC, Primary Care Trusts, and voluntary and community organisations. It aims to increase the independence of older people, by supporting people aged 75 and over who are living in poor housing and on a low income. By providing a range of community services, mainly delivered by volunteers, the programme helps people stay independent in the community and reduces avoidable admissions into hospitals and care homes. As some of the projects have evolved,

they have expanded to include internet cafes, exercise classes and healthy lifestyle sessions. The programme runs in the Ashford, Maidstone, Tunbridge Wells, Tonbridge & Malling and Sevenoaks areas.

INVOKE is a project running in East Kent that is designed to give older people independence through the delivery of local services to the community and increasing choice and control. It supports older people in their own homes by increasing community services and aims to reduce the number of emergency hospital admissions. The three services provided are Community Matron Support Workers, Community Information and Liaison Assistants and Care Navigators.

Fit as a Fiddle

Fit as a fiddle is a major new programme funded by the Big Lottery Fund and delivered by Age Concern and its partners. It aims to make a difference to older people's health and wellbeing, by encouraging them to take more physical exercise and eat the right kinds of foods. Fit as a fiddle will help older people to access safe physical activity sessions designed to meet their needs. The programme provides a wide range of activities including nutritional advice targeted at older people to encourage them to eat a varied, balanced diet, community based initiatives to reduce isolation and social support for older people who have, or are at risk of developing mental health problems.



Most of the projects being developed will focus on engaging older people in activities that are fun and where they have the opportunity for social interaction. Many of the projects will be developed using trained older volunteers. Older people will be enhancing their cooking skills, doing yoga, line dancing, gardening, doing seated exercises, socialising with others and doing everything to enable them to be 'fit as fiddles!'.

The GRAND - Gravesham

The GRAND Project was set up in 2001 through a joint funded initiative that included the Health Action Gravesham Regeneration Partnership and the New Opportunities Fund (now known as the Big Lottery Fund). The project is based upon listening to what people want and developing and delivering health related programmes that meet these needs.

There are a number of services provide by the GRAND project, both in the community and at the GR@ND, a town-centre cyber-café. The GR@ND provides service such as;



- Fast public access to the Internet (free in many cases).
- Guided Internet access for people wanting to learn about how to get information from the World Wide Web.
- A healthy food café.
- A meeting space for community groups to use.
- Special programmes and activities for young people.
- Advice and information on a wide range of health issues for everyone

The GR@ND centre also delivers a Silver Surfers programme, which over 700 older people have attended since 2002.



The GRAND project supports other community-based activities for older people across Gravesham including weekly activity and exercise sessions for those in residential or sheltered accommodation. In addition, it also supports activities that help people identify how they can improve their health, including community cooking sessions to improve diet and nutrition and smoking cessation programmes.

Priority 4: To support people's citizenship, learning and participation in community life.

Learning is an essential part of adapting to the challenges that life brings at different stages. People need excellent information to enable them to stay healthy, be involved in community life and get the support they need. New technology can provide opportunities to increase information and awareness, but can also pose difficulties for those who struggle to keep up with the pace of new developments. To make sure older people are engaged in community life, it is vital they are aware of the opportunities available and that they are able to participate in lifelong learning.

"The internet is becoming the town square for the global village of tomorrow" Bill Gates

Volunteering

Within Kent, a large number of older people are volunteers or care for people who need support. Voluntary work is important in its own right, providing community support and activities that would otherwise be unaffordable as well as enabling knowledge, experience and expertise to be put to good use. Older people often provide unpaid care, and Priority 5 includes consideration of carers' needs. Unpaid care may involve looking after a spouse, family member or friend but can also be providing childcare for grandchildren. It is estimated that 60% of childcare across the country is provided by grandparents, saving the UK economy £4bn per year. In total, unpaid contributions in the form of both caring and volunteering are worth £24bn nationally. There are also benefits for the volunteers in terms of the "feel good" factor from contributing to community life, which brings good self-esteem and mental wellbeing. People should be encouraged to get involved in voluntary or community activity where possible, and it is vital there is a strategic relationship between the public and voluntary sector to achieve this.

In Kent we are fortunate to have a thriving voluntary and community sector. Central government and local public services alike see the need to expand and enhance the voluntary and community sector. Voluntary agencies were keen to emphasise that a strategic approach is needed to ensure their sustainability and to enable them to maintain their ethos, which is distinct from that of the public sector. Considerable action is already underway, reflected by the fact that the current Local Area Agreement includes a target to increase volunteering, and by the establishment of the Kent-wide Voluntary Sector Compact which sets out the relationship between the public and voluntary sectors in Kent.

Employment

Increasingly, people are electing to carry on in paid work, sometimes on a part-time basis, beyond the traditional retirement age, and Government has introduced legislative changes to encourage this over time. The demographic changes mean that it is in our interests as a society for people to work for longer. Older workers may need upskilling and retraining, particularly in new technologies, but they bring continuity, knowledge and perspective to the workplace and can be invaluable mentors to younger staff members. Whilst the element of choice needs to remain for those people who are eager to retire, we will work with Kent employers across all sectors to identify any specific actions needed to increase employment of older people. This includes looking at flexible retirement options, such as a

gradual reduction in hours in a way that does not affect pensions, particularly for those on final salary pension schemes. We also need to be better at managing the transition from full time employment into retirement. Many people still wish to contribute to both the economy and society after they retire; we should make it easier for people to volunteer or embark on a second career.

Citizenship

It is vitally important that people are involved in their local communities and are engaged in matters that affect them. This involves not just inclusion in community activity but also greater advocacy and influence over policy-making. To some extent people do already have a voice through pensioners' forums and similar groups. However, the links between these forums and the policymakers themselves need to be formalised. There also needs to be coverage across all of Kent, and this is now happening. Within communities, older people should be supported to develop the activities they themselves want. The Smarden Good Neighbours scheme and Aylesham Neighbourhood Project are excellent examples of community-led action that has widespread benefits and there are many other such projects taking place across the county. We should facilitate other local communities to adopt similar actions, and find new models to suit different kinds of communities.

Learning

In the consultation, people were keen to embrace life-long learning and often for learning's sake alone. There is a key link between staying mentally active and reducing the risk of mental illnesses. However, many older people have very few formal qualifications and some lack the confidence to seek education later in life. Enrolment in adult education courses should be, and is, actively encouraged. The University of the Third Age is also a great opportunity for Older People, allowing those no longer in paid employment to share their knowledge, experience and skills with other members. Self managed learning should also be encouraged through local community groups. This can help people develop life skills including money and financial management that will help them prepare for a secure later life. Conversely, older people often have a wealth of knowledge and experience that they are able to share with others. This sharing of expertise should also be inter-generational to allow older and younger people to interact. This can have many spill-over benefits including greater respect between age groups. For the older people themselves, much can be learnt, with younger people teaching skills such as use of the internet and technology (for example, digital photography) in return.

Innovations

The pace at which new ideas and technologies develop gets faster all the time. Some people in the consultations were anxious about new technology and felt left behind and excluded. A lot of people did not have internet access, and this is something we must address. Broadband is expensive for people on limited, fixed incomes and we must explore how it can be made more affordable for those who could most benefit. In terms of learning how to use computers, there are courses specifically targeted at older people but perhaps even more are needed. This is a potential virtuous circle because the more confident older people become with new technology, the easier it is for them to access information, support and social interaction, producing a positive impact on their health and wellbeing. Webcams, telecare and telehealth are not a complete substitute for personal

contact, but can be a tremendous supplement to it, enabling people to have virtual face-to-face contact with relatives, friends and professionals on a regular basis and as needed. Kent TV is another great source of information. A focus on the provision of access to new technology as well as the ability to use it would therefore have numerous spill-over benefits.

Key strategic targets:

We will support people's citizenship, learning and participation in community life by;

- Encouraging people's participation and inclusion in community activity, raising social capital
- Ensuring people are able to exert their influence over policy making
- Enabling people to have the opportunity and ability to participate in life-long learning
- Making sure older people in Kent have employment opportunities if they want them.
- Encouraging people to take part in voluntary activity
- Helping people have access to new technology as well as the ability to use it

What is already being done to.....

....support people's citizenship, learning and participation in community life

The Smarden Good Neighbour Scheme

The Smarden Good Neighbour Scheme is designed to support older people in the village of Smarden. It helps older members of the community to remain in their own homes and overcome the transport difficulties of rural isolation. The scheme provides;



- A volunteer car scheme to enable older people to get to the doctor, dentist and shops
- A 'Meals on Wheels' service from the village school and local pub
- Information on a range of services and facilities from health to social services in a 'red folder' available from the Post Office

Smarden is the 9th most isolated Parish in Kent with limited transport links. Previously many senior citizens had been forced to leave Smarden; however, the Good Neighbour Scheme is allowing many older residents to stay in their own homes. The Meals on Wheels service alone has enabled at least five people to stay in their own home when recovering from operations or growing frail and up to sixteen meals are delivered each day by volunteers. The scheme is not means tested as the service provides daily personal contact for older citizens who may be lonely or depressed.



The scheme also provides an Afternoon Club for people aged 50 and over. It offers activities, services and guest speakers and provides a channel through which residents can be consulted on developments within the village. The scheme focuses on involving older people in village life. Many use the IT Centre to develop new skills and the local school invites members of the Afternoon Club to join children for Christmas lunch.

Smarden was awarded first prize in the National Association of Local Council's Community Empowerment Awards Older People section in 2007 for the Good Neighbour Scheme and was judged Kent Village of the Year 2007-2008.

The Aylesham Neighbourhood Project

The Aylesham Neighbourhood Project was established in 1997 as part of work to regenerate the former coalfield communities of East Kent. The project provides a wide range of services and support for the local community and is managed by local residents. It is an excellent example of a community led scheme that enables all members of the community to participate in community life.



As part of the project, the community has reclaimed and transformed the derelict school into a sustainable social enterprise including workspace and training facilities. The project also offers a valuable neighbourhood programme to support families through improving childcare, family support and adult education

Some of the services provided by the project include;

- **The Relativity Project**

This project aims to engage families from the Aylesham community in a variety of fun and creative activities. There is an emphasis on the enjoyment of shared learning and providing 'quality time' together to broaden skills and provide opportunities for all family members to be involved. The learning activities encourage children, parents, grandparents, carers, uncles and aunts to come together to engage in innovative activities and workshops

- **Café on the Square**

The Café provides a pleasant environment in which to meet with friends

- **Counselling**

The counselling service is subsidised for those on benefits or a low income, and appointments with childcare are available for parents with young children

- **Children's Centres**

- **Room Hire**

- **Young Chefs**

This scheme aims to get children interested in cooking, trying new foods and learning new skills

More information on the Aylesham Neighbourhood project can be found at;
www.aylesham-np.org.uk

CASE STUDY: Time2Give, Kent Libraries and Archives

Time2Give is an exciting volunteering programme managed by Community Service Volunteers (CSV) for Kent Libraries and Archives. It offers enjoyable and worthwhile volunteering opportunities across the county's libraries. Some of the more popular activities for Time2Give volunteers include;

- Computer buddies – helping customers who are using library based computers
- Researching, collating and indexing local studies resources
- Helping staff with activities to encourage family use of libraries like rhyme-time or study help.
- Assisting with functions and events including publicity and displays, or helping out in a practical way, such as the library garden
- Helping people across the community access library services, taking services into the community, such as delivering books to customers who are homebound.

There are a vast number of examples of brilliant individuals who give up their time to volunteer within the county's libraries. One of these is highlighted below;

Time2Give Volunteer – Carol Johnson



Carol Johnson (centre) was Kent Libraries and Archive's Volunteer of the Year in 2008. A Baby Rhyme Time host at Ashford Library since 2005, she also helps with a wide variety of other library activities. Carol came to volunteering as part of her recovery following a stroke. Getting involved in a community activity was important to keep in touch with people.

"I get a tremendous buzz helping with Baby Rhyme Time. I enjoy the singing and the actions have health benefits for me too. Actions help me move my weaker arm, so it is good exercise for me singing 'Dingle Dangle Scarecrow' and the 'Grand Old Duke of York.'"

Ashford's Customer Services Officer Angie Van Zeller highlighted the benefits to the library and its customers. "Carol's contribution is exceptional. She is a lovely individual, reliable, steadfast and friendly.

She is always cheerful and helpful and knows the public she helps very well. She chats easily with parents, carers and children. She is brilliant!"

Priority 5: To ensure those people who need support to live independently have choice, control and good quality care

People want to retain their independence for as long as possible, and need the community to support them in doing so. This is the major objective in 'Active Lives', KCC's ten year vision for adult social care, supported by the District and Borough Councils, Health, Police and Fire and Rescue Services, which sets out a number of commitments for public services to deliver.

"The aim is to empower people to identify, choose and control the support or care they need to live life as they want." Active Lives

Although this Strategy emphasises the positive aspects of the ageing population, there is no getting away from the fact that the demographic changes will result in more people with long-term conditions such as dementia, arthritis, cardio-vascular problems, or who have had strokes. Medical advances mean that people with some kinds of learning disabilities who in previous generations would have died young are now living long lives, so we are starting to see more older people with learning disabilities such as dementia, for example. We therefore need to plan to support more people with long-term conditions or disabilities in Kent, and much is happening on this front, underpinned by Kent's Joint Strategic Needs Assessment for Adults. It is also critically important to ensure that vulnerable older people are protected from abuse and neglect. Whilst the statutory services have a responsibility here, the community as a whole also has a role to play.

Person-centred approach

Increasingly people have moved away from the 'one size fits all' model of service delivery. Today people rightly expect services to be flexible and targeted at their individual needs rather than expecting people to fit around the service. Over time this is becoming more of a reality through such mechanisms as:

- Direct control of resources – direct payments and individualised budgets
- Involving people directly in the planning and development of future services
- Planning support in a way which focuses on the needs of people

The challenge is to enable the person-centred approach to become universal, and to be applied across different agencies.

Reduce isolation

The demographic projections for the future strongly indicate that there will be a far greater percentage of people living alone in Kent in later life than there has ever been in the past, and it is particularly important for people living alone to be involved in the local community. There is plenty of evidence to show that social isolation leads to poor mental health, physical deterioration and generally a poorer quality of life and prognosis for the future. People have a fundamental need to be engaged in society. It is important to look at what action can and should be taken to reduce social isolation. This is not just the responsibility of KCC and its partners; it is also a community responsibility.

There is a need for more attractive housing options for older people across all types of tenure, which better meet their needs and reduce social isolation (as covered in Priority 1). It is vital that we support people to live in their own homes, but there are ways of doing this that will allow the individual greater independence. For example, helping an older person find a ground floor flat or bungalow with easy access rather than having stairs to climb.

Choice and Control

Having independence is about having choice and control. This also includes having access to 'joined' up information so that informed decisions can be made. People making use of services want to see a seamless provision. Often they are not concerned with who provides the service, but rather the quality of service they receive. It is vital therefore that KCC, its partners, District and Borough Councils, and the voluntary sector all work together to provide consistency in service and care.

It is also crucial to involve older people directly in the planning and development of future services through consultations and older people's forums, and this is happening more and more extensively. For many older people, a number of barriers exist that impair their quality of life. This can range from a simple lack of information through to disability or lack of support. It is vital that we work to remove any barriers that exist and help older people to help themselves. There will be a number of older people that do not want to have control over their own social care. Their choice would be to have KCC arrange things on their behalf. What is vital is that individuals are allowed this choice and therefore feel that they have control over matters affecting their lives.

Although in the consultation people agreed strongly with the principle of choice and control, there were very real fears about how this was being offered in practice in relation to social care. People were nervous that Kent Adult Social Services would relinquish responsibility and expect individuals to sort everything out themselves, which was not generally what older people wanted (and is not what is happening – people can choose for Kent Adult Social Services to organise things on their behalf). There were also concerns about the effectiveness of contract monitoring of service providers, and about service quality in some cases. Although Kent has operated for many years with a "mixed economy" of social care provision (i.e. mostly contracted out to private and voluntary providers, with only around 15% of the social care budget spent on local authority services), some people were still uncomfortable with private sector provision, feeling that it is not right to make a profit out of social care. "Active Lives" clearly sets a direction which strengthens the mixed economy, particularly in relation to the voluntary sector but also the private sector, because it should not matter who provides the service as long as the quality and value for money is good, and there are excellent private providers. There is clearly a need to communicate better the underpinning rationale for the way in which social care provision is evolving in Kent, and constantly ensure that people's anxieties about future changes do not come to pass.

Information

Access to information was discussed as a key priority at all the workshops. People said that they do not know how to find information about services, facilities or support at the point they need it. This is disappointing, given the effort that has gone into improved

information provision. It is important that we enable people to be well informed without bombarding them with information when they do not need it, and much work has already been done but people did not seem to know about it. For example, Kent's Library Service is now so much broader than simply book lending. The "Ask a Kent Librarian" scheme is fantastic and could be more widely used. All static Kent Libraries have free internet access so people without their own computer can access the web from their library. It was suggested that information should be located at places where people regularly visit, for example GP surgeries and supermarkets. As more new Gateways open, based in retail centres where people frequently visit, they will be a valuable source of information. Kent TV also has a wealth of information for those who have access to the internet. Many parts of Kent also have booklets or guides full of useful contacts and information. Because access to information came out as such a high priority in the consultation, it is vital that the strategy seeks ways to improve this in all areas of service provision. Each of the Priorities in this Policy Framework in some way reflect the need to improve information on what services are provided and how people can access them. As a broader initiative, an Older People's Handbook will be produced to highlight what help and support is already available to older people.

Better support for carers

At some point, in most people's lives, there will be a need to either give or receive care. Caring is something that touches all of us, and while most people would not deem themselves 'carers' in a formal sense, it is vital that we offer support to those who provide this essential role. The majority of community care is undertaken by carers who are relatives, friends or neighbours of the person in need. Many of these individuals will need to both work and care. It is important that carers gain the support of employers to give them the flexibility they need in order to provide care, and that we ensure carers are able to have a life apart from caring.

According to the 2001 census, there are already 127,848 carers in Kent, representing 12.6% of the population. As the population ages, this percentage will increase significantly, particularly given the focus on supporting people to live in their own homes for as long as possible. Many of the carers will be older people themselves, caring for partners, but some will be younger – children or even grandchildren. In view of this, Kent Adult Social Services and NHS are working together to develop a Kent Adult Carers Strategy which will ensure that there is multi-agency commitment and action to meet the needs of carers, including Young Carers.

End of Life Care

This Policy Framework has emphasised that people are living longer, healthier lives. However, most people do need a great deal of medical and social care at the very end of their lives. With end of life care, as with other forms of support, it is essential that people are given choice about where they would like to live and die. The Government published an End of Life Care Strategy in July 2008, and we are working to implement this in Kent.

Key strategic targets

We will ensure those people who need support to live independently have choice, control and good quality care by:

- Ensuring service provision is based upon a person-centred approach
- Working to remove the barriers that can impair the quality of people's lives
- Making sure individuals have access to 'joined up' information when they need it
- Supporting carers in having a life apart from caring

What is already being done to...

...ensure those people who need support to live independently have choice, control and good quality care

Online Self Assessment

Kent Adult Social Services has developed a software platform that enables assessments for social care to be carried out online via the KCC website.

This service allows people to complete an assessment of their needs and find out immediately if they may be eligible for support. It is aimed at adults who are finding it difficult to manage everyday activities or for people who care for someone on a regular basis and want to find out what support KCC can provide for them as a carer.



This forms part of the 'Active Lives for Adults' programme that will help KASS change the way services are provided, placing greater choice and control in the hands of the people that use them.

Kent Card

The Kent card is an innovative new payment method from KCC, which enables service users to have greater control over their own lives and make their own lifestyle choices.



Service users are offered cash, known as a direct payment, as an alternative to having services provided for them. This allows them to determine for themselves when they get assistance, how and from whom. The Kent Card allows payments to be paid directly to individuals without the need for a bank account or complicated record keeping. The card comes pre-loaded with the amount agreed to meet the service users need. Any additional top-up funding can also be loaded onto the card by the service user. The Kent card gives service users

choice and control over the services they receive. It also gives them flexibility when they need support at short notice as it allows them to arrange alternative agencies independently of Kent Adult Social Services.

Priority 6: To encourage people to plan for a secure later life.

Preparing for later life needs to be a lifetime quest. However, it becomes particularly important for people in their middle years, or beyond, to plan for their future if they have not already started to do so.

“It’s never too late to take charge of your finances - even if you’re in your 50s, and even if you’ve never got your head round them before. The older you are, the more important it is to start planning. And if you take action now, you’ll be well set up for the long life ahead of you” Help the Aged, 2008

Financial Security

A key consideration in planning for the future is financial security. Economic well-being was a major concern within the consultation groups despite the proportion of pensioners in poverty having fallen. Many thought there should be greater support and assistance to help them manage their finances. Others thought that there was not enough information on how to collect benefits to which they are entitled or services from which they can benefit. Fuel poverty, defined as a household in which greater than 10% of income is spent on warmth, is also a particular issue for many older people. There will always be people who do not earn enough to save or pay into a pension, and who will be reliant upon the State Pension. In the consultation, people felt strongly that the level of the State Pension needs to be sufficient to enable people to have a reasonable quality of life.

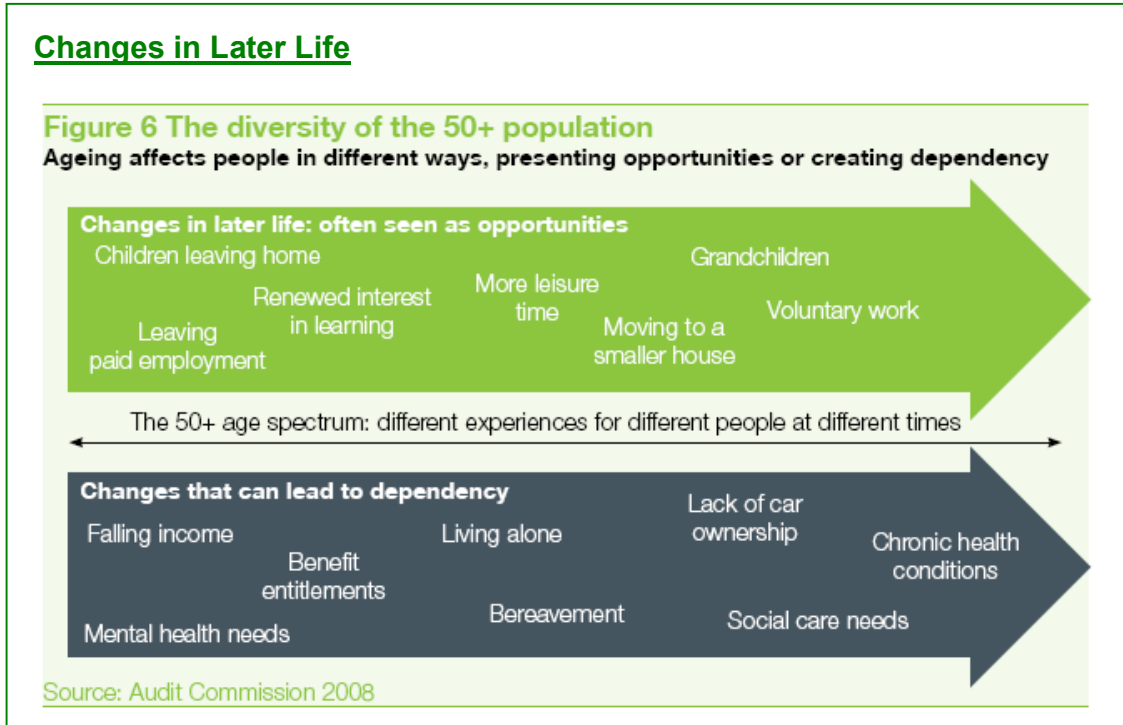
Information and advice

A big issue emerging from the consultation was that some people do not know how to plan for financial security, and often leave it too late. They felt they needed more advice and support to plan for later life. This Policy Framework aims to encourage this forward planning. Through the provision of better quality information and advice as well as improving access to it, people will be better informed to make financial decisions. It is also important that we encourage people to start planning for their later life much earlier. We should help people understand the importance of entering a pension scheme or making sure they make financial preparations for when they retire. The increase in the number of Gateways will increase people’s ability to access joined up information, as will the Access Kent Project. Kent TV is another good information source and covers a variety of topics that can help people prepare for later life.

Preparing for Change

There are a number of significant changes that happen in people’s lives as they enter retirement and beyond. These changes can often be confusing and difficult. Some of the changes are beneficial, for example, increased leisure time and having grandchildren. However, some changes will be negative. Most older people will face bereavement, and there can be losses associated with leaving paid employment. Some changes can lead to increased dependency, such as living alone and ill health. The diagram, below, produced by the Audit Commission highlights the key ways that ageing can affect people. For some, ageing will be a pleasant experience most of the time, but age does bring challenges for everyone and some people have particularly difficult circumstances to cope with. Different people will age at different times and at different rates. The Older People’s handbook will

seek to signpost people to help and advice that can guide them through the various stages of their later life.



Key strategic targets

We will encourage people to plan for a secure later life by:

- Making people in Kent more aware of the services and support available including access to financial information and advice.
- Reducing fuel poverty by increasing the take-up of energy saving initiatives and increasing awareness of affordable warmth.
- Improving the economic well-being of older people within Kent

What is already being done to...

... Make people in Kent more aware of the services and support available, including access to financial information and advice.

Gateways

The concept of Gateways is to provide 'council and community services under one roof'. Gateways offer a convenient public service point and are based in modern retail settings. Residents are able to physically access frontline customer advisors from a wide range of public services including KCC, borough and district councils, Kent Police, the voluntary sector and Health. Gateways unite services under a neutral brand, removing the confusion that having lots of public service organisations can bring, and are designed to meet the needs of the whole community.



Each Gateway offers the latest innovative technologies and a wide range of services, including;

- information and self help, including free internet, service directory, payment kiosk
- routine advice and transactions, including bus passes, refuse, parking, licensing
- surgeries by agencies such as Hi Kent, Connexions, NHS and registrars
- cross agency services, including council tax, benefits, planning, housing, library, adult education and occupational therapy

There are plans to extend services to include private sector partners such as pharmacies, to support the public health agenda. The focus is on shaping services to fit around customer need, providing face to face contact and joining up services.

"Gateway is about creating a better experience for people and improving their quality of life by joining public services and making them more accessible in a friendly and attractive way." Peter Gilroy, KCC Chief Executive



There are currently Gateways in Thanet, Maidstone, Tenterden, Ashford and Tunbridge Wells, along with a Mobile Gateway that operates from Ashford. A number of these Gateways incorporate library services and the Tenterden Gateway includes the local post office.

Gateways are an invaluable way for people to directly access services and to seek information on services and benefits to which they are entitled. The expansion and promotion of these will be key to ensuring older people have improved access to services.

Priority 7: To promote a positive image of later life and dignity and respect for older people.

In the consultations many people raised the fact that old age is so often perceived very negatively. It was felt that too often older people are seen as a 'burden on society' particularly due to the changing demographics and the increasing pressures on services. It is crucial that this negative image is dispelled and a more balanced, realistic picture of older people is promoted. Taking positive actions to address this priority is harder than for the other priorities because of the "soft" nature of the issues concerned. However, these issues came out strongly in the consultations and it is important to discuss them even if the solutions are not straightforward.

"The way older people are perceived needs to be altered so that they are seen not only as users of community services, but also as providers" Kent Resident

Valuing Later life

In the media, all too often old people are either invisible and overlooked, or portrayed negatively. Whilst old age can indeed bring disability, poverty and isolation, the balance needs to shift. Older people contribute a vast amount to the communities in Kent, indeed, most volunteering and unpaid caring is carried out by older people. Many people felt that in Kent we do not make the most of the wealth of experience and knowledge available amongst older people.

Respect

Respect is a two-way process; people should have respect for each other and in this way will gain respect for themselves. Older people recognised that they needed to respect young people, but also felt that there was a lack of respect towards older people as a group. Part of respect is treating people as individuals, not a homogenous group, and this is an inherent part of treating people with dignity.

Towards a more caring and compassionate society

People need companionship and friendship, and communities need to tackle social isolation which can affect all age groups, but particularly very old people. People need to be educated to look out for each other. They also need to be educated about ageing – if younger people had a better understanding of ageing perhaps they would be more tolerant, considerate and respectful of older people.

Key strategic targets;

We will promote a positive image of later life and dignity and respect for older people by:

- Promoting the value of later life and changing attitudes towards older members of society
- Encouraging inter-generational activities and community cohesion

What is already being done to...

.... *promote a positive image of later life and dignity and respect for older people*

Sing United!



An established partnership with Kent County Council (KCC) has enabled another year of intergenerational arts projects that connect older people with younger members of their community. The projects, collectively entitled 'SingUnited', use a range of creative arts as a catalyst for meaningful and sustainable community engagement. SingUnited 2008 provided nine projects, involving over 200 primary and secondary aged children and more than 120 older people. The projects culminated in a exhibition and performing arts Festival.

Projects included:

- A textile curtain of over 100 hand painted panels each illustrating an element of healthy living, produced by children at Kingsdown Primary School and Sir Roger Manwood's School in collaboration with Kingsdown Women's Institute.
- In 'Colours of the Rainbow', children from Eastry Primary School and adult members of Canterbury's Rainbow Centre produced thirty beautifully composed poems and prose pieces which were musically and photographically illustrated.
- Children from Sandwich Primary School joined members of Deal Centre for Retired in drama workshops to write, produce and act in their own play, 'The Wedding'.
- Community members in Lydden, near Dover, and children from the local primary school produced a musical play centred entirely on the real-life experiences of older members of the community.
- Members of a number of dance clubs in Dover, Deal and Sandwich joined forces with children at Whitfield and Aspen Primary School for two events, 'Tea-time and Song', in which the children provided home-made sandwiches and cakes to accompany an afternoon of shared singing, and DanceUnited, in which children and adult dancers socialised, swapped dancing experiences and shared afternoon tea.

SingUnited 2009 is currently gathering pace with two dance projects connecting older and younger people, a music remix project involving the Deal Centre for the Retired choir and students from Castle Community College, a Tai Chi project and connected ambient music-writing music project for people with enduring mental health problems and children from local primary and secondary schools. A partnership with Kent County Council's Extended Schools, the Creative Foundation, Folkestone and Youth Music has enabled a new project, which is due to start in Shepway later this year.



For more information about this year's SingUnited or schools training programmes, please contact Trish at musicdotcircus@care2.com or telephone 07790 263762.

What is already being done to...

.... *promote a positive image of later life and dignity and respect for older people*

Skills Swap

Health and Social Care students from the Marsh Academy together with the Shepway Extended Schools Team and volunteers from the Marsh Youth Support Network Group have been working together to develop a project which will integrate young people with the local retired community of the Romney Marsh, with an aim to set up a Skills Swapping Club.

On the 31st March local retired residents from across the Marsh were collected by minibus and welcomed into the School by the students to see how they can develop this idea further and discuss skills they feel they could learn from one another. As part of the morning the students and their guests watched a theatre performance on bogus callers and the impact this can have on people's lives. A representative from the local Police Neighbourhood Watch Team also joined us to answer any concerns raised about bogus callers and staying safe.



After the production the students and their retired guests exchanged stories and discussed skills. The students also gave demonstrations on the Wii and Wii fit, with many of the retired guests joining in and having a go for the first time. From their discussions, the following opportunities for inter-generational activity were identified:



- Computer Skills
- Knitting
- Lunch Club/Afternoon Tea
- Arts and Crafts/Card Making
- Tai Chi
- Cooking
- Playing Cards/Board Games
- Wii
- Drama Productions
- Reminiscing
- Film Club

From this event the Extended Schools team and the Marsh Academy will be working together to develop these ideas further and put them into practice.

Have your say

Do you agree or disagree with the priorities and strategic targets set out in this Strategy, or have further comments to make? Do you want to contribute to the development of the detailed action plan? If so, please contact Tim Woolmer on 01622 694027, **Tim.Woolmer@kent.gov.uk** or write to him at:

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Who are the Older People of Kent?

Government has suggested that older people's strategies should be targeted at those aged 50 and above because of the importance of planning for later life. However, in the consultation people felt that this was ridiculously young (it would encompass a third of the total Kent population) and the big challenges were generally faced by much older people. Also, chronological age is not very helpful in considering some of the issues as everyone's experience of old age is different and people vary hugely in their particular circumstances. So within this strategy we have done our best to avoid references to chronological age. However, if we are to provide statistical information about older people in Kent this does need to categorise people by age group.

....Some broad features of a diverse group

Below we set out some statistics drawn from 'The Older People of Kent'¹. Whilst some of the statistics may not apply to all, they help to build up a picture of who the older people in Kent are.

I. Demographics

In 2007 there were 508,200 people aged 50 and over in Kent, accounting for 36% of the total population. Within the next 20 years this 50+ population is forecast to increase by 30.7%, meaning that by 2026, people aged 50+ will represent 44% of the population.

The older population is growing at a much greater rate than the "traditional working age" population. In 2001 there were 3.1 people of working age for every person of state pension age. By 2026 this will have fallen to 2, unless (and we anticipate that this is what will happen in practice) more people in their 60s and 70s carry on with some level of paid work.

The group of those aged 50 and above can be sub-divided as below;

Age Group	Number	Percentage	Percentage by 2026
50-64	266,100	52.4%	45.9%
65-74	123,900	24.4%	25.4%
75-84	84,600	16.6%	20.1%
85+	33,700	6.6%	8.6%

¹ The Older People of Kent report can be found at <http://www.kent.gov.uk/publications/community-and-living/the-older-people-of-kent-report.htm>

By region, Thanet has the highest proportion of 75-80 year olds at 19.1%. It also has the highest proportion of those aged 85 and above, at 8%.

At the time of the 2001 Census, 1.3% of all of those aged 50+ were categorised as Black or Minority Ethnic (BME). However, there are pockets of higher concentration, for example in Gravesham 5.4% of residents aged 50+ are BME.

II. Health

Based upon data obtained from the 2001 Census, 49% of residents aged 50+ said they were in good health and 35% said they were in fairly good health. 16% said they were not in good health, which is better than the England and Wales average of 19%. Generally, health deteriorates with age, and 31.4% of those aged over 85 are not in good health compared to 11.9% of 50-64 year olds.

74.2% of those aged 85 and over identified themselves as having a limiting long-term illness, compared to 22.5% of 50-64 year olds. As the older population grows, the number of people with mental health problems such as dementia will also grow.

III. Housing

52% of people in Kent aged over 85 live in owner occupied accommodation. This compares to 78% of Kent's 50+ population, suggesting that the percentage will rise over time.

22.5% of those aged over 50 live alone. Thanet has the largest proportion (27%).

According to the 2001 census, 9% of those aged over 85 lived in accommodation with no central heating. This decreases to 6.5% for those over 50.

IV. Economic Activity

48% of 50-74 year olds are economically active and make up 27% of those who are economically active in Kent.

10% of 65-74 year olds continue to work.

18% of Kent's 60+ year olds are claiming some form of pension credit.

People aged 50+ account for approximately 1/3 of all people receiving carer's allowance.

V. Leisure and Learning

Those aged 50 and above account for 42.1% of those enrolled on a course provided by the Kent Adult Education Service in 2007/08. Only 11% of this group were aged over 85.

16% of active library users are aged 60 and above, 9% of these rely on the mobile library service. 60+ year olds account for 30.3% of all mobile library users.

Of those aged 85+ only 12% have access to the internet. 91% of people under 50 have access to the internet compared to 50% of those aged 50 and above.

93.2% of those aged 50+ who use the internet access it from home.

68% of 50+ year olds are inactive (zero days of 30 minutes moderate participation in last 4 weeks). 12.8% are regularly active (3 days a week of 30 minute moderate participation).

The top sporting activities for 50+ year olds are walking, swimming and golf.

VI. Transport

67.9% of people aged 85+ have no car compared to 9.5% of people aged 50-64.

13.4% of those aged 50+ in rural areas have no car compared to 24.5% in urban areas.

78.5% of people aged over 60 had a free bus pass up to Nov 2007, this equates to 260,000 bus passes. In April 2008, the local boundaries to travelling on a concessionary fare were removed, meaning over 60's could travel nationwide on their bus pass. This led to a further 21,569 residents of Kent applying for a bus pass between 01/04/08 and 20/06/2008.

VII. Communities

31.5% of 75+ year olds and 25% of those aged 65-74 said that their fear of crime has a moderate to high impact on their quality of life. This is lower than the proportion of 36% for all adults.

56% of 75+ and 51% of 65-74 year olds felt that the local police are doing a good/excellent job, compared to 53% for all adults.

Only 4% of 75+ and 10% of 65-74 year olds have a high perception of anti-social behaviour, compared to 16% for all adults.

Strategic Context

Vision for Kent (Kent Partnership, 2006)

Vision for Kent is the community strategy for the county. It sets the aims for all the key players working to improve the quality of life for everybody in Kent. The ageing population is identified as a priority within this document, as is promoting independence and engaging communities.

Towards 2010 (KCC, 2006)

Towards 2010 sets out how KCC plans to achieve its goals in 7 key areas. These are; increased prosperity for Kent through business growth and job creation; transformation in education; reduced traffic congestion; improved health and quality of life; quality homes in a well-managed environment; a safer Kent and continued improvements in services while keeping council tax down.

Kent Public Health Strategy (Partnership Document, 2007)

This strategy brings together the public health plans and activities of Primary Care Trusts and Local Authorities and is a joint commitment from them to the public, to improve the health of Kent residents. It clarifies what is meant by public health, explains why it is so important to address health inequalities and identifies the top priorities.

Kent Health Inequalities Action Plan (Partnership Document, 2008)

This details the many initiatives and activities being delivered by KCC and the District Councils of Kent to address Health Inequalities

Regeneration Framework (KCC 2009)

This consultation document sets out KCC's view of the strategic issues which face Kent in relation to economic development and business, skills, the demographic changes, transport, strategic planning of housing and infrastructure, and climate change.

Joint Older People's Commissioning Strategy for Health and Social Care in West Kent (2009 – 2013)

This is the first joint commissioning strategy for West Kent focused on older people. This sets out a vision and guiding principles for the next five years and aims to strengthen commissioning for health and well-being undertaken by Kent Adult Social Services and NHS West Kent.

Promoting Health and Active Living in Older Age in Eastern Coastal Kent (Eastern and Coastal Kent Primary Care Trust, March 2008)

This strategy seeks to inform and influence both the public and also public, private and voluntary organisations that contribute whether directly or indirectly, to the promotion and maintenance of healthy living for older people in East Kent.

Older People of Kent (KCC, 2008)

The Older People of Kent is a statistical document that presents some of the key features of the older population in Kent. It is designed as a tool to aid policymakers in designing policy for the future.

Active Lives, the 10 year vision for social care in Kent (KCC, 2007)

Active Lives sets out the KCC's aspirations for social care in Kent, looking forward to 2016. It reflects the direction of travel set out in the Government White Paper 'Our Health, Our Care, Our Say'.

Local Transport Plan (2006 – 2011) (KCC, 2006)

This is the second Local Transport Plan (LTP) for Kent. It sets out the transport vision for the County for 2025 as developed with partners and the community during the last eighteen months and, in the shorter term, the Plan sets out a strategy to take the County towards this vision. This LTP also explains how KCC intends to invest the money the Government has indicated will be available for the period from 2006 to 2011 and how extra resources from KCC and its partners will be added to this to maximise the value of the overall investment.

ASK - Accessibility Strategy in Kent (KCC, 2006-2011)

Improving accessibility is recognised as an important issue at national and local levels and is amongst the shared priority objectives for Kent. Accessibility planning is designed to deliver benefits for all residents, although an emphasis is given to groups in the community which are socially excluded and need help to improve access to key life opportunities.

Kent Supporting People Five Year Strategy 2005 – 2010

The Supporting People Programme aims to improve the quality of life for vulnerable people by enabling them to live more independent lives in their communities, or maintaining their capacity to do so. The Five Year Strategy sets out the aspirations for the future of Kent's Supporting People programme.

Cultural Development Strategy

This aims to reap the benefits that arts can deliver in creating places in which people choose to live and want to visit, in building a modern, knowledge based economy, and in enriching the quality of everyday life for individuals and communities across Kent.

Local Context

Ashford Housing, Care and Support Strategy (2004 – 2014)

Ashford Housing Strategy (2008 – 2011)

Canterbury Community Development Strategy (2008 – 2012)

Canterbury Housing Strategy (2010 – 2015)

Canterbury Corporate Plan (2008 – 2012)

Canterbury Strategy (a vision for 2030)

Dartford Housing Strategy (Available September 2009)

Dartford Older Person's Strategy (Available May 2009)

Gravesham Review of Social Housing Provision for Older People (September 2008)

Maidstone Housing Strategy (including Older People Supplement) (2005 – 2009)

Maidstone Sustainable Community Strategy (2009 – 2013)

Maidstone Homelessness Strategy (2008 – 2013)

Sevenoaks Sustainable Community Plan (2007 – 2010)

Sevenoaks Community Safety Strategy and Action Plan (2008 – 2011)

Tonbridge & Malling Sustainable Community Strategy (2006 – 2009)

Tunbridge Wells Sustainable Community Plan (2007-2011)

Tunbridge Wells Housing Strategy and sub-strategies (including Older People's Housing Strategy) (2006-2011)

Thanet Community Safety Partnership Plan (2008 – 2011)

Thanet District Council Housing Strategy (2006 – 2010)

Thanet Private Sector Housing Strategy (2007 – 2011)

Thanet District Council Travel Plan (2005 – 2011)

Background Papers

A Sure Start to Later Life (Dept Communities and Local Government, 2006)

Our Health, Our Care, Our Say (Dept Health, 2006)

Travel, Access and Older People – A review of local transport accessibility planning
(Help the Aged, 2006)

Lifetime Homes, Lifetime Neighbourhoods (Dept Communities and Local Government, 2008)

Global Age-friendly Cities: A Guide (World Health Organization, 2007)

‘Don’t Stop Me Now’ – Preparing for an Ageing Population (Audit Commission, 2008)

Voice – A Briefing Paper (Help the Aged & ILC, 2008)

Growing Old in a Changing Climate (Stockholm Environment Institute, 2008)

Travel, Access and Older People (Help the Aged, 2006)

Towards Lifetime Neighbourhoods (ILC, November 2007)

Nowhere to Go – Public Toilet Provision in the UK (Help the Aged, 2007)

Community Transport Provision in Rural Kent and Medway (Action with Communities in Rural Kent)

Glossary of Terms

Ask a Kent Librarian – This service allows you to have your questions answered by a specialist team, without having to visit your local library. The service promises to answer or acknowledge queries within 48 hours and operates directly by phone, fax, mail, web form and email 6 days a week.

Commissioning – This is the means by which best value is secured for local people, by specifying and procuring services to meet their aspirations and needs.

Extra Care Housing - This is housing to rent or to buy, designed with the needs of frailer older people in mind and with varying levels of care and support available on site. People who live in extra care housing have their own self contained homes, their own front doors and a legal right to occupy the property.

Gerontology - is the study of the social, psychological and biological aspects of ageing

Handyvan Service – The Handyvan is a home support service for older people. Handyvan fitters work to ensure that people's homes are safe and secure. They aim to reduce the risk of burglary by fitting security equipment such as door chains and viewers, window locks and installing safety features such as smoke and carbon monoxide detectors.

Home Improvement Agency – Home Improvement Agencies (HIAs) help older and vulnerable people to maintain their independence. Their focus is to help repair and adapt a client's home to meet their individual need, and may also provide a range of services to support this, depending on local needs and circumstances

Kent Partnership – The Kent Partnership is the countywide local strategic partnership that was formed in 2002 as a result of the Local Government Act 2000. It is made up of representatives from the private, public, voluntary and community sectors and oversees the Kent Agreement.

Lifetime Homes – A lifetime home is the incorporation of 16 design features that create a flexible template for accessible and adaptable housing.

Older People's Champion – The role of an older people's champion is to represent the voice of older people within an organisation. They should ensure that older people are involved in developing services and should challenge age discrimination where it exists.

University of the Third Age (U3A) – this is a learning cooperative for people no longer in full time employment. It consists of local U3As all over the UK, which are charities in their own right and are run entirely by volunteers. Between them, U3As offer the chance to study over 300 different subjects. A typical U3A has about 250 members but could be as small as 12 and as large as 2000. The U3A approach to learning is learning for pleasure.

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DRAFT ACTION PLAN FOR KENT'S POLICY FRAMEWORK FOR LATER LIFE 'LIVING LATER LIFE TO THE FULL'

June 2009



Mike Angell, KCC's Older People's Champion

This draft Action Plan sets out what KCC is already doing to help achieve the strategic priorities established within 'Living Later Life to the Full' – Kent's Policy Framework for Later Life. It is essentially a mapping exercise that captures what we are doing for older people at this snapshot in time. This process has been particularly important in raising awareness of the issues at stake and gathering evidence of the vast amounts of work we are doing to enable people to live later life as they would wish. In collecting these actions, and comparing them with those of our partner organisations, it has also been possible to evaluate where there may be gaps in addressing issues and what new actions need to be taken, collectively, in moving forwards. This draft action plan will be developed into a KCC Strategy for Later Life which will underpin the Kent Policy Framework and deliver the older people's workstream within KCC's Regeneration Framework.

This work demonstrates that KCC relies upon cross-directorate and indeed cross-agency working to address the issues important to Kent residents. Critically, though, this is about giving older residents a stronger voice in influencing strategic and local decision-making that impacts on their lives, and we will continue to work with them in developing and implementing future actions.

NB: Corporate Actions highlighted in **bold**.

KENT COUNTY COUNCIL

Priority 1 – To ensure communities are designed to be “age proof”, stronger, safer and sustainable

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>1A – Ensure all new developments are sustainable and age-proof</p>	<p>Influence new housing for older people through the planning process to aim to improve accessibility to transport/services.</p> <p>Aim to influence the implementation of a bespoke housing needs assessment for older people. Consider sheltered housing needs in negotiating provision of affordable housing.</p> <p>Provision of extra care Sheltered Housing Schemes specifically for older people to have alternative choice to residential care.</p> <p>Lifetime homes/Developer Contributions for Community Infrastructure and input to LDF process and community strategies. For all new housing developments Kent Adult Social Services (KASS) works with District Councils to promote the development of Lifetime homes and Wheelchair Accessible Housing. KASS also seek developer contributions to help provide facilities in the community that are fully accessible, e.g. Adult Changing Places.</p>	<p>KHS Richard Feasey</p> <p>Richard Feasey (Planning Policy team)</p> <p>2009 / 2010 David Weiss /</p> <p>Ongoing: East Kent: Maria Coates / Rocío Arias-Dumeige West Kent : Nicola McLeish (Sustainable Communities Project Officers)</p>	<p>PFI Orbit RSL</p> <p>Local Development Frameworks & Core strategies</p>	<p>Purpose built to provide accommodation to enable vulnerable older people to live in their own homes as an alternative to residential / nursing care.</p> <p>Ensure new housing is adaptable in accordance with Lifetime Home standards.</p> <p>Ensure there is involvement of older people in the planning of future community facilities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>In Partnership with Eastern and Coastal Kent PCT, KASS was successful in bidding for the Partnerships for Older People Project. Out of this has come the INVOKE (Independence through the Voluntary Action of Kent Elders) project. There are three significant strands to INVOKE; the care navigator service, Information and Liaison assistants and the Community Matron Support workers. The project is designed to give older people greater independence, enhance self-management through choice and control and reduce hospital admissions.</p> <p>INVOKE early intervention services support the location of information that is accessible to the community via selected 'community hubs' – areas that are established as accessible to the public. Provide a District specific Directory that enhances choice and control.</p> <p>Ensure that the Arts Development Unit services and operations are aligned with KCC's Equalities and Diversities policy.</p> <p>Support key capital projects, to ensure the creation of new facilities and networks that can support accessible arts programming and audience development.</p>	<p>Contracted to March 2010- Dawn Woodward -Project Manager</p> <p>Sally Staples, Kent Arts Development Unit (KADU)</p> <p>Gail Brown, KADU</p>	<p>Staff time</p> <p>Staff time</p>	<p>Person centred planning that supports early intervention services to people who fall outside set KASS Eligibility criteria as well as ongoing clients.</p>
1B - Develop existing communities to make sure that they are age friendly	<p>Collections of books and Audio Visual items delivered to residential and nursing homes, sheltered housing, day centres and hospitals. Poetry & Prose sessions for residents of the above are currently delivered by staff. Reading Group book boxes for Homes etc.</p>	<p>Sue Fordham, Open Access Manager</p>		<p>A volunteering role to deliver Poetry & Prose sessions is being considered. Longer term aim to offer Time2Give volunteering opportunities to manage collections and promote use in Homes.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Collections of materials for Reminiscence sessions.</p> <p>Local staff have made contact with some groups e.g. Maidstone, Stepping Out at Sevenoaks.</p> <p>Investment in voluntary and community sector to deliver range of preventative services; providing information, advice and guidance. Thanet Island Guide recently re-launched and West Kent Older Persons Handbook being developed.</p> <p>Voluntary & Community Sector financial support/Transforming Social Care Grant money for early intervention and prevention services. Voluntary action assisted shopping, Age Concern Malling lunch club, Age Concern Sevenoaks postural stability classes.</p> <p>Develop Kent's national and international position as an innovative and pioneering platform for festivals and combined arts. KADU is assisting key independent arts festivals to work as a cluster in East Kent to widen audiences at local, regional and national level. The cluster will ensure more groups in Kent interact with each other through the arts, paying particular attention to young and older segments. The cluster's outreach programme in 2009 will cross fertilise audiences to start formulating a tailor-made events programme in 2010.</p>	<p>Tricia Fincher, Service Development librarian (Health & Older People)</p> <p>2009 – 2010 KASS/PCTs/Districts</p> <p>Ongoing</p> <p>Gail Brown, Michael Sanchez, and Sarah Wren KADU</p>	<p>Base Budget - Grants</p> <p>Services funded by Direct Payments</p> <p>Staff time SEEDA cluster funding</p>	<p>Training in Reminiscence work for staff in Homes is being developed.</p> <p>Brighter Futures Group (BFG) is just starting so further opportunities to promote our services and develop partnerships with BFG groups.</p> <p>Increased community resources for older people.</p> <p>Increased community resources for older people to minimise social isolation.</p> <p>Enabling festivals to prosper by widening and increasing their consumer base. It is envisaged that hidden audiences like older groups will interact with other age groups throughout the programme. Festivals would aspire for older groups to be seen as pillars of local communities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>INVOKE - Community Action Network Group created to support increased understanding of existing community networks includes mapping of communities within each of the EK Districts.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p> <p>Pensioner Forums set up/being established (see outcome 4B for more details).</p>	<p>Ongoing - Dawn Woodward -Project Manager</p> <p>Sally Staples and Sarah Wren, KADU</p> <p>KASS supporting Age Concern on this.</p>	<p>Community Action Network Group-EK</p> <p>Staff time and KADU budget</p>	<p>Stronger voice for older people.</p>
<p>1C - Actively tackle housing disrepair and support older people in caring for their own homes.</p>	<p>Facilitate events such as Higham Community Day, publicising partners services including Kent Fire and Rescue Service, HandyPerson, Crime Prevention Bus, Police, PCSOs and Community Wardens.</p> <p>The Supporting People Programme is contributing £682,856 to Kent's Home Improvement Agencies, co-funded by Districts/Boroughs and Health. The Supporting People Programme is also contributing £447,572 towards HandyPerson services.</p> <p>The HandyVan service provides minor repairs and safety equipment to vulnerable people e.g. locks and smoke detectors, to ensure that people feel safe in their own home. Community Technicians provide minor equipment to people e.g. grab rails and raised toilet seats. They are also qualified assessors.</p>	<p>Sue Fordham / Christel Pobjee</p> <p>Kent Supporting People Claire Martin/Ute Vann</p> <p>Home Improvement Agencies/District Councils/Supporting People/KASS/PCTs</p>		<p>Use made of libraries and Home Library Service (HLS) volunteers (currently delivering sets of books to mainly older homebound people) to advertise/distribute relevant information.</p> <p>Sustainability of supporting people funding beyond the next Comprehensive spending review, and the introduction of area based grant from April 2010.</p> <p>Robust, viable services that can respond effectively to identified need.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Expand the reach and remit of HandyVan and promote the service in partnership with KASS, KFRS, Help the Aged and Local Authority Community Safety Units in areas where historically uptake of the service has been limited.</p> <p>A Successful pilot project in Thanet to enable professionals visiting older people to log identifiable repairs on multi-agency referral form and sent to central location for action.</p>	<p>Stuart Beaumont</p> <p>Lesley Clay/Tanya Wenham Thanet District Council/KASS/EKPCT</p>		<p>Pilot adopted in each District but will require level of funding to develop a central administrative hub.</p>
<p>1D - Older people will feel safe and secure within their own homes and community</p>	<p>Encourage consideration of community safety in the design and layout of older persons accommodation to ensure residents feel confident outside their home</p> <p>Facilitate events such as Higham Community Day, and Community Warden surgeries (e.g at Higham, Coldharbour, Riverview, Meopham, Staplehurst libraries etc).</p> <p>Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted.</p>	<p>Richard Feasey (Planning Policy Team)</p> <p>Sue Fordham / Christel Pobgee</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p>		<p>Attempt to reach more housebound older people and promote this service to anyone who spends significant time in their homes e.g. carers, people with disabilities or mental health problems that prevent them leaving home. Could partners help us reach these people to offer these services where appropriate?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Community Safety Strategy.</p> <p>Early warning email messaging system which alerts local communities to bogus trading practices. Target to increase the number of community organisations in Kent receiving alerts about the activities of rogue traders by 25% in 2009/10</p> <p>The Community Safety Training Unit runs events and trains people about Bogus Caller Distraction Burglary. When Kent Trading Standards receives information and the rogue trader is still on the premises, the Rapid Action Team responds immediately.</p> <p>Cold Calling Control Zones - These are now fairly well established across the county and we are currently supporting the expansion of schemes in Maidstone, Tunbridge Wells, Dover and Swale. The scheme is being relaunched in Gravesham and Dartford where at least two areas have been identified which will benefit from becoming Cold Calling Control Zones. Kent Trading Standards will continue to assist local partnerships establish Cold Calling Control Zones.</p> <p>Kent Trading Standards will continue to promote its good trader scheme, 'Buy With Confidence'.</p> <p>INVOKE –provision of local community information (Who can help me? information directory) that enables key services / contacts to be identified. Also available on website: www.kent.gov.uk/invoke</p>	<p>Stuart Beaumont / CFE part of delivery</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Ongoing Dawn Woodward -Project Manager</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen police presence in problem areas.</p> <p>‘Restorative Neighbourhoods’ address issues identified by the local community as their priority concerns (e.g. PaCT Priorities) by bringing victims, offenders and communities together to resolve problems before formal entry into the criminal justice system. Two pathfinder sites have been established in Shepway (Cheriton/ Morehall/Lydd and Hawkinge) and Maidstone (Shepway/Staplehurst and East) which will last for 12 months and has full backing from the districts/borough councils and CDRPs.</p> <p>The Community Warden service will be providing information to the public via their WebPages about when and where members of the public can drop in and be assured of meeting up with either their warden or PCSO.</p> <p>Bogus caller buttons are one of the Telecare devices being offered within WSD. These enable users to summon help if they are worried by unwanted callers. Other sensors such as Gas and Smoke detectors also help contribute towards keeping an individual safe and secure at home.</p> <p>Deliver targeted Handyvan services to areas of high burglary or fear of burglary.</p>	<p>Stuart Beaumont</p> <p>Stuart Beaumont</p> <p>Stuart Beaumont</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Government Grant</p>	<p>To mainstream the service countywide.</p> <p>Delivery of targeted service to all high risk areas.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Work with partners on Crime Reduction Partnerships to ensure that the views/concerns of the older community are fully reflected in the strategic assessments carried out at District level.</p>	Ongoing		<p>To ensure that the concerns of the older population are fully embraced in the plans of CDRP's.</p>
	<p>Provide mechanisms for the vulnerable elderly to report local community safety concerns to statutory bodies via their interface with home carers.</p>	Ongoing		<p>Equip officers who visit the homes of the vulnerable elderly with the necessary skills to report community safety issues/concerns on behalf of their clients. Improvement in the perception of crime as measured by the KCVS.</p>
	<p>Work with CDRP partners to improve the presentation of media reporting of community safety issues and therefore improve the perception of crime in local areas.</p>	Ongoing		
	<p>Embrace the PACT (Partners and Communities Together) approach in conjunction with Neighbourhood Policing to ensure that identified local concerns are dealt with.</p>	Ongoing		<p>Engage KCC service units in the delivery of PACT priorities.</p>
	<p>Work with the Clean Kent initiative to deliver a targeted approach to problem areas to improve the public perception of community safety.</p>	Ongoing		<p>Clean Kent will assist the visual improvement of areas and help improve public perception.</p>
	<p>KCC Community Wardens will be equipped as part of their training to have an understanding and engagement with Adult Protection, Dealing with Vulnerable Persons, Care in the Community, and Mental Health.</p>	Ongoing		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>KCC Community Wardens will also be provided with the necessary skills to make referrals on issues relating to Drugs, Alcohol and Trading Standards.</p> <p>UK Cultural Festival Kent: Establish street arts toolkit. KADU is supporting the development of an online resource being developed by the University of Kent. COPOR (Celebratory and Outdoor Performance Online Resource) is a platform for street theatre artists and community groups to network with each other and develop / deliver projects during the Cultural Olympiad and beyond. These projects will allow all age groups and local communities to interact and obtain information / advice from COPOR and its help-desk.</p> <p>UK Cultural Festival Kent: Commission and roll out Cultural Baton.</p>	<p>Ongoing</p> <p>Sally Staples and Michael Sanchez, KADU</p> <p>Sally Staples, KADU</p>	<p>Staff time</p> <p>Staff Time</p>	<p>COPOR aspires to develop a strong network of street artists and local communities so that projects can be delivered more effectively. Older people will welcome and enjoy working with younger people who themselves are perceived negatively (troublesome, loud) rather than positively (fresh, energetic, etc.).</p>
<p>1E - Prepare for changes in the environment and climate-proof communities to make them sustainable for the future</p>	<p>Working with the Kent Partnership to determine key opportunities and threats relating to climate change with a view to take necessary adaptation actions across the county where required.</p> <p>Undertaking a Local Climate Impacts Profile across the Kent Partnership to determine current vulnerability to severe weather events to inform future adaptation actions (e.g., heat wave impacts on health).</p> <p>Building adaptation capacity through increasing awareness of the impacts of climate change across the Kent Partnership. Carrying out climate change adaptation workshops across KCC services (and the wider partnership where required) with a view to develop climate change adaptation action plans.</p>	<p>Climate Change Team</p> <p>Wendy Lockton-Goddard</p> <p>Carolyn McKenzie</p>		<p>To ensure that older people and the services they use are well prepared for the future impacts of climate change.</p>

Priority 2 – To improve transport and accessibility

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
2A - Increase transport options for older people, including services for those who are disabled or live in rural areas.	Provide funding to extend concessionary fare period from 09:00 to 09:30 for 60+.	Kenneth Cobb		(difficult to assess due to potential shortfall in grant funding from government to support the scheme).
	Increase percentage of buses with low floor access in Quality Bus Partnership (QBP) areas by 35% to reach 79% by 2010/11. KCC has already commenced a programme of improvements to the Canterbury 'Triangle' routes 4/4A/4X and 6/6A/6X to deliver raised boarders for easy access in conjunction with low-floor buses, bus stop clearways with clearway plates and new bus stop poles. Stagecoach in East Kent is also providing new bus stop flags and timetable displays to compliment this programme.	Local Transport Plan for Kent 2006-11	KCC £100K 2009/10 KCC £100K 2010/11 (if Kickstart bid successful)	A Kickstart bid to the Department for Transport is being prepared which, if successful, will deliver a regular 10-minute frequency during the day on Mondays to Saturdays.
	Better publicise low floor bus services and routes. Symbols are already used on public transport maps and Traveline to indicate services running low floor buses.	KHS	N/A	
	Kent Karrier is a fully accessible dial-a-ride service which takes its members directly from their door to the nearest town centre. Membership is £5 per year, with a small fee payable for each journey. KCC financially supports 10 Kent Karrier services across the County. KCC also funds the provision of minibuses for local community groups (Lenham and Stockbury) not already covered by Kent Karrier.	Kenneth Cobb	£860k pa (2008/09 figures)	KCC is keen to utilise the growing potential of active retirees in supporting community bus services, especially in rural areas.

	Increase the number of dropped kerbs to make roads easier to cross. There is a countywide programme (£100K) of dropped crossings alongside local schemes in Dartford (£25K) and Gravesham (£75K).	KHS	KCC £175K 2009/10 LTP	
	Improve pedestrian access to town centres and cycling networks – schemes proposed for 2009/10 include an off-road cycle link between Canterbury and Chartham, a new footway in Bean High Street, a cycle route along the River Dour in Dover and pedestrian improvements in Folkestone.	KHS	Approx £2m 2009/10 LTP	Ongoing walking and cycling improvements included in the LTP in future years.
	Overlap with families and young people with disability? Make sure that there is a joined up approach to transport.	KHS/CFE		
	In East Kent older persons attending day centres that meet eligibility criteria now offered Direct payments and access to taxis and voluntary escort transport rather than sitting for long periods on mini buses.	June 2008 Derek Hall Ongoing	Base budget of commission ers	Older people able to exercise choice and control over how they access services in the community.
	In West Kent KASS working with partners in Districts and other KCC Directorates e.g. through Older People's Forum and in response to LDF Consultation to raise awareness of transport issues faced by older people.	KASS		Create awareness of the challenges faced by older people.
	KCC in partnership with Arriva is to submit DfT Kickstart bid for Routes 6 and 7, linking Maidstone, Tonbridge, Pembury Hospital and Tunbridge Wells to increase service frequencies, provide modern and accessible low-floor vehicles and upgrade bus stop infrastructure.	KHS	tbc	Better public transport connections to/from Pembury Hospital and local towns.

<p>2B - Make people more aware of the transport options already available to them</p>	<p>Access to Hospital leaflets produced and jointly funded by 3 major hospitals in East Kent. 50,000 leaflets distributed via GP surgeries/hospitals/supermarkets and libraries etc. Work will be completed with West Kent shortly.</p> <p>High level agreement between hospital trusts, KCC and PCTs to work jointly on transport and health issues.</p> <p>The Traveline national number is promoted on all public transport leaflets, bus maps and other transport related publicity.</p> <p>Improved information, advice and guidance provided locally, e.g. Gateways, Care Navigators and through Co-ordination / brokerage. Work is ongoing to carry out KCC's Public Transport Information Strategy which will see the completion of a programme to upgrade all of the 560 most important bus stops in Kent, working in partnership with local operators.</p>	<p>KHS</p> <p>Martyn Ayre Tim Woolmer</p> <p>KHS</p> <p>From 2009</p>	<p>N/A</p> <p>£250K</p>	<p>As above use could be made of our libraries and Home Library Service volunteers to advertise/ distribute relevant information.</p>
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Priority 3 – To enable older people to lead healthier lives and have better access to healthcare

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>3A - There is greater focus on the prevention of health problems</p>	<p>Improve access to Hospitals and GP surgeries.</p> <p>Health monitoring within Gateways – currently a pilot in Maidstone. Measures and monitors blood pressure and weight.</p> <p>Healthy Living walks delivered in partnership with local PCT Health Promotion staff and in some districts with District/Borough Councils, also Literary and Historical walks (eg in the Gravesend District in partnership with Gravesham Historical Society; Dartford with Dartford Borough Museum and Ashford with the Town Centre Partnership).</p> <p>Community Information Day at Gravesend Library.</p> <p>Healthy Eating/Living Fairs & New Years Resolutions events - in partnership with Health Promotion, Trading Standards, Kent Sports Development, Volunteer Bureau, Kent Drug and Alcohol Action Team (KDAAT), independent practitioners, Adult Education, Kent Now, Activmobs etc.</p> <p>Promote library buildings as possible suitable venues for stop smoking sessions.</p> <p>Health and wellbeing groups established in each District. Joint Strategic Needs assessments completed, identifying health inequalities and a focus on preventative services</p>	<p>LTP/KA2 Target Vicki Hubert</p> <p>Tanya Oliver</p> <p>Libraries and Archives</p> <p>Libraries</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>2008 - KASS</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>In West Kent the Brighter Future Group (BFG) is an example of innovative preventative work. It is a partnership between KCC, PCT's and voluntary and community organisations aimed at helping older people remain independent. It is delivered via a range of volunteer services designed to reduce avoidable admissions into hospital or long-term care, as well as keeping older people healthy, promoting social inclusion and independence and producing other benefits to the volunteers and their communities.</p> <p>KASS working with public health colleagues to develop the Joint Strategic Needs Assessment (JSNA). This will inform future commissioning strategies and business plans. West Kent has established the Older Persons Change Board which will inform future joint initiatives. The West Kent Older Persons Forum is a multi agency meeting which aims to promote info sharing a joint working.</p> <p>INVOKE - Delivery of health promotion activities by the Community Information and Liaison Assistant (CILA) that is specifically provided to identify groups of people where the need has been recognised.</p> <p>Silver Song clubs over 600 members in East Kent alone. Delivering outcomes in terms of reducing isolation, social cohesion, reminiscence and exercise.</p> <p>As part of the WSD programme and building on the Kent pilot, Telehealth equipment is being provided to an increasing number of people with long term conditions (LTCs). This enables clinicians to pick up on changes in individuals/readings and take action so as to prevent a person ending up in hospital.</p>	<p>Ongoing - KASS</p> <p>Ongoing – Dawn Woodward, Project Manager</p> <p>2008/11</p> <p>Ongoing</p>	<p>PCT's Choosing health Allocation. Funded with £1.38m from HM Treasury (An Invest to Save bid).</p> <p>KASS and E&CKPCT</p> <p>Government Grant</p>	<p>Health and Wellbeing groups to feed local health issues into Strategic Commissioners for Health to promote new services. It has proved successful and is now being mainstreamed with support from the Social Care Reform Grant.</p> <p>Roll out as mainstream activity.</p> <p>To mainstream the service countywide.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Cross-cutting projects delivered in the different localities of Kent that contribute to place-making, health, cultural tourism and cultural diversity.	All - KADU	Staff time and KADU budget	
3B - The older people of Kent participate in regular exercise and live an active life	<p>A range of discreet courses will be further developed to support older people with specific health problems to maintain an active lifestyle.</p> <p>Developing partnerships i.e. with Help the Aged (Fit as a Fiddle) to make links with wider community based groups.</p> <p>Providing Chair Based exercise sessions in care homes and training care home staff to deliver these appropriately.</p> <p>TSCG Preventative Services.</p> <p>Healthy Living walks delivered in partnership with local PCT Health Promotion staff and in some districts with local councils, also Literary and Historical walks.</p> <p>Yoga and dance classes held at Westgate Library in partnership with the Health Authority.</p> <p>Volunteer opportunities in libraries for older people in the Time2Give scheme.</p> <p>Visit Kent / Explore Kent – opportunities for older people to stay active.</p> <p>Increasing investment in preventative services made possible via Transforming Social Care Grant.</p>	<p>Kate Atterton</p> <p>Revised offer in place by September 2009</p> <p>As above</p> <p>WKASS</p> <p>Tricia Fincher</p> <p>Tricia Fincher</p> <p>Tricia Fincher</p> <p>Nicola Browne, Volunteer Development Coordinator</p> <p>KASS</p>		<p>Are there ways we can offer discounts that target older people?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Numerous Schemes Funded via choosing health allocations via agreement at local health & Well being Subgroups many of which are dedicate to people who are 50+.</p> <p>In West Kent Seated exercise programmes delivered within Age Concern Groups as a roll out from Brighter Futures Group pilot.</p> <p>INVOKE – Delivery of health promotion activities such as one to one cooking, Chair Based Exercise, stop smoking and social opportunities that support community inclusion.</p> <p>Silver Song clubs (see 3A).</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Ongoing</p> <p>2008</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>John Barnes</p> <p>Gail Brown, KADU</p>	<p>PCT's Choosing health Allocation</p> <p>Specific Grants</p> <p>Staff time KADU budget</p>	<p>Exercise programmes available for older people, improving balance and reducing risk of falls.</p>
3C - Developing better integrated health and social care services	<p>Integrated Discharge Teams using assessment beds throughout the area, assessing people in a non-acute environment.</p> <p>Integrated Care Centres at Westview, Tenterden and Westbrook House, Margate.</p> <p>End of Life Strategy being jointly developed across Kent with local implementation groups in East and West Kent.</p> <p>Joint commissioning of community and voluntary sector services – Bridging the Gap.</p>	<p>2008</p> <p>2007</p> <p>2009</p> <p>2008-9 Derek Hall</p>	<p>PCT KASS</p> <p>PFI / base budget</p> <p>PCT</p> <p>KASS / Ashford BC</p>	<p>Reduced delays in transfer of care.</p> <p>Improved care pathways.</p> <p>Integrated care pathway and jointly commissioned services.</p> <p>Improved relationships to enable competitive tendering.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Multi Agency Adult Carers strategy is being developed focusing on 5 key priorities areas. It will have local implementation and delivery plans for East/West Kent.</p> <p>Early Adopter site focussed on Customer Care and Public Involvement under DOH “Making Experiences Count”.</p> <p>As 3a also WSD project. Also as we modernise our services there is a greater emphasis of co-location and joint working.</p> <p>Development of Adult Strategic Partnerships in East Kent that support joint working. INVOKE multi-agency bid led by KASS for Partnerships for Older People Project funding to support Prevention agenda.</p> <p>INVOKE – Commissioning of health promotion training designed specifically for the CILA that enables accreditation to Understanding Health Award 2 –Royal Institute of Public Health.</p> <p>The WSD programme is a good example of integrated working and involves both PCT’s KASS and GP practices across the county. Community nursing services are now starting to respond to Telecare alerts which mean that health issues can be picked up an early stage.</p>	<p>2009</p> <p>2008 Customer Care Team</p> <p>Ongoing</p> <p>Ongoing – District Managers</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>KASS/PCTs Ongoing</p>	<p>Carers Grant</p> <p>District Managers Adult Social Services Strategic Group</p> <p>Government Grant</p>	<p>Carers have access to range of jointly commissioned services.</p> <p>Joined up Health and Social Care complaints system.</p>

<p>3D - Assisting people to manage their own health and independence in order to keep living in the community for as long as possible</p>	<p>Adult education are developing a large range of IT courses and programmes to be delivered within sheltered housing or car home settings.</p> <p>East Kent Health Trainers are using libraries for weekly drop in/surgery sessions at Stanhope, Wood Avenue & Dover.</p> <p>Working in partnership to deliver the INVOKE project. Collaborating with CILAs (Community Information and Liaison Assistants) who are producing information resources to be held in Community Hubs which include libraries and also the mobile libraries.</p> <p>Healthy Eating/Living Fairs (see 3A).</p> <p>Books Can Help Scheme – aims to assist people with mild to moderate mental health problems through the delivery of books on prescription. Collections in 39 libraries. Also working in partnership with Macmillan Cancer Support and Kent & Medway Cancer Network to provide and promote 13 collections of cancer-related information resources (most for loan).</p> <p>Reading Groups, including those aimed at specific audiences (MIND Reading group meets monthly at Maidstone Library, Dover book listening group, visually impaired library groups meet regularly at Gravesend, Dartford and Sturry Libraries).</p> <p>Developing systems (self assessment) and supporting people to manage their own lives and to determine how they should be supported to achieve this.</p>	<p>Adult Education</p> <p>Tricia Fincher,</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>2009 - KASS</p>	<p>SDS</p>	<p>Older people can exercise real choice and control over how they live fulfilled lives.</p>
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	<p>WSD/Telecare/Enablement Services/Active Care/ Day Services/ Domiciliary Services/SDS. As new facilities are developed these are planned and designed to be accessible to all groups within the community e.g. libraries and leisure centres.</p> <p>Sheltered housing, floating support, Home Improvement Agencies and Handypersons contribute to maintaining independence. The Programme is spending £7.5 million on housing related support, £682,856 on HIAs, and £447,572 on handy person.</p> <p>Provision of District specific information that supports advice ,information and guidance that is readily available within communities.</p> <p>Care Navigator service enables a one to one contact where the potential resolutions of the need /problem are explored enabling client choice and control.</p> <p>Directly accessible health promotion opportunities as organised by the CILA.</p> <p>Telecare and Teleheath contribute significantly to the maintenance of residents’ independence.</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Ongoing</p> <p>Supporting People</p> <p>Ongoing - Dawn Woodward - Project Manager</p> <p>KASS</p> <p>KASS</p> <p>Ongoing</p> <p>Gail Brown, KADU</p>	<p>Government Grant</p> <p>Staff time and KADU budget</p>	<p>Sustainability of supporting people funding beyond the next Comprehensive spending review, and the introduction of area based grant from April 2010.</p>
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Priority 4 – To support Older People’s citizenship, learning and participation in community life

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>4A - Encourage participation and inclusion in community activity</p>	<p>Explore the feasibility of advertising volunteering roles on KCC website.</p> <p>Promoting libraries as social networking and learning centres at certain times of the week.</p> <p>Housing related support encourages people to access education, training, and employment opportunities.</p> <p>See Libraries and Archives activities listed under Priority 3.</p> <p>The concept of a Living Library has been piloted in Sevenoaks. People from the local community who are passionate about a subject, or an expert in their field or have a significant life experience that they are willing to share, can be ‘borrowed’ for a conversation lasting about 20 -30 minutes. It allows people to find out about other people or activities in their community in a safe environment without any need to first be introduced formally or any obligation to follow up the meeting, unless they wish to do so.</p> <p>The Time 2 Give volunteering programme in Libraries & Archives managed by CSV offers enjoyable and worthwhile volunteering across the county’s libraries. A wide variety of opportunities and activities are available for all abilities including those who are not in employment for reasons of ill health. Some volunteers are supported by their carers. Not only does volunteering help develop skills but also builds up confidence and a sense worth.</p>	<p>Nigel Fairburn</p> <p>Sheila Golden / Christel Pobgee</p> <p>Supporting People</p> <p>Libraries and Archives</p> <p>Sheila Golden, Archive staff at 3 centres in Kent and Rob Illingworth (Local Studies Development Librarian)</p> <p>Libraries and Archives</p>		<p>Living Library gives people the opportunity to gain a greater understanding of others in their community and break down barriers. It is planned to extend the pilot to other locations. We would be happy to discuss with partners how the concept can support their priorities.</p> <p>Volunteering opportunities identified for older people to read to children in libraries. Set up community history centres and groups to collect and give access to historic local material, helping to create a local identity and engage older people in intergenerational sessions.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Gateways building up links with volunteer centres and even housing them within Gateways to boost the number of volunteers.</p> <p>In East Kent support given to the Smarden Good Neighbourhood Scheme.</p> <p>Investing in early Intervention and prevention and supporting Older People Forums.</p> <p>Participation opportunities within the project included interview and tender panel membership as well as Board and other forum membership. Community Action Network group mapping to explore the ways current communities function and what they focus on.</p> <p>Forum members are being invited to get involved in the Arts in Thanet (Turner) Dover Arts Development, Silver songs Canterbury, Intergenerational work Swale.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p> <p>Encourage inter-cultural arts work including the Festival of Light.</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Christine Beaney, District Mgr, 2008</p> <p>John Barnes</p> <p>Ongoing- Dawn Woodward – INVOKE Project Manager</p> <p>2008/9—onwards John Barnes</p> <p>Sally Staples and Sarah Wren, KADU</p> <p>Gail Brown, KADU</p> <p>Gail Brown, KADU</p>	<p>Grant</p> <p>INVOKE Project Board Community Action Network Group</p> <p>Part of core agreement</p> <p>Staff time and KADU budget</p> <p>Staff time</p> <p>Staff time</p>	<p>Encourage communities to support themselves.</p> <p>Public Involvement Network – a framework to support engagement t by providing training, induction and role descriptions that will enable selection of the right role for them by them.</p> <p>Confirm arrangements</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	UK Cultural Festival Kent: Commission and roll out Cultural Baton.	Sally Staples, KADU	Staff time	
4B - Ensure that older people have a voice and are able to exert their influence over policy making	<p>Kent TV currently shows videos relating to issues that affect the older community. We have also covered some consultations including the future of care and support from Adult Social Services regarding plans to pay for our own social care with a view to Adult Social Services collating data.</p> <p>Promoting local forums for the 50+ citizens of Kent to influence the provision of Life Long Learning as part of OFSTED overview for KAES.</p> <p>In West Kent Older Peoples Forums exist in some districts but where they are not currently in existence KASS are working with District Councils to set them up.</p> <p>Build better links with existing forums and formalise through OP champion.</p> <p>L&A have a range of user and friends groups and provide other opportunities for feedback (surveys, consultations, comments/complaint forms). The annual surveys in Open Access (10% of delivery to homes service, 5% of postal loan spoken word service and a sample of the Home Library Service customers) have two main priorities; to assess user satisfaction with all elements of the service and to inform and shape future developments.</p> <p>As part of the WSD programme there is a service support network and service users are invited to attend Board meetings in order to contribute towards the direction and development of the programme.</p>	<p>Pascale Blackburn</p> <p>Adult Education Business plans for 2009-12</p> <p>Hilary Francomb</p> <p>Tim Woolmer / Mike Angell</p> <p>Libraries and Archives</p> <p>Ongoing</p>	<p>Govt Grant</p>	<p>Kent TV will continue to cover issues and items that are of interest to this generation. Including any consultations that may affect old people.</p> <p>Older people to have a voice in their communities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Five older persons forums established in East Kent, each constituted with bank accounts and committees, annual reports and AGM's, open days and portfolios, plus web sites and newsletters. Pan-east Kent forum established to represent views across EK boundary issues.</p> <p>The Supporting People Programme involves service users in every aspect of strategic and operational activity.</p>	<p>John Barnes</p> <p>Supporting People</p>	<p>E&CKPCT and KASSD, £5k per forum</p>	<p>Develop one in Ashford.</p>
<p>4C - Older people have the opportunity and ability to participate in life-long learning</p>	<p>Targeted concessions for older learners for range of KAES courses.</p> <p>Review programme of courses to respond to all sectors of the community including the older learner.</p> <p>Role of Voluntary Organisations e.g. Age Concerns in delivering schemes such as Silver Service.</p> <p>Range of resources available in libraries and remotely via our website. Access to information about courses. Author talks and events/activities offered as part of Adult & Family learning weeks. Past examples include Indian Head massage, salsa dancing, knittorama, CV writing, family history, creative writing, etc - working in partnership with Kent Adult Education, other education providers and community groups. All accompanied by displays and partner's information.</p> <p>Web wizards available regularly in some libraries to assist with IT issues and teach the basics.</p> <p>Talks on history and archive collections offered at Sessions House and throughout of the county.</p>	<p>Adult Education Sept 2009</p> <p>As above</p> <p>As above</p> <p>Gillian Lawrence, Lifelong Learning Manager, Libraries and Archives</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Hosting of Adult Education classes and sessions on local history at the Centre for Kentish Studies, Maidstone and Canterbury Cathedral Archives.</p> <p>Housing related support encourages people to access educational opportunities.</p> <p>Music as a Therapeutic Medium of Engagement for Elderly People and their Carers involves the Sidney de Haan Research Foundation and the Kent and Medway life Long Learning Network. The aim of the project is to promote:</p> <ul style="list-style-type: none"> • Active lives at the end of the life span • Support for independence for the elderly • Health promotion through increased wellbeing of carers and the care for via the medium of music and improved communication • Development for the care sector though staff development and HE qualifications <p>Increase adult engagement in the arts – work with Kent arts and cultural orgs to support targeted projects.</p>	<p>Libraries and Archives</p> <p>Supporting People</p> <p>John Barnes (2008/9) as pilot</p> <p>KADU</p>	<p>£3k-KASSD</p>	<p>Develop in other districts.</p>
<p>4D - To make sure older people in Kent have employment opportunities if they want them.</p>	<p>Work in partnership with Kent Top Temps to ensure job opportunities are available to older people.</p> <p>Engage with Kent employers on actions that will benefit both employers and older people.</p> <p>Volunteering Opportunities – KCC Policies.</p> <p>Help people find out information on second careers after retiring – Contact Kent can help here.</p>	<p>Nigel Fairburn</p> <p>Nigel Fairburn / Debra Exall</p> <p>Contact Kent</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Housing related support encourages people to access education, training, and employment opportunities.	Supporting People		
4E - Older people have access to new technology as well as the ability to use it	<p>Schools offer community learning and access to IT (particularly in areas where no libraries). Extended services working with local groups.</p> <p>Kent TV is at the cutting edge of new technology but is keen not to exclude any age groups including older people. As such there are a variety of videos covering interests and issues that may be of interest to this generation. Kent TV is also accessible with transcribed videos and subtitling available in many cases.</p> <p>Wide range of courses to support this learning including e-mail courses specific for keeping in touch with relatives and 'Parents' Guide to Chatrooms and Websites particularly applicable for those looking after grandchildren.</p> <p>Free access to PCs in all KCC libraries. Silver Surfer and IT taster sessions in libraries and Web wizards sessions take place regularly in some branches.</p> <p>Older volunteers engaged on cataloguing and indexing projects at archive centres and local history centres using new technology.</p> <p>Housing related support includes funding for community alarms which enable a platform for enhanced assistive technology/telehealth opportunities to be accessed. HIAs/handy person can also facilitate.</p>	<p>CFE, Marisa White</p> <p>Pascale Blackburn</p> <p>Adult Education Current and ongoing</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>Supporting People</p>		<p>Kent TV will continue to progress in making more programmes accessible and cover issues that affect the elderly.</p> <p>Many housebound older people lack access to IT in the home. Could we work together to look at solutions? Government drive to have broadband in every home by 2012. Need to find ways to help older people to engage with new technology. Masterclasses in libraries / gateways?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Access to the internet will be provided in the Extra care sheltered housing schemes and in some Age Concern Day Centres.	2009 – 2010 David Weiss	PFI	
	As part of the WSD programme there is a service support network and service users are invited to attend Board meetings in order to contribute towards the direction and development of the programme.	Ongoing	Govt Grant	

Priority 5 – To ensure those older people who need support to live independently have choice, control and good quality care

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
5A - Service provision is based upon a person centred approach	Self Directed Support. Supporting People Programme has consulted with older people on service delivery. The consensus largely remains with warden/scheme manager based services. Services can be changed by agreement between providers and service users. Introduction of Self Directed Support will provide new clients with a personal budget. Increase in take up of Direct Payments.	KASS Supporting People 2009	Base	Social care reform to respond to demographic changes giving people choice and control in helping them live independent fulfilled lives in their community.
	INVOKE- CN supports one to one sessions that explore with the individual the potential solutions to their need/problem enabling informed choice by the individual.	Ongoing- Dawn Woodward - Project Manager	Care Navigator	

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Ensure that Arts Development Unit services and operations are aligned with KCC's Equalities and Diversities policy.	Fennah Podschies, KADU	Staff time	
5B - We will work to remove the barriers that can impair the quality of older people's lives	<p>Increased support for voluntary carers through voluntary organisations delivering flexible respite care.</p> <p>Free access at all libraries to talking books for people who are visually impaired or cannot access print for other reasons e.g. dyslexia or unable to hold a book.</p> <p>Postal talking book service for visually impaired people – currently delivered to 1,300 customers out of approx 10,000 people in Kent registered as visually impaired.</p> <p>Work with District Access Partnerships to make library services accessible for adults with learning disabilities. This includes consulting on modernisation of libraries and the choice of collections, activities and events offered in them. Working to make signage more accessible e.g. use of Makaton and Cue cards, and there is a Symwriter at Broadstairs.</p> <p>Kent Libraries stock books in over 40 languages plus dual language books, large print, talking books, DVDs, Easy Reads.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p>	<p>2009 - KASS</p> <p>Sue Fordham,</p> <p>Elizabeth Taylor, Service Development Librarian,</p> <p>Libraries and Archives</p> <p>Sally Staples and Sarah Wren, KADU</p>	<p>Carers Grant</p> <p>Staff time and KADU budget</p>	Range of provision that is required to be available to support carers to continue caring.

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Increase adult engagement in the arts – work with Kent arts and cultural orgs to support targeted projects.	Gail Brown, KADU	Staff time and ACE funding	
5C - Individuals have access to 'joined up' information when they need it	<p>Kent TV has accumulated and has also filmed many videos about services and community activities that are available. The videos, where possible, are accompanied by contact details for further information.</p> <p>Thanet Island Guide (3rd Re-write) Launched specifically for older people.</p> <p>Mobile Gateways bring Gateway services to rural areas for those with less mobility. Have free internet access and target services according to the needs of the local population.</p> <p>Gateways join up services and provide face to face contact for some of the more complex services people may require.</p> <p>The Access Kent programme will be joining up public sector services, removing confusion and making accessing services more convenient.</p> <p>Libraries provide local access to information and Ask a Kent Librarian provides a central point of information delivery and signposting by phone, mail, email and virtual messaging.</p> <p>Development of information, advice and guidance delivered locally, e.g. Gateways.</p>	<p>Pascale Blackburn</p> <p>2009 Kirstie Amos</p> <p>Tanya Oliver</p> <p>Tanya Oliver</p> <p>Tanya Oliver</p> <p>Christel Pobgee, Information Services Manager</p> <p>2004 (Ashford) and on-going Mike Dorman</p>		<p>Kent TV will continue to signpost to relevant websites to ensure that viewers are able to access further information.</p> <p>High quality infoin format that can be read at home.</p> <p>Access to good information locally at a time and venue that is convenient.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>KCC has a programme to roll out Gateway's as a point of contact. KASS fund Voluntary Orgs to provide advice and guidance e.g. DIAL.</p> <p>KASS have Care Managers co-located in GP Practices to improve communication.</p> <p>Directory accessible in some GP surgeries where agreement has been established as well as publicity events to support wider knowledge of INVOKE services.</p> <p>Work to ensure that the arts and arts audiences' needs are reflected in the local plans and frameworks for Kent.</p> <p>One of the projects within WSD is the development of an information sharing platform. This will pilot the sharing of TH and TC data as well as the individuals care plan on an IT platform which will be accessible to both users and carers as well as health and social care professionals.</p> <p>Enhance KADU online presence to ensure it is fit for purpose and providing the service needed by stakeholders.</p>	<p>Ongoing</p> <p>KASS</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>All staff - KADU</p> <p>Ongoing</p> <p>Gail Brown, KADU</p>	<p>Staff time</p> <p>Govt Grant</p> <p>Staff time KADU budget</p>	<p>If successful will inform the development of the common assessment framework across the county.</p>
5D - We will support carers to have a life apart from caring	<p>Offer City and Guilds certificate in Development and Learning for Unpaid Carers with free places available. Courses can be run in range of community venues.</p> <p>Suite of courses to be developed to support Carers including finance/budgeting, personal wellbeing and assertiveness and confidence building.</p> <p>Carers assessments and Carers Card. Funding delivered directly and through Voluntary Organisations.</p>	<p>Adult Education From January 2009</p> <p>Adult Education In development from Jan 09</p> <p>WKASS</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Carers reading group being piloted in Maidstone.	Tricia Fincher,		
	In line with carers strategy a pilot scheme to undertake carers assessments by the voluntary sector underway.	Derek Hall East Kent and Kerry Kearney West Kent (2009)	Carers Grant	Carers can have an assessment undertaken as an individual by appropriate voluntary sector bodies.
	Development in voluntary sector of range of respite and training services that the voluntary Sector have identified in working with carers.	KASS	Carers Grant	Carers have access to range of services to support them in living a life away from caring.

Priority 6 – To encourage people to plan for a secure later life

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
6A - Older people in Kent will be more aware of the services and support available including access to financial information and advice.	Debt advice – look at how this is accessed via children’s centres and schools. Make sure resources are joined up.	CFE / Marisa White		
	Kent TV have videos demonstrating what is available and also the ‘how to’ channel offers advice on how to get help with areas including housing for the elderly and Rogue traders.	Pascale Blackburn		Kent TV will continue to provide information on issues that affect the elderly.
	Libraries provide local access to signposting.	Christel Pobgee		
	Ask a Kent Librarian (see 5c).	Christel Pobgee		
	HIAs and handyperson services provide advice and support in relation to this including maximising welfare benefits/income and financial inclusion.	Supporting People		Publicise via libraries, mobile libraries, HLS. Looking for partners to deliver financial literacy surgeries in libraries.

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Development of gateways will see ‘one stop shop’ approach to a range of information, advice and guidance.</p> <p>The Benefits Advice staff to provide access to financial information and advice.</p> <p>In West Kent an Older People’s Handbook is in development with Health and District Council colleagues.</p> <p>INVOKE –provision of local community information that enables key services / contacts to be identified also available on website :www.kent.gov.uk/invoke.</p> <p>The Kent Registration Service is currently putting together a booklet for the recently bereaved, which will include advice, guidance, and signposting to support services.</p> <p>Enhance KADU online presence to ensure it is fit for purpose and providing the service needed by stakeholders. Clear brand, marketing and communications improve the profile, understanding and take-up of KADU services and their impact.</p> <p>Develop messages and stories to promote the arts in Kent.</p>	<p>2009 onwards</p> <p>Margaret Howard KASS/PCT District and borough Councils</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>Gill Bromley</p> <p>Gail Brown, KADU</p> <p>All – KADU</p>	<p>Staff time and KADU budget</p> <p>Staff time</p>	<p>Access to local information, advice and guidance at convenient times and locations.</p> <p>Convenient one stop guide to all local services. Improve access to services and support.</p>

<p>6B - Reduce Fuel poverty through increased take-up of energy saving initiatives. There will be increased awareness of affordable warmth.</p>	<p>Increase take-up of affordable warmth. Area Benefit Officer's and CM's provide advice to service users.</p> <p>Home Improvement Agencies and handy person services provide advice and support.</p> <p>Publicise the annual central government 'Keep warm, keep well' campaign.</p>	<p>Area Benefit Officer's</p> <p>Supporting People - Ongoing</p> <p>Christel Pobgee</p>		<p>Promote initiatives via libraries, mobile libraries, HLS if publicity/ stands available.</p>
<p>6C - Improved economic well-being for older people within Kent</p>	<p>Work on creation of a Kent-wide Credit Union.</p> <p>Benefits Advice Staff (see 6A).</p> <p>HIAs and handy person services (see 6A).</p> <p>INVOKE – Localised networking by CILA's to support benefit uptake and enable clear identification as to where it has enhanced clients economic wellbeing.</p> <p>Mobilising Out Ageing Assets is a Partnership with the Chambers of Commerce who have submitted a BASIS Lotto bid with VCS to increase the wellbeing and independence of older people by developing a tailor made range of services that encourages them back into a working environment, either on a voluntary or paid basis. Once established they will then involve KCC and PCTs in delivery.</p>	<p>SILK</p> <p>On-going</p> <p>SP</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>John Barnes</p>	<p>£5k- (2008/9) from Major lottery bid KASSD</p>	<p>Looking for partners to deliver financial literacy surgeries/ talks in libraries.</p>

Priority 7 – To promote a positive image of later life and dignity and respect for older people

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
7A - Promote the value of later life and change attitudes towards older members of society	<p>Time 2 Give (see 4A).</p> <p>Contracts for care and support include a clause that requires people to be treated with dignity and respect at all times.</p> <p>Increase volunteering opportunities and peer support schemes.</p> <p>Mobilising out aging assets (see 6C).</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p>	<p>L & A</p> <p>On-going</p> <p>KASS</p> <p>John Barnes</p> <p>Sally Staples and Sarah Wren, KADU</p>	<p>Staff time and KADU budget</p>	<p>Older people are valued as individuals regardless of their vulnerability and age.</p>
7B - Encourage intergenerational activity and community cohesion	<p>Schools have a duty to promote community cohesion through Extended Schools. Expand this to ensure the inclusion of older people.</p> <p>Research into the role of grandparents.</p> <p>Apprenticeships.</p> <p>Responsive provision for inter-generational learning for schools and Children’s Centres, enabling parents/grandparents and carers to work with children to explore new ways of learning- i.e. ‘Keeping up with the Children’.</p>	<p>CFE / Marisa White</p> <p>CFE / Jo Hook</p> <p>Pauline Smith / Nigel Fairburn</p> <p>Adult Education Ongoing through 2009-10</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Youth Service running schemes where younger and older people can share skills (e.g. younger people's technology skills) and learn from one another, leading to improved relationships and promotion of positive images of young people within their local communities.</p> <p>Various L & A activities in the past have involved young people collecting memories, or older people sharing their experience with groups of children. Examples of activities in Gravesham: Inter generational computer sessions at Meopham Library; Meopham Christmas entertainment of elderly by pupils of Meopham School; Action Earth at Higham & Coldharbour, young & old working on improving courtyard & garden.</p> <p>INVOKE – CILA's will be training community members to continue group activities where appropriate enabling the provision to be community run where possible.</p> <p>Flight is a programme co-ordinated by Help the Aged with the National Youth Theatre to engage with older people via drama and reminiscence. It is starting in Swale and involves the Swale Senior Citizens Forum. It is making a Lottery bid for a pilot scheme. PCT have been approached but deal not yet finalised on this.</p> <p>SingUnited: Intergenerational Projects Supporting Older People through the Arts and Music. To this end, a large-scale, intergenerational, multimedia arts and health project is proposed over a 12 month period. Talks are under way with prospective partners, Folkestone's Creative Foundation, through Shepway's <i>Find Your Talent</i> project and the national organisation, Youth Music, through east Kent's <i>Power Plus</i> initiative.</p>	<p>Ongoing- Dawn Woodward - Project Manager</p> <p>2009/10</p> <p>£17k estimated</p>	<p>KASSD £5k Folkestone creative foundation</p>	<p>Looking to develop further activities promoting inter-generational exchanges (see 4A). Potential to roll out similar activities to other communities with partner support.</p> <p>Further developments in area of deprivation.</p> <p>Initial target numbers are 300 adults and 250 younger people.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>A Community Cohesion questionnaire has been undertaken and the responses are to be collated into a database.</p> <p>A KCC internal Community Cohesion Steering Group has been set-up to examine the issues of Community Cohesion which KCC are or should be acting upon.</p> <p>An intergenerational workshop is being organised for Communities Directorate which will have a broad remit of Community Cohesion but focusing on all intergenerational issues. The intergenerational workshop will raise Communities Directorate staff awareness of intergenerational issues.</p> <p>Commission and roll out Cultural Baton, develop East Kent festivals cluster and network for Kent festivals. <i>Note: KADU will be strategically supporting Melas (Maidstone Mela, etc), Council led community events (e.g. Herne Bay Festival, Whitstable Oyster Festival, etc) arts independent festivals (e.g. Folkestone Triennial, Whitstable Biennale, Canterbury Festival, Broadstairs Folkweek, etc) and major arts projects (e.g. Marlowe Theatre, Turner Contemporary, etc). Melas for instance, require outreach programmes at grass-root level to reach older and younger groups to take part in various parts of the event.</i></p> <p>Increase adult engagement in the arts.</p>	<p>Ongoing / Mary Blanche</p> <p>Ongoing / Amanda Honey + Mary Blanche</p> <p>Provisional date of workshop July 2009 / Mary Blanche</p> <p>Sally Staples, Michael Sanchez and Sarah Wren, KADU</p> <p>Sally Staples and Gail Brown, KADU</p>	<p>Staff time, SEEDA cluster funding</p> <p>Staff time ACE funding</p>	<p>Increasing KCC's awareness of its own community cohesion work. The database will also aid best practice knowledge distribution.</p> <p>The steering group will provide the link between high-level buy-in and mainstreaming awareness across KCC.</p> <p>Suggestions and ideas of future actions will be looked for from both KCC staff attending and external sources including guest speaker.</p> <p>For younger and older groups to gain clearer understanding of culture in order to encourage everyone to devote more time to the arts and enjoy the outcomes, whilst strengthening communities through a more cohesive community; a major deterrent to crime and unsocial behaviour.</p>



Policy and Overview Committee

8th July 2009

Claire Bryce-Smith

Comprehensive Area Assessment

A new way of assessing local public services



Cover

- A little bit of looking back
- Principles behind CAA
- CAA the framework
 - Area assessment
 - Organisational assessment
- CAA and Policy and Overview Committee
- Questions



Audit Commission

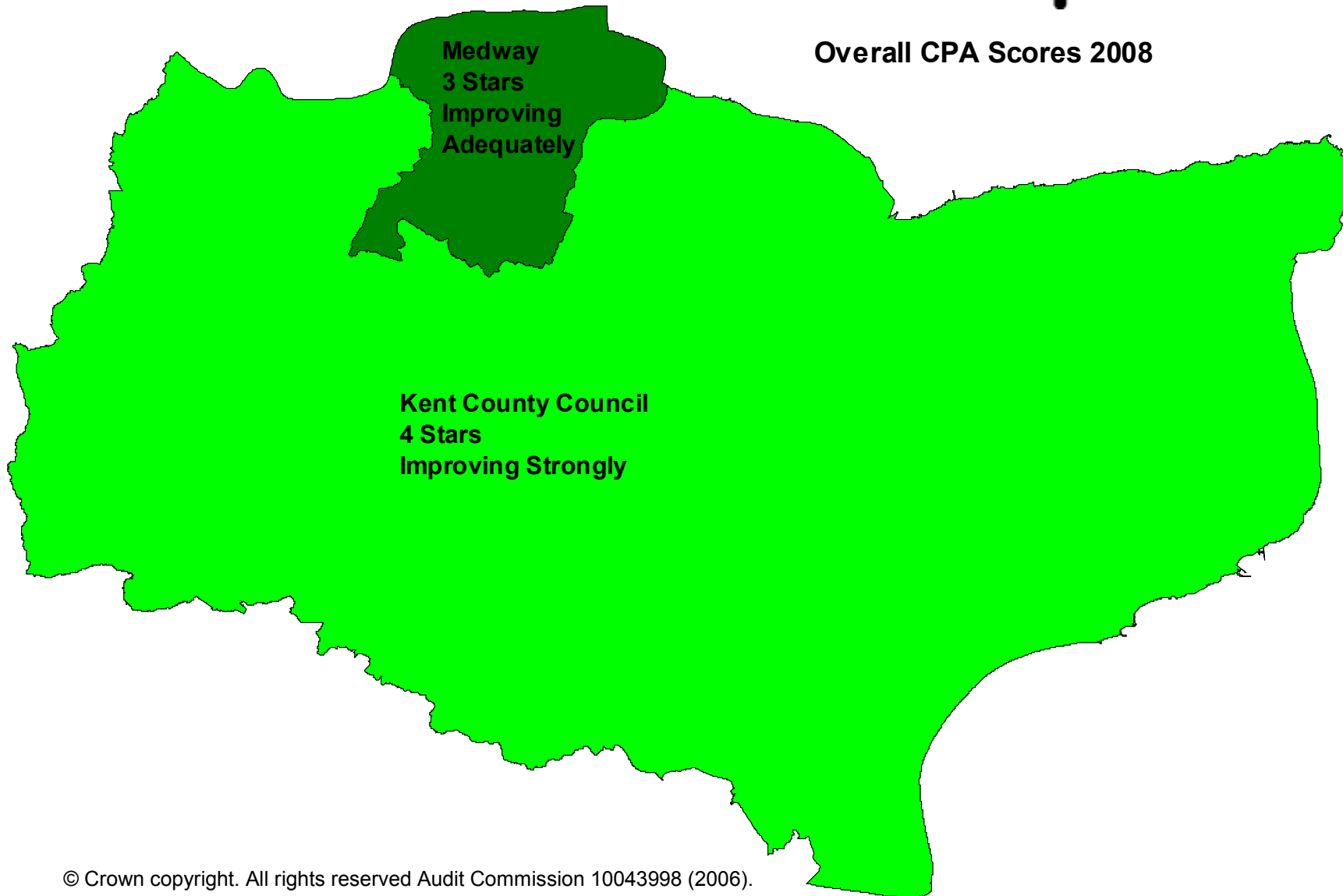
- Provide assurance public money spent wisely to achieve high quality local services for the public
- Our work covers local government, health, housing, community safety and fire and rescue services
- It's not just about the Audit Commission

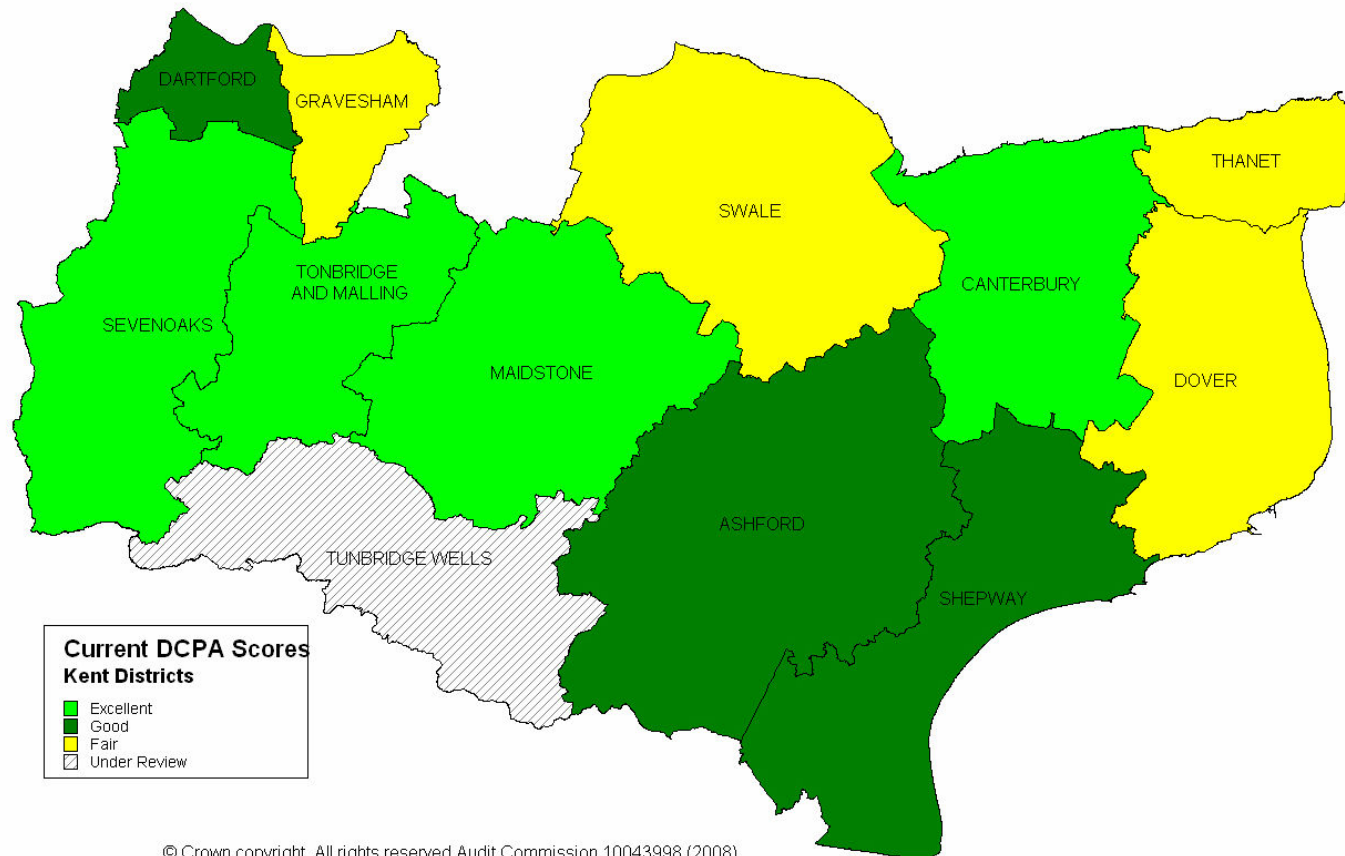
...looking back





Overall CPA Scores 2008







What's driving CAA?

“If we carry on measuring what we're measuring, we're going to carry on getting what we've got”

- Public sector organisations are performing better...
- But intransigent issues still exist
- Gap between assessed performance and citizen perceptions
- Delivery landscape is changing



Underlying principles of CAA

- Interested in people:

**“How well are people served by their local public services...
...and not just how good public sector organisations are”**

Five key CAA facts:

1. It assesses what makes a real difference to people
2. It looks at how public services work together – as well as individual organisational performance
3. It focuses on local, as well as national, priorities
4. It provides robust, but proportionate, assessment of local services
5. We will report our assessments directly to the public in straightforward language

New to this site?



Welcome to oneplace.

This site is unique in that it brings together information from the main government inspectorates into one site.

- Providing independent information about local areas and organisations
- Empowering people to hold their local organisations to account

[About the site](#)

Tips on using the site

There's a lot of information in this site - covering different aspects of local areas and the organisations that operate there. Visit our 'tips' page to help you make the most of your time.

[Tips on using the site](#)

Information by area

Click on a region on the map or enter a postcode or area name in the search box

- 1 North East
- 2 North West
- 3 Yorkshire & Humberside
- 4 East Midlands
- 5 West Midlands
- 6 East
- 7 South East
- 8 South West
- 9 London



enter area or postcode...

Search

example: BD17 or Bradford

Information by organisation

Use the dropdown boxes to find a local organisation or public service provider

Yorks & Humberside

All areas

All local services

Search

Know which organisation you're looking for?

enter name...

Search

example: Alesbury Vale District Council or North Bradford Primarycare Trust

Latest release

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- [Bradford City Council](#)
- [Organisational assessment](#)

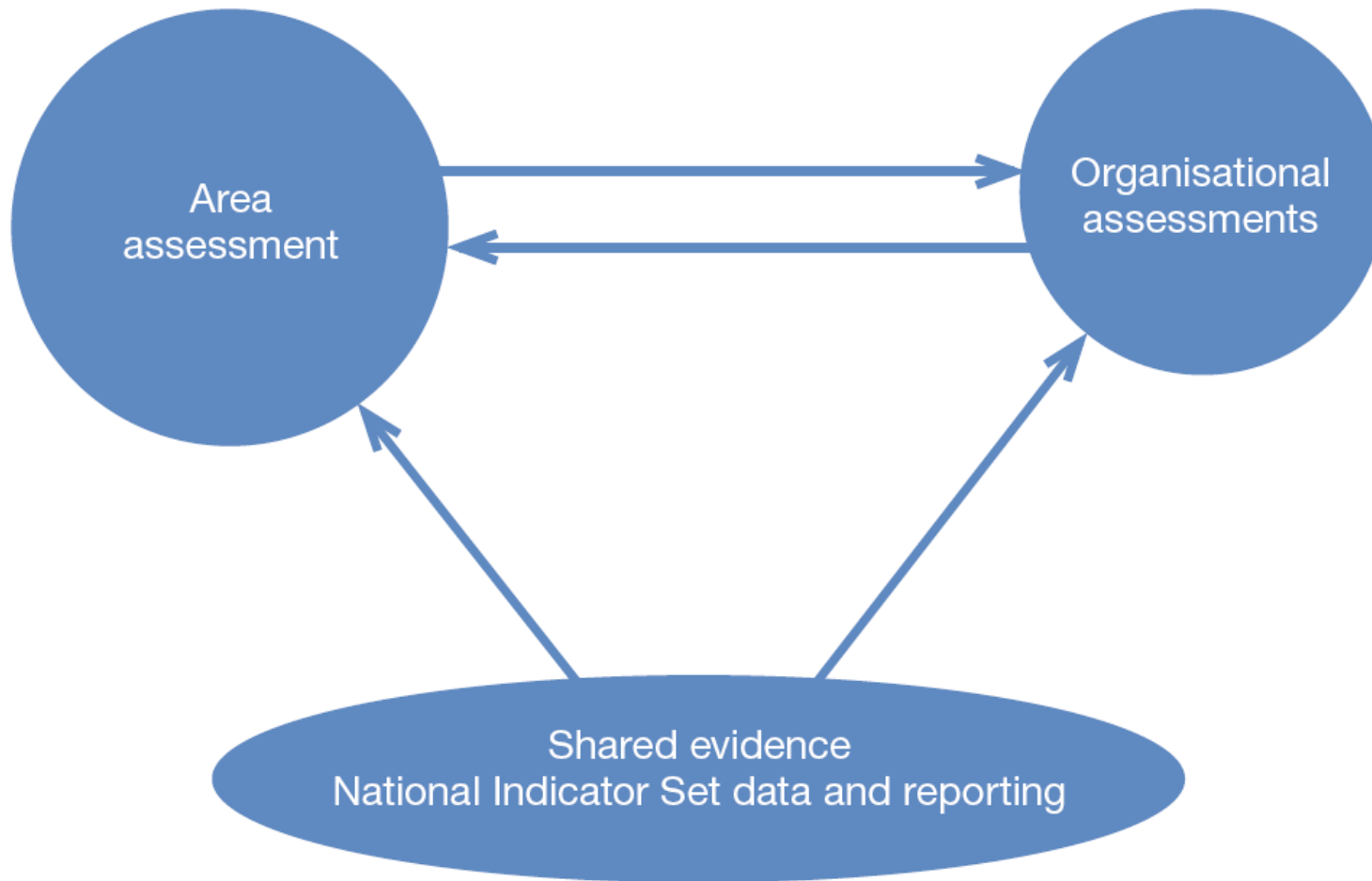
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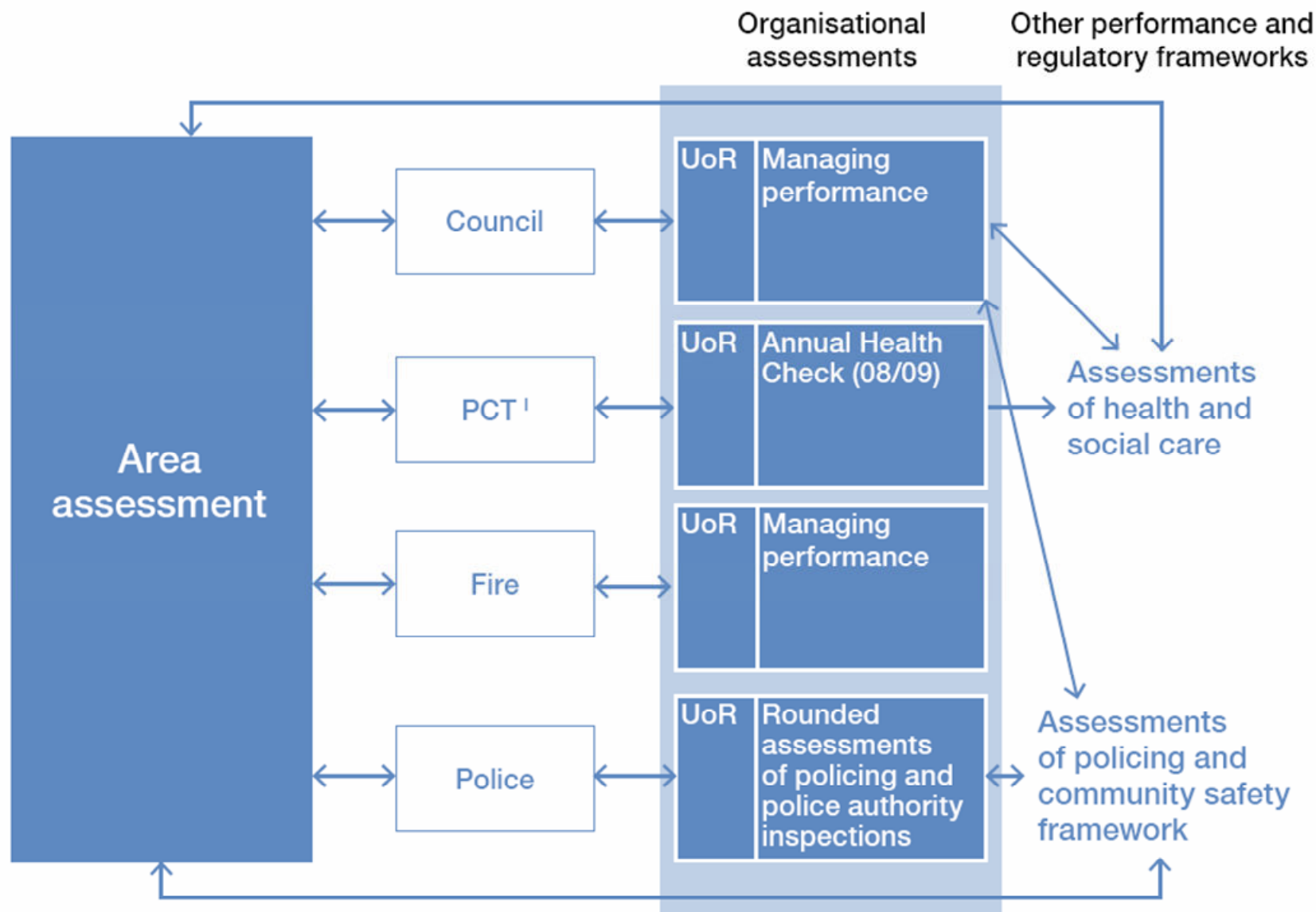


The CAA framework





How CAA will align to other performance frameworks





Area Assessment *(joint inspectorate)*

- **Will focus on 3 overarching questions**

1. How well do local priorities express community needs and aspirations?
2. How well are the outcomes and improvements needed being delivered?

- 3. What are the prospects for improvement?**



Green 'flags' will signal exceptional performance, improvement or innovation



Red 'flags' will signal significant concerns about future outcomes

sustainability, inequality, vulnerable people and value for money

...linked to organisational assessments



We are following your agenda

Vision for Kent

Page 222



Kent people in partnership for a better tomorrow



Local Area Agreement targets

Theme	KA2 Indicators
Economic Success	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher NI 171 New business registration rate NI 152 Working age people on out of work benefits NI 188 Planning to Adapt to Climate Change
Learning For Everyone	NI 161 Learners achieving a Level 1 qualification in literacy NI 162 Learners achieving an Entry Level 3 qualification in numeracy NI 117 16-18 year olds who are not in education, employment or training (NEET)
Improved Health, Care & Wellbeing	NI 120 All-age all cause mortality rate (All persons) NI 55 Obesity in primary school age children in Reception NI 39 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm NI 40 Number of drug users recorded as being in effective treatment NI 125 Achieving independence for older people through rehabilitation/intermediate care NI 51 Effectiveness of child and adolescent mental health (CAMHs) services
Environmental Excellence	NI 189 Flood and coastal erosion risk management NI 186 Per capita CO2 emissions in the LA area NI 191 Residual household waste per household NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented
Stronger & Safer Communities	NI 195 Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting) NI 15 Serious Violent Crime Rate NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police NI 111 First time entrants to the Youth Justice System aged 10-17 NI 32 Repeat incidents of domestic abuse NI 3 Civic participation in the local area NI 6 Participation in regular volunteering
Enjoying Life	NI 11 Engagement in the Arts NI 8 Adult participation in sport and active recreation NI 110 Young people's participation in positive activities
Keeping Kent Moving	NI 198 Children travelling to school – mode of travel usually used NI 175 Access to services and facilities by public transport, walking and cycling NI 47 People killed or seriously injured in road traffic accidents
High Quality Homes	NI 159 Supply of ready to develop housing sites NI 187 Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating NI 154 Net additional homes provided NI 155 Number of affordable homes delivered (gross) NI 141 Percentage of vulnerable people achieving independent living



Summary of areas of focus for reporting this year

- Preparing for and meeting the needs of Kent's ageing population
- Tackling skills deficit and gaps in educational attainment
- Meeting the housing needs of Kent's People
- Responding to the impact of economic climate
- Tackling health inequalities
- Reducing traffic congestion
- Actions to mitigate against / adapt to impact of climate change
- Access to services, particularly health
- Tackling the most deprived areas / communities
- How well met are the needs of vulnerable groups - learning disabilities
- Role of community / voluntary sector

Report on because important to local people (from Place Survey) :

- Community safety
- Quality of local environment - clean streets and parks
- Quality of road and pavements

Area Assessment over time

- What is the concern?
- How bad is it?
- How big is it?
- Is it getting better? Will it get better?
- What will help it get better?

Later years...

- Has it got better?
- What's new?
- What's changed?



...Year 1 will be an initial take



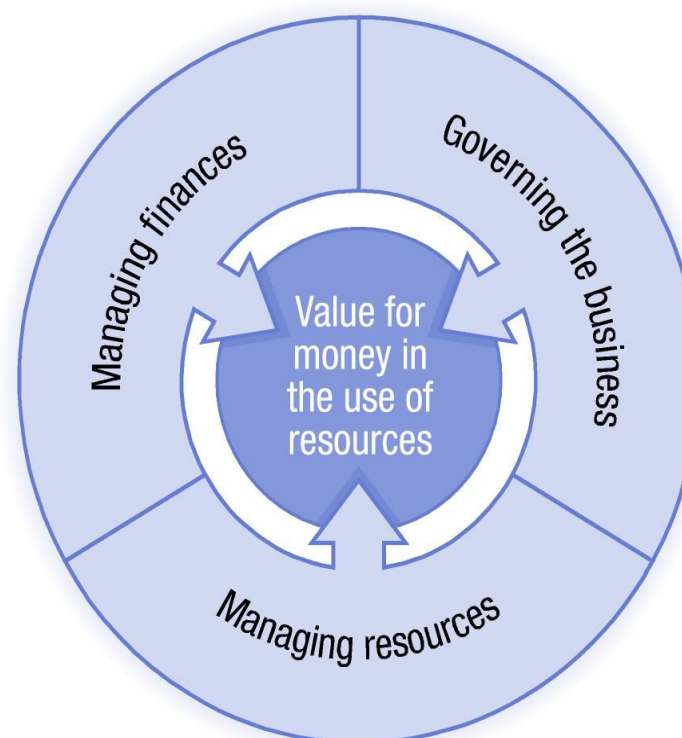
Organisational assessment for Kent CC

One overall score, derived from two elements, covering four themes in total

VFM score Scored (1 to 4)	Managing Performance Scored (1 to 4)
Themes	Themes
Managing finances Governing the business Managing resources	Managing Performance <i>(Joint inspectorate)</i>

Use of resources assessment framework

- Considers how well organisations are managing and using their resources to deliver value for money and better and sustainable outcomes for local people.
- Three themes resulting in an overall judgement on value for money in the use of resources.
- Scored on 1 – 4 scale.





Managing performance

Question 1

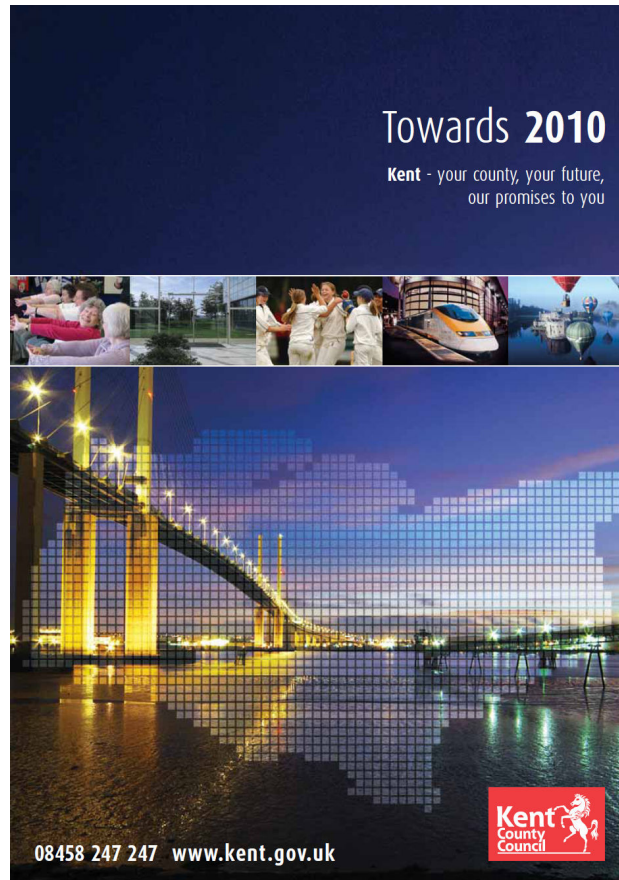
- How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?
 - Identifying and delivering priority services and outcomes
 - Improving the services and outcomes for which it is responsible
 - Contributing to improving wider community outcomes
 - Tackling inequality and improving outcomes for people in vulnerable circumstances

Question 2

- Does it have the leadership, capacity and capability it needs to deliver future improvements?





Identifying and delivering priority service and outcomes



- **Economic success** – opportunities for all
- **Learning for everyone**
- **Preparing for employment**
- **Enjoying life**
- **Keeping Kent moving**
- **Environmental excellence and high quality homes**
- **Improved health, care and well-being**
 - Staying healthy
 - Independent living
- **Stronger and safer communities**
- **Continued improvements in services while keeping council tax down**



Policy and Overview committee – Questions?

- No prescription on how councillors should get involved
 - Will do as part of your work with partners, peer work...
- What role do you think POC could have?
 - How do you think you should be engaged as part of CAA?
 - Could your work programme inform us?...duty to involve?
 - How could we pick up your perspective on challenges and improvement?
- Do you think our areas of focus for year 1 are about right?
 - Any potential  areas, or  areas from your perspective?

By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview Committee
8 July 2009

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on process for identifying a future Select Committee topic review work programme.

Future Select Committee Topic Review Work Programme

1. (1) Following the recent County Council Elections it is necessary for a new two year Select Committee work programme will be established. Members are therefore requested to consider whether there are any potential topics for a Select Committee review 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).

(2) Any suggestion made for a potential topic review will be subject to an assessment process, part of will include seeking the comments of the Directorate and Cabinet Members, in order to assist the POCC in agreeing a work programme that adds value for the residents of Kent. The POCC will consider all suggestions for topic reviews and the proposer will be invited to the POCC meeting to put forward their topic review suggestion supported by officers from the Directorate and if appropriate the Cabinet Member. Any Member who wishes to have a discussion on the assessment process or requires a copy of the form should in the first instance contact Denise Fitch who supports this POC.

(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. Members are asked to put forward any suggestions for Select Committee topic reviews either at the meeting or by email to overviewandscrutiny@kent.gov.uk or to the Democratic Services Officer for this meeting.

Denise Fitch
Tel No: 01622 694269
e-mail: denise.fitch@kent.gov.uk

Background Information: *Nil*

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