

**CORPORATE POLICY OVERVIEW AND SCRUTINY  
COMMITTEE**

**Friday, 13th November, 2009**

**10.00 am**

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







## AGENDA

### CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 13 November 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 R J Parry, Mr J E Scholes and Mr M V Snelling

Liberal Democrat (1): Mrs T Dean (Vice-Chairman)

#### **UNRESTRICTED ITEMS**

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

#### Item No

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

- A1 Substitutes
- A2 Declaration of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes - 25 September 2009 (Pages 1 - 6)

##### **B. ITEMS FOR CONSIDERATION**

- B1 Financial Monitoring Report : Corporate Services 2009/10 (Pages 7 - 10)
- B2 Medium Term Financial Plan - 2010-11 to 2012-13 - consultation (Pages 11 - 50)
- B3 KCC International Activities Annual Report 2008-09 (Pages 51 - 80)
- B4 East Kent HR Partnership Shared Working update (Pages 81 - 86)
- B5 Connecting with Communities - Annual Report on KCC engagement activities. (Pages 87 - 192)
- B6 KCC Annual Complaints Report 2008/09 (Pages 193 - 232)
- B7 Total Place (Pages 233 - 234)
- B8 KCC's Place Survey scores (Pages 235 - 258)

B9 The review of Kent TV (Pages 259 - 292)

**C. SELECT COMMITTEE WORK**

C1 Select Committees - update (Pages 293 - 294)

**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

**Thursday, 5 November 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 Friday, 25 September 2009.

PRESENT: 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 R J Parry and Mr M V Snelling

ALSO PRESENT: Mr A H T Bowles, Ms S J Carey, Mr R W Gough, Mr R A Marsh, Mr M J Northey, Mr J D Simmonds and Mr B J Sweetland

IN ATTENDANCE: Mr M Ballard (Staff Officer To The Chief Executive), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Mrs S Garton (Head of County Performance and Evaluation Manager), Ms J Hill (Performance Manager), Mr M Lemon (Head of Policy), Ms C McKenzie (Greener Kent Manager), Ms L McMullan (Director of Finance), Mr D Shipton (Finance Strategy Manager), Ms D Smith (Policy Manager) and Mr P D Wickenden (Overview, Scrutiny and Localism Manager)

**UNRESTRICTED ITEMS****13. Membership**

*(Item A1)*

The Committee noted that that Mr R Parry has replaced Mr N Northey as a Member of this Committee

**14. Minutes - 8 July 2009**

*(Item A4)*

RESOLVED that the minutes of the meetings held on 8 July 2009 are correctly recorded and that they be signed by the Chairman.

**15. Financial Monitoring Report : Corporate Services 2008/09**

*(Item B1)*

(1) Mr Shipton introduced the first quarter's budget monitoring report for 2009/10 which was reported to Cabinet on 14 September 2009.

(2) The Chairman explained that last year the Committee had set up an Informal Members Group (IMG) to consider the Medium Term Plan (MTP) for the Chief Executives Department, which had worked very well and a number of the suggestions made had been incorporated into the final budget. He undertook to contact Members to see if they wished to participate in a cross party IMG to consider the MTP with the remit of this Committee.

(3) RESOLVED that the projected outturn for the Chief Executive's Department and finance items for 2009/10 based on the first quarter's monitoring report to Cabinet be noted.

## **16. Draft Towards 2010 Annual Report**

*(Item B2)*

(1) Mrs Garton presented a paper which set out the process for finalising the third Towards 2010 Annual Report prior to approval by County Council on 15 October 2009 and attached a draft of the report (concerning the eight corporate-related targets). Lead officers, or their representatives, responsible for each of these targets gave a brief overview and invited comments from Members.

(2) Members comments and responses to questions included the following:-

(Target 5)

- Ms McMullan undertook to provide Members with the actual number of invoices paid outside of the 20 day period.
- Regarding the relationship between the County Council and small/local business Mr Gough stated that Commercial Services had been independently audited and had received a clean bill of health. He assured Members that Cabinet Members and officers were working to ensure that the maximum amount of County Council work possible was going to Kent businesses.

(Targets 8, 21 & 29)

- It was agreed that Ms Oliver would provide the following information in writing to Members:-
  - (Target 8) – “Begin initial investment in film and television productions.” – When and how much?
  - (Target 21) – What are the number of website hits on “What’s on” to date in 2009/10?
  - (Target 29) – Thanet Gateway footfall figures – do these include library visits?
- The importance of ensuring that KCC Directorates fully participated in the Gateways was emphasised. There was also an issue with some other public sector bodies still needing to be encouraged to have a presence at the Gateways.

(Targets 48 & 49)

- The importance of, where possible, there being outcomes shown for public health work, which it was acknowledged tended to have a medium to long term impact and which were often difficult to quantify, was emphasised, especially when there was pressure on public spending.

(Target 50)

- The HOUSE project was commended. A view was expressed that this appeared to be the type of youth service that young people liked and that,

although some youth clubs were successful, there maybe a re-think of services needed.

- A Member asked that consideration be given to HOUSE visiting Sevenoaks.
- The balance between, the young peoples anonymity and knowing which groups of young people were visiting HOUSE was mentioned.
- Ms Smith stated that HOUSE cost £150k per year.

(3) It was noted that there would be a report on Kent TV to the November meeting of this Committee.

(4) Mrs Garton stated that she understood that the successor document to Towards 2010 would be going to County Council in February 2010 for approval.

(5) RESOLVED that the report and the comments made by Members as set out in the Minutes be noted.

*(Mr Burgess declared a personal interest as a Member of the Federation of Small Businesses in item B2 – Target 5 of Towards 2010 and remained in the meeting and took part in the discussion).*

## **17. Draft Annual Performance Report 2008/09**

*(Item B3)*

(1) Mrs Garton introduced a report which provided an overview of the draft Annual Performance Report 2008/09 (APR) and an up to date draft of the report was circulated. Members comments included the following:-

- The report would benefit from having more figures in it, it should also identify the areas where more work was required rather than just the successes, and consideration should be given to making it shorter next year.
- Mrs Garton explained that the amount of officer time to produce the report was minimal, as the majority of the content was taken from other documents.
- A view was expressed that this was a useful document which could give Members an overview of the County Councils work.

(2) RESOLVED that the draft report and the comments made by Members be noted.

## **18. Corporate Services Connecting with Communities - Annual Report to Policy Overview Committee.**

*(Item B4)*

(1) Mr Gough and Ms Hill introduced a report which updated Members on developments regarding consultation, engagement and involvement within the Chief Executives Department. The report provided the national and local policy context and a summary of the key activities undertaken by the Chief Executives Department during 2008/09 and the activities planned for 2009.

(2) RESOLVED that the information contained in the report be noted.

## **19. Chief Executives Department Annual Complaints, Comments And Compliments Report**

*(Item B5)*

- (1) Mrs Hill presented a report which provided Members with information about the operation of the Chief Executives Department's complaints comments and compliments procedure between 1 April 2008 and 31 March 2009.
- (2) RESOLVED that the contents of the report be noted.

## **20. Kent Healthy Weight Strategy**

*(Item B6)*

1. (1) Mr Lemon introduced a report on the Kent Strategy that provided a coherent framework for multi agency work around obesity including the key targets. The report acknowledged the work of the KCC Select Committee on obesity which had informed the production of a Healthy Weight Strategy by PCT colleagues that was drafted in the second half of last year. The strategy presented to the Committee was a higher level summary and distillation of that document which provided a framework for KCC and other organisations to work within when designing and planning interventions designed to address issues of healthy weight and promote healthier lifestyles.
- (2) In response to a question Mr Lemon explained that nationally work was being done with supermarkets and food manufactures in relation to portion size and food labelling. However, supermarkets were driven by demand and therefore it was important to ensure that the public demanded healthier food.
- (3) RESOLVED that the Healthy Weight Strategy for Kent be endorsed.

## **21. A Summary of progress in delivery of KCC's environmental commitments including climate change and the implementation of the KCC Environment Policy - 6 Monthly Update.**

*(Item B7)*

- (1) Ms McKenzie introduced a paper providing a six monthly update of KCC's progress in fulfilling its sustainability and climate change commitments, including implementation of the KCC Environment Policy and the Kent Environment Strategy.
- (2) It was suggested that the expertise gained by the Members who had served on the Select Committee on Climate Change should be utilised. Also Members should look at ways that technology and the localism agenda could help support the Environment Strategy.
- (3) The possibility of a lead POC being identified for Climate Change was mentioned.
- (4) RESOLVED that the progress to date and the general shape of the Sustainability and Climate Change Action Plan going forward be noted.

## **22. Communicating with Kent Residents**

*(Item B8)*

(1) Miss Clarke presented a paper which gave an update on progress made over the last six months in the following areas; a more responsive website, a single Kent wide publication for the public sector, reduction in the number of publications produced by KCC, press releases which contain sound and video clips, use of social media by KCC, Twitter, the Kent and Medway Citizens Panel and an interactive council chamber.

(2) Members commended the saving of £228k on KCC publications. The pilot scheme of having a joint Council magazine with Dover and Swale District Councils was supported.

(3) Mr Gough undertook to explore the possibility of the new Kent.gov website being available for Members to view on County Council day (15 October 2009).

(4) Mr Northey agreed to invite Mr Parry to join the group of Members assisting with the development of the new Kent.gov website.

(5) RESOLVED that the report and the comments made by members be noted.

## **23. The Potential to Refocus and Restructure the Overview and Scrutiny Function**

*(Item B9)*

(1) Mr King introduced a discussion paper which would be considered by each of the Policy Overview Committees (POC's), the Cabinet Scrutiny Committee and the Health Overview and Scrutiny Committee prior to a report being submitted to County Council on 15 October 2009.

(2) Members comments and suggestions were invited which included the following:-

- The importance of ensuring that scrutiny was carried out in a constructive way in line with its critical friend role was emphasised.
- In order to assist the Overview and Scrutiny Committees to plan their work programmes it was essential to have a Forward Plan that was constructive, and covered a period longer than the statutory 3 months
- Cabinet/Cabinet Members making use of the policy development role of POC's was highlighted.
- Members felt that the Select Committee process added value and worked well.
- Ensuring that Cabinet Members were engaged with the work that POC's were doing was mentioned.

(3) RESOLVED that the views expressed by Members be noted.

## **24. Select Committees - update**

*(Item C1)*

(1) The Committee received a report which updated them on the process for approving the Select Committee topic review work programme. All topic reviews, where an assessment form had been received, would be considered by the Policy Overview Co-ordinating Committee at its meeting on 16 October 2009.

(2) RESOLVED that the process for agreeing a Select Committee topic review programme, and the suggested topics put forward by Members of this Committee be noted.

**TO:** Corporate Policy Overview Committee –  
13<sup>th</sup> November 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

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**Summary:**

Members of the POC are asked to note the budget monitoring exception report, based on the monitoring returns for August, as reported to Cabinet on 12<sup>th</sup> October 2009.

**FOR INFORMATION**

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**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 full monitoring report for 2009-10 was presented to Cabinet in September. This exception report highlights the main movements since that report.

### **3. Revenue**

#### **3.1 Finance portfolio:**

There is a forecast pressure on the Insurance Fund but it is assumed that this will be met by a drawdown from the Insurance Reserve, hence there is no overall impact on the bottom line position for the Finance portfolio.

3.2 At this stage, no new variances have been identified within CED revenue budgets since the last report to this POC on 25<sup>th</sup> September 2009.

### **4. Capital**

#### **4.1 Corporate Support & Performance Management portfolio:**

The forecast capital spending for the portfolio has moved by -£4.081m since last month. The main movements are detailed below:

- Sustaining Kent – Maintaining the Infrastructure – (-£4.1m) - The original budget profile was based on the assumption that the new data centre would be based at a site already identified and owned by KCC. This has not proved to be possible. As this centre is a key and critical component of much of the capital programme, the subsequent on-going delay in identifying a suitable site has had a major impact on the profiled spend. Two new sites are currently being investigated but neither site could be completed until quarter 1 of 2011-12 at the earliest.
- Gateway Multi-Channel Service Delivery – (+£0.300m) - This is a new in-year project which has been given external funding from the Regional Improvement & Efficiency Partnership. There is therefore no net financial impact on the Council.
- Modernisation of Assets – Works at Oakwood House – (+£0.645m) - Refurbishment and change of usage to rooms at Oakwood House necessitate the bringing forward of £645k into the current financial year from the approved budget in 2010-11.
- Gateway One Stop Shops – (-£0.376m) - The Gateway Programme of roll-outs is subject to many external factors and Partnership working. This has resulted in re-phasing from 2009-10 of -£376k in to 2010-11. Subsequent re-phasing has also been included for future years.
- Web Platform – (-£0.250m) - The installation of the technical environment of the website has taken longer than envisaged. This has caused delays to subsequent phases of the programme and resulted in this re-phasing.

## **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 August exception monitoring report to Cabinet.

Officer Contact  
Dave Shipton  
Finance Strategy Manager  
01622 694597 (ext. 4597)  
[dave.shipton@kent.gov.uk](mailto:dave.shipton@kent.gov.uk)

### **Background Documents:**

Cabinet 12<sup>th</sup> October 2009; Revenue & Capital Budget Monitoring Exception Report

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**To: Corporate Policy Overview Committee – 13<sup>th</sup> November 2009**

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

**Subject: BUDGET 2010/11 AND MEDIUM TERM FINANCIAL PLAN 2010/11 TO 2012/13**

**Classification: Unrestricted**

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**Summary:** This report identifies the proposed strategy for determining next year's budget and the financial plans for the following two years. This includes the latest indications of likely pressures facing the portfolios covering the Chief Executive's Department, suggested areas for service improvements and the savings that may be needed in order to set a realistic three year budget plan.

**Recommendation:** Members are asked to review and comment on the overall strategy, the pressures identified for the portfolios covering the Chief Executive's Department and to identify their priorities for savings if portfolios had to deliver a 10% saving on gross expenditure over the next three years.

## **FOR COMMENT**

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### **1. Introduction**

- 1.1 The Autumn Budget Statement to Cabinet on 12<sup>th</sup> October 2009 suggested that we are entering into more uncertain times for local government finance than has been the case for many years. Whilst we have been assured that the Government will honour the third and final year (2010/11) of the current three-year Local Government Finance settlement there remain uncertainties on the level of efficiency savings that will be required for the year, the allocation of specific grants and the level of council tax capping.
- 1.2 Beyond 2010/11 the future is even more uncertain with the next three-year Comprehensive Spending Review (CSR) deferred until after the next general election, the general state of the UK economy continuing to

be weak, and a big hole in public finances. The most likely scenario is that we will be heading into a period of spending restraint compared to the relative prosperity of recent years.

## **2. Background**

- 2.1 Indicative cash limits for 2010/11 and 2011/12 were approved by the County Council on 19<sup>th</sup> February 2009 in the Medium Term Plan (MTP) for 2009/12. These have been updated for known changes such as transfers of activities or staff between portfolios following the announcement of the new Cabinet responsibilities in May.
- 2.2 We are proposing a minor restructuring of the presentation of the MTP so that we can more clearly distinguish between unavoidable pressures (such as the impact of inflationary pressures on pay and prices, demographic pressures due to changes in Kent's population, and legislative pressures from Government) and pressures arising from local decisions on service levels and policy led improvements. The indicative cash limits have been updated for the latest forecast of these pressures.
- 2.3 We are also proposing a minor re-presentation of savings and income sections to more closely match the strands set out in the budget strategy below. Managing Directors have been set targets to make efficiency savings on staff overheads and procured services. In setting these targets we have been clear that we need to drive out as much as possible from efficiency savings before we look at any other savings.
- 2.4 We are setting POCs the challenge to identify their priorities for areas for savings if we had to make a 10% reduction on gross expenditure over the next 3 years. At this stage in the process this is a scoping exercise to inform policy development over the medium term (and we have no intention to take such a blunt salami slicing approach to policy development) rather than to bring forward specific proposals. However, POCs will have the opportunity to identify any areas where they think savings can be achieved from policy changes affecting the 2010/11 budget.

## **3. Budget Strategy**

- 3.1 In light of the national situation outlined in this report we are proposing a budget strategy based on the following assumptions:
  - A £9m increase in formula grant for 2010/11 from £267m to £276m. Thereafter we are estimating a 3% per annum reduction in cash terms.
  - A reduction in the growth in the council tax base due to additional households from 0.8% in 2009/10 to 0.5% pa for the period of the next MTP
  - As low an increase in council tax as possible

- 3.2 Based on these assumptions this would see a small increase in the council's net spending of £822m in 2009/10 (excl. Area Based Grant) and thereafter standstill or reduced net spending. This represents a substantial shift over the previous three-year period which saw net spending rise from £710m in 2006/07 to £742m in 2007/08 to £796m in 2008/09.
- 3.3 In order to deliver a change of this magnitude we have calculated we would need to reduce spending in real terms by nearly £200m over the period of the next MTP. We are proposing this would be achieved through a combination of resisting budget pressures and making savings through efficiencies/income generation (i.e. delivering the same or similar level of service at lower cost) and policy led changes (i.e. delivering a different level of service).
- 3.4 In the normal course of events we could have anticipated budget pressures of circa £190m over the period of the next MTP. This assumes inflation running within the government target of 2.5% pa, demographic changes arising from an increasingly elderly and needy population, and legislative changes adding additional burdens on local authority services. Under the budget strategy we propose to resist 1/3 of these pressures through taking a robust stance in negotiating pay and price increases and responding to demographic and legislative pressures through innovative cost effective approaches.
- 3.5 Even after resisting some pressures this would still leave the authority needing to find around £130m of cashable savings to deliver a balanced budget within the overall strategic assumptions outlined in paragraph 3.1. This equates to the 10% that we are asking each POC to consider (assuming schools spending/grants continue to be outside of KCC's direct influence). To put savings of this magnitude into context over the preceding three-year period from April 2007 to March 2010 we will have delivered over £110m of efficiency savings/income generation as part of delivering each year's budget.
- 3.6 Chief Officers have signed up to identifying £10m of efficiency savings in 2010/11 from reducing staff overheads through a review of support functions. Chief Officers have also agreed to identify £6m of savings on procured services in 2010/11 through driving out efficiencies between the authority and contractors. POCs can consider and comment on these proposals as part of their deliberations on identifying the scope for 10% savings on the total portfolio spend.

#### **4. Latest Developments: National Context**

- 4.1 There are a number of national factors to take into account.

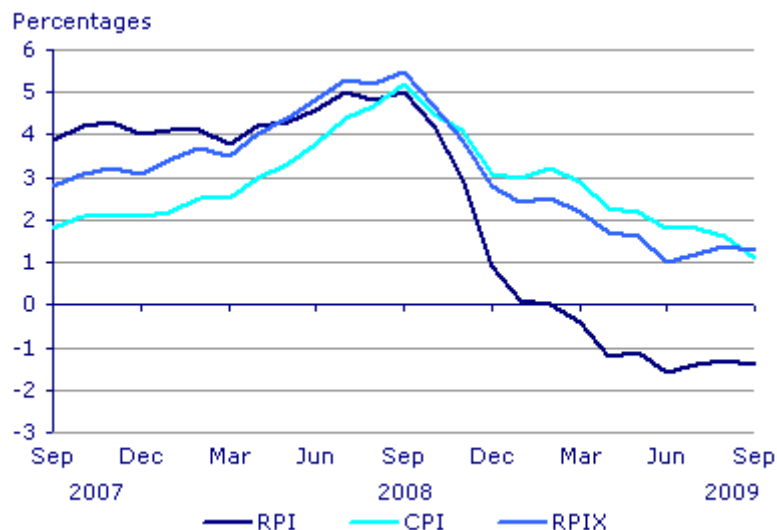
4.2 The Government's Comprehensive Spending Review 2007, published on 9 October 2007, set out national spending plans for 2008/11. The overall state of public finances and direction of the UK and world economy has significantly deteriorated since these plans were published. Nonetheless, the Government has assured local authorities that they will honour the third and final year of the current plan and that Formula Grant settlements will be as previously announced. For Kent this represents an increase of around £9m on the £267m grant for 2009/10. The final figure will vary slightly for changes in the data used for the formula and the Government is due to issue revised indicative figures in late November/early December and we should get final settlements in late January/early February.

4.3 Over the last 18 months inflation has initially gone up (exceeding Government targets) and subsequently reduced. There are different indices used to measure inflation, the indices enable an annual rate of underlying inflation to be calculated:

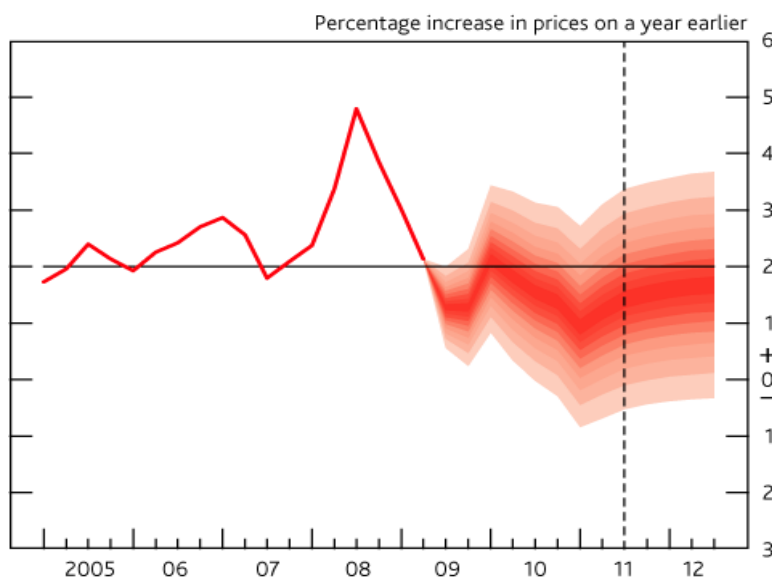
Retail Price Index (RPI) – This is the traditionally accepted measure for inflation and has been calculated continuously since June 1947. It is used by the government to update pensions, benefits and index-linked gilts. It is commonly used to uprate contracts, and is often taken into account in wage bargaining. RPIX is a variant excluding mortgage interest payments; RPIY is a further variant excluding mortgage interest and indirect taxes (e.g. VAT and council tax).

Consumer Price Index (CPI) – This is the measure now adopted by Government for targets on the economy. It is based on harmonised consumer index prices (HCIP) and enables comparison on internationally agreed standards throughout Europe. It does not include mortgage interest or indirect taxes but does include some financial services not included in RPI.

4.4 The chart below shows the changes in inflation over the last 2 years. In summer 2008 we experienced relatively high levels of inflation (CPI 5.2%, RPI 5.0% both peaked in September 2008) well above the levels assumed in the government's spending plans. At the time was attributed to rising fuel prices. Since then RPI has declined steadily dropping to 0% in January 2009 and currently stands at an annual decrease of -1.4% as at September 2009. This is mainly on the back of reduced interest rates affecting mortgage payments and reduction in VAT. CPI has declined less rapidly and currently stands at an annual increase of +1.1% as at September 2009 (down from 1.6% in August). The largest downward factor on CPI over the last year has come from housing and household services particularly energy prices which have remained largely constant following increases last September.

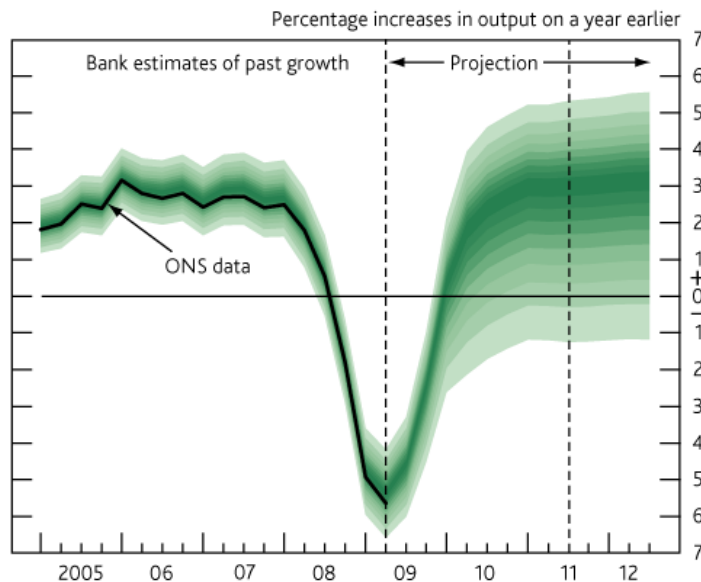


4.5 The Bank of England Monetary Policy Committee (MPC) produces monthly “fan charts” with forecasts for inflation (CPI) and economic growth (Gross Domestic Product – GDP). The idea of the fan chart is that it provides a range for forecasts which expand the further into the future to allow for greater uncertainty. The latest fan chart for inflation is reproduced below.



4.6 As can be seen from the fan chart the MPC is forecasting a rise in inflation (as measured by CPI) to around 2% by the end of the year with a steady decline throughout 2010 (down to around 1%) and thereafter a small but steady rise up to around 1.8% by the end of 2011. On the presumption that interest rates will remain low for the foreseeable future it seems likely that RPI will continue to be below CPI although the gap should close as the reductions in interest rates last year no longer have a negative impact on the annual underlying rate of inflation (when interest rates eventually rise this is likely to impact as an increase in RPI taking it above CPI).

- 4.7 We have dwelt on inflation in more depth than previous POC reports as it is an essential component of our budget strategy that the current low levels be reflected in our pay and price pressures and negotiations. In particular RPI on which many of our contracts and wage bargaining is based is currently negative (and likely to remain so or at least negligible increase while interest rates remain low).
- 4.8 The other major economic factor which we have to take into account is that the UK economy has been in recession since Autumn 2008. The MPC is currently forecasting that we reached the bottom of the trough earlier in the year and the economy is slowly improving. The fan graph for GDP suggests the economy could be back into modest growth by the end of the year. Should the forecasts prove to be inaccurate and the recession continue longer than expected this could have significant impact on the demographic forecasts within the MTP as there is much evidence that in a time of prolonged recession people's attitudes, behaviours and demands for public services change.



## 5. The current budget

- 5.1 The current budgets for the portfolios under the oversight of this POC as per the budget approved at the start of the year are as follows:

	Gross spend £'000	Income £'000	Net spend £'000
Localism & Partnerships	7,817	359	7,458
Finance	123,641	20,188	103,453
Corporate Support Services & Performance Management	49,840	40,832	9,008
Public Health & Innovation	680		680
<b>Total</b>	<b>181,978</b>	<b>61,379</b>	<b>120,599</b>

Since the start of the year the cash limits used for budget monitoring vary for the allocation of rollover from 2008/09 (these only affect the in-year budget and not the base) and there have been some transfers between portfolios of base budgets to reflect changes in responsibility e.g. during the year it has been agreed to transfer the Children's Social Services Out of Hours Service to the Contact Centre. More detail of the base budgets as approved at the start of the year is outlined in Appendix 1.

5.2 In very brief summary this budget provides for the following outcomes, outputs and/or service improvements:

- Support to service directorates in delivering front-line services
- Public access services including Gateways, Contact Centre and Kent TV
- Corporate and democratic core costs
- Financing of the capital programme
- Commercial trading arm of KCC

Further detail of all the services/activities within CED budgets is outlined in the table in Appendix 2.

5.3 As reported in the quarterly monitoring reports there have been pressures identified on the staffing budgets in democratic services and central policy/performance improvement & engagement which have partially been offset by additional income in legal services. Further detail is outlined in Appendix 3.

## **6. Chief Executive's Department Priorities for the Medium Term Plan**

6.1 The overall direction for the Chief Executive's Department is now well established and enclosed with this report at Appendix 3 is a draft statement of the Medium Term Service Priorities for the portfolios covering the Chief Executive's Department which will shape our contribution to Section 3 of the Medium Term Plan.

6.2 Members will appreciate, from the information in section 4 above, that the financial framework for the medium term will be very tough for all portfolios and comes at a time when demand for services has never been higher, both because more people need services and because of greater public expectations particularly at times of recession.

6.3 Whilst the units under the remit of this portfolio are implementing modernisation changes that will increase efficiency and effectiveness, this will not avoid altogether the need for some difficult decisions over the medium term.

6.4 Areas of spending priority for which significant additional funding is proposed are as follows:

## **Pay**

There is no provision currently included in cash limits for an annual pay award for Kent Scheme staff in 2010/11 as no proposal has been made. Thereafter cash limits include a provision consistent with the underlying rates of inflation throughout 2009 and the Monetary Policy Committee forecasts for the next two years. Settlements continue to be the subject of local pay bargaining with recognised trade unions on an annual basis.

The majority of staff in the Kent Scheme benefit from incremental progression under the performance progression arrangements. On average incremental progression equates to a 2.7% increase in pay. No funding is provided within the overall cash limit for incremental progression on the grounds that the cost is offset by the effect of staff turnover. Staff turnover levels have marginally declined in the current recession and we now have an average turnover level of around 12% of staff. This will continue to be closely monitored.

In addition to staff turnover, vacancy management continues to be used to both deliver existing budgets and wherever possible to mitigate the impact of restructuring and any necessary downsizing for other employed staff.

## **Prices**

The main price pressures affecting the portfolios covering CED relate to contractual prices on contracts and rents for running the county office estate. By reviewing and resisting some price pressures we have been able to make reduced provision from previous MTP.

## **Government/Legislative**

We have made provision within the Finance portfolio for the anticipated 0.5% increase in employer's national insurance contributions in 2011/12. Once confirmed this budget would need to be redistributed to service portfolios.

## **Demographic/Demand Led**

We have made no new provision from existing MTP.

## **Service Strategies & Improvement**

The main additional pressures can be summarised as follows:

- Reduced requirement for capital financing in 2010/11 of £2.452m but additional pressures of £1.868m in 2011/12 and £9.571m in 2011/12
- Increased provision in the workforce reform reserve adding £2.5m in 2010/11, £0.5m of which is removed in 2012/13
- Rephasing of pressure to increase IT asset maintenance reserve from 20010/11 to 2011/12

6.5 Services with the Chief Executives Department will continue to strive to earn additional income. Commercial Services, Finance, ISG, Legal Services, Personnel & Development, and Property all already earn

significant amounts of income from trading activities with schools, other services within KCC, and other local authorities. Nonetheless, all services will endeavour to find other innovative ways to earn additional income to reduce the cost of overheads on the rest of the authority so that the maximum can be allocated to front line services.

6.6 The Chief Executive and Cabinet Members consider that services within the portfolios must contribute their fair share of £10m overhead efficiency savings and £6m procurement savings agreed to be identified by Chief Officers. Within Chief Executives we have agreed that savings targets should be allocated according to an analysis of relative means between services. All services have met the targets and a summary of the director's proposals are included in the draft MTP sheets attached as appendix 4. In many cases the savings will affect delegated budgets and the details will need to be agreed with Resource Directors representing the service directorates and discussions to that effect are well underway.

6.7 The position can be summarised as follows:

	2010/11 £000	2011/12 £000	2012/13 £000
<b>Existing pressures in published MTP 2009/12</b>			
Pay	792	851	
Prices	357	250	
Legislative	20	30	
Demographic/Demand Led	1,008	3,429	
Service Improvements	18,270	7,031	
<b>New pressures/savings</b>			
Pay	-792	-258	830
Prices	-390	-55	203
Legislative	0	1,400	0
Demographic/Demand Led	0	0	0
Service Improvements	-408	896	9,150
Savings (excl delegated)	-816		

More detail is set out in the attached draft Medium Term Plan Financial Appendix 4.

6.7 As previously indicated the POC is asked to consider the gross spend within the portfolio and identify its priorities should the authority have to make a 10% reduction in spend over the period of the next MTP. For this purpose the POC can ignore the expenditure which is funded by the £20.188m of income in the Finance portfolio and the £112.125m cost of financing the capital programme, reducing gross spend to £49.665m. In

making its recommendations the POC should consider the balance between efficiency savings in front line, procured and support functions, income generation opportunities and policy savings.

## **7. Recommendation**

### 7.1 Members are asked to

(i) note and comment on the above proposals

(ii) identify and express their relative priorities for services in portfolios covered by the Chief Executives Department giving broad indications of areas or types of savings and efficiencies that they consider could be realistically be achieved.

*Contact officer:*

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### **Background documents:**

2009/10 CED Business Plans

2009/12 Medium Term Plan and 2009/10 Budget Book

## Appendix 1 – Existing 2009-10 budgets (as recast to reflect new portfolio responsibilities)

Portfolio Service Budgets (note the budgets exclude expenditure and income from budgets delegated to service directorates)

Portfolio	Unit	Director/ Manager	Gross Exp. £000s	Income £000s	Net Exp. £000s
<b>L&amp;P</b>	Democratic Services	GW	4,354	3	4,351
	Policy & ICT	DC	1,298	356	942
	County Council Elections		255		255
	Consultations		100		100
	Local Grants		1,810		1,810
	<b>Sub Total</b>		<b>7,817</b>	<b>359</b>	<b>7,458</b>
<b>FIN</b>	Finance Group	LM	5,636	3,675	1,961
	Capital Financing	LM	112,125	4,973	107,152
	Other Financing Items		5,880	11,540	-5,660
	<b>Sub Total</b>		<b>123,641</b>	<b>20,188</b>	<b>103,453</b>
<b>CSS&amp;PM</b>	Personnel & Development	AB	6,107	5,004	1,103
	Policy & ISG	DC	11,751	8,970	2,781
	Property Group	DL	5,215	4,131	1,084
	Finance Group	LM	286	30	256
	Legal Services	GW	6,178	7,037	-859
	Corporate Communications	JC	1,554	94	1,460
	Strategic Development Unit	TO	7,867	2,877	4,990
	Strategic Management	PG	651		651
	Centrally Managed Budgets		7,115	1,310	5,805
	Grants			4,919	-4,919
	Financing Items		3,116	6,460	-3,344
	<b>Sub Total</b>		<b>49,840</b>	<b>40,832</b>	<b>9,008</b>
<b>PH</b>	Public Health	MP	<b>680</b>	<b>0</b>	<b>680</b>
	<b>Total</b>		<b>181,978</b>	<b>61,379</b>	<b>120,599</b>

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## Appendix 2 – Activity Details

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
<b>Localism &amp; Partnerships</b>										
<b>Democratic Services</b>	GW									
Secretariat		1,032.7	86.8	1,119.5	-3.3	<b>1,116.2</b>		<b>1,116.2</b>		
Member Services		317.8	2,186.9	2,504.7	0.0	<b>2,504.7</b>		<b>2,504.7</b>		
Data Protection		97.5	12.6	110.1	0.0	<b>110.1</b>		<b>110.1</b>		
Appeals		106.6	53.4	160.0	0.0	<b>160.0</b>	160.0	<b>0.0</b>		
Local Boards		536.3	83.5	619.8	0.0	<b>619.8</b>		<b>619.8</b>		
<b>Total Democratic Servs</b>		<b>2,090.9</b>	<b>2,423.2</b>	<b>4,514.1</b>	<b>-3.3</b>	<b>4,510.8</b>	<b>160.0</b>	<b>4,350.8</b>		
<b>International Affairs Group</b>	DC	395.3	139.5	534.8	-35.0	<b>499.8</b>		<b>499.8</b>		
<b>Kent Partnership</b>	DC	493.8	269.1	762.9	-321.2	<b>441.7</b>		<b>441.7</b>		
County Council Elections			255.0	255.0	0.0	<b>255.0</b>		<b>255.0</b>		
Public Consultation			100.0	100.0	0.0	<b>100.0</b>		<b>100.0</b>		
Member Community Grants			840.0	840.0	0.0	<b>840.0</b>		<b>840.0</b>		
Local Scheme Spending			400.0	400.0	0.0	<b>400.0</b>		<b>400.0</b>		
District Grants			570.0	570.0	0.0	<b>570.0</b>		<b>570.0</b>		
<b>TOTAL L &amp; P</b>		<b>2,980.0</b>	<b>4,996.8</b>	<b>7,976.8</b>	<b>-359.5</b>	<b>7,617.3</b>	<b>160.0</b>	<b>7,457.3</b>	<b>0.0</b>	

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
<b>Finance</b>										
<b>Finance Group</b>	LM									
County Finance		985.0	398.2	1,383.2	-216.7		1,166.5		1,166.5	
Insurance & Risk		579.2	27.9	607.1	-682.8		-75.7		-75.7	
Pensions\Treasury\ Investments		1,908.2	620.8	2,529.0	-2,624.0		-95.0		-95.0	
Exchequer Services		984.7	52.9	1,037.6	-24.6	1,013.0	0.0		0.0	
Performance Monitoring		125.1	-70.5	54.6	0.0		54.6		54.6	
Value for Money		85.9	-85.9	0.0	0.0		0.0		0.0	
Finance Support Team		211.6	5.9	217.5	-7.1		210.4		210.4	
Monitoring, Accounting & Taxation Team		504.6	36.0	540.6	-27.1	51.0	462.5		462.5	
Finance Strategy Team		194.5	43.2	237.7	0.0		237.7		237.7	
External Funding Team		101.4	24.6	126.0	0.0	126.0	0.0		0.0	
Finance Systems			649.5	649.5	-90.9	558.6	0.0		0.0	
<b>Total Finance Group</b>		<b>5,680.2</b>	<b>1,702.6</b>	<b>7,382.8</b>	<b>-3,673.2</b>	<b>1,748.6</b>	<b>1,961.0</b>		<b>1,961.0</b>	
Insurance Fund								2,979.0	2,979.0	
Workforce Reduction Fund								1,500.0	1,500.0	
Environment Agency Levy								359.0	359.0	
Kent & Essex Joint Sea Fisheries levy								264.0	264.0	
Interest on Cash Balances								-2,000.0	-2,000.0	

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
		£000	£000	£000	£000	£000	£000	£000	£000	
Debt charges								107,152.0	107,152.0	
Transferred Services Pensions								22.0	22.0	
Performance Reward Grant								-1,977.0	-1,977.0	
Contribution to/from Reserves								-7,191.0	-7,191.0	
ABG Safer Stronger Communities								1,384.0	1,384.0	
Draw down from Kings Hill reserves								-1,000.0	-1,000.0	
<b>TOTAL FINANCE</b>		<b>5,680.2</b>	<b>1,702.6</b>	<b>7,382.8</b>	<b>-3,673.2</b>	<b>3,709.6</b>	<b>1,748.6</b>	<b>1,961.0</b>	<b>101,492.0</b>	<b>103,453.0</b>
<b>Corporate Support Services &amp; Performance Management</b>										
<b>Personnel &amp; Development</b>	AB									
Schools Personnel Service		2,497.1	366.9	2,864.0	-2,942.8	-78.8		-78.8		-78.8
Communities, E&R, CED Personnel Service		745.7	23.8	769.5	-134.0	635.5	635.5	0.0		0.0
Employee Relations Unit		110.9	21.1	132.0	0.0	132.0		132.0		132.0
Pay and Rewards team		281.2	57.0	338.2	-50.0	288.2	288.2	0.0		0.0
Employee Services		2,213.4	107.2	2,320.6	-357.5	1,963.1	1,963.1	0.0		0.0

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000			£000			
Personnel & Information Services		512.6	-66.4	446.2	0.0		446.2		0.0	0.0
Corporate Diversity Team		87.2	29.3	116.5	0.0		116.5		0.0	0.0
Staff Care Services		0.0	736.5	736.5	-385.7		350.8		0.0	0.0
Wellbeing Healthchecks		0.0	75.0	75.0	0.0				75.0	75.0
P&D Management		586.3	109.0	695.3	-160.0				535.3	535.3
Learning & Development		761.2	636.4	1,397.6	-973.7		392.6		31.3	31.3
Health & Safety		202.8	31.8	234.6	0.0				234.6	234.6
Strategy 4 Staff			190.6	190.6	0.0		163.3		27.3	27.3
Rewards Strategy		0.0	146.0	146.0	0.0				146.0	146.0
<b>Total P&amp;D</b>		<b>7,998.4</b>	<b>2,464.2</b>	<b>10,462.6</b>	<b>-5,003.7</b>		<b>4,356.2</b>		<b>1,102.7</b>	<b>1,102.7</b>
<b>Information Services</b>	DC									
Non-service catalogue & projects		5,561.1	1,856.2	7,417.3	-6,004.0		515.4		897.9	897.9
Desktop		4,587.0	802.5	5,389.5	-1,633.5		3,643.9		112.1	112.1
Network - data		1,262.1	4,331.9	5,594.0	0.0		5,543.7		50.3	50.3
Network - voice		275.7	205.7	481.4	-250.2		231.2		0.0	0.0
Data centre		257.2	222.6	479.8	-45.0		434.8		0.0	0.0
Applications - KSSiP		1,244.5	770.5	2,015.0	-155.0		1,860.0		0.0	0.0
Applications - Others		2,174.3	831.8	3,006.1	0.0		2,981.8		24.3	24.3
Targeted Savings				0.0	-801.0		-801.0		0.0	0.0
BS&P Core Team		498.1	158.8	656.9	0.0				656.9	656.9
<b>Total ISG</b>		<b>15,860.0</b>	<b>9,180.0</b>	<b>25,040.0</b>	<b>-8,888.7</b>		<b>14,409.8</b>		<b>1,741.5</b>	<b>1,741.5</b>
<b>Central Policy</b>	DC	684.4	24.4	708.8	-80.6				628.2	628.2

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>Performance Improvement &amp; Engagement</b>	DC	621.9	-209.8	412.1	0.0	<b>412.1</b>		<b>412.1</b>		
<b>Property Group</b>	DL									
Brussels Office		27.6	112.4	140.0	-140.0	<b>0.0</b>		<b>0.0</b>		
Meeting Room Lettings		60.6	284.3	344.9	-344.9	<b>0.0</b>		<b>0.0</b>		
Disposals		209.2	-209.2	0.0	0.0	<b>0.0</b>		<b>0.0</b>		
Estates Framework			884.0	884.0	0.0	<b>884.0</b>	884.0	<b>0.0</b>		
Estates Team		452.4	21.5	473.9	0.0	<b>473.9</b>	473.9	<b>0.0</b>		
Landlord Maintenance			208.5	208.5	0.0	<b>208.5</b>	208.5	<b>0.0</b>		
County Wide Offices		58.1	5,537.7	5,595.8	-1,592.4	<b>4,003.4</b>	4,003.4	<b>0.0</b>		
Parking Permits			112.0	112.0	0.0	<b>112.0</b>	112.0	<b>0.0</b>		
BWP Savings Lyons			-67.5	-67.5	0.0	<b>-67.5</b>	-67.5	<b>0.0</b>		
BWP Savings Camb Terrace			-54.0	-54.0	0.0	<b>-54.0</b>	-54.0	<b>0.0</b>		
BWP Savings Castle Street			-40.0	-40.0	0.0	<b>-40.0</b>	-40.0	<b>0.0</b>		
Maintenance & Minor Work		341.4	14.4	355.8	-355.8	<b>0.0</b>		<b>0.0</b>		
Maintenance Contract			589.6	589.6	-44.1	<b>545.5</b>	545.5	<b>0.0</b>		
Environmental Consultancy			279.1	279.1	0.0	<b>279.1</b>	279.1	<b>0.0</b>		
CPFM		213.5	1.2	214.7	-214.7	<b>0.0</b>		<b>0.0</b>		
Capital Projects		1,226.7	51.3	1,278.0	-1,278.0	<b>0.0</b>		<b>0.0</b>		
Betterwork Places		65.0	100.4	165.4	0.0	<b>165.4</b>		<b>165.4</b>		
Resources		280.5	94.5	375.0	-50.0	<b>325.0</b>		<b>325.0</b>		

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
		£000	£000	£000	£000	£000	£000	£000	£000	
Terrier Team		146.3	5.9	152.2	0.0		152.2		152.2	
Legionella & Statutory Testing			77.0	77.0	0.0		77.0		77.0	
Director, Policy & Strategy		401.8	72.9	474.7	-110.7		364.0		364.0	
<b>Total Property Group</b>		<b>3,483.1</b>	<b>8,076.0</b>	<b>11,559.1</b>	<b>-4,130.6</b>		<b>7,428.5</b>	<b>6,344.9</b>	<b>1,083.6</b>	
<b>Legal</b>	GW									
Commercial Team		1,744.9	56.1	1,801.0	-2,418.3		-617.3		-617.3	
Community Team		2,335.3	152.4	2,487.7	-3,212.4		-724.7		-724.7	
Disbursements			1,400.0	1,400.0	-1,400.0		0.0		0.0	
Administration		436.5	52.3	488.8	-6.5		482.3		482.3	
<b>Total Legal</b>		<b>4,516.7</b>	<b>1,660.8</b>	<b>6,177.5</b>	<b>-7,037.2</b>		<b>-859.7</b>	<b>0.0</b>	<b>-859.7</b>	
<b>Corporate Communications</b>	JC									
Corporate Communications		974.2	319.0	1,293.2	-38.0		1,255.2		1,255.2	
Kent County Show		0.0	108.0	108.0	-56.2		51.8		51.8	
Around Kent			152.8	152.8	0.0		152.8		152.8	
<b>Total Corporate Comms</b>		<b>974.2</b>	<b>579.8</b>	<b>1,554.0</b>	<b>-94.2</b>		<b>1,459.8</b>	<b>0.0</b>	<b>1,459.8</b>	
<b>Strategic Development Unit</b>	TO									
Strategic Development Unit		327.5	12.8	340.3	0.0		340.3		340.3	
Gateways		255.6	1,294.5	1,550.1	-573.9		976.2		976.2	
Kent TV			700.0	700.0			700.0		700.0	

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000						
		£000	£000	£000	£000	£000	£000	£000	£000	
Kent Graduate Programme		308.5	51.4	359.9	-17.0	342.9		342.9		
Contact Centre		2,821.2	643.8	3,465.0	-834.0	2,631.0		2,631.0		
Consumer Direct		1,227.6	224.5	1,452.1	-1,452.1	0.0		0.0		
<b>Total SDU</b>		<b>4,940.4</b>	<b>2,927.0</b>	<b>7,867.4</b>	<b>-2,877.0</b>	<b>4,990.4</b>	0.0	<b>4,990.4</b>		
<b>Finance</b>	LM									
Internal Audit		538.3	246.4	784.7	-30.0	754.7	754.7	0.0		
Procurement		234.3	21.0	255.3	0.0	255.3		255.3		
<b>Total Finance</b>		<b>772.6</b>	<b>267.4</b>	<b>1,040.0</b>	<b>-30.0</b>	<b>1,010.0</b>	<b>754.7</b>	<b>255.3</b>		
<b>Strategic Management</b>	PG	<b>639.0</b>	<b>12.4</b>	<b>651.4</b>	<b>0.0</b>	<b>651.4</b>		<b>651.4</b>		
Centrally Managed Budgets		1,036.1	4,952.6	5,988.7	-183.5	5,805.2		5,805.2		
PFI Grant					-630.0	-630.0		-630.0		
Dedicated Schools Grant					-4,289.0	-4,289.0		-4,289.0		
Contribution from Commercial Services									-6,460.0	
Contribution to/from IT asset maintenance reserve									2,352.0	
Audit Fees & Subscriptions									764.0	
<b>TOTAL CSS &amp; PM</b>		<b>41,526.8</b>	<b>29,934.8</b>	<b>71,461.6</b>	<b>-33,244.5</b>	<b>38,217.1</b>	<b>25,865.6</b>	<b>12,351.5</b>	<b>-3,344.0</b>	<b>9,007.5</b>

Portfolio, Unit and Activity	Director/ Manager	Expenditure			Income	Net Total CED	Less Delegated	NET Core CED	Financing Items	Total
		Employees	Running Costs	Total						
		£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Public Health &amp; Innovation</b>										
<b>Public Health Unit</b>	MP									
Towards 2010 Target 50		230.0	50.0	280.0	0.0	<b>280.0</b>		<b>280.0</b>		<b>280.0</b>
Healthwatch			150.0	150.0	0.0	<b>150.0</b>		<b>150.0</b>		<b>150.0</b>
Public Health Team			250.0	250.0	0.0	<b>250.0</b>		<b>250.0</b>		<b>250.0</b>
<b>Public Health</b>		<b>230.0</b>	<b>450.0</b>	<b>680.0</b>	<b>0.0</b>	<b>680.0</b>	<b>0.0</b>	<b>680.0</b>	<b>0.0</b>	<b>680.0</b>
<b>Total CED Portfolios</b>		<b>50,417.0</b>	<b>37,084.2</b>	<b>87,501.2</b>	<b>-37,277.2</b>	<b>50,224.0</b>	<b>27,774.2</b>	<b>22,449.8</b>	<b>98,148.0</b>	<b>120,597.8</b>

## Appendix 3 – Current budget monitoring details

### CED Budgets

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Localism &amp; Partnerships portfolio</b>							
<i>Democratic Services:</i>						0	
- core service	4,354	-3	4,351	323	-135	188	Committee manager post & Members allowance
- support to directorates	160	-160	0			0	
<b>TOTAL Democratic Services</b>	<b>4,514</b>	<b>-163</b>	<b>4,351</b>	<b>323</b>	<b>-135</b>	<b>188</b>	
International Affairs Group	587	-35	552	-2	2	0	
Kent Partnerships	763	-321	442	-87	87	0	Reduced LSC income & third party payments
County Council Elections	255		255	0	0	0	
Public Consultation	100		100	0	0	0	
Provision for Member Community Grants	852		852	0	0	0	
Local Scheme Spending recommended by Local Boards	427		427	0	0	0	
District Grants for Local Priorities	625		625	0	0	0	
Budget Managed by this portfolio	8,123	-519	7,604	234	-46	188	
<b>Less</b> delegated Support Costs	<b>-160</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total L&amp;P portfolio</b>	<b>7,963</b>	<b>-359</b>	<b>7,604</b>	<b>234</b>	<b>-46</b>	<b>188</b>	
<b>Corporate Support &amp; Performance Management portfolio</b>							
<i>Personnel &amp; Development:</i>						0	
- core service	6,149	-5,004	1,145	3	-25	-22	Additional Income to cover staff costs (see below)
- support to directorates	4,356	-4,356	0	26	-4	22	Additional staff costs for Support to CMY, EH&W & CED
<b>TOTAL P&amp;D</b>	<b>10,505</b>	<b>-9,360</b>	<b>1,145</b>	<b>29</b>	<b>-29</b>	<b>0</b>	
<i>Business Solutions &amp; Policy:</i>							
- core service	10,636	-8,889	1,747	249	-190	59	EIS trading activity with Schools
- support to directorates	14,410	-14,410	0	26	-85	-59	Pay as you go project activity & KPSN adj
<b>TOTAL Business Solutions</b>	<b>25,046</b>	<b>-23,299</b>	<b>1,747</b>	<b>275</b>	<b>-275</b>	<b>0</b>	
<i>Property Group:</i>							
- core service	5,442	-4,080	1,362	0	0	0	
- support to directorates	4,687	-4,687	0	0	0	0	
<b>TOTAL Property Group</b>	<b>10,129</b>	<b>-8,767</b>	<b>1,362</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<i>Internal Audit &amp; Procurement Support to Directorates</i>						0	
- core service	286	-30	256	6	-6	0	
- support to directorates	754	-754	0	5	-5	0	Pay as you go

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	activity
TOTAL Internal Audit & Procure	1,040	-784	256	11	-11	0	
Legal Services	6,189	-7,037	-848	220	-416	-196	Increased trading activity and related costs and -£20k premises saving
Corporate Communications	1,624	-94	1,530	-1	1	0	
Strategic Development Unit	3,853	-1,287	2,566	51	-51	0	Kent Graduate Prog recruitment funded by income from Directorates
Strategic Management	651		651	0	0	0	
Centrally Managed Budgets	1,843	-416	1,427	175	0	175	In year management action savings target
Contact Kent	5,048	-2,091	2,957	0	0	0	
Central Policy	709	-81	628	124	0	124	Strengthening of team
Performance, Improvement & Engagement	412		412	129	-86	43	Consultancy to develop plans for change
Kent Works	895	-895	0	0	0	0	
PFI Grant		-630	-630	0	0	0	
Dedicated Schools Grant		-4,289	-4,289	0	0	0	
Support Services purchased from CED	4,199		4,199	20	0	20	Saving generated in Legal re: Castle St offices
Budget Managed by this portfolio	72,143	-59,030	13,113	1,044	-878	166	
Less delegated Support Costs	-24,207	24,207	0	28	-28	0	Adj for KPSN revised charges
<b>Total CS&amp;PM</b>	<b>47,936</b>	<b>-34,823</b>	<b>13,113</b>	<b>1,072</b>	<b>-906</b>	<b>166</b>	
<b>Finance Portfolio</b>							
<i>Finance Group:</i>							
- core service	6,178	-4,199	1,979	-41	41	0	Insurance vacancies resulting in reduced drawdown from Insurance Fund
- support to directorates	1,749	-1,749	0			0	
<b>TOTAL Finance Group</b>	<b>7,927</b>	<b>-5,948</b>	<b>1,979</b>	<b>-41</b>	<b>41</b>	<b>0</b>	
Less delegated Support Costs	-1,749	1,749	0	0	0	0	
<b>Total Finance portfolio</b>	<b>6,178</b>	<b>-4,199</b>	<b>1,979</b>	<b>-41</b>	<b>41</b>	<b>0</b>	
<b>TOTAL CORPORATE POC</b>	<b>62,077</b>	<b>-39,381</b>	<b>22,696</b>	<b>1,265</b>	<b>-911</b>	<b>354</b>	
<b>Public Health &amp; Innovation portfolio</b>							
Kent Department of Public Health	1,410	-620	790	10	-10	0	
<b>Total Directorate Controllable</b>	<b>63,487</b>	<b>-40,001</b>	<b>23,486</b>	<b>1,275</b>	<b>-921</b>	<b>354</b>	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Assumed Management Action:</b>							
- L&P portfolio					-188	-188	
- CS&PM portfolio				-166		-166	
- Finance portfolio						0	
- PH&I portfolio						0	
<b>Forecast after Mgmt Action</b>				<b>1,109</b>	<b>-1,109</b>	<b>0</b>	

## Financing Items

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Corporate Support &amp; Performance Management portfolio</b>							
Contribution to IT Asset Maintenance Reserve	2,352		2,352			0	
Audit Fees & Subscriptions	764		764			0	
Contribution from Commercial Services		-6,460	-6,460			0	
<b>Total Corporate Support &amp; PM</b>	<b>3,116</b>	<b>-6,460</b>	<b>-3,344</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Finance Portfolio</b>							
Insurance Fund	2,979		2,979			0	
Workforce Reduction	1,500		1,500			0	
Environment Agency Levy	359		359			0	
Joint Sea Fisheries	264		264			0	
Interest on Cash Balances / Debt Charges	117,921	-12,769	105,152	-3,209	-422	-3,631	Write down of discount saving from 2008-09 debt restructuring, no new borrowing & increased interest on balances
Transferred Services Pensions	22		22			0	
PRG	83	-2,100	-2,017			0	
Contribution to/from Reserves	-2,392		-2,392	3,471		3,471	transfer of 09-10 write down of discount saving from 08-09 debt restructuring to reserves; provision for recession
Drawdown from Kings Hill reserve	-1,000		-1,000			0	
ABG Safer Stronger Communities	1,277		1,277			0	
<b>Total Finance</b>	<b>121,013</b>	<b>-14,869</b>	<b>106,144</b>	<b>262</b>	<b>-422</b>	<b>-160</b>	
<b>Total Controllable</b>	<b>124,129</b>	<b>-21,329</b>	<b>102,800</b>	<b>262</b>	<b>-422</b>	<b>-160</b>	

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## **Appendix 4 - Draft for Section 3 of the Medium Term Plan**

### **Localism & Partnerships**

#### **1 Overall objectives of the Portfolio**

The overall objective of this portfolio is to support the democratic processes within the County Council and to enhance localism and partnership working.

- Supporting the democratic process by providing a comprehensive Member support and secretariat service in all areas of the council's business.
- To develop existing strategic international alliances to enhance Kent's key policy objectives.
- To maximise the benefits to KCC and Kent of being the UK's "Gateway to Europe".
- Securing new levels of enhanced partnership working to deliver corporate objectives, particularly but not exclusively through supporting the Kent Partnership and its working groups;
- Connecting with communities to gain insight into what Kent residents want and think, and to promote awareness of KCC and its role, services and excellent reputation.
- Driving and supporting the Localism agenda.

#### **2 Medium Term Service Priorities**

- Bind the work of partners into co-coordinated joint action on behalf of the communities of Kent to influence both Government and those who influence Government to support key Kent policies and programmes.
- Ensure that the medium- and long-term priorities of the Vision for Kent are clearly set out and used to shape delivery and judge performance across the Kent Partnership, as well as delivering Kent Agreement 2.
- Support work to improve performance and increase efficiency in partners, including in the voluntary and community sector, via Kent Partnership, Kent Public Service Board and local LSPs.
- Co-ordinate and support the work of the Kent Public Service Board in their work to improve local services and secure cost efficiencies to be reinvested in frontline service in accordance with the Kent Commitment.
- Assist with work on "The Kent Agreement" targets.
- Promoting Kent's interests at the EU, national and regional level, providing a focal point in Brussels and actively networking.
- Facilitate the securing of additional resources from the European Union.
- Support the work of the Directorates and a range of other partners within Kent to use strong international partnerships for best practice sharing and benchmarking.
- Co-ordinate our compliance with the Data Protection and Freedom of Information Acts;

#### **3 Risk Assessment**

The most significant risks faced by the Portfolio are:

- Funding from KCC/partners/Europe is substantially reduced leading to downsizing of capacity.

## **Finance**

### **1. Overall Objectives of the Portfolio**

The overall objective of the portfolio is to manage the corporate finances of the Authority to support the delivery of KCC's business.

For the Finance Portfolio the key objectives are focussed upon:

- Participation in the development of both service and corporate policy and provide a lead role in the development of medium term planning;
- Developing an excellent finance function through staff development and performance management;
- Review our treasury management strategy in light of the economic conditions we face, while retaining our objective to reduce borrowing costs, and earn investment income from deposits within a risk level acceptable to Members;
- Optimising external funding;
- Improving Kent's share of resources and funding;

### **2. Medium Term Service Priorities**

- Assist with the work in delivering the targets of the "Towards 2010" plan;
- Assist with work on "The Kent Agreement" targets;
- Support activities that will deliver the Supporting Independence Programme;
- Through the further development of the Oracle financial and associated business systems improve the quality of financial information available to Members and service managers, and streamline financial processes to reduce the amount of manual intervention;
- As the administering authority for the Kent Pension Fund continue to develop the investment strategy to meet strategic investment objectives and deliver high quality administrative services;
- Developing shared services and exploring new and innovative work with partners which contribute to income generation;
- Identifying and progressing opportunities for new areas of income generation, including those enabled by limited company status and other changes in legislation;
- Closer working with other service partners in Local Government, the Health Sector, Police and Fire, and in so doing, to reduce duplication of effort and bureaucracy in line with the Gershon agenda;

### **3. Risk Assessment**

The following represents our major risks:

- Immediate issues with the Icelandic banks
- Changes to interest rates, affecting the cost of borrowing and investment returns;
- Big fall in stock market values and the impact on the Pension Fund
- Financial and economic deterioration of the UK economy could spill over into the wider fabric of society with consequential pressures across many of KCC services, including Commercial Services.

- Shortfall in new homes being built, leading to reduction in projected levels of Council Tax base
- Government Grant is adversely affected by the deteriorating public finances
- Ability to retain flexibility to respond to both increases and decreases in demand from service directorates without disproportionately increasing costs or exposure to costs;
- Non payment from Government of asylum costs incurred in Kent in addressing this national issue.

## **Corporate Support Services and Performance Management**

### **1. Overall Objectives of the Portfolio**

The overall objective of this Portfolio is the continued provision of efficient support to front-line service portfolios and the strategic capacity to ensure the County Council continues to be a high performing organisation with a relentless focus on using resources wisely to improve life for the people of Kent. The key objectives of the Corporate Support Services and Performance Management Portfolio are:

- Ensure high quality public access is available through the Gateways, Contact Centre and the Internet.
- Providing the strategic policy framework to deliver long-term change, ensuring there is a clear and consistent vision within which operational policies can be developed.
- Proactively co-coordinating and influencing policy development within the Authority and between its local, District, County, Regional and national partners.
- Through dynamic public policy support, ensuring the development and implementation of UK and European legislation in the interest of Kent's residents and businesses.
- Continuing to deliver a robust performance management framework to underpin and sustain the excellent status of KCC in service delivery.
- Developing a strategic approach to demonstrating value for money in the delivery of the council's services. To work in partnership with all public services to deliver value for money ICT products and services that improve service outcomes for the people of Kent.
- Supporting service delivery by providing an independent and objective evaluation of our clients' ability to accomplish their business objectives and manage their risks effectively.
- Promoting proactive approaches to risk management across the Council.
- To offer advice and guidance on the use of ICT to maximise the service benefits obtained.
- Delivering KCC's Strategy for Staff, refocusing elements when appropriate to support the delivery of excellent front line customer services to the people of Kent.
- Strategically manage Kent's property portfolio.
- To support the research and delivery of new products and services that provides opportunities to modernize and innovate.
- Through Commercial Services, generating new money and continuing the key role of market regulator through its presence as an operator in the market place, as well as direct intervention. In this manner it is able to pursue best value to both Kent County Council and its partners.

- Continued effective market regulation, moving into new markets as necessary to improve value and choice for KCC;

## **2. Medium Term Service Priorities**

- Co-ordinate critical performance monitoring reports and publish the KCC Annual Plan;
- Contribute to the organisation retaining its 4 star CPA rating;
- Embed into the organisation valued management development programmes;
- Provide high level intelligence-led policy capacity across the county council, identifying and understanding the new challenges facing Kent and stimulating thinking to develop new ways of delivering improved services;
- Lead specific cross-cutting projects and programmes;
- Embed processes within the council to demonstrate value for money and achievement of Government and local efficiency targets;
- Develop systematic KCC-wide approaches to gathering and acting on customer impact;
- Turn performance information and other data into proposals for improvement;
- Respond to the outcomes of the Comprehensive Performance Assessment and help the Authority to position itself in relation to the Comprehensive Area Assessment;
- Develop audit services that will contribute towards the council's ability to stay excellent, including value for money reviews and fraud awareness training;
- Ensure appropriate equality and diversity standards are met in developing and delivering services;
- Provide a robust, agile and modern ICT environment across Kent Public Services to meet directorate and service modernization demands.
- Assist service functions and partners to realise the potential of available ICT systems and infrastructure to support modern flexible working practices such as wireless networking, remote access and home working.
- Delivery of access to the most cost effective technology that provides maximum service benefits.
- Provide proactive legal advice and representation to staff in all directorates;
- Develop HR systems and procedures that enhance and support directorate priorities;
- Integrate the Payroll and Shared Services processes to enhance personnel services and achieve savings targets;
- Deliver the workforce development strategy that will identify future leadership potential and meet the business needs of the future;
  - Property Asset Management strategy aimed at maximising the value of the portfolio through intelligent investment and usage policies;
  - Development of our 'Better Workplaces' Strategy aimed at releasing value and maximizing flexible workspace opportunities;
  - Support the delivery of a large and varied Capital Programme including key regeneration driven investments such as Turner Contemporary;
- Review the future of Kent TV.

- Sustaining and re-invigorating Commercial Services' core businesses and rigorously exploiting opportunities for new business will be major drivers for the next three years;

### **3. Risk Assessment**

The most significant risks faced by the Portfolio are:

- Increased reliance and demand on technology in the delivery of direct service.
- Attack on ICT infrastructure, or inappropriate action by a user, leading to a loss of data.
- Reduction in Kent's ability to influence and direct policy and to attract its fair share of resources.
- KCC receives negative Audit criticism of its data collection procedures leading to greater external scrutiny and inspection
- Potential implications of the Comprehensive Area Agreement
- Imposed corporate responsibilities as an outcome of new government legislation

## **Public Health & Innovation**

### **1 Overall objectives of the Portfolio**

Excellent progress has been made on addressing existing objectives which remain as ongoing. Some objectives, such as the work with District Councils, have been highlighted as areas for further development by the IDeA.

- Provide strategic leadership in tackling the public health issues in the county, in partnership with the NHS;
- Influence the strategies and plans of Kent County Council, all Local Government, Central Government, NHS, Public Sector and Voluntary Health Sector Organisations to contribute to the improvement of health and reduce health inequalities;
- Build on existing partnerships with district councils and the voluntary sector to support the delivery of health improvement outcomes especially through the Local Area Agreements (Kent Agreement Outcome 16 - To promote the health of Kent's residents and reduce health inequalities by addressing variations in health across the County);
- Ensure co-ordination of Choosing Health activity across NHS and KCC and monitor progress.
- Lead on monitoring and performance management of Public Health targets in "Kent Agreement";
- Identify key public health priorities and targets for the Kent Agreement;
- Progress work on the portfolio specific and relevant cross cutting targets in the "Towards 2010" plan;
- Highlight and mainstream good practice across all organisations and agencies throughout Kent.

### **2 Medium Term Service Priorities**

The level of progress has been such that a range of new priorities have been drawn up to reflect the IDeA review findings on recommending Medium Term Priorities:

- Health Impact Assessments should be used throughout KCC in partnership with the PCTs and district councils;
- Health inequalities across Kent County Council, based on the KCC Health Inequalities Action Plan and partnership with the PCTs and District Councils will be identified;
- The HO&SC forward agenda will include an agreed programme of key public health issues;
- Business case analysis will demonstrate the economic benefits of public health interventions and should be applied to planning and commissioning decisions across sectors;
- Partnerships with district councils should be clearly demonstrated in all new plans, strategies, proposals and initiatives;
- The use of Joint Strategic Needs Assessments to be extended to more priority areas in agreement with PCTs and districts to inform planning decisions;
- Work with major employers in the County, and representatives of smaller companies, to promote a Healthy Employers Network for Kent.

### **3 Risk Assessment**

The Key Risks to the work carried out within the Public Health Department are:

- The establishment of a Public Health Directorate enables clarity of functions between KCC and PCT's. The Directorate is working at the cutting edge with much of its activity;
- The raising of public expectations which needs to be handled very carefully about what can be achieved and within what timescales;
- Different styles of management and administration between the three partners;
- The Directorate has extremely limited funds and thus encourages and initiates rather than arranges and funds. Any ideas or concepts must therefore be funded from elsewhere, bringing with it the need to liaise very closely with a range of partners to ensure commitment to any scheme;
- Financial issues for any of the three partners which could affect the delivery of joint plans;
- Loss of focus on outcomes.

## Appendix 5 – Draft of MTP financial appendices for portfolios covering the Chief Executive’s Department

### Localism & Partnerships

	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>	<b>0</b>	<b>7,372</b>	<b>7,437</b>
<b>Base Budget Adjustments - Internal:</b>			
Transfer of Democratic Services from CS&PM	4,351	0	0
Transfer of International Affairs Group from CS&PM	500	0	0
Transfer of Kent Partnerships from P&P	442	0	0
Transfer of County Council Elections from FIN	255	0	0
Transfer of Public Consultation from FIN	100	0	0
Transfer of Provision for Member Community Grants from FIN	840	0	0
Transfer of Local Scheme spending recommended by Local Boards from FIN	400	0	0
Transfer of District Grants for Local Priorities from FIN	570	0	0
<b>Total Base Adjustments</b>	<b>7,458</b>	<b>0</b>	<b>0</b>
<b>Revised Base Budget</b>	<b>7,458</b>	<b>7,372</b>	<b>7,437</b>
<b><u>PRESSURES:</u></b>			
<b>Pay:</b>			
All Kent Scheme	0	65	68
<b>Total Pay</b>	<b>0</b>	<b>65</b>	<b>68</b>
<b>Service Strategies &amp; Improvements:</b>			
Dem. Serv. Members Allowances	110	0	0
<b>Total Service Strategies &amp; Improvements</b>	<b>110</b>	<b>0</b>	<b>0</b>
<b>Total Pressures</b>	<b>110</b>	<b>65</b>	<b>68</b>

	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b><u>SAVINGS AND INCOME:</u></b>			
<b>RAA (Overheads/Staff Efficiency):</b>			
Directorate Controllable			
Strategy	Re-focus core activity in light of review of county-wide delivery	-39	0
Dem. Servs	Review of staff officers, business support, and delivery of core democracy support	-137	
<b>Total RAA Savings</b>	<b>-176</b>	<b>0</b>	<b>0</b>
<b>Procurement:</b>			
Dem. Serv.	Re-tender Webcasting Service	-20	
<b>Total Procurement Savings</b>	<b>-20</b>	<b>0</b>	<b>0</b>
<b>Total Savings and Income</b>	<b>-196</b>	<b>0</b>	<b>0</b>
<b>Budget controlled by this portfolio</b>	<b>7,372</b>	<b>7,437</b>	<b>7,505</b>

## Finance

	2010-11	2011-12	2012-13	
	£'000	£'000	£'000	
<b>Base budget</b>	<b>101,913</b>	<b>117,350</b>	<b>127,945</b>	
<b>Base Budget Adjustments - Internal:</b>				
All	Virements	50	0	0
	Transfer of County Council Elections to L&P	-255	0	0
	Transfer of Public Consultation to L&P	-100	0	0
	Transfer of Provision for Member Community Grants to L&P	-840	0	0
	Transfer of Local Scheme spending recommended by Local Boards to L&P	-400	0	0
	Transfer of District Grants for Local Priorities to L&P	-570	0	0
	Transfer of Procurement & Audit to CS&PM	-256		
	Transfer Property Group to CS&PM	-1,084	0	0
	Transfer of Strategic Management Unit to CS&PM	-651	0	0
	Transfer of Audit Fees & Subscriptions to CS&PM	-764		
	Transfer of Contribution from Commercial Services to CS&PM	6,460		
	Two-year energy contract smoothing	-589	589	
	Revised Prudential Borrowing for Ashford Gateway Plus	-115	63	7
	Extended Services SLA	-75		
		<b>811</b>	<b>652</b>	<b>7</b>
<b>Base Budget adjustments- External:</b>				
Fin.Items	Area Based Grant - Stronger Safer Communities	-1	0	0
		-1	0	0
<b>Total Base Adjustments</b>		<b>810</b>	<b>652</b>	<b>7</b>
<b>Revised Base Budget</b>	<b>102,723</b>	<b>118,002</b>	<b>127,902</b>	
<b><u>PRESSURES:</u></b>				
<b>Pay:</b>				
Fin. Grp	Kent Scheme	0	133	188

	2010-11	2011-12	2012-13
	£'000	£'000	£'000
<b>Total Pay</b>	<b>0</b>	<b>133</b>	<b>188</b>
<b>Unavoidable Government/Legislative Pressures:</b>			
Fin.Items    Employers NI 0.5% increase	0	1,400	0
<b>Total Unavoidable Government/Legislative Pressures</b>	<b>0</b>	<b>1,400</b>	<b>0</b>
<b>Demand/Demographic Led:</b>			
Fin.Items    Increase in Employer's Pension Contribution	0	4,000	0
<b>Total Demand/Demographic Led</b>	<b>0</b>	<b>4,000</b>	<b>0</b>
<b>Service Strategies &amp; Improvements:</b>			
Commitments From Previous MTP:			
Fin.Items    PRG Income committed to other portfolio spend	1,977	0	0
Finance.Grp    Support, testing & implementation for Oracle Release 12	0	-25	0
Fin.Items    Borrowing costs of PEF2	708	318	0
Fin.Items    Workforce reform	1,500	0	0
Fin.Items    Financing capital programme	1,870	3,014	0
Fin.Items    Fall-out of one year savings from use of 2008/09 underspend	4,069	0	0
Fin.Items    Fall-out of temporary saving on minimum revenue provision	1,663	478	0
Fin.Items    Drawdown from Prudential Equalisation Reserve	-708	-318	0
	<b>11,079</b>	<b>3,467</b>	<b>0</b>
New Proposals:			
Fin.Items    Workforce reform	1,000	0	-500
Fin.Items    Financing capital programme	0	0	9,571
	<b>1,000</b>	<b>0</b>	<b>9,071</b>
<b>Total Service Strategies &amp; Improvements</b>	<b>12,079</b>	<b>3,467</b>	<b>9,071</b>
<b>Total Pressures</b>	<b>12,079</b>	<b>9,000</b>	<b>9,259</b>
<b><u>SAVINGS AND INCOME:</u></b>			
<b>Savings committed from Previous MTP:</b>			
Fin.Items    Fall-out of debt rephasing saving	2,700	0	0
Fin.Items    Fall-out of one-off saving from Insurance	0	1,000	0

	2010-11	2011-12	2012-13
	£'000	£'000	£'000
review			
<b>Total Savings committed from Previous MTP</b>	<b>2,700</b>	<b>1,000</b>	<b>0</b>
<b>RAA (Overheads/Staff Efficiency):</b>			
Directorate Controllable			
Fin. Grp Restructure of teams and rationalisation of "units" to deliver efficiencies	-191	-57	
	<b>-191</b>	<b>-57</b>	<b>0</b>
CED Delegated			
Net Delegated	39		0
	<b>39</b>	<b>0</b>	<b>0</b>
<b>Total RAA Savings</b>	<b>-152</b>	<b>-57</b>	<b>0</b>
<b>Total Savings and Income</b>	<b>2,548</b>	<b>943</b>	<b>0</b>
<b>Budget controlled by this portfolio</b>	<b>117,350</b>	<b>127,945</b>	<b>137,111</b>

## Corporate Support Services & Performance Management

		2010-11	2011-12	2012-13
		£'000	£'000	£'000
<b>Base budget</b>		<b>16,665</b>	<b>12,553</b>	<b>15,997</b>
<b>Base Budget Adjustments - Internal:</b>				
All	Virements	-156	-63	0
	Transfer of Democratic Services to L&P	-4,351	0	0
	Transfer of International Affairs Group to L&P	-500	0	0
	Transfer 1fte from Film Office in R&ED	40	0	0
	Transfer of Central Policy from P&P	628	0	0
	Transfer of Performance, Improvement & Engagement from P&P	412	0	0
	Transfer of Procurement & Audit from FIN	256	0	0
	Transfer of Property Group from FIN	1,084	0	0
	Transfer of Strategic Management Unit from FIN	651	0	0
	Transfer Audit Fees & Subscriptions from FIN	764	0	0
	Transfer of Contribution from Commercial Services from FIN	-6,460	0	0
<b>Total Base Adjustments</b>		<b>-7,632</b>	<b>-63</b>	<b>0</b>
<b>Revised Base Budget</b>		<b>9,033</b>	<b>12,490</b>	<b>15,997</b>
<b><u>PRESSURES:</u></b>				
<b>Pay:</b>				
All	Kent Scheme	0	393	571
<b>Total Pay</b>		<b>0</b>	<b>393</b>	<b>571</b>
<b>Prices:</b>				
<i>Gas &amp; Electricity:</i>				
Property	Energy & FM Contracts	-48	135	203
		<b>-48</b>	<b>135</b>	<b>203</b>
<i>Rent:</i>				
Property	Rent Reviews	15	60	0
		<b>15</b>	<b>60</b>	<b>0</b>
<b>Total Prices</b>		<b>-33</b>	<b>195</b>	<b>203</b>
<b>Unavoidable Government/Legislative Pressures:</b>				
Property	Change of accounting treatment for some of the staff of Corporate Property Unit	20	30	0

		2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Total Unavoidable Government/Legislative Pressures</b>		<b>20</b>	<b>30</b>	<b>0</b>
<b>Demand/Demographic Led:</b>				
Property	Dilapidations	1,008	-571	0
<b>Total Demand/Demographic Led</b>		<b>1,008</b>	<b>-571</b>	<b>0</b>
<b>Service Strategies &amp; Improvements:</b>				
Commitments From Previous MTP:				
SDU	Gateway	300	300	0
Contact Centre	Replacement of reserve to cover additional accommodation in Brenchley House due to establishment of Contact Centre	154	0	0
ICT	Increase contribution to IT/Asset Maintenance Reserve	75	0	0
P&D	Support, testing & implementation for oracle Release 12	0	-50	0
P&D	Health & Safety Training	-10	0	0
P&D	KCC Staff Survey	25	-25	0
ICT	Revenue contribution to extend asset maintenance reserve to server environment supporting business systems	-147	1,853	0
ICT	Prudential borrowing costs for Connecting with Kent	5	32	0
P&D	Prudential borrowing cost for extension of Oracle Self Service Development	30	25	0
ICT	Prudential/revenue borrowing for Maintaining the Infrastructure capital programme	787	443	38
Corp Comms	Borrowing costs for development of Web Platform capital programme	141	0	0
ICT	Prudential borrowing costs for connecting Kent	0	7	41
Policy	Kent agreement 3 - need for detailed analysis of performance data	50	0	0
Property	Office Trans - Borrowing Cost for capital bids plus new running costs	463	925	0
		<b>1,873</b>	<b>3,510</b>	<b>79</b>
<b>New Proposals:</b>				
ICT	ISG base budget pressure from directorates	600	0	0
ICT	Improved eMail resilience	250	0	0
P&D	Self-Service Functionality (to come out in 2014/15)	0	200	0

		2010-11	2011-12	2012-13
		£'000	£'000	£'000
P&D	Change to TCP system to deliver savings	250	-250	0
		<b>1,100</b>	<b>-50</b>	<b>0</b>
<b>Total Service Strategies &amp; Improvements</b>		<b>2,973</b>	<b>3,460</b>	<b>79</b>
<b>Total Pressures</b>		<b>3,968</b>	<b>3,507</b>	<b>853</b>
<b><u>SAVINGS AND INCOME:</u></b>				
<b>RAA (Overheads/Staff Efficiency):</b>				
Directorate Controllable				
P&D	Staff efficiency savings & income generation	-305		
Strategy & ICT	Staff restructure & downsizing unit in line with Directorate savings	-48		
Legal	Efficiency from increased external income at no detriment to Directorate support	-83		
Corp Comms	Regradings of posts & increased advertising income	-15		
Audit & Proc	Staff reduction	-20		
SDU	Savings on Graduate programme & recruitment	-90		
Contact Centre	Efficiency savings from integrating call centres & income generation	-54		
Chief Executive	Review of support functions	-74		
Property	Staff restructuring	-129		
		<b>-818</b>	<b>0</b>	<b>0</b>
CED Delegated:				
Directorates	Share of savings delegated to Directorates	455		0
		<b>455</b>	<b>0</b>	<b>0</b>
<b>Total RAA Savings</b>		<b>-363</b>	<b>0</b>	<b>0</b>
<b>Procurement:</b>				
All	Purchasing Gross Saving	-131		
Directorates	Share of Savings Delegated to Directorates	46		
<b>Total Procurement Savings</b>		<b>-85</b>	<b>0</b>	<b>0</b>
<b>Total Savings and Income</b>		<b>-448</b>	<b>0</b>	<b>0</b>
<b>Budget controlled by this portfolio</b>		<b>12,553</b>	<b>15,997</b>	<b>16,850</b>

## Public Health & Innovation

	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>	<b>680</b>	<b>661</b>	<b>663</b>
<b>Base Budget adjustments- External:</b>			
Area Based Grant - Local Involvement	1	0	0
<b>Total Base Adjustments</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Revised Base Budget</b>	<b>681</b>	<b>661</b>	<b>663</b>
<b><u>PRESSURES:</u></b>			
<b>Pay:</b>			
Pub Health      Kent Scheme	0	2	3
<b>Total Pay</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>Total Pressures</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b><u>SAVINGS AND INCOME:</u></b>			
<b>RAA (Overheads/Staff Efficiency):</b>			
Directorate Controllable:			
Pub Health      Efficiencies on Public Health Campaigns	-18		0
	<b>-18</b>	<b>0</b>	<b>0</b>
<b>Total RAA Savings</b>	<b>-18</b>	<b>0</b>	<b>0</b>
<b>Procurement:</b>			
Pub Health      Purchasing	-2		
	<b>-2</b>	<b>0</b>	<b>0</b>
<b>Total Savings and Income</b>	<b>-20</b>	<b>0</b>	<b>0</b>
<b>Budget controlled by this portfolio</b>	<b>661</b>	<b>663</b>	<b>666</b>

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

To Corporate Policy Overview and Scrutiny Committee – 13 November 2009

Subject: KCC International Activities Annual Report 2008-09

## **For Information**

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### **1. Introduction**

- 1.1. This fourth International Activities Annual Report highlights examples of some of the main aspects of International work in KCC and the county over the past year. Regularly reporting on KCC's international work is a commitment made in the County Council's International Strategy.
- 1.2. This year's Report emphasises the increased focus of international activity on helping to support businesses and local people through the current downturn and how international work helps drive innovation and creativity as part of the drive towards service transformation.
- 1.3. The Report provides an overview of International work being undertaken across the Directorates of the County Council, including a 'scorecard' of EU funding successes to date.

### **2. Recommendations**

- 2.1. Corporate Policy Overview and Scrutiny Committee is invited to:  
  
NOTE the 2008 – 09 KCC International Activities Annual Report

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# **KCC INTERNATIONAL ACTIVITIES**

## **ANNUAL REPORT 2008/09**

**International Kent  
Global Reach – Local Benefit**

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## Foreword

This is the fourth International Activities Report covering Kent County Council's international work undertaken in a range of different fields across the authority's Directorates in 2008-09. The last year has been dominated by the global economic recession which was reflected, at the launch at the end of 2008 of the Commission's European Economic Recovery Plan. The Plan set out a range of financial, legislative and other policy measures aimed at supporting businesses, accelerating procurement procedures and simplifying the implementation of EU Structural Funds programmes.

Last year's Report also emphasised the importance for KCC of maintaining the 'outward-looking' focus and international profile noted by the Audit Commission in its 2008 CPA assessment, particularly given the increasingly difficult economic climate and current public sector budgetary constraints. Indeed, wherever possible, international activities over the past year have also sought to take particular account of the economic situation, targeting EU funding opportunities with most scope for job creation and maintenance, and working with European partners to boost tourism and economic development. The October 2009 International Business Event in Canterbury to encourage Kent companies to consider international trade and exporting was specifically designed with these goals in mind.

We report considerable achievements over the last year. This highlights the major contribution of our current international activities in support of our corporate and local priorities, and the importance of maintaining our lead role, expertise and capacity in this field in order to capitalise on current and future opportunities.

Alex King  
Deputy Leader of the Council

Alan Marsh  
Cabinet Member, Public Health and Innovation,  
Deputy Cabinet Member, International

Peter Gilroy  
Chief Executive

## Some key developments in 2008-9 (1)

- Securing of £20 million to date (as at October 2009) in EU funding grants for projects in support of KCC and Kent business priorities (see also overleaf)
- Most successful year for Locate in Kent (LIK) since 1997
- 276 Kent schools currently participating in the International DCSF International School Award which recognises those schools raising standards by incorporating an international dimension into their curriculum
- Implementation of the Kent 2012 Campaign, including the signing up in September 2009 of the first two Pre-Games Training Camps and submission of bid for the Olympic Torch's Arrival into the UK at Dover.
- Third year of Kent Adult Social services staff exchange programme with the Veterans' Administration Puget Sound Health System in Seattle which took place over a two week period in April
- Celebration of 2009 as the 'Year of Franco-British Cooperation' and launch of the 'Channel Hop' programme with the Conseil Général du Pas de Calais
- Receptions showcasing Kent Inward Investment and Tourism held at Residence of British Ambassador to Belgium on 30 June 2009
- Signing of a Memorandum of Understanding on High Speed Rail with Nord-Pas de Calais, the Dutch City of Breda and the Dutch Urban network of BrabantStad on 13 February 2009 to create a Coalition of Interest in this field
- Over 80% of Kent schools now linked with at least one other international partner school
- Delivering the Kent in Europe Seminar Programme 2008 – 2009
- Kent's position as most successful of eligible counties and unitary authorities in the South East under the Interreg IVA '2-Seas' cross-border cooperation programme
- Successful partnership between Kent Youth service and Southern Finland resulting in many youth exchange opportunities
- Holding of successful Kent International Business Event on 29 October 2009

## Some key developments in 2008-09 (2)

EU project funding secured in Kent to date (as at October 2009)

<b>EU Funding Into Kent 2007-13</b>			
<b>Name of Funding Programme</b>	<b>Number of Projects Approved involving Kent partners</b>	<b>Total Value of projects (EU + match funding (0.85 exchange rate))</b>	<b>Total Value of EU Funding secured for Kent (0.85 exchange rate)</b>
Interreg IVA 2 Seas Programme	17	£44,646,805	£7,276,681
Interreg IVA Channel Programme	11	£7,861,410	£1,889,603
South East ERDF Competitiveness Programme	2	£1,244,976	£622,488
European Social Fund	Data not readily available from Co-financing organisation	£9,828,375 Estimate for Kent as data only available at Kent + Medway level	£9,828,375 Estimate for Kent as data only available at Kent + Medway level
<b>Total</b>	<b>30</b>		<b>£19,617,147</b>

**Annex 1 to this report provides details of the projects in KCC and Kent funded to date by the above Funding Programmes.**

# Summary of Activities

## 1. Supporting Kent Business

- 1.1. The current economic downturn makes it vital to maximise our funding from the EU and focus international work on activities which support business and job creation.
- 1.2. For example, KCC worked with Locate in Kent (see below), Visit Kent and Produced in Kent to demonstrate the opportunities that Kent offers to investors, tourists and business people alike, at two events held on 30 June 2009 at the Residence of the British Ambassador to Belgium, Dr Rachel Aron. Kentish food and wine was showcased and guests heard about Kent's successes in bringing tourism and inward investment into the county. The event facilitated numerous links and contacts for bringing new business into Kent. Products from Kent now have a permanent place in the Embassy and the EU representation.

### ***Inward Investment***

- 1.3 Locate in Kent (LiK) is Kent's investment promotion agency and in 2009 it was assessed independently as 'Best Regional Agency worldwide' and came second in the 'overall world leading and world class performances' ranking. As outlined in its Annual Review for 2008-09, the company had an excellent year, its best since 1997, in which there were 76 successes compared with 75 in 2007/08 and 2,891 jobs created – a 23% increase on last year despite the economic situation. In addition 1,623 jobs were retained, making the total of jobs created, retained and indirect over the year total 5,439. The total value of these investments was £126m. Jobs created and retained were of a high quality – 42% were in knowledge based sectors. Since 1997 LiK has assisted 554 investments leading to the creation of 23,509 new jobs.
- 1.4 Before 2008/09 Locate in Kent did not *proactively* promote Kent as a business location to overseas companies. Instead it assisted companies who approached the agency and helped SEEDA to land overseas projects. However, in 2008/09 it was agreed that LiK would undertake specific programmes to generate more foreign direct investment into Kent and, therefore, into the South East. SEEDA, provided funds for LiK to run a lead generation programme in France, Belgium and the Netherlands which ran from August 2008 to August 2009 and will run for another year in France, Belgium, Netherlands and Germany. In addition Locate in Kent created 'Launchpad UK' a soft landings programme for foreign companies which offers a range of benefits, including limited free business accommodation (initially at The Nucleus at The Bridge, Dartford) and other assistance from solicitors, accountants, creative agencies, recruitment agencies etc. New products under development will include accommodation at Base Medway (homeland security) and Maidstone Studios (creative industries).

**1.5** So far, in a period of just over a year, these activities have led to:

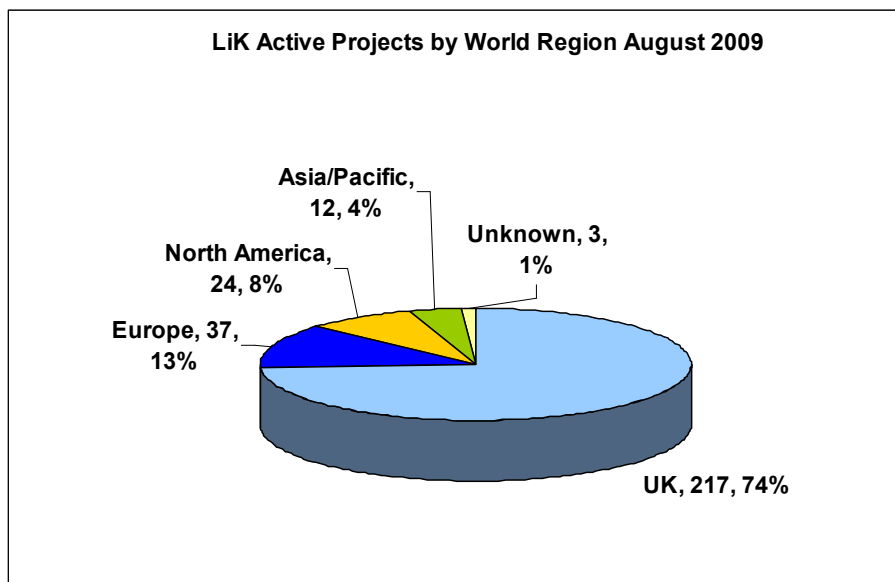
- 21 additional active FDI projects, 8 from Launchpad and 13 from overseas lead generation. Four of the Launchpad projects are from the US and 4 from Europe. The lead generation projects are from France.
- 20 additional active leads, mainly from Europe but also one from Australia.
- Other benefits, such as a wider awareness of Kent's business proposition among overseas companies and a meeting with the University of Aalst and VOKA in Belgium who are working on an Interreg project in which LiK may partner them.
- Improved links with, and a better understanding of the Kent proposition among UKTI staff overseas, leading to an increased number of projects flowing from their offices overseas.

These projects take time and intensive work on Locate in Kent's part to convert into company relocations or expansions. However, one US company has already moved into The Nucleus and is operating successfully.

As a result of this activity FDI successes (company expansions or relocations) as a percentage of all successes has increased from 14% to 16% and of all projects has increased as follows:

August 2007	15%
August 2008	18%
August 2009	25%

The pie-chart below shows the detailed split.



Work continues to build on this success and an Interreg project to increase the geographic spread of the Launchpad project is being considered.

## ***Kent International Business Event***

- 1.6** Recent findings published by the European Commission, in its annual 2008 Competitiveness Report, confirmed that firms which engage in trade across borders are more productive than their counterparts who do not participate in international trade. In terms of labour productivity, exporting firms perform between 3% - 10% better than non-exporting companies. Despite this evidence, however, there has been a perception that the business community in Kent has not generally engaged in international activity despite the county's 'gateway' location and the low value of £ Sterling.
- 1.7** Given the current recession, there has never been a better time for Kent businesses to 'internationalise' activities. In order to explain the benefits of international trade investment. To encourage Kent companies to consider the possibilities for exporting products and services overseas, a 'Kent International Business Event' took place on 29 October 2009 in Canterbury. The event, which is part of the Backing Kent Business campaign, was organised by KCC's International Affairs Group and the University of Kent with backing from several other agencies. This event covered what businesses need to know about international trade and export, an introduction to International Markets; mainland Europe and the USA and how European Funding Programmes can support business development. It included presentations from key players in the field of business internationalisation: UTKI, the Enterprise Europe Network, University of Kent new i3 (Reciprocal Soft Landings) Network, the Thames Gateway Chamber of Commerce and HSBC. More than 40 businesses took part.

## **2. Targeting EU Funding Opportunities**

- 2.1** Last year's Annual Report explains that most of the new EU funding programmes for which Kent is eligible were to be approved by the European Commission. Further detail was provided to the Corporate Policy Overview Committee on 26 March 2009 in a European Affairs Update. With most priority for regional development support having been directed towards the enlargement countries, a lower proportion of EU funding was allocated to the West of the EU. Nonetheless, Kent remains eligible for a number of the new follow-up programmes in 2007-13 which all provide significant opportunities to support KCC and Kent priorities and comprises an increasingly important contribution to KCC budgets. In terms of its funding role, KCC International Affairs Group (IAG) works to influence what is essentially a five-stage process:
- Ensuring that Kent is included in the geographical scope of programmes
  - Shaping the programme documents to reflect Kent's priorities
  - Publicising programme opportunities
  - Facilitating project proposals
  - Seeking to ensure that Kent's projects are selected
- 2.2** For example, IAG has developed a strong working relationship with the CLG and the Programme Managing Authority over the past year which has been instrumental in securing and consolidating our presence on the Interreg IVA

2-Seas Programme Steering Committee (PSC) which had previously been denied to KCC. The importance of participating in this Committee which decides on project selection should not be underestimated. In April 2009, IAG also highlighted the opportunities available to KCC Directorates under the South East ERDF Competitiveness Programme and subsequently supported the development of a successful project bid by Environment and Waste Division worth €373,000 in EU ERDF grant (see below).

**2.3** So far, it is estimated that KCC and Kent organisations have secured a total of around **£24 million** (€20 million) from all sources of EU funding since the beginning of 2008. This primarily comprises some £9 million from the Interreg IVA cross-border cooperation programme; £10 million from the European Social Fund and £600k from the South East ERDF Competitiveness Programme. More detail and a 'running total' of the projects approved is provided at **Annex 1**.

**2.4** As can be seen, of the 30 projects approved to date involving Kent partners, two of the most significant recent successes were two large tourism projects approved at the last Interreg IVA '2-Seas' Programme Steering Committee (PSC) in Breda (NL) on 23 October 2009. 'CAST' and 'GREET' will enable KCC and Visit Kent to reinvigorate coastal tourism and prepare the county to welcome more visitors in the run up to 2012. IAG worked closely with KCC's tourism team to redevelop these projects which has been unsuccessful at a previous meeting of the Committee last year. Indeed, of the total 13 projects considered in Breda, 7 were approved of which 5 involve at least one partner from Kent.

### **Funding target**

**2.5** Even though local competition for funding from a reducing 'pot' has increased significantly (especially through the expansion of the geographical area covered by the Interreg IVA cross-border programmes) a target of **€100 million** should be achievable for 2007-2013. The table below compares funding secured to date with the total of £100 million achieved under the previous programming period for 2000 – 2006.

### **EU Funding into Kent: 2000-2006 and 2007-2013**

<b>EU Funding Programme</b>	<b>2000 – 2006</b>	<b>2007 – 2013</b>
	<b>Amount received for KCC/ Kent (£m)</b>	<b>Amount secured for KCC/Kent to date (£m)</b>
Interreg Cross Border (Interreg IIIA and IVA)	24	9.2
European Social Fund	18.7	9.8
Leader +	1.35	4.05
Objective 2	26.6	N/A
Competitiveness Programme	N/A	0.6
Urban	8.2	N/A
Other	21	-
<b>Totals</b>	<b>100</b>	<b>24</b>

## **Benchmarking**

- 2.5** Benchmarking Kent's performance in attracting EU funding against other counties is difficult as there are no central government or regional databases. However, in the case of the Interreg Cross-border programme, the major funding programme for which the South East is eligible, we have been able to obtain and analyse information available to Programme Committee members. Kent secured double the amount of EU funding between January 2008 and October 2009 than any other eligible County or Unitary Council area. The table below shows a comparison against some of the other highest performers. The funding is supporting projects in Kent in a number of fields, most recently including tourism, landscape protection and management and improving public services.

<b>Value of Interreg IVA Projects (ERDF) Jan 2008 – Oct 2009</b>	
<b>Area</b>	<b>Total (€ million)</b>
Kent	9.2
Brighton & Hove	4.4
Plymouth	3.7
Norfolk	3.5
Southampton	3.4

- 2.6** Nonetheless, as also shown in Annex 1, there remain a number of other EU funding programmes for which KCC and Kent are eligible but which have so far been largely untapped by the county. For example, the Interreg IVB North Sea Region (NSR) and North West Europe (NWE) transnational co-operation programmes. IAG held an NSR Programme Information Seminar in February 2009 and will also be hosting a regional seminar on the NWE programme in Maidstone on 24 November.

## **3 Developing Partnerships in support of Kent's business priorities.**

- 3.1** KCC's International Strategy: 'Global Kent – Kent and its International Direction' highlights the mutual benefits of partnerships, networks and other relationships in supporting core business and the County Council's key priorities and as a basis for EU funding bids. The last year has in particular been marked by a programme of joint events with our partners in Northern France, the Conseil Général du Pas de Calais. KCC has participated in a range of activities under the 'Channel Hop' programme celebrating a Year of Franco-British Cooperation 2009 linked to the 100<sup>th</sup> anniversary of Louis Blériot's flight across the Channel. For example, under the 'Nature Trail' project over 1000 students from schools in Pas de Calais visited Kent's coast in June to learn more about the environment that links the two regions and to develop new friendships between schools on both sides of the Channel.
- 3.2** As agreed in an Amendment of 11 March 2009 to the original Kent-Pas de Calais Partnership Agreement of 8 November 2005, initial discussions took place on 12 October 2009 with the Department for Culture Media and Sport on the potential development of UNESCO bid for World Heritage status for

the Strait of Dover. In line with an agreement to boost joint tourism between the two regions, two significant Kent-Pas de Calais tourism projects 'GREET' (linked to cultural and sporting events over the next three years, including the Olympics) and 'CAST' (Coastal Actions on Sustainable Tourism) were submitted in June to the 4<sup>th</sup> Call for projects under the Interreg IVA '2-Seas' cross-border cooperation programme. They are worth some €1 million and €700,000 respectively to KCC/Kent in ERDF grant. An important KCC-Pas de Calais project approved by the Programme last November, the 'Cross-Border Observatory to Optimise Public Service Delivery' (EU grant to KCC-€627,000 and €900,000 to Kent Districts and Medway) is now underway and producing initial results, including statistical maps of 5 pilot Kent Districts.

### **Case Study : A Cross-Border Observatory to Optimise Public Service Delivery**

#### **Project Objectives:**

To improve customer satisfaction with public services, and improve efficiency of services by understanding citizens needs better. Implementing research, service planning and marketing techniques previously not used by the Public Sector.

#### **Main Actions**

Partners (KCC and 12 Districts/Boroughs and Medway Council with the Conseil Général du Pas de Calais and other French organisations) will work together to understand communities and localities through the use of software tools such as customer profiling and segmentation mapping and access to public facilities. A centre of excellence will be established within the KCC Research and Intelligence team which could then be used by other KCC Directorates and public authorities.

#### **Expected outputs and results**

Partners will be able to identify where and how services should be delivered. This will provide evidence of customer needs which can be used to plan both future capital and revenue spending and asset realisation. KCC will become a public sector leader in this area of expertise.

#### **Projects currently being developed by Kent partners include:**

- *Gateway service and partner planning*  
Gateway has used these tools in Tenterden, Tonbridge and Dover to ensure that services are matched to the specific needs of these communities. Work is currently ongoing to make this analysis more comprehensive for the next Gateway in Sheerness.
- *Council Tax Recovery Actions in Swale*  
MOSAIC segmentation software allows analysis and identification of groups of people who are not paying council tax but can afford to pay. By targeting resources on these groups collection rates can be increased.
- *KCC Libraries and Archives*  
To increase library usage of under-represented groups by focusing on lapsed members from affluent groups, poorer families with children and younger people not in education, employment or training.
- *Council Tax Text Alert Service*  
Identifying customers who would prefer to receive a reminder text rather than a letter for council tax bills. There is potential to save each district significant amounts in letter and court summons production.
- *Service Delivery Point Kiosk Location Optimisation – Dover*  
Ensuring that access points are within a five minute drive of more people (from 52% to 85%) in Dover District by seeing where customers live, what their needs are and the location of current access points.

### ***High Speed Rail Network***

- 3.3 Since the previous report to this Committee on this issue, following the reintroduction of Ashford to Brussels Eurostar services at the beginning of the year, KCC, our longstanding partners in the region of Nord-Pas de Calais, the Dutch City of Breda and the Dutch urban network of BrabantStad signed a Memorandum of Understanding on 13 February 2009. This established a new European Network of Regions to defend the interests of regions which host international high-speed rail stations in their territories. The role of the network will become increasingly important in the light of recent developments such as the restructuring of London and Continental Railways (LCR) and its subsidiary Eurostar (UK).

### ***Partnerships Review***

- 3.4 The International Strategy also emphasises that relationships should be re-examined at regular intervals to ensure focus and avoid drift. In accordance with the latter a mapping exercise is currently being undertaken of the authority's international partnerships and networks. In the case of partnerships, the analysis will include the existence or otherwise of a formal Partnership Agreement or M.O.U.; current activities and the overall level of co-operation (high, medium, low). KCC currently has formal Partnership Agreements with some half a dozen organisations of which, as indicated earlier the most active recently concerns the Conseil Général du Pas de Calais. The results of the analysis will help in prioritising these links to best effect.

### ***The Kent in Europe Seminar Programme 2008 - 2009***

- 3.5 An understanding of how local needs connect to the wider world is crucial in ensuring the best deal for Kent's local residents. As part of this approach a programme of events, the Kent in Europe Seminar Programme has been undertaken during 2008 – 09. This has made use of our existing international partnerships and Brussels Office facilities to explore, discuss and propose solutions to a range of key service delivery challenges with a distinctive European or international policy dimension. These have included seminars on Paradiplomacy; Asylum Seeking Children in Europe; Cross-border Health; Europe's 14-14 year olds; Inter-generational cohesion and Cross-border transport.

## **4 Other International Activities**

- 4.1 As well as the potential opportunities from international events such as the Olympic Games, international activity also offers opportunities for strategic relationships, new ideas and exchange of knowledge and experience.

### ***Kent and the 2012 Olympics***

- 4.2 As London prepares to host the Games themselves, the Kent 2012 Campaign, led and managed by the Sport, Leisure and Olympics service

within the Communities Directorate, has been working to maximise the international opportunities for Kent including as follows:

- Tourism

Around 30% of the anticipated visitors during the six week period of the Games will be international. The Campaign, through KCC and Visit Kent, has been working with Visit Britain and with Visit England to ensure we are well placed to capture our share of that market. Much more important than that six week window, however, is the nine year tourism window around the Games, which Kent has been using since 2006 as a catalyst to enhance tourism. These efforts continue to include the Kent Greeters Programme, Big Day Out programme and the London campaign (in conjunction with Southeastern, targeting international as well as domestic visitors to the capital). As indicated earlier, led locally by KCC Regeneration through Visit Kent and KCC Tourism but with significant input from the Sport, Leisure and Olympic service, an Interreg funding bid 'GREET' has been submitted to the '2-Seas' programme and is primarily about using and maximising the Games and their legacy.

- Sport

The Games provide an opportunity to stage Pre Games Training Camps, which generate long term relationships with nations to achieve sporting, education, cultural and tourism opportunities over the longer term. In September 2009 the Chairman of KCC signed up Kent's first two Pre Games Training Camps which are the judo squads of Ukraine and Belarus, who will train at Tonbridge School and Tonbridge Judo Club. It is expected they will train in Kent every year leading up to 2012 itself. Negotiations are underway regarding a number of other nations who would train at other venues, and these will be confirmed and announced in due course. KCC is also working with partners including universities and key sports clubs so that when they go abroad for training or for competitive opportunities they act as ambassadors for Kent's Pre Games Training Camp ambitions.

- Olympic Torch Arrival

The International Olympic Committee has decided that there will be no international Olympic Torch relay for the 2012 Games. However, the Torch will still be lit in Olympia, Greece and will therefore have to travel to, and enter, the UK. Hence Kent County Council, Visit Kent and other partners of the Kent 2012 Campaign and South East 2012 Partnership, continue to make the case for its arrival to be through Dover. A number of French partners have formally expressed their support to Kent County Council that the Torch should arrive through Dover, and it is expected that cross-Channel work around 'Pass the Passion' (Kent's young people's element of our Olympic Torch arrival campaign) will begin in the new year.

- International Youth Camp

In the summer of 2009, KCC Youth Services held an exploratory meeting with seven European country representatives to explore what a Kent-based 'Olympic European Youth Camp' might look like in the summer of 2010. There are opportunities to tie in such a camp with a host of 2012 initiatives,

including London 2012's Open Up Weekend. If successful, Youth Services will then explore an 'Olympic Global Youth Camp' for the summer of 2012, during the Games themselves.

### ***International Staff Exchanges***

- 4.3** Within Kent Adult Social Services (KASS), activities for 2008-2009 started with the concluding phase the Directorate's 3 year staff exchange programme with the Veterans' Administration Puget Sound Health System in Seattle which took place over a two week period in April. KASS staff facilitated a personalised programme of visits around the delivery of health and social care in Kent. The three clinical social workers, who came from a hospital environment, were able to shadow operational staff working in the community. Overall, the exchange programme has been very successful in providing staff with the opportunity to observe operational practice and reflect on different approaches to health and social care policy and service development both here and in the US.

In October, KASS was invited to showcase tele health and give a joint presentation with East Kent PCT on assistive technology at the "Cooperation for Innovation" Seminar organised by the Committee of the Regions during the Brussels Open Days. During the year, KASS welcomed visiting delegations from Romania, South Korea and China. The delegates were interested in integrated health and social care service delivery, prevention services for older people, and public involvement.

There are a number of cross border initiatives in early stages of preparation on well-being and lifestyle coaching for older people, scoping the use of "CC - Net": a communication tool for care home residents and their relatives and friends, and exchange of information and good practice around social inclusion of people with disabilities. In February 2009, the Director of Services for Older People, Disability and Health from the Conseil Général du Pas de Calais visited KASS. He was particularly interested in tele health and tele care services.

### ***International Professional Development***

- 4.4** Kent schools are also involved in a range of international learning networks and exchanges. Examples over the past year include:
- From October 2008 to May 2009, 64 places were allocated to Kent under the Teachers' International Development Programme (TIPD) funded by the Department for Children, Schools and Families (DCSF). Teachers undertook study visits to countries including Austria, Canada, the US and Estonia.
  - A link has been established with the State Provincial Office of Southern Finland since 1996 and In November 2008 a Headteacher exchange was organised to share expertise and good practice.
  - Kent, Incheon Local Authority in Korea and Changhua LA in Taiwan have entered into an 'Asian Dialogues' partnership following a successful contact

seminar in Seoul in June 2008. This ICT-based partnership involves 10 schools each from Kent, Korea and Taiwan.

- KCC and the Académie d’Aix-Marseille have been developing an active link since 2003. This year, under the ‘Jules Verne Programme’ funded by the French Government, three teachers from Aix-Marseille have been placed in three Kent Secondary Schools for the 2009-10 academic year.

## ***Innovation***

- 4.5** The Technology Research & Transformation Team (TR&T) has developed three bids in partnership with local authorities and technology institutes across Europe. These Interreg bids include – measuring innovation across local areas (£2.1m – £129k ERDF for KCC), developing local innovation skills (£1.1m – £143k ERDF). FP7 ICT Bid on virtual environments to plan scenarios (£3.5m – £131K ERDF). If successful these will bring an extra £403k of ERDF funding to KCC.

### *Measuring Innovation across local areas (to be decided in November)*

Working with 10 other European partners, a model to measure and benchmark local innovation will be developed. This will give us a clearer understanding of the contribution of innovation towards local performance and enable us to identify gaps and opportunities for innovation. Overall, it will increase the competitiveness of the area by stimulating innovation demand.

### *Developing innovation skills across local areas (under development)*

TR&T is working with several European partners to put together a bid to develop innovation skills in brokering and mediating between networks of individuals and organisations. We will bring together “innovation seekers” and “innovation creators” to focus on specific socio-economic challenges – making skills development more demand-led. By developing these skills, this will build the capacity of innovators who participate in the pilot actions, but also of the local area’s capacity to spread and sustain innovative practices. This will aim to create the conditions for the development of “innovation brokers” that can mediate between commissioners and creators of innovation.

## ***Kent Virginia Project***

- 4.6** Jamestown UK Foundation Ltd was the registered charity and limited company that was set up to organise the British activities to commemorate the 400<sup>th</sup> Anniversary of the founding of America in 2006-2007. Now that the activities around the 400<sup>th</sup> anniversary have come to a natural end, it is appropriate to close it down as a company and charity. The final assets of the company have been disposed of, including a replica of the ship ‘Discovery’ which has been given to Westenhanger Castle near Hythe for tourism and educational purposes.

The commemorative Jamestown rocking horse, will be auctioned in the US, with the profits being split between the New Kent Historical Society (Virginia) and the Save Canterbury Cathedral Appeal. A final Jamestown event was held at Westenhanger Castle in December 2008 to reflect on the special relationship

between Kent and Virginia which is a legacy of the 400<sup>th</sup> anniversary celebrations. Speakers included a representative from the US Embassy in London, Michael Howard MP and Sir Robert Worcester. The event received excellent positive local media coverage. We now await the final report from the US Federal Commission.

- 4.7** A proposal is also currently being considered for an exchange of wine makers and chefs from Chapel Down Winery near Tenterden and New Horizon Wines in Virginia. National travel, wine and food writers from both countries will be invited to take part in the exchange, with the aim of promoting Kentish and Virginian wine and wine tourism in the UK and the US.
- 4.8** Plans are in hand to review our Memorandum of Understanding with the newly elected Governor of Virginia.

### ***PASCAL International Observatory***

**4.9** Kent County Council (KCC) is a founder member of the PASCAL International Observatory (PASCAL) and is represented on the Executive Board. PASCAL is an international non-governmental organisation with its primary focus on the 'Region' as a level of government that is best placed for the leadership of activities in relation to economic challenges, place management, social capital and learning. Since it was established in 2003, PASCAL has developed a unique reputation for international collaboration between regions. In this way PASCAL is a highly visible and cost-effective organisation through which KCC can further grow its reputation, develop valuable partnerships and access a unique pool of international best practice from peers and some of the most high profile academics in the themes that are covered.

**4.10** Since April 2009 Kent PASCAL activities have included the following:

- The completion of a primary study into the pathways of Kent's vocational learners – this successful study is now being developed as the blueprint for further collaboration with Virginia.
- A high-profile study visit to Kent from the Swedish region of Jämtland including the regional President and vice-president and 8 service directors over 2 days. This visit has yielded strong collaborative working in the areas of creative industries, community safety and building schools for the future. In addition, KCC has been invited to offer a key speech to address the PASCAL International conference in Jämtland during June 2010, as well as participate in follow up project work.
- In 2009 PASCAL launched the 'PASCAL Universities in Regional Engagement' study to build upon the highly topical area of the central importance of universities to a regional economic well-being. This ground-breaking study builds on the PASCAL ethos of working, not across nation states, but the more relevant level of Regions

## **Delegations**

**4.11** The County Council has hosted a number of visits by foreign delegations over the past year, most recently for example a delegation of 26 Mayors from Albania on 28 September 2009 undertaking a study tour of Kent. In particular, a growing number of Chinese delegations have contacted KCC over the past few months to ask if we could host a visit or study tour. The previous report to this Committee considered our potential links to China, especially given the personal connection to Kent of the Chinese Ambassador Fu Ying, a former student of the University of Kent. Given, however, the potential difficulties and costs in establishing or building on existing relationships, International Affairs Group is undertaking some preliminary desk research to explore and map what existing connections Kent may already have with China.

## **5. Conclusion**

**5.1** By general consent, and in our own experience, local government in the UK does not appear to enjoy the same support and encouragement for its international work as our colleagues in local government, the mainland of Europe. As suggested in a recent report <sup>1</sup> sponsored by the Local Government Association, 'Today it is a given that England is among the most centralised – if not *the* most centralised – of advanced industrial countries. The report puts the central-local balance in England in an international context, comparing the position of local government in England with that in a number of European and Commonwealth countries. Certainly, for example, whereas in the past KCC has played a major role in the development and delivery of EU Structural Funds programmes, many of these are now being primarily managed by central government and regional government offices or development agencies. There is similar concern over the government's intentions as regards the issues of partnership, governance and democratic accountability in this field. Quite apart from the benefits outlined earlier in this report, this increases the importance of Kent County Council continuing to take a proactive role on the international stage for the financial benefit of Kent residents and to maintain our continuing search for best practice to improve our own performance.

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<sup>1</sup> With a Little Help From Our Friends – International Lessons for English Local Government, Roger Gough, LOCALIS, 2009

## EU FUNDING SECURED IN KENT 2007-2013 (AT OCTOBER 2009)



### Introduction:


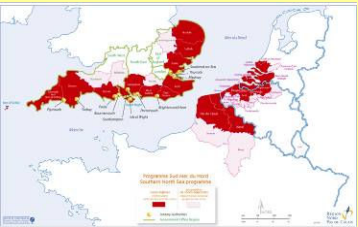
Organisations in Kent including KCC secured some £100 million in EU funding from “mainstream” Structural Funds programmes in the last EU programming period 2000-06. Successful projects were approved under various programmes including Interreg 3A, Objective 2, Urban Thames Gateway; Leader+, European Social Fund (ESF) and EQUAL.

EU funding is continuing to be sought and secured in Kent under the current EU funding programmes in support of KCC and Kent priorities, including those within ‘Towards 2010’ and KCC’s Framework for Regeneration 2009-2020. This paper provides details of successful EU projects approved in Kent under the various 2007-13 programmes and includes a ‘running total’ of EU funding secured.

### EU FUNDING INTO KENT 2007-13

Name of Funding Programme	Number of Projects Approved involving Kent partners	Total Value of Projects (EU + match funding) (0.85 exchange rate)	Total Value of EU Funding Secured for Kent (0.85 exchange rate)
Interreg IVA 2 Seas Programme (Annex 1)	17	£44,646,805	£7,276,681
Interreg IVA Channel Programme (Annex 2)	11	£7,861,410	£1,889,603
Interreg IVB North Sea Region Programme (Annex 3)			
Interreg IVB North West Europe Programme (Annex 4)			
Interreg IVC Programme (Annex 5)			
South East ERDF Competitiveness Programme (Annex 6)	2	£1,244,976	£622,488
European Social Fund (Annex 7)	(Data not readily available from Co-financing Organisations)	£9,828,375 (Estimate for Kent as Data only available at Kent & Medway Level)	£9,828,375 (Estimate for Kent as data only available at Kent & Medway Level)
<b>TOTAL</b>	<b>30</b>		<b>£19,617,147</b>

## Annex 1: Interreg IVA '2 Seas' Programme (England-France-Flanders-Netherlands)

EU Funding Programme	Project Information	Value of EU Grant	Related 2010 Target(s)
<p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The 2 Seas programme can part-finance projects under three main priorities: supporting an economically competitive, attractive &amp; accessible area, promoting and enhancing a safe &amp; healthy environment and improving quality of life. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p>			
<div style="text-align: center;">  <p><b>Interreg IVA '2 Seas' Programme (England-France-Flanders-Netherlands)</b></p> <p><b>£120m 2007-13</b></p>  </div>	<p><b>Cross-Border Observatory to Optimise Public Service Delivery: (KCC, Conseil Général du Pas de Calais, all Kent districts, Medway Council)</b></p> <p>The project aimed to improving the delivery of public services and will involve the Gateways on the Kent side. Customer profiling techniques will be developed, targeted at the less well off and those living in rural areas. It will include the development of a customer service delivery framework which will show how services can be tailored to fit the needs of different groups. The results of the project will also help to inform decisions about the location of Gateway services to ensure good links between the needs of the population and the Gateways.</p>	<p><b>Total (Fr-UK)</b>  <b>€2,239,934 of which Kent partners will receive</b>  <b>€1,516,734</b></p>	<p><b>24</b> Find new and innovative ways of communicating with the public</p>
	<p><b>Developing Best Practice in Promoting Enterprise: (Business Support Kent with the Chamber of Commerce in East Flanders)</b></p> <p>The main aim of the project is to develop an enterprise culture and promote entrepreneurship in disadvantaged areas so that individuals gain self-respect and a work ethic. Activities will include fostering an enterprise culture in schools and other training establishments, disadvantaged communities, rural areas and coastal towns.</p> <p>Key outcomes will include increasing the availability and quality of entrepreneurship education and training and bringing together the key players in this field.</p>	<p><b>Total (Be-UK)</b>  <b>€565,646 of which BSK will receive</b>  <b>€408,384</b></p>	<p><b>1</b> Increase the number of new jobs by increasing the number of companies investing in Kent &amp; the no. of businesses expanding</p>
	<p><b>Eco-Mind (Business Support Kent, CD2E, Chamber of Commerce Lille, Delft University of Technology, UCA Surrey, and other partners)</b></p> <p>The purpose of the project is to gain a better understanding and meet the specific needs of small and medium-sized businesses seeking to develop innovative products and services for the environment and to assist them in using, to their advantage, the growing market for environmental products.</p>	<p><b>Total (Fr-Be-UK)</b> €3,659,678 of which BSK will receive €898,790</p>	<p><b>1</b> Increase the number of new jobs by increasing the number of companies investing in Kent &amp; the no. of businesses expanding</p>
	<p><b>TIME – (Technology Enterprise Kent, Aditek Pas de Calais, Innotek - Flanders)</b></p>	<p><b>Total (Fr-UK-Be)</b> €853,843 of which TEK will receive €250,431</p>	<p><b>1</b> Increase the number of new jobs by increasing the number of companies investing in Kent &amp; the no.</p>

	<p>The project aims to promote economic and technological cross-border cooperation in maritime activities in Pas de Calais, Kent and the region of Antwerp. Links will be established among three Business and Innovation centres to work on innovation management techniques, to identify needs and opportunities, to assist client organisations to reach agreements and successfully implement innovative projects.</p>		<p>of businesses expanding</p>
	<p><b>TEN – Transmanche Enterprise Network: (Canterbury City Council, Medway Council, Province West Flanders, Boulogne Development, Boulogne Chamber of Commerce)</b>  The project aims to assist small businesses develop in Medway, Canterbury, Nord Pas de Calais and West Flanders through supporting and encouraging entrepreneurship, the development of micro businesses and encouraging cross border trading.</p>	<p><b>Total (Fr-UK-Be)  €728,278 of which  CCC will receive  €204,486</b></p>	<p><b>1</b> Increase the number of new jobs by increasing the number of companies investing in Kent &amp; the no. of businesses expanding</p>
	<p><b>Connect to Compete: (Dover Harbour Board, SEEDA, Chamber of Calais and partners in Ostende and Portsmouth)</b>  This project aims at improving the connectivity of cross-border ports and assisting in the development of intermodal freight transport in order to make it more efficient and “sustainable”. The project also seeks to strengthen regional competitiveness in terms of intra-European and international trade and transport chains.</p>	<p><b>Total (Fr-UK)  €4,806,077  of which DHB  will receive  €656,550</b></p>	
	<p><b>Face2Face (Espace Croisé Turner Contemporary, Commissions East, Saison Vidéo, Artconnexion)</b>  The project is a programme of contemporary art tours that encourages tourists and local people to access high quality cultural activity via environmentally sustainable bike, boat, train, bus and walking routes. The aim is to encourage a wide variety of audiences, as well as artists and art professionals, to explore either side of the Channel. Key Outputs for Kent will include the creation of a number of cultural tours and Joint marketing and educational activities for the partner arts organisations.</p>	<p><b>Total (Fr-UK)  €1,202,657 of  which Turner  will receive  €50,295</b></p>	<p><b>25</b> Promote Kent as a centre for the Arts</p>
	<p><b>Assessing Changes to Regional Habitats (ARCH) (KCC, Conseil Régional Nord-Pas de Calais):</b>  A project to map and analyse the current condition of landscapes and wildlife in Kent and Nord-Pas de Calais. The partners will identify where these are under threat in order to develop new ways of protecting and conserving important sites and species.</p>	<p><b>Total (Fr-UK)  €1,229,605 of  which Kent will  receive €659,061</b></p>	



	<p><b>SusTrip (Sustainable Tourism Research &amp; Intelligence Partnership)</b> (KCC, CRT Nord-Pas de Calais, Westtoer, Hogeschool Zeeland, NHTV Breda):</p> <p>The project will enable key tourism agencies to learn more about visitors to Kent, Nord-Pas de Calais, West Flanders and the Netherlands including what they want and how they affect local areas. This will help to improve the quality of services for residents and visitors in the future and boost the tourism industry as a whole.</p>	<p><b>Total (Fr-UK-Be-Ne) €1,629,522 of which Kent will receive €396,904</b></p>	
	<p><b>Management of Multifunctional Forests (Multifor)</b> (KCC, CRPF Nord-Pas de Calais and several other partners)</p> <p>The project will focus on protecting and managing forests and woodlands on both sides of the Channel. It will enable the partners to promote local woodlands for educational and leisure use, develop the potential for commercial activities (woodfuel, timber production etc) and ensure that wildlife is protected.</p>	<p><b>Total (Fr-UK) €1,249,675 of which Kent will receive €148,026</b></p>	
	<p><b>Heritage and Maritime Memories</b> (30 partners from England, France, Belgium &amp; the Netherlands including Medway Council, Thanet DC, Gravesham BC, Canterbury CC)</p> <p>The project will focus on maritime heritage sites and attractions in the partner areas. The activities will include the conservation of certain maritime buildings, lighthouses and museum objects, the development of new information about the sites for visitors and the development of educational activities. In Kent the project will deliver improvements to Tudor House in Thanet and provide cycling and walking routes and educational activities at Reculver Country Park.</p>	<p><b>Total (Fr-UK-Be-Ne) €4,851,373 of which Kent will receive €249,091</b></p>	
	<p><b>CleanTech</b> (University of Kent, 2 French and 1 Dutch Higher Education Institutes)</p> <p>A research project which will investigate ways to reduce pollutants in industrial processes to help reduce air pollution levels on both sides of the Channel.</p>	<p><b>Total (Fr-UK-Ne) €894,403 of which Kent will receive €109,810</b></p>	
	<p><b>Coastal Actions on Sustainable Tourism (CAST)</b> (<u>Kent County Council</u>, <u>Visit Kent</u>, Comité Départemental de Tourisme du Pas de Calais, Westtoer)</p> <p>The CAST project aims to strengthen coastal tourism by identifying new opportunities to attract and retain visitors and improve products and services in Kent, Pas de Calais and West Flanders. Project activities will include an analysis of coastal tourism facilities, development of a coastal tourism management strategy, production of coastal maps, a targeted marketing campaign including the use of new technologies, developing networks of volunteers and the organisation of ‘active coast’ weekends.</p>	<p><b>Total (Fr-UK-Be) €1,404,804 of which Kent will receive €734,290</b></p>	
	<p><b>Greet the World</b> (<u>Kent County Council</u>, <u>Visit Kent</u>, Comité Départemental de Tourisme du Pas de Calais, Comité Départemental de Tourisme du Nord, Comité Régional de Tourisme NPDC)</p>	<p><b>Total (Fr-UK) €2,228,401 of which Kent will receive</b></p>	

	<p>The project will harness the significant opportunities presented by a range of cultural and sporting developments in the Cross-Channel region taking place over the coming 3 years e.g. the Olympic Games in 2012, new contemporary art galleries at Lens and Margate and other international sporting and cultural events. These will act as a catalyst to bring more visitors to the region and have the potential to boost tourism. The project aims to better communicate with visitors (both international and domestic) making full use of the latest technology and new routes to market. The project will also focus on residents and businesses as ambassadors for their regions which is critical in ensuring a warm welcome for visitors. Project activities will include the development of a cross-Channel access website with information about travel and accommodation on both sides of the Channel, a significant media-relations campaign to promote the Cross-Channel Region, joint attendance at tourism exhibitions, a cross-border tourism guide for businesses and the organisation of a cross-Channel “Big Day Out” for local residents.</p>	<p><b>€1,021,955</b></p>	
	<p><b>Ports Adapting to Change (PATCH):</b> (Dutch, Belgian &amp; French partners with SEEDA, <u>Port of Ramsgate</u> and other UK partners)</p> <p>This project aims to help ports adapt to economic changes by focusing on innovation, developing new services and enabling diversification of operations/landside facilities. The project will pilot a number of small investment activities related to the traffic / handling-flows in the connecting-ports at the other side of Sea and the routing of commodities between markets. The partners will work together to improve the following aspects of ports:</p> <ul style="list-style-type: none"> <li>- Their management and entrepreneurial skills</li> <li>- Their economic and diversification potential</li> <li>- Their logistic and functional capacities.</li> </ul> <p>The project will include the installation of a pontoon mooring system that can be used by vessels engaged in the provision and construction of offshore wind-farms in Kent.</p>	<p><b>Total (Fr-UK-Ne-Be) €4,493,600 of which Kent will receive €737,800</b></p>	
	<p><b>Transmanche Green Networks (TGN)</b> (<u>Shepway DC, Canterbury CC, Discover Folkestone, Kent Wildlife Trust, CAB Boulogne, BOSCO Association</u>)</p> <p>The project aims to jointly develop and promote the Reculver, ARENA and Romney Marsh green tourism centres, which have excellent potential to become high profile visitor attractions and contribute to the development of green tourism. Project activities will include staff exchange, joint promotion and development of the sites, development of educational resources, exhibitions and events in the three areas.</p>	<p><b>Total (Fr-UK) €386,431 of which Kent will receive €192,938</b></p>	

	<p><b>International Composer Pyramid (ICP) (Sounds New (Canterbury), Coups de Vents (France))</b></p> <p>This project aims to develop a programme of exchanges, competitions and courses to enable sustainable development in the composition of new music on a cross-Channel basis. The project will offer expert teaching to young composers on both sides of the channel and organise competitions and joint cultural (music) events.</p>	<p><b>Total (Fr-UK) €316,981 of which Kent will receive €325,257</b></p>	
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[www.interreg4a-2mers.eu](http://www.interreg4a-2mers.eu)

## Annex 2: Interreg IVA Channel Programme (France-England)

EU Funding Programme	Project Information	Value of EU Grant	Related 2010 Target(s)
<p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The Channel programme can part-finance projects under four main priorities: Reinforce the sense of belonging to a common space of citizenship &amp; raise awareness of common interests, building partnerships for cross-border economic development &amp; centres of excellence, building an attractive region to live in &amp; visit and ensuring a sustainable environmental development of the common space. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p>			
<div style="text-align: center;">  <p><b>Interreg IVA Channel Programme (France-England)</b></p> <p><b>£124m 2007-13</b></p>  </div>	<p><b>Landscapes &amp; Nature for All: (KCC - Kent Downs AONB, Parc Naturel Régional NPDC and local partners on both sides of the Channel)</b></p> <p>The project will deliver the following in the Kent Downs and Parc Naturel Régional areas: natural heritage enhancements, communication, education and awareness raising activities, strategic research and monitoring of protected landscapes and cross border co-operation and exchanges on the main areas of activity.</p>	<p><b>Total (Fr-UK) €2,369,673 of which Kent organisations will receive €1,290,222</b></p>	<p><b>45</b> Protect &amp; enhance Kent's ancient woodlands and improve access to the countryside</p>
	<p><b>NETFORCE: (Business Support Kent, Partners in Haute Normandie)</b></p> <p>This is a pilot project which aims to review the way that entrepreneurship is supported from a cross-border perspective and promoting entrepreneurship in Kent &amp; Normandy. Activities will include a promotional campaign, research work, network development and the development of a wider project to implement the findings.</p>	<p><b>Total (Fr-UK) €42,198 of which BSK will receive €30,762</b></p>	<p><b>1</b> Increase the number of new jobs by increasing the no. of companies investing in Kent &amp; the no. of businesses expanding</p>
	<p><b>Self-Efficacy: (Health &amp; Europe Centre, Kent PCTs, Partners in Somme)</b></p> <p>This project builds on a previous Interreg 3A project which investigated the causes of teenage pregnancy and worked with young people on preventative measures. This new project will carry out an international literature review into how poor self image among young people can contribute to social exclusion and health problems. The findings of the project will lead to a larger project being developed.</p>	<p><b>Total (Fr-UK) €42,857 of which Kent partners will receive €27,607</b></p>	<p><b>50</b> Introduce a hard hitting public health campaign targeted at young people</p>
	<p><b>Cross-Border Association of Public Health (Health &amp; Europe Centre, Conseil Général de la Somme and other Kent and Somme Partners)</b></p> <p>The project will create a Cross Border Association of Public Health &amp; Social Medicine between partners in Kent and the Somme. Health professionals and organisations will come together to share and compare ways of addressing health threats/challenges, perceptions, community practices and responses to specific health issues in children and adults.</p>	<p><b>Total (Fr-UK) €34,352 of which Kent partners will receive €25,000</b></p>	


	<p><b>DocExplore (University of Kent, University of Rouen)</b> The project aims to encourage citizens on both sides of the Channel to engage with, explore and study their (shared) cultural heritage as embodied in historical written and printed documents, in meaningful, informative, accessible and entertaining ways, through the provision of transparent computer-based interactive tools. "DocExplore" is a scoping project which should lead to the development of a wider project involving Archives and Museums as formal project partners.</p>	<p><b>Total (Fr-UK) €125,147 of which UofK will receive €77,747</b></p>	
	<p><b>Charm 3 (University of Kent and many other Fr-UK partners)</b> CHARM is a research project which aims to develop an integrated approach to the management of marine resources (living, mineral, human) in the Channel and south of the North Sea. The project covers marine sciences, economy, legislation, statistics, planning and ICT.</p>	<p><b>Total (Fr-UK) €5,825,462 of which UofK will receive €208,035</b></p>	
	<p><b>CAMIS - Channel Arc Manche Integrated Strategy (EMDI+) (Region Haute Normandie and 19 partners including KCC)</b> A project which builds on the first EMDI project. <u>KCC</u> is a partner along with various UK and French partners from Cornwall to Kent and Nord-Pas de Calais to Brittany. The project aims to develop and implement an integrated maritime policy in the Channel area and encourage concrete co-operation between strategic partners on both sides of the Channel under themes including transport, maritime governance, economic clustering and education &amp; training (workforce development).  KCC will participate in the majority of the strands (through workshops, seminars and the development of reports and strategies).</p>	<p><b>Total (Fr-UK) €1,652,255 of which KCC will receive €56,338</b></p>	
	<p><b>NOmad Biometric Authentication (NOBA) (University of Kent, IRSEEM)</b> A research project looking at further developing biometric security systems: Information systems security currently employs a number of distinct authentication mechanisms. In practice, solutions based on password capture alone do not meet the security level required to ensure sensitive computer goods are protected. The objective is to develop a practical method of strong authentication from parameters based on the recognition of biometric characteristics (fingerprint, voice, iris...).</p>	<p><b>Total (Fr-UK) €574,067 of which UofK will receive €244,074</b></p>	
	<p><b>RESIDE (Dover Arts Development, Espace 36)</b> A small artistic research project which questions not only contemporary artistic practice in the cross-border space but also the relation of the local residents to their area. The project will involve the exchange of artists between Dover and St Omer and create joint exhibitions between the two areas.</p>	<p><b>Total (Fr-UK) €45,000 of which DAD will receive €20,085</b></p>	



## Annex 6: South East ERDF Competitiveness Programme

EU Funding Programme	Project Information	Value of EU Grant	Related 2010 Target(s)
<p>The programme aims to promote competitiveness in South East England whilst contributing to reducing the region's ecological footprint. In order to achieve this aim, the programme has three objectives:</p> <ul style="list-style-type: none"> <li>- To raise levels of knowledge and innovation across all business sectors in order to support more resource efficient business practices, boosting profitability and long term competitiveness</li> <li>- To stimulate innovation and job creation in new and emerging ecologically-driven market sectors</li> <li>- To reduce the rate of growth of the region's ecological footprint whilst stimulating economic growth</li> </ul> <p>The programme is worth £21m ERDF and, from the second call for proposals, can fund projects at a rate of 50%.</p>			
<p><b>South East ERDF Competitiveness Programme 2007-13</b></p>	<p><b>Demonstrating Sustainable Materials &amp; Technologies to the Construction Sector (SMART) - (Business Support Kent)</b> The will address barriers of a lack of awareness by construction SMEs concerning which materials and technologies are most suitable for their own businesses and the absence of a single place to obtain practical information about sustainable construction products. The project aims to increase the uptake of SC products by construction SMEs across the SEEDA region through delivering a package of SC briefing modules and workshops, a region wide promotional campaign and demonstration centres.</p>	<p><b>£249,087</b></p>	
	<p><b>Low Carbon Futures (KCC, BSK, EISE, EA, Kent Police, Kent Fire &amp; Rescue, The Carbon Hub)</b> A project to raise the capacity of local authorities to deliver carbon reductions through their supply chains, with a particular focus on the creation of innovative learning networks, sustainable mobility strategies and smarter working.</p>	<p><b>£373,401</b></p>	
<p><a href="http://www.seeda.co.uk/European%5FInitiatives/European%5FRegional%5FDevelopment%5FFund/South%20East%20ERDF%20Competitiveness%20Programme/index.asp">http://www.seeda.co.uk/European%5FInitiatives/European%5FRegional%5FDevelopment%5FFund/South East ERDF Competitiveness Programme/index.asp</a></p>			

## Annex 7: European Social Fund Programme

EU Funding Programme	Project Information	Value of Project	Related 2010 Target(s)	
<p>The European Social Fund (ESF) is funding from the European Union designed to improve the skills of the workforce and help people who are having difficulty finding work. This money is distributed by the Government Office for the South East (GOSE) to the co-financing organisations in the region: The Learning and Skills Council, Job Centre Plus and the South East England Development Agency (SEEDA)</p> <p>These organisations set out their respective priorities and invite providers to bid for project funding to deliver activities that will help them to achieve their priorities. ESF funding is awarded for time-limited projects through an open and competitive tendering (OCT) process. Once contracts have been awarded the co-financing organisation (CFO) works with the providers concerned to ensure they are delivering to agreed targets.</p>				
 <b>European Social Fund</b>	<p><b>Tailored Training and Employment Support for Hard to Reach Groups</b> (Canterbury College) – Kent &amp; Medway</p> <p>This project will provide personal development and employability skills to 190 young people, aged 14 to 19, who will be either in the NEET group or at risk of becoming part of this group. This project will deliver training linked with mainstream programmes, including appropriate transition support at the point of entry to employment and for a six month period thereafter.</p>	<p><b>£380,000</b></p>		

**By:** Roger Gough – Cabinet Member,  
Corporate Support Services & Performance Management  
Amanda Beer, Director of Personnel & Development

**To:** Corporate Policy Overview and Scrutiny Committee  
13 November 2009

**Subject:** **East Kent HR Partnership Shared Working update**

**Classification:** **Unrestricted**

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**SUMMARY:** This paper updates the Policy Overview and Scrutiny Committee on the current progress on the work to create the East Kent HR Partnership, and the possibility of expanded and ongoing shared work that this project creates.

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## **1 Introduction**

- 1.1 Since July 2008, Employee Services (Personnel & Development) has been working with the East Kent HR Partnership Project Group (formerly Project SHREK) on the business case and governance arrangements for the creation of a shared service centre in which KCC would play a part.
- 1.2 The project is a result of the collaborative working of the East Kent Forum (EKF) and the East Kent Joint Arrangements Committee (EK JAC) and includes as its members representatives of the District Councils of Dover, Shepway, Thanet, and Canterbury City Council.
- 1.3 Following thorough planning and ensuring proper governance, the project is now part way through the phase of implementation – the Shared Service has already been nominally created (under a new Head of Service) as of 1<sup>st</sup> October 2009, with a current time line that the Shared Service will come into full formation in two locations in January 2010, with phase 1 implementation of integrated systems and processes to be delivered between Jan and April 2010.
- 1.4 Kent County Council P&D Employee Services Centre is a key delivery partner in this project, supplying the system and payroll service directly, but also with an advisory and contributory presence on all streams of the project.
- 1.5 As well as being an example of effective two tier shared working, the project gives all members, and Kent County Council in particular, an opportunity to expand and continue to exploit shared service opportunities in an effective manner.

## **2. Background and Drivers**

2.1 The key driving factors in the development of the East Kent HR partnership were outlined in the business case submitted to EK JAC and EKF. In summary, they were:

- Cost savings to be achieved by process efficiency and reduction in head count.
- Sharing of Best Practice and shared development/procedure.
- Creation of a shared service in line with Gershon report recommendations (ideally two tier, combining both Borough and County level authorities).
- The upcoming expiry/obsolescence of the systems used to deliver the existing service meant that timing was appropriate and the greater buying power which a shared procurement could bring was also a consideration.

2.2 The Business Case considered three options:

- A total in house solution between the four districts/boroughs.
- Outsourcing of the entire service to a third party.
- A shared arrangement with another authority delivering part of the service.

This business case highlighted a potential £2 million saving some of which will be from payroll.

2.3 Kent County Council and Medway Council were asked to provide illustrative proposals in support of the third option above. KCC initially offered an integrated HR and Payroll Service, although the authorities only opted to explore the payroll option. We consider the integrated team to offer further efficiencies and quality and we will continue to offer this for future consideration. In light of the information provided, the business case recommended that this option be taken up with KCC Employee Services as the partner, delivering a system and supporting the payroll service.

2.3 It was concluded that the Oracle HR platform for KCC was not the first choice for the delivery of this service for the following reasons:

- The East Kent team wishes this project to be used as a model for how services of this type can be brought together, and to complete that model, a procurement process was considered appropriate.
- The costs of expanding the Oracle HR platform to support the East Kent authorities (in terms of licences, infrastructure and development) were considered prohibitive based upon the estimates received.
- In the same timeline as the critical path for the East Kent project, Oracle 11i at KCC is being upgraded to Oracle 12, creating a significant resource and delivery concern.
- The acquisition of a new platform would leave both the partnership and KCC in particular able to continue to explore shared service opportunities with reference to the above limiting factors.

- 2.4 In order to ensure proper co-ordination of the project from a KCC perspective, a steering group with representatives from Finance, Legal and Democratic, ISG and Employee Services was formed, with Amanda Beer as chair.

### **3. Current Progress**

#### **3.1 Legal and Procurement**

- 3.1.1 The Business Case, including a proposed Business Structure and Service Levels, was passed by EK JAC, EK F and Joint Scrutiny.
- 3.1.2 The Cabinets of the four District and Borough authorities have ratified the decision to delegate their HR functions to EK JAC and their payroll functions to KCC under Section 101 of the Local Government Act.
- 3.1.3 The KCC Cabinet ratified a decision (via Cabinet Member approval) to allow Amanda Beer, Director of P&D, to award the software contract and also accept the delegation on behalf of KCC.
- 3.1.4 Dover District Council is considered to be the 'Host' of the Service (and also where it is located) and the delivery of the HR service is tasked to them by EK JAC.
- 3.1.5 The Collaborative Agreements between the four District and Borough authorities (for HR and cost sharing), and the five partner authorities (for Payroll and charges), including their SLAs, were agreed in principle on 14<sup>th</sup> October 2009. The payroll agreement has been sealed by all parties and the HR is in progress.
- 3.1.6 It was agreed that procurement would take place via Kent County Council as the system supplier. The procurement process took place via the Buying Solutions Framework (formerly OGC), and resulted in a shortlist of Northgate Arinso with their Resourcelink Product and Insight with Midland's iTrent product. Following extensive and detailed assessment, the Midland iTrent product was awarded the Bid.
- 3.1.7 A further, Back to Back, agreement, binding the 4 district and Borough authorities to the terms and costs of any software agreement and agreeing the SLA for KCC's support service, was also agreed on 14<sup>th</sup> October 2009 and is now also progressing to be signed under seal.
- 3.1.8 It has been agreed that KCC will purchase the server to host the system (passing the costs onto the partnership), but that it will be housed at Dover District Council due to current capacity shortages at KCC. An agreement to cover this arrangement is being drawn up and the specification of the server has been issued to suppliers in the KCC ISG framework.
- 3.1.9 Once the Collaborative Agreements and Software Back to Back are signed and the commercial negotiations with Insight/Midland are finalised, the contract for the software will be signed.

## **3.2 People**

- 3.2.1 The existing roles at the four District and Borough authorities were assessed using the service design to establish whether they fell under the definition of HR or Payroll.
- 3.2.2 Those staff considered to be HR were consulted with and transferred to Dover District Council under TUPE regulations on 1<sup>st</sup> October 2009
- 3.2.3 Those staff considered to be Payroll are being consulted on a possible TUPE to KCC to deliver the service. Currently information is being gathered, including a statement of measures and job descriptions to inform this process. It is considered that due to the comparative salaries and travel distances which will be applied to affected individuals that none will transfer and, due to these factors, will therefore be considered redundant. In the event this is formally confirmed, Employee Services will recruit as appropriate to deliver the service and the four partners have indemnified KCC against any redundancy/termination costs arising.
- 3.2.4 The HR service employees will begin to be co-located at the new offices at Dover DC from January 2010 (although, as a pilot, many of the Learning & Development officers are operating from that location informally). At this time, a review of the roles and structure necessary to deliver the service will also be completed by the Head of Service and this may lead to a further restructure within that function.

## **3.3 Project Budget/Costs**

- 3.3.1 Much of the original work supplied by KCC ESC to the project was undertaken on a collaborative basis, and was not charged for.
- 3.3.2 The cost for Legal and Procurement support has been part funded by KCC and also will be part funded by the Partnership.
- 3.3.3 Once legal agreements are signed, the Implementation work undertaken by KCC will be cross charged to the Partnership.
- 3.3.4 The Collaborative and Back to Back agreements have adopted the principle of 'up front' cost recoup. On incurring of costs, KCC ESC will invoice the partnership for the amount immediately, with payment terms of 30 days. Ongoing services will be charged and reviewed as agreed in those agreements.
- 3.3.5 The prices supplied to the Partnership contain a contingency margin which is to be used in the case of unexpected cost. It has been agreed that any contingency not used will not be reclaimed and therefore represents a marginal income for the service (please see Future Options for further information on income).

## **3.4 System Implementation and Project Planning**

- 3.4.1 A Project Plan for the Implementation of the system has been developed and shared within the partnership and with the software supplier.

- 3.4.2 While the legal considerations are resolved, the Project Team at KCC ESC have begun work with the Partnership to draw in the information necessary to develop the business requirements for the system on an authority-by-authority, overall, and procedural basis. This work has been facilitated by workshops, data table gather and 1-2-1 working with the authorities.
- 3.4.3 The Project Team within KCC is drawn from existing resources, supplying additional support as part of their ongoing development, and drawn from people identified through Talent Management and Personal Development Plans. Additionally, some funding towards the time being committed by an ESC Project Officer, the ESC Development and Control Manager, and the ES Manager, Jackie Turner, has been supplied.
- 3.4.4 The Project Initiation Meeting with the software supplier took place on 28<sup>th</sup> September 2009, on good faith, subject to contract signature.

#### **4. Next Steps**

- 4.1 The new Head of East Kent HR Partnership, Juli Oliver-Smith, started in post on 1<sup>st</sup> September 2009. She has taken over as Project Lead from the outgoing Corporate Director – Communities, of Shepway DC, Wendy Head.
- 4.2 Juli is now reviewing the service design and the role and service definitions will be finalised whilst the centre is drawn together.
- 4.3 KCC is leading on the implementation of the system, which will take place in two phases.
- Phase 1 involves the implementation of Core HR, Payroll, Absence Management, Expenses and Business Intelligence.
  - It is designed to be implemented on a per authority basis, with current indicative timelines as below:
    - Thanet DC – January/February 2010
    - Dover DC – February/March 2010
    - Shepway DC and Canterbury CC – April/May 2010
  - Phase 2, comprising Training and Development, Appraisal, Grievance, Case Management and Recruitment, will be implemented between May and November 2010.

#### **5. Benefits and Future Options**

- 5.1 As a result of this project, KCC has proven that it can work with partners on various levels to deliver a shared working approach to a key function on a partnership basis.
- 5.2 A marginal income stream is derived from this project, contributing to the targets laid down for income for P&D.
- 5.3 Additionally, P&D ESC will become the owners of a platform which can easily (in terms of both contractual and practical arrangements) be expanded to deliver shared service working with other local authorities and other sector employers.
- 5.4 They also have an opportunity to share and expand on the model used for the East Kent platform.
- 5.5 In this way, KCC P&D ESC can contribute to the targets and recommendations laid down in the Gershon report, Towards 2010 and

Backing Kent Business/Backing Kent People, contributing to the strategic objectives of those initiatives.

- 5.6 The current intention is that, in the event of further expansion of the system and service, the margin of income will be appropriately increased in order to contribute to alleviating the financial pressures which the authority currently faces.

## **6. Conclusion and Recommendation**

- 6.1 The East Kent HR Partnership continues to be a key development in the shared working approach of KCC. Additionally, it provides opportunities for expansion of shared working across sectors.
- 6.2 The Policy Overview and Scrutiny Committee is invited to note the achievements and endorse the direction of this project.

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**Development Manager**  
**Ext 5568**

**Jackie Turner**  
**Employee Services Manager**  
**Ext 5573**

By Roger Gough, Cabinet Member for Corporate Support Services & Performance Management  
Robert Hardy, Director of Improvement and Engagement

To: Corporate Services Policy Overview and Scrutiny Committee

Date: 13 November 2009

Subject: Connecting with Communities – Annual Report on KCC engagement activities.

Classification: Unrestricted

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Summary: The purpose of this report is to update Members with developments regarding consultation, engagement and involvement within the authority from 1 April 2008 – 31 March 2009.

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## 1. INTRODUCTION

1.1 The purpose of this report is to provide information on the main aspects of consultation, engagement and involvement across the authority from 1 April 2008 – 31 March 2009, and highlights how we are further embedding the engagement processes within our services.

1.2 Community engagement is about involving the community (this may be geographical proximity, special interest, or a group of people in a particular situation) in the decisions that are made about the services that are provided for them. Engagement involves a continuous dialogue and a two-way flow of information and views, together with opportunities to get involved.

1.3 KCC provides a number of different opportunities for residents, service users and other interested groups to influence decision making and service delivery. The main ones used and examples of activities during the year are:

- Surveys and questionnaires (e.g. satisfaction surveys)
- User groups and forums (e.g. Occupational Therapy User Groups)
- Special interest networks, groups and forums (e.g. Sports Sectoral Groups)
- Workshops and focus groups (e.g. Annual Budget & Council Tax Consultation)
- Feedback cards (e.g. comment cards in country parks)
- Complaints, Compliments and Comments (all units)
- Formal consultation documents (e.g. Children and Young People's Plan Consultation)
- Stakeholder events (e.g. Later Life Strategy)
- Collaborative working and partnerships (e.g. Kent Children's Trust)
- Participation (e.g. youth service interview panel)
- Civic engagement (e.g. Local Boards and Kent Youth County Council)

- Delegated decision making (e.g. Youth Opportunities / Capital Funds)
- Market research (e.g. Adult Health and Fitness courses).

1.4 KCC services have a long history of good practice in the ways they involve direct users of specific services in the running and improvement of those services. The scale and extent of this involvement has not previously been recorded and shared across the organisation in a comprehensive way. This is the first year that all directorates have reported the results of consultation, engagement and involvement to their Policy Overview and Scrutiny Committees and summaries are attached in Appendix 1 and 2.

## **2. Customer Insight**

2.1 This area of work is driven by the information and data we hold about residents of Kent, including the feedback we get from customer comments and complaints. KCC also makes use of a number of data and information sources including 'MOSAIC' to provide insight into the background and lifestyles of residents across the whole of Kent.

2.2 An excellent example of using customer insight to inform project planning and target resources, includes the use of 'MOSAIC' by the 'Changing Behaviours' Team in the Waste division. The objective of this project was to ensure Value for Money from the recycling activity in each of the 12 districts in Kent. One ward was selected from each district and was profiled using 'MOSAIC'. This was followed by a baseline survey in each area to ascertain recycling patterns and levels. After local campaigns, the wards were re-surveyed to measure improvements achieved. The results were reported to the Kent Waste Partnership in September, with a possible recommendation to run a similar project in 2010.

2.3 'We Are the People of Kent' has been updated in 2009 and presents a collection of facts and figures about the people of Kent; who we are, what we do and what we think. It is intended for use as a reference document rather than a policy document. However, the information presented in this report may raise many questions which need to be addressed by policy-makers and stimulate further discussion in the spirit of intelligence-led policy making. This latest version has been expanded to include a much wider range of information building on the success of companion reports 'The Children and Young People of Kent' (March 2007) and 'The Older People of Kent' (November 2008).

<http://www.kent.gov.uk/Community/kent-and-its-people/facts-and-figures/cross-cutting-research-reports.htm>

2.4 This year Kent Gateway successfully bid for European funding to develop customer insight. The project team will engage experts in the field to apply modern tools to improve KCC services.

## **3. Surveys**

3.1 KCC undertakes a small number of very large-scale surveys every year. Service units also have access to an online questionnaire system (SNAP) to create and undertake polls in house. The most well-known of the large-scale surveys are the Children and Young People Survey currently carried out by the NFER and the Highways Tracker Survey carried out by BMG Research. We are also required to use the nationally-developed 'Place Survey' to provide the information for a number of the National Indicators Set (NIs). Every Council in England conducted a Place Survey in the autumn of 2008. A full report on the Place Survey is an agenda item at this meeting.

3.2 The aim of the Statement of Community Involvement is to help ensure community ownership of the Local Development Framework and strengthen community involvement in planning over time. It also aims to improve overall representation and involvement across all sections of the community. We are seeking to provide opportunities for this in the review of our Statement of Community Involvement. The first stage has been to invite all participants; local businesses, communities and all those with an interest in county planning matters to tell us how they wish this process to be conducted, and how they wish to engage with it. (see Appendix 1, 4.10)

#### **4. Working with partners**

4.1 One of the recommendations in the Corporate Performance Assessment (CPA) report dated June 2008, was that KCC should adopt a *'more inclusive and listening approach in order to make progress in delivering excellent, integrated, well-targeted services'*. In future, the Corporate Area Assessment (CAA) will be assessing how well an authority and its partners know and understand the needs and aspirations of communities, and will be seeking evidence of the effective implementation of the duty to involve.

4.2 Increasingly our service-led engagement activity is carried out with our partners. In partnership with East Kent NHS Trust, a project is under way working with a group of East Kent General Practitioners (GPs) to support and promote healthy living to targeted groups of patients in East Kent. Data from the Mosaic programme has been used to inform this project, and will be used to analyse outcomes.

4.3 An action plan is being produced to further promote participation with children and young people through partnership working. This includes:

- Continuing to provide training and professional development on participation for people who work with children and young people
- Communicating examples of good participation practice and the outcomes from participation
- Continuing to ensure that children and young people receive feedback from participation that they have been involved in
- Producing a policy and protocols regarding involving children and young people in recruitment and selection
- Ensuring that participation is inclusive and involves children and young people who are "seldom heard".

4.4 All the Local Children Services Partnerships (LCSPs) are being encouraged and supported to establish local forums for involving children and young people and many already have these in place. The children's organisation 'Participate by Right' is assisting by providing local workshops and providing advice on good practice.

4.5 This year the council aims to further promote participation and consultation activity through the KCT arrangements so that children, young people and parents have some influence over the decisions that affect them. It is intended to ensure the views of children and young people who are perceived as "hard to reach" are also heard and that the Local Children's Service Partnerships are well equipped to consult with relevant stakeholders in their locality.

4.6 A further development is the Kent 'Children in Care Council'. This is a recent initiative; an event took place in April 2009 with approximately 40 young people in care who have expressed a desire to help form a Kent Children in Care Council. The Council

will be the main forum by which children and young people in, and leaving care, in Kent will express their views to Kent's corporate parenting forum. All local Authorities are expected to establish a Children in Care Council in 2009.

4.7 Further work needs to be done on a more corporate basis and with partners on work which involves the views of people simply as residents of Kent, whether they are a direct service-user or not.

4.8 For KCC, by far the most significant example of this form of involvement is the work of Members individually and through Local Boards and Neighbourhood Forums. Work to strengthen the links and the information flows between existing service-based involvement and the continuing development of these Member-led initiatives including a revision and strengthening of the communication role of the Community Liaison Managers continues.

## **5. Work in 2009/10**

5.1 The council undertakes a substantial programme of consultation each year to help it to make the best decisions. A list of the consultations planned with the public for 2009/10 is included in Appendix 3.

5.2 The kent.gov 'portal' on consultation and involvement has been deferred to the second phase of improvements on kent.gov.uk. When implemented it will be able to be searched by locality or by keywords so other managers, Members, partners and residents could see what issues were being raised and what the response was.

**5.3 We are currently undertaking an equality and diversity community engagement project. The aim of this project is to develop a strategy and structures for engaging with Kent's local communities on the County Council's equality and diversity work, in particular with the diverse groups representing the seven equality strands – race, religion and belief, disability, gender, gender identity, age and sexual orientation.**

5.4 Active Lives, the vision for social services in Kent, continues to signify KASS' commitment to ensure that service users, carers and the public are actively involved in the design and delivery of services. Following workshops, held in the summer of 2009, the Kent Strategy is being developed to provide an action plan that illustrates how the vision will be implemented within the Directorate.

5.5 Kent Community Development Managers working in partnership with the Improvement and Development Agency (IDeA) have developed three tools to help organisations to make a real impact through community engagement:

- Communities of Practice website. A web resource with best practice examples from within Kent and nationally. This on-line resource successfully facilitates the flow of information and knowledge between people, departments, organisations and partnerships, and will help organisations to meet their Duty to Involve.
- Civic participation awareness campaign. A fully developed publicity campaign to encourage people to get involved in volunteering and decision-making in their local area. This campaign is available for all organisations to use, inserting your own relevant local information.
- Working with young people toolkit. This publication supports parish councils and other organisations to fully include young people in local decision making. It aims to inspire and help community leaders to go out and harness the energy and enthusiasm of the young people in their neighbourhood and includes guidance on a

range of consultation techniques and information on different projects that young people often request.

These initiatives are to be launched at the Kent Partnership Conference on 18 November 2009.

5.6 In February 2010, KCC had been proposing to hold a public 'web jam' session on behalf of the Kent Partnership. This would have enabled residents of Kent to ask questions or write comments on a particular subject within an on-line 'real time' environment. The session would have been interactive allowing moderators and KCC/partners' staff to respond to the questions asked.

5.7 KCC is a strong supporter of using new innovative technologies to communicate with Kent residents. The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important.

5.8 However, due to the cutting-edge technology involved there is a significant cost attached to such activities. Given the current financial climate, we feel that spending such costs cannot be justified at the present time. We will look to use existing communication channels such as the Kent and Medway Citizens' Panel and public user groups to get residents' views to inform our work.

5.9 This year we are asking Business Units to look at what consultation, engagement & involvement they are planning to do in 2010/11 earlier than usual in order to take into consideration the new 'Duty to Involve' and to enable us to have a more joined up approach with our partners.

5.10 More effective business planning will ensure that future consultations, surveys and public involvement activities will be more joined up and cross-referenced throughout the authority, so that information can be shared. Services and teams will be helped to understand their responsibilities in the appropriate implementation of the duty to inform, consult and involve, and also the methods and resources at their disposal.

## **6. Conclusion**

6.1 This report demonstrates KCC's commitment to effective consultation and involvement, and highlights some of the work already being done. There are always opportunities to further improve what we do and how we do it and to ensure value for money from the various programmes that are underway.

6.2 These will be reviewed as part of the forward planning and budget process, and the implementation of the new duty to inform, consult and involve which came into force on 1 April 2009.

6.3 We will know that our approach to community engagement is successful when:

- There is more community involvement in discussions and decisions on KCC's services and policies
- People, community groups and voluntary organisations believe they can influence decisions about and the shape of KCC services
- Services are improved, and levels of service user satisfaction increase as a result of community engagement

- The national indicators by which the Government judges KCC's effectiveness are improving, and in particular the percentage of adults who feel they can influence decisions affecting their local area (NI 4).

## **7. Recommendations**

Members of the Policy Overview and Scrutiny Committee are asked to note the content of this report and its Appendices.

Members of the Policy Overview and Scrutiny Committee are asked to comment on how to raise greater awareness of planned activity amongst residents and other Members and how findings can influence decisions.

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*Background Documents: None*

## CONSULTATION, ENGAGEMENT AND INVOLVEMENT FOR 2008/09

### 1. ADULT SERVICES

1.1 The Directorate Involvement Group (DIG), as a sub group of SMT, has Directorate wide membership together with representation from health colleagues in Kent. One of the main roles of the group is to promote good practice and drive forward the involvement agenda across KASS. Health membership of the group also encourages partnership working and a more joined up approach to involving, what is often, a shared group of people. With effect from 2006, all Kent Adult Social Services consultations, evaluations and research projects are reviewed through Research Governance prior to commencement.

#### 1.2 The Home Care Survey

This survey commenced in February 2009 and covered all those people in receipt of home care services up to December 2008. Kent agreed to participate in the extended version of the survey. Regrettably, the Personal Social Service Research Unit (PSSRU) from the University of Kent identified problems with the data spreadsheets when trying to analyse the results. Consequently, the final report from the survey is not expected until March 2010. Similarly, the final version of the Carers Survey is also awaited from the PSSRU.

#### 1.3 Ashford Day Services Review

The feedback from the Ashford Day Services Review indicated that the majority of people involved in the consultation supported the continuing development of a wider, more diverse range of services, which would be integrated within the community. This would provide people with more choice and control over what they do during the day, evenings and weekends. Advocacy support during this process has highlighted that people need to experience new services, with sufficient support, to be able to make informed choices. The findings from the consultation have provided valuable information to significantly inform and influence the planning and commissioning of the new service. As a result the proposed new service model is as follows:

- Continue with existing service at Ashford Day Opportunity Service (DOS) until the new model is established (two or three years)
- Enable people with a learning disability to live person-centred lives
- People will know the cost of the services they access
- Access to self-directed support, brokerage, co-ordination and other support services as necessary
- Provide access to appropriate levels of flexible support for people with a learning disability
- Experience use of existing community facilities including health, leisure, sport and transport according to individual person-centred plans
- Work with partner agencies to promote employment opportunities
- Provide Carer Assessments and appropriate levels of support for Carers
- Establish community hubs where people can meet up with friends and access a variety of community facilities
- Once the above hubs are established the Ashford Good Day Project will produce a follow up report which is expected to request a decision on the closure of Ashford DOS.

#### 1.4 West Kent LD Opportunities

The findings from the consultation meetings of West Kent LD Opportunities at Branches Out and Yeoman's will form a separate report that will be presented to Members for a decision.

#### 1.5 Towards Equity and Access Project

The recommendations from the Towards Equity and Access Project have resulted in two service user reference groups being established, together with an action plan for East and West Kent. This includes the development of local outreach services, deaf awareness training for GPs and involvement in developing a Kent based interpreting service.

Service users have been involved in an ongoing steering group contributing ideas and the perspective of the deaf community into the development of a sign language service as a result of the Interpreting Project. In particular a customer care document has been produced based on peoples' feedback.

#### 1.6 The Mental Health Survey

The Mental Health Survey highlighted the following areas for improvement:

- To continue to do better at ensuring service users have confidence in their psychiatrist and that time allocated to discuss their condition and treatment is sufficient
- To improve the quality and clarity of information provided to service users and carers, friends and family about their medication, who their care co-ordinator is, that they have a care plan and how to contact services out of hours.

An action plan has already been implemented. Every service user will receive a 'patient information pack', which features a comprehensive set of information about their care and can be used throughout their treatment to collate important information. A programme of 'customer care' training has been established for staff to ensure that on every contact with service users focus remains on doing everything possible to make their care and treatment as satisfactory as possible. The programme will also be applied to staff not directly involved with clinical care.

#### 1.7 Self Directed Support

One key focus within this project has been to raise public awareness of the changes that are taking place and what this means for current and future users of services. At the same time, it is crucial that people have the opportunity to influence service decisions where appropriate. To date the following elements of user involvement have been implemented within the project:

- Service users, together with the public have been involved in various workstream group meetings. i.e. Brokerage and User Led Organisations Sounding Board; Single Assessment Process Group
- Presentations to various groups
- Carers involved in Carer Assessment consultation process. Carers Reference Group and Carers Advisory Groups set up
- Service users and carers involved in developing Information, Advice and Guidance Policy
- Learning Through Experience workshops [ongoing] (made up of 2/3 staff and 1/3 service users/carers)
- Service users/carers involved in Business Process Quality Review
- Provider visits

- Evaluation of enablement tenders
- Service user/carer reference group to develop Positive Risk Management Policy
- Information Fayre's (as mentioned in paragraph 5. (3))
- Kent Show 2009
- Provider Conference

### 1.8 Service user and carer involvement in recruitment and selection

This policy was implemented in 2005 and encourages teams to involve service users and carers in their recruitment processes. This may take the form of shortlisting candidates for interview, preparing questions for candidates, participating in formal interview panels or taking part in supplementary workshops.

Protocols and frequently asked questions (FAQs) have been produced to assist staff with this initiative. An information pack has been developed for service users and carers involved in the process, covering topics such as, confidentiality equality and diversity issues as well as general information on the process itself.

East Kent Customer Care is proposing to introduce a system to assist teams in finding sufficient volunteers to participate in staff recruitment. The proposal intends to recruit a pool of people, geographically covering all areas of East Kent, who are subsequently provided with training on staff recruitment. It is anticipated that this will increase the number of teams adopting this recruitment initiative.

### 1.9 Information Events

In March 2009, events were held on consecutive Saturday's in East and West Kent to provide the public with information on current initiatives, including the modernisation agenda – Active Lives for Adults (ALfA), with a focus on Self Directed Support, Making Experiences Count – the new single complaints process across health and social care and the Kent Local Involvement Network. Local health colleagues, together with voluntary sector organisations were invited to these events, which were held under the banner of, "Information Fayres". The events were advertised using various methods including, local newspapers, "park and ride" tickets and the use of flyers circulated via GP surgeries, voluntary organisations, libraries etc.

The events were of an informal nature offering people the opportunity of visiting at a time convenient to them and were held at the weekend to encourage attendance. Overall, the events were a success, in terms of the public who visited and the feedback from participants, although attendance figures for the West Kent event, held in Maidstone, were lower than expected. This may have been due to the location, which although within the main footfall of the town, the entrance to the venue was not ideal. Posters were placed locally to navigate the public, but this did not seem to impact upon the numbers who visited.

### 1.10 Out and About project

The Public Involvement Team implemented a pilot of the "Out and About" project, as a means of reviewing the public's current awareness and preferences for information provision. Team members visited local shopping areas to talk to the public about the services that Kent Adult Social Services provides. The team were mindful of the fact that there is a balance to be made between increasing public awareness of KASS services and the ever increasing pressure on resources.

The project focused on providing the public with basic information about services and gathering feedback on information in general (e.g. Formats people prefer; where and how they would access information when needed). Four venues were selected covering East and West Kent and the reception received was mixed in terms of the numbers of people approaching the stand. A more positive reception was apparent where the venue was indoors (shopping centre) as opposed to the high street, where bad weather had an impact upon numbers visiting the stand. It is intended to continue with the project 2010, with further venues including day centres, Adult Education centres and libraries, before reviewing the overall success of the project.

#### 1.11 Step by Step Newsletter

The 'Step by Step', public involvement newsletter is published four times a year and has a wide circulation, including electronic copies to staff and hard copies for the public. Distribution of the newsletter includes libraries, Gateways and GP surgeries and it can also be viewed online on the public involvement website. The publication aims to advertise opportunities for people to be involved in KASS services on a level that suits them. It also raises awareness of news items and events that are happening within Kent.  
[http://www.kent.gov.uk/SocialCare/about-social-care/shape-your-services/newsletters\\_and\\_resources.htm](http://www.kent.gov.uk/SocialCare/about-social-care/shape-your-services/newsletters_and_resources.htm)

#### 1.12 Supporting People

While a part of the Directorate, the Kent Supporting People Team employed a Service User Involvement Officer to drive forward its involvement agenda. The team has set up a service user panel and has involved service users in the following ways:

- Recruitment
- Tendering
- Strategic planning
- A service user conference
- Public information provision, including the website and leaflets
- Ex service users have been employed by a provider to assist in monitoring and reviewing services
- Service users are also enabled to access qualifications via the open college network. The programme funds an innovation and good practice grant to two providers to enhance service user involvement and consultation. The programme is known as, "Experts Through Experience".

#### 1.13 Planned involvement activity that did not take place in 2008/09

Work on the Supporting People Involvement Strategy has been deferred into 2009/10. It was delayed until the appointment of an Involvement Officer, which has subsequently taken place.

The review of Day Services at Faversham Day Opportunities Centre and Doubleday Lodge did not take place due to a change in priorities and timescales. A decision has not yet been made on when these reviews will take place.

The Kent wide surveys of public satisfaction and licensee satisfaction did not take place due to a lack of resources, both financial and staffing. The position of these proposed surveys is to be reviewed in early 2010.

## 2. CHILDREN, FAMILIES & EDUCATION

### 2.1 Participation with Children and Young People in Kent

The Kent Children's Trust agreed a Participation Framework in 2007 which promotes good practice and a coherent approach to participation across children's services in the county. It is not expected that all participation will be the same, as children are not a homogenous group. Children with specific needs, for example disabled children, or younger children, might need different methods of participation. Nevertheless it is expected that all groups of children and young people will be engaged and participation and consultation activity will be conducted to a high standard. It is also expected that their views will not just be listened to but also acted on.

Participation with children and young people has helped to:

- Inform the development of strategies and policies
- Inform planning for services and performance management
- Identify needs and preferences
- Provide feedback on services and the support provided for children and young people
- Influence services and information produced for children and young people.

### 2.2 Children and Young People of Kent Survey

A key survey conducted in 2008 was the 'Children and Young People of Kent Survey' (2008). This was an extensive survey involving over 45,000 children and young people in the county. The findings of the survey were reported to this committee in November 2008. The survey produced a wealth of data regarding the perceptions of children and young people on the five *Every Child Matters* outcomes and life in Kent. A further survey is planned for autumn 2009. The findings from the survey have been used at a school, local and county level, providing invaluable data to inform commissioning and service delivery.

In March 2009, the research company Ipsos-Mori were commissioned to conduct qualitative focus group research with young people in the county and explore some of the areas of concern raised by the 'Children and Young People of Kent Survey'. This provided an opportunity to cover issues with young people in more depth. With focus groups the research is illustrative rather than statistically valid, providing useful insights into young people's perceptions. This work has informed the Kent Children's Trust annual Every Child Matters Needs Assessment process.

### 2.3 Involvement in the Children and Young People's Plan

In June/July 2008 young people were consulted on the Children and Young People's Plan. Many of the young people consulted were from a background where they might be considered less likely to be involved in mainstream consultation work and are often perceived as "seldom heard". This included children with a disability, young people from minority backgrounds and young people not in education, employment or training.

### 2.4 KCT Board panels of children, young people and parents

Panels of young people and parents have been established to act as reference groups for the work of the Kent Children's Trust Board and its Executive group. The panels give a view on key issues being considered by the Trust and act as a sounding board for the Trust. In addition the panels will also have an opportunity to raise their concerns and issues with the Children's Trust.

### 2.5 Meetings with Kent Youth County Council (KYCC):

The county has a very active Kent Youth County Council which debates issues that are important to young people. Close links are maintained with the KYCC including regular meetings between the Children, Families and Education Senior Management Team and the KYCC Education Group. Earlier this year members of the KYCC assisted with an event for younger children with 60 primary age children attending the first meeting with a view to setting up a council for primary age children.

### 2.6 Participation with Parents and Carers

In Kent, parents and carers have played a key role in developing a Parent Support Strategy and producing a charter for parents. Through this work, the Kent Children's Trust has made a commitment to involve and listen to the views of parents.

Most of the Local Children Services Partnerships have parents' forums in place, providing parents with an opportunity to influence local priorities and services. For example in Ashford, parents advocated strongly for a road safety project to be established and for road safety to be included in local plans. 'Partnership with Parents', a Parents' Voice Coordinator, and local Family Liaison Officers and Parent Support Advisors have a key role in ensuring the views of parents are considered at a local and school level.

When consulting with parents and carers, there can be a tendency to overlook the views of fathers. An "Engaging Fathers" research project at the Seashells Children and Families Centre in Sheerness highlighted the benefits of positively involving fathers.

## 3. COMMUNITIES

### 3.1 Strategy and vision for the Archives and Local History Service

"Understanding Our Past, Changing Our Future" was a formal consultation process seeking views and opinions on a new vision for the County Council's Archive and Local History Service. The consultation began in October 2008, and finished in May 2009. People were asked to feedback their comments, experiences and ideas to help shape the future vision for the Service. Comment cards were available with the consultation booklet or people could email direct using a dedicated email address. Because all sorts of people live in Kent, a mix of different types of people were asked for their views - from school children and teens to historians and avid shoppers. Around 1,000 people took part in the consultation.

Nearly all the participants liked the Service's ideas to help more people to use the collections it provides. 69% of people who had not used the services before said they wanted to find out more about the history of their family or their local area, and 76% said that history is important to bring families & communities together. Children said that they would like to hear stories from the past that were enjoyable, exciting or even horrible! Many also wanted better access to collections at a variety of different venues, more of the materials available online and more support for community history groups. Overall, nearly everyone thought that the approach suggested in the 'Understanding Our Past, Changing Our Future' document would help more people to find out about the past. Further information is available at [www.kent.gov.uk/archives](http://www.kent.gov.uk/archives).

### 3.2 Kent Cultural Strategy

The Arts Development Unit consulted all those involved in the strategic development of culture in Kent including a wide range of stakeholders and interested groups at a major Cultural Summit event held in February 2009 and in subsequent correspondence. Further details, including presentations and reports, are available at [www.kent.gov.uk/culture](http://www.kent.gov.uk/culture).

### 3.3 Arts Investment Framework

Arts Development undertook a consultation of Kent and regional partners, artists and arts organisations around the future operation of the Kent Arts Investment Fund. That yielded valuable customer insight, which has shaped future plans for managing the Fund, and the future support material and services that are offered.

### 3.4 East Kent Festival Cluster Initiative:

Qualitative consultation was undertaken with key players in the region's festivals sector about the establishment of a festival cluster, which would be aimed at providing the best cultural offer for East Kent. This consultation has helped create the foundation for partnerships and future curatorial work, and inform the best approach to addressing the 'real' needs of organisations.

### 3.5 Kent Youth Theatre

The Kent Arts Development Unit's (KDAU) consultation with youth theatre groups across the county led to a carefully-tailored pilot Youth Theatre Festival. That exercise helped create a platform from which to develop a network for these groups. The Youth Theatre Network started its development in September 2008, with the Professional Development element of its work launched at the Festival in March 2009. The Network is managed by KADU and provides four to six networking, personal development events and workshops a year. It will also play an active role in the planning and delivery of future festivals. This consultation and the resulting festival laid the foundations for KADU to identify ways to support the development of youth theatres and excellent practice in this field. Festival evaluation has also informed KADU's future approach to this and similar events with and for youth theatre organisations. Feedback reports are available at [www.kent.gov.uk/youththeatre](http://www.kent.gov.uk/youththeatre).

### 3.6 Sports Development

The Sports Leisure and Olympics Service consulted stakeholders and partners during 2008/09 on the development of the Strategic Framework for Sport 2008-2012, priorities for the 2009/10 Business Plan and the second phase of the Kent Strategy for the 2012 Games. The views gained were fed into development and priority setting processes.

### 3.7 Modernisation of libraries

Consultation with the public is always embedded in the service's approach to modernising its libraries and services. For example at Hadlow the user group was consulted and staff targeted the public locally in key locations to capture user and non-user views. Now the modernisation is complete feedback will be collected and to help evaluation. During the Envision IT implementation project customers have been asked to give comments and in particular visually impaired customers are being invited to comment on the new software that is available.

### 3.8 Folkestone Forward

This programme, taking place within East Folkestone is helping to make adult education and library services as well as sports and arts activities more accessible to communities. A major characteristic of the programme is the involvement of local people in the work and projects taking place. The East Folkestone Film Project is finding out the views of East Folkestone residents – what it is like for them living there and what they would like it to be like – who are choosing the film maker they want to work with and are being involved in the whole process. The Wood Avenue Gardening Project was suggested by the local residents' group as members wanted to see people tidy up and make use of their gardens

in order to improve the appearance of the area and to learn how to grow fruit, vegetables and flowers for their own use. Further information about these and projects is available at: [www.kent.gov.uk/folkestoneforward](http://www.kent.gov.uk/folkestoneforward).

### 3.9 Olympic and Paralympic Sectoral Task Groups

The Sport, Leisure & Olympics (SLO) Service of the County Council works in partnership with a wide range of other organisations and agencies to deliver services for Kent residents. These partners include district councils, school sport partnerships, governing bodies of sport and regional sporting agencies, such as Sport England and the Youth Sport Trust. They also include non-sports partners, particularly in relation to the service's Kent Strategy and 2012 Games strand. Consultation through the sectoral task group network enables the Service to keep up to date with any issues and/or consult on matters as they arise. More information about Kent and the 2012 Games is available at: [www.kentsport.org/london2012](http://www.kentsport.org/london2012).

### 3.10 Community Wardens

Community Wardens complete an annual area assessment with their local communities. The appraisal highlights the priority areas for action and the individual Wardens developed an action plan to address key issues in their area. Wardens also help the police-led Partners and Communities Together (PACT) process in their local area.

### 3.11 Maths Through Pattern

Resources for schools created by Turner Contemporary, in partnership with other organisations, are piloted and tested by teachers and their classes and their responses are used in future work. For example, in 2008/09 Turner Contemporary created a resource for primary schools entitled "Maths Through Pattern" which was piloted by six primary schools. Teachers then attended a feedback session and their responses used to update and improve a resource which will be available free from September 2009.

### 3.12 Adult Education Health and Fitness Courses

Kent Adult Education Service's (KAES) Adult Health and Fitness Market Research identified a steady decline in enrolment, especially amongst younger adults who are tending to prefer private health clubs and fitness gyms. However the research revealed that older people are increasingly recognising the importance of continuing to keep their mind and body active – living more active, healthier lifestyles. Fitness for the over 50s is an important growth area. The research also showed that the traditional course fees structure is a barrier to new learners taking up these sorts of courses, who would prefer more flexibility. An introductory "pay as you go" offer is being piloted by KAES to help overcome this and attract more people onto the courses. The research has also prompted KAES to look at other aspects of their fitness classes to make them more relevant, accessible and affordable to older learners.

### 3.13 Improving the KAES enrolment process

During the year the KAES Learner Representative Group and the KAES Planner Forum met to provide feedback and views on customer enrolment processes. The sessions were very informative and most suggestions for changes in the way learners enrol and are recorded have been extremely helpful and taken on board. The timing and structure of language provision has also been thoroughly discussed with plans introduced to meet both the needs of learners and the rigors of Learning and Skills Council funding requirements.

### 3.14 Kent Youth County Council (KYCC)

KYCC meets regularly throughout the year and during 2008/09. It was actively involved in developing strategies for young people's volunteering and helped to select the agency to be used on the London 2012 campaign in Kent. KYCC has also been involved in recruitment and selection for a number of KCC departments, meets with County Councillors through a joint Cabinet meeting, and in 2008/09 supported Select Committee processes regarding Democracy and Activities for Young People. Various joint Senior Officer meetings have also been held with KYCC input. Internally, KYCC has also been exploring how it can ensure that its representation of young people is more consistent with the diversity of the population of young people in Kent. More information on KYCC and its activities is available at: [www.kent.gov.uk/kycc](http://www.kent.gov.uk/kycc).

### 3.15 Local Boards and Neighbourhood Forums

Communities Directorate staff attended around 20 Local Board meetings during 2008/09, engaging with local communities on youth services, community safety, libraries and reading and substance misuse.

### 3.16 Kent Youth Service - involving young people

The Youth Service conducted a review of youth participation in 2008/09 and results of this review are being put into practice now, with the emphasis on getting a more consistent approach to young people's participation across the Service, and at all levels of involvement. A cross-departmental group has also agreed in principle to the involvement of children and young people in all customer-facing appointments, and are currently working on agreeing joint quality and training standards for this work.

The membership, function and operation of the Service's Young People's Strategy Group is being reviewed with a view to devolving up to 5% of KCC's budget for youth services to young people's influence in 2010/11. Young people – as Service users – have an increased role in decision-making with regard to youth work provision in Kent. Young people who use its services joined the Youth Service's in-house inspections of youth provision in Thanet and Dover, as part of the service's rolling programme. The process is currently under review so it can more closely mirror the new national inspection framework.

### 3.17 Youth Opportunity Fund (YOF) and Youth Capital Fund (YCF)

A panel of young people evaluate applications for grants from the Youth Opportunity and Youth Capital Fund and make decisions on spending. The Opportunity Fund supports the development of positive activities and things to do for young people and seeks to widen their role as decision makers, grant givers and project leaders. Both funds aim to give a voice to young people, particularly disadvantaged young people, about improving things to do and places to go, conveying a powerful message to young people that their needs and aspirations are important.

### 3.18 Turner Contemporary User Groups

Turner Contemporary continued to run its Access Group which provides opportunities for people with disabilities to discuss floor plans, materials and access issues related to the new gallery building with representatives from ARUP Accessible Environments, David Chipperfield Architects and Turner Contemporary.

Members of Turner Contemporary's Senior Citizens group said that they want "more" from projects but participants said that "more" includes many different types of experience: discussions with artists, contact with young people, practical making of art and craft have all been suggested. In response to members of the group asking to meet our young

people's group, Turner Contemporary developed a new intergenerational project entitled Time of Our Lives which enables older and younger people to explore the idea of being a teenager together. This will feed into a major exhibition when the gallery opens in 2011. Members of the senior citizens and young people's group were on the interview panel that recruited an artist to run this project.

The young people's group is also led by the interests of participants, with an idea that the group had in 2008/09 leading to an event organised and managed by them entitled Youth Got Talent which took place in July 2009.

Turner established local working groups for specific projects made up of local people and organisations who may contribute to or have an interest in Turner Contemporary projects. Through Turner's Generate families programme, e.g. 8 arts workshops were run in the community in 2008/09 funded by Safer Stronger Communities Fund. The emphasis of this project is to celebrate the creativity of adults and children, and to encourage them to work together. Several of the adult participants in these sessions expressed an interest in getting more involved in the arts and other training. Turner has taken this interest to a new phase in the Generate project, and this element is a possible part of a wider collaborative project led by Thanet College and funded by Thanet Works.

### 3.19 Kent Adult Education Disability Group

Through its Disability Group and feedback channels, KAES has developed a better understanding of what is important to disabled users and what sort of things they need from the service. This feedback is being considered by the newly formed Equality and Diversity Forum which advises Senior Managers on action to be taken. The sorts of issues raised included:

- People with learning disabilities would like more information made available in the easy-read format
- Staff and disabled students would like clearer and easier processes for assessment and applications for examination entries
- Reasonable workplace adjustments are not always put in place as quickly as they could be
- There needs to be better consideration of adjustments for disabled people in selection and recruitment tests
- Staff want greater clarity about available funding for reasonable adjustments for disabled students
- Some deaf people are reluctant to enrol of our courses as high quality signing support (Level 3 – 4) has not been available.

### 3.20 Kent Drug and Alcohol Team KDAAT user involvement

KDAAT works with service users to inform and shape services to meet local need. Meaningful participation at all levels will continue with representation through to KDAAT Board level. In 2008, as part of the overall Kent Annual Needs Assessment, KDAAT consulted with service users in Kent and Medway. A questionnaire was designed to ask current service users and substance misusers not accessing treatment about blocks/barriers, perceived or encountered, surrounding accessing treatment services. The questionnaire also asked what they thought the solutions to the blocks/barriers could be and what could treatment services do differently to attract people in to treatment. For those accessing treatment, they were also asked what they would tell a new service user to expect. The consultation report was presented in the Kent and Medway Needs

Assessments 2008/09 and assisted in the treatment planning process which set out the priorities of Kent and Medway DAAT's over the coming years.

### 3.21 Kent Libraries - "You Choose"

Customers are using the "You Choose" facility to suggest items for stock in ever increasing numbers, with 5,914 suggestions received by card and e-mail this year (2008/09) – an increase of 80% on 2007/8. Of the suggestions made 3,074 items were purchased. Those not purchased were either already in stock, on order or out of print, and some requests related to general subject suggestions rather than specific titles.

## 4. ENVIRONMENT, HIGHWAYS & WASTE

4.1 Environment, Highways and Waste Directorate works closely with colleagues in other directorates, external partners including other local authorities and the NHS to ensure a joined up approach, effective use of resource and the achievement of shared priorities. An example of excellent practice in this regard is the Explore Kent partnership with the NHS to improve health outcomes in the East Kent area. The Integrated Strategy and Planning Team work in partnership with local and regional bodies to develop guidance and input to the South East Plan on the issue of Gypsy and Traveller sites in the south east.

Customer feedback gathered in surveys at the Household Waste Recycling Centres has led directly to the raising of the height of access barriers to allow taller vehicles to access the centres. At the new Pepperhill Household Waste Recycling Centre, public feedback has led directly to a change in parking arrangements. Where change has taken place as a consequence of public involvement, the public is informed about what has happened. (**'We asked – you said – we did'**)

Consultation and involvement in EHW takes place at a very local level, in addition to the more strategic initiatives. A good example of this is the established groups at KCC's Country Parks, where regular users are closely involved in the development of their local park.

### 4.2 KHS Annual Tracker Survey

Satisfaction surveys, to gauge perception of the highway service have been carried out since 1987. The 2008 survey was conducted by an independent market research company called BMG, selected from the County Council's Consumer Monitoring Contract. KHS uses this information to track progress of satisfaction with the wide range of services delivered and help shape delivery.

The 2008 survey was carried out in November and December and included seeking views from residents, County Members, Parish/Town Councils and for the first time, District Members.

A total of 1,237 face to face interviews were carried out on a representative sample of Kent residents, reflecting the age, gender and economic status in each of the twelve Districts.

In addition to residents' views, the same survey questions were asked of all County and District Members and Parish/Town Councils. A total of 63 County Members responded (a response rate of 75%), 193 District Members replied (a response rate of 33%) whilst for Parish/Town Councils, a total of 154 completed the survey (a response rate of 50%).

The questionnaire comprised over 40 questions, ranging from satisfaction with the condition of roads, pavements, streetlights and local bus and train service, the most

important and most in need of improvement of the services KHS provides, through to views on congestion, accessibility to local services and vulnerability when using the highway

Results are reported by 'Net-Satisfaction'. This is a figure calculated by taking the % of people who are dissatisfied with the service from the % who are satisfied. This gives a true reflection of the service and a balance between those happy, those un-happy and those who are not sure.

The key headline from the survey is the continuing improvement in the public's perception of roads, pavements and streetlights. For the third successive year there are more residents satisfied than dissatisfied.

The market research company, BMG made a set of recommendations based on the customer insight obtained as follows:

- Explore reasons for difference in resident and Member/Parish/District satisfaction. Certainly, results amongst these three cohorts may be expected to be lower as Members often have to deal with resident complaints on specific issues. However, the gulf in perception between Members and residents remains large
- Explore difference in street-lighting service perception
- Review business case/cost of Kent on Sunday, as low public awareness of KHS services seems to be being generated through this publication
- Explore the reasons for perceived difference in satisfaction within the four Community Liaison teams with the view to achieving a consistency of service to County Members and Parish Councils
- Examine publicity and other methods to increase awareness of the single contact number
- Consider if the priority and most need improving services identified through the survey are reflected in the current budget and delivery priorities
- Review the increasing vulnerability results and is this what KHS expect/desire?
- Review the purpose, content and promotion of the traffic and travel website which has a very low awareness rate but good content rating with those who know about it.

The full survey report is available on the Kent County Council website at: <http://www.kent.gov.uk/publications/transport-and-streets/tracker-survey-2008.htm? Page=7>

Whilst there have been positive signs of improvement in public satisfaction levels, there remains a quarter of residents dissatisfied with the delivery of some core highway services. This clearly has a significant impact on elected members and parish councils, and KHS is working hard to improve response times and the quality of repairs whilst maintaining a value-for-money service.

Budget has been allocated to commission the 2009 Tracker Survey to take place in November / December of this year as a significant part of the value of this piece of work is to observe the trends over time, and to see how interventions undertaken as a consequence of lessons learned lead to improvements in satisfaction levels.

**Note:** In Qs 2&3 of 2009, Kent County Council will participate for the first time in the National Highways and Transport (NHT) Public Satisfaction survey, a new survey aimed at

providing a standardised and benchmarked survey of public satisfaction with their local Highways and Transport Service.

#### 4.3 Placemaking Surveys

The purpose of the Placemaking surveys is to help partners (KCC, KHS, district councils, developers etc.) in the Kent Design Initiative (KDI) to understand whether national, regional and local design policies and guidance are helping to deliver design excellence and good places to live, with reference to the 'consumer' rather than the 'professional' understanding of these objectives. In particular, they are looking at the Vision for Kent (Kent Partnership, April 2006) aim:

*"Kent will be a county ... where housing needs are met and decent, high-quality homes help create attractive, safe and friendly communities."  
(Page 4 - "The Vision")*

The Kent Design Guide ((KDG) Kent Design Initiative, December 2005) and Manual for Streets ((MfS) Communities and Local Government, Department for Transport and Welsh Assembly Government, March 2007) are both intended to raise standards in residential placemaking. The surveys are helping partners to understand what residents do and don't like, thereby complementing assessments made by professionals.

The surveys are being used to develop an evidence base to help district councils to prepare residential parking policies in response to Planning Policy Statement PPS3: Housing (Communities and Local Government, November 2006).

The Kent Planning Officers' Group (KPOG), as client for the Kent Design Initiative, has welcomed the surveys and asked KHS to use the results to prepare guidance in respect of residential parking and any necessary review of the KDG in response to MfS.

The Commission for Architecture and the Built Environment (CABE) has carried out some work on residents' views, but the prevailing opinion seems to be that no local authority in England has undertaken a customer satisfaction campaign on this subject on this scale.

Initially, surveys took place on an ad-hoc basis, but the potential to use this insight as a Key Performance Indicator (KPI) of customer satisfaction was identified. Therefore, in addition to relevant ad-hoc surveys, all sites with an adoption agreement are now being surveyed after the 'second certificate' (or equivalent) has been issued when the streets are substantially complete and most dwellings occupied. KPI surveys are expected to amount to only a handful of sites every quarter.

For the next two or three years, the KPI will primarily measure satisfaction at sites which were designed before the surveys were commenced. However, KDI partners are being urged to use the results to inform designs that are 'on the table' now, in order that future surveys will demonstrate that residents' views have been understood and acted upon.

Those residents who wish to receive feedback receive a summary of the questionnaire results and an additional comments sheet. District councils are advised of relevant results, with the current "**Kent Design on the Road**" tour being a particularly good vehicle for sharing and discussing the implications. Reports are made to relevant meetings of development partners, including KPOG and its sub groups. Some information has been shared at national conferences.

Now that over 100 sites have been surveyed, consideration is being given to holding one or more 'development summits' under the Kent Design Initiative to make best use of what residents are saying. A Project Brief is being prepared in order to formalise the approach to support wider involvement.

#### 4.4 Contact Centre Customer Satisfaction Survey

Each month, KHS Customer Liaison Officers undertake a telephone call-back survey to 100 service-users whose calls to the Contact Centre have been completed and closed. The purpose of this call-back survey is to ascertain levels of satisfaction with the service provided, and to understand where improvements can be made.

The sample is weighted according to the number of calls for each service provided, (pot-holes, street-lighting, drainage, foliage & trees etc.) and the area of the county in which they have occurred (east, west or mid-Kent). Insight obtained includes qualitative data concerning the quality of the service and customers' satisfaction.

Monthly satisfaction levels can be tracked and reviewed to identify where improvements need to be made. Individual call-backs which require additional work are routed to the relevant Customer Liaison Officer and service team for further action. This is planned to continue as part of business as usual. It is a valuable 'temperature check' of up-to-date intelligence on how KHS is doing on a month-by-month basis.

#### 4.5 KHS Contact Centre Agent Survey

Once a month, a sample of 20 Contact Centre Agents is asked to rate the performance of KHS on a score of 1 – 10. A secondary question seeks qualitative feedback on the reason for the score, and where the service can improve. The information is provided in a spreadsheet, to the KHS Heads of Service, and discussed at the regular KHS Senior Managers' meeting where actions are taken forward and issues followed up.

#### 4.6 Countryside Access Improvement Plan

The plan sets out the county's aspirations for the countryside access network to 2017. The Plan builds upon the feedback of both members of the public and interested stakeholders, who have contributed and will continue to contribute through a series of consultations and public involvement activities.

The needs and demands upon Kent's vast network of public rights of way and areas of open green space have changed. Making Kent a healthy and enjoyable place to work, live and visit are prime objectives of the County Council.

#### 4.7 Country Parks

In 2008, the Country Parks team undertook research with users and non-users to understand their needs better and also any barriers to use.

The Customer Catering Survey and a Non-User survey took place in April – June 2008. The catering survey was carried out by face-to-face interviews at two Country Parks. The non-user survey was carried out through two focus groups in east and west Kent, set up to promote a dialogue with potential users to find out why they did not currently make use of KCC Country Parks.

A further focus group of young non-users of the Country Parks took place in April 2009 with attendees drawn from a youth club in Canterbury. The main findings were that the majority of attendees had not heard about KCC Country Parks, but of these, the majority

would now visit now they knew about them. Discussions also took place about the preferred methods of communication of this user-group.

The results and recommendations of these surveys have been used to inform the Country Parks Strategy for the next 5 years, and have been fed into the marketing plan.

Country Park users and non-users will continue to be involved in developing the Country Parks Strategy, via surveys, and the Parks' own user groups. Events targeted at young people are being incorporated into the Events and volunteering programmes and the Customer Catering Surveys have informed decisions that have taken place in the cafés and gift shops.

#### 4.8 Kent Countryside Access Forum (formerly Local Access Forum)

The Kent Countryside Access Forum is a statutory body co-ordinated by KCC; it was set up as a result of the Countryside and Rights of Way Act 2000. Its role is to:

- Advise the appointing authority (Kent County Council) and other organisations on ways to improve public access to the countryside for enjoyment and open air recreation
- Take into consideration the land management and conservation needs of the area.

The Forum (formerly the Kent Local Access Forum) meets to discuss and advise on strategic countryside access and recreation issues in Kent. Current activities include:

- Responding to government consultations
- Contributing to the drafting of the Countryside Access Improvement Plan
- Steering and monitoring access and recreation policy in Kent
- Addressing any other issues which may arise from the above.

#### 4.9 Explore Kent

Evidence and insight are used extensively by the *Explore Kent* team, either by regular analysis of web statistics, by direct contact from the public via the website or phone, or by interaction with members of a focus group set up to help the team to improve the website for accessibility and usability. More recently, *Explore Kent* has made use of KCC's 'Twitter' account to increase interactivity with its users.

The *Explore Kent* website is continually developed in direct response to customer feedback, via web statistics and online feedback.

The *Explore Kent* magazine is produced twice a year. It is sent to people who have requested it; it is also available to download from the website. Approximately 250 email requests are generated by each issue from members of the public. These are responded to on an individual basis by agents in the KCC Contact Centre, using information provided by the *Explore Kent* team, or information on the website. Interactivity is increasingly promoted using social media.

All users are invited to provide feedback on their experience, and this information is used to ensure routes are properly maintained. Regular users are being recruited as a volunteer force to provide information about pathways and routes, and to assist with improvements.

As a direct consequence of a Focus Group that took place in April 2009, the following changes are being implemented on the *Explore Kent* website:

- Postcodes are being added to all walks, cycle routes, parks and rides
- Public transport travel information is being improved
- Countryside safety pages are being constructed
- More information about refreshments is being provided on the 'Walk of the Month' with a special offer for pub/restaurant or tea-room being included
- Easy Access
- Cycling for the disabled added
- All relevant information is being collected in one area, and navigation improved within this section
- Links are now bullet pointed or made prominent if relevant
- Postcode search development project
- Development to postcode search has been costed, and this will form part of the overall KCC web replacement project.
- 'and click go' added to instructions for use of postcode search
- Search result improvement.

#### 4.10 Statement of Community Involvement

The Integrated Strategy and Planning Team have the responsibility for developing a Statement of Community Involvement which will set out how KCC will engage with the community on development planning matters for which it has responsibility:

- the Kent-wide Minerals and Waste Development Framework (MWDF), which forms part of the Development Plan for Kent
- development control – processing planning applications for minerals and waste development proposals and for KCC's own developments (e.g. schools, libraries, social services facilities).

As part of the process for developing the MWDF, a Statement of Community Involvement (SCI) must be prepared to set out how and when people can most effectively engage with planning issues that concern them. It must show when and how we propose to consult local communities and other stakeholders when preparing our Minerals and Waste planning documents and in development control.

The County Council already has a Statement of Community Involvement adopted in 2006 and this is now out of date. Changes in the planning regulations, a new programme and timetable for the Kent Waste & Minerals Development Framework and widening opportunities for engaging with people as a result of innovations in technology make 2008/09 an appropriate time to review our SCI.

The process currently under way involves local businesses, communities and all those with an interest in county planning matters in the review of our SCI. The first stage has been to invite all participants to tell us how they wish this process to be conducted, and how they wish to engage with it.

A revised draft of the Statement of Community Involvement will be prepared for consultation later in 2009 and a final version of the SCI will be drawn up for adoption by the County Council and publication. Once it is adopted by the County Council, the authority will be bound by the provisions of the SCI in carrying out our plan preparation and development control responsibilities.

#### 4.11 Planning Applications

There are statutory processes associated with formal consultations for planning applications, which are fully complied with. The Planning Applications team is in the process of procuring an online planning system, which has been implemented in September 2009. This will enable all planning applications including the consultations process to be managed online.

#### 4.12 Gypsy and Traveller Review

This review forms part of a public consultation run at the direction of central government on the partial review of the Regional Spatial Strategy (South East Plan), in respect of policy for the accommodation of Gypsies. However, many of the events were organised and carried out by local authorities including KCC, on behalf of the South East England Regional Assembly. Nine events were held in Kent and Medway, out of the 27 events to be held in the South East.

These events comprised exhibitions in 6 towns and 3 stakeholder meetings with Gypsy and Traveller representatives, local authorities, parish councils, environmental and community/resident groups present.

The results of the current consultation will feed into an Examination in Public (EIP) on the submitted proposals which will be conducted by Government-appointed independent planning inspectors in February 2010. The outcome will be a replacement policy in the South East Plan on the provision of pitches for Gypsies, Travellers and Travelling Show people. In accordance with the policy it will then be the responsibility of each local council to identify sites in its Local Development Framework (LDF) and to apply the overall requirement on the scale of provision of pitches set out in the South East Plan.

#### 4.13 KHS Media monitoring

Monthly press cuttings, provided by the Corporate Media Centre, are reviewed and given a net positive or negative score. The content of this report becomes a Key Performance Indicator, (KPI) and is reported to the Cabinet Member and the KHS Heads of Service with additional explanatory information where required. The information is reviewed by KHS, with negative feedback given particular attention, and any issues addressed directly. This is planned to continue as part of business as usual. It is a valuable source of up to date intelligence on how KHS is doing on a month-by-month basis.

### **5. CHIEF EXECUTIVES DEPARTMENT**

#### 5.1 2009/10 Budget Consultation Process

The annual budget process provides formally for consultation with the public, Trade Unions, the business community, opposition Members and professional organisations.

KCC commissioned market research firm Ipsos MORI to carry out a study of public attitudes to KCC expenditure priorities and Council Tax levels. This information has informed the recommendations made to County Council and a summary was attached to the report to Cabinet on 2 February 2009.

The main findings confirmed many of the themes identified by previous research for KCC by Ipsos MORI and others. Kent is generally well-liked by its residents; it is attractive, and with good transport links but there is also a very strong sense that the county faces many threats. These centre on the growing population, which cannot be sustained by existing infrastructure / facilities.

Roads are a powerful symbol of this – both in regards maintenance and capacity – and they also tap into local unease about the presence of foreigners, whether transitory or permanent. Crime, education, health, social services and employment are also major issues.

As found in previous years, Kent's residents as elsewhere in the country display a typically vague understanding of local government structure, and the division of responsibilities between county and district. Policing, motorways, housing and local planning are all often supposed (wrongly) to fall under the county's jurisdiction although education is correctly seen as one of KCC's main areas.

The sources of council funding and division of spending are also not well understood, and people are generally unaware of the legislative constraints on budgets. Despite this, people know what they want. Among those areas for which KCC is responsible, education is a key priority, along with road maintenance, community safety and social services. Further, public transport is deemed to be in particular need of improvement, e.g. buses' operating hours.

A meeting with business leaders was held on 27 January and there was a consultation with staff representatives on 11 February. The budget proposals were reviewed at Cabinet Scrutiny Committee on 26 January and 10 February.

## 5.2 Kent & Medway Citizen Panel

The Kent Residents' Panel was started in spring 2004 and had a membership of some 1,100 residents when it was closed in autumn 2008. In partnership with the Kent Messenger Group, KCC has established a new *Kent and Medway Citizens' Panel*, enabling us to seek the views of a large number of Kent residents aged 16 or over. The Panel marks a first in that it is the only citizens' panel in the country to be run jointly by a local newspaper and a local authority.

The new Panels coverage extends to Kent and Medway, meaning that Police, Fire and other partners can now use this Panel. The new panel is managed by Ipsos MORI, who hold all the Panellists' details and personal information and use their extensive resources to ensure that all Citizens' Panel surveys are truly representative. It is intended to use the new and more representative Panel as the appointed panel for *the duty to involve* under the Sustainable Communities Act.

Membership of the new Panel was started with a large scale survey undertaken by Ipsos MORI and has been followed by a £1,000 prize draw for new members and an open invitation for Kent residents to join either using the website [www.kmcp.co.uk](http://www.kmcp.co.uk) or by phone to 020 7347 3176.

So far two surveys have been undertaken with the Kent & Medway Citizens' Panel, the initial benchmark and recruitment survey and a subsequent snapshot survey.

In addition to seeking recruits for the Panel, the initial survey covered a total of 1,838 residents between 25 February and 31 April 2008 and included topics as follows:

- Living in Kent
- Moving out of Kent
- Satisfaction with Kent
- Satisfaction with the local neighbourhood
- Future change in Kent

- Priorities for Kent
- Economic optimism – national, Kent and personal
- Use of local media
- Use of technology
- Awareness of Kent organizations
- Social and political activity
- Community involvement
- Contact with the Council.

Further information on the results of these surveys can be found at <http://www.kent.gov.uk/publications/council-and-democracy/opinion-four.htm>

The subsequent snapshot poll was e-mailed out to KMCP members on 14 November and included questions on:

- Economic situation and its effects
- Intentions for Christmas holiday shopping
- Cooking at home and eating out.

Further information on the results of these surveys can be found at [http://surveys.globalepanel.com/communities/default.aspx?p=p110689507&n=\(0%3a0-205450163%230%2c+238\)](http://surveys.globalepanel.com/communities/default.aspx?p=p110689507&n=(0%3a0-205450163%230%2c+238))

### 5.3 Around Kent

**In the April 2008 edition of Around Kent we asked the public how we could improve the publication. That, together with other research we have carried out, gave us a great insight into what the people of Kent think about the publication. As a result, changes were made and we reported back on the outcome in the July 2008 Around Kent edition.**

### 5.4 Gateways

Customer surveys are carried out at all Gateway locations. Pre-opening questionnaires were carried out for the Tenterden Gateway in December 2008 and then the exercise repeated in March 2009. This feedback led to a re-design of the floor plan for Tenterden Gateway to better accommodate customer needs, and improve public access further.

Tunbridge Wells Gateway have a web based customer feedback process that is collated and reviewed monthly.

Maidstone and Tenterden Gateway carried out surveys in March - April 2009 as part of the 'National One Stop Shop Benchmarking Group'. From July 2009 we will be rolling this out to all Gateways on a quarterly basis. Maidstone have made changes to their queuing system in response to some of the feedback received.

Along with SILK and Engine (a Service Design company) we have developed an 'Insight to Idea' tool. This is a staff development tool that introduces customer insight techniques and journey mapping to spot opportunities for service improvement. Working with staff the focus is on understanding customer needs and experiences as a means of delivering an enhanced customer service and engaging customers in the Gateway service offer. As part of the rollout of this from Oct - Dec 2009, customer focus groups will be set up in each Gateway.

A DVD has been produced using real customers and their experiences. This can be seen on [Kent.gov.uk](http://Kent.gov.uk) by the public, along with [Kenttv.com/gatewayexperience](http://Kenttv.com/gatewayexperience). This is also available in British Sign Language ([kenttv.com/gatewayexperiencesigned](http://kenttv.com/gatewayexperiencesigned)).

### 5.5 Kent TV

In October 2008 Kent TV held its first debate, which focused on the local housing crisis in Canterbury. A panel of members, councillors and housing experts were invited to face an audience of local residents and students. A special web page was created for this purpose and included polls and somewhere viewers could upload their own comments and questions. The housing debate has been used to help inform policy decisions.

The housing debate proved to be an effective way of engaging, informing and interacting with the public. Since the first debate, Kent TV has also hosted a debate on Backing Kent Business in which the public could put forward questions to be answered by a panel of experts and covered the Kent 20-20 conference giving businesses a say on how the event works for them.

Results from the polls and the dialogue from the comments are available indefinitely on Kent TV, and have been used to inform relevant policies and agendas. All the videos filmed and uploaded from both the debates and the competitions are available for viewers to access on demand.

Additionally, Kent TV has been engaging young people through various competitions. The first was Sound Clash 2009, which was a battle of the bands type competition, giving singers and bands a chance to showcase their talents. Viewers were able to vote for their favourite band with the winning band getting £1,000 and a professionally made video. There were 84 entries from across Kent and 12,000 registrations to vote online.

The second competition was called Animate and Create and was aimed at children of primary and secondary age. They were asked to submit short animations around the theme 'Cleaner, Greener and Safer', and the chosen video won an animation kit for their school.

We wanted to gauge the views of the public on the direction of Kent TV and it was suggested that 2 members of the public become members of the Board of Governors. A press release was sent out and the search was mentioned in Kent on Sunday, sent out in the Business Link and the Chartered Institute of Marketing newsletters, emailed to students at Canterbury Christchurch University, as well as being placed online at [Kent.gov.uk](http://Kent.gov.uk) and Kent TV.

We received limited responses from the public and a decision was taken by the Board of Governors that Kent TV should direct its attentions to gathering wider feedback from other sources.

We also wanted to find out the public's opinions on various key topics and carry out ongoing engagement with viewers utilising the "Your Say" section on Kent TV to gather feedback on a range of Kent issues and services, and use this information to help raise Kent's profile.

It was decided by the Board of Governors that the Your Say section of the website did not offer value for money. Instead Kent TV has found it useful to gauge the views of the

people in other ways for example by conducting online polls and by asking people to submit comments and questions on various topics.

#### 5.6 Social Innovation Lab for Kent (SILK)

Through the work of the *Social Innovation Lab for Kent (SILK)* KCC has sought to place the person at the heart of service design, both within KCC and in partnership with others. SILK carries out intensive work with specific target groups and aims to provide a creative environment for people to work together.

The 'Just Coping' report on low income families was published in July 2008. The report is about the everyday lives and challenges of families who are coping with material hardship, and the ways in which they manage to survive. In an era where family life is given unprecedented levels of attention, and where parenting practice is closely scrutinised by a judgemental public, it highlights the social, cultural and environmental factors that combine to make life so difficult for 'just coping' families. It received a national level profile and has informed a number of additional projects in order to address the issues raised. Further information on this report is available on:

<http://socialinnovation.typepad.com/silk/2008/10/just-coping-rep.html>

A partnership was created with the Digital Inclusion team at Communities and Local Government (CLG) to explore ways in which technology can better support families at risk. A key theme emerging from this work was that of 'bulk buying'. Bulk-buying means simply buying items in bulk to cut down on costs. This has evolved into a new cross-sector, multi-disciplinary project under the umbrella of the poverty pilot, focussing on community involvement, to create a bulk-buying model in the Parkwood area of Maidstone. SILK is involved in the bulk-buying project because it was voted as one of the favourite ideas at a public event in November 2008 last year attended by 50 plus Parkwood residents.

SILK undertook focused work with the Sheerness Children's Centre to find new ways of engaging fathers in family life. The 'Engaging Fathers' report was published in August 2008, which resulted in the appointment of a full-time dads' worker at the Centre. Further information on this report is available on:

<http://socialinnovation.typepad.com/silk/2008/10/engaging-father.html#more>

In March 2009, SILK worked with *Gateway* frontline staff to co-design 'Insight to Idea' – a structured process for groups to reflect on customer needs, map the customer journey of interaction with the Gateway, and generate creative solutions for improved services. 'Insight-to-Idea' is now being used as part of a team building workshop day for the roll out of new Gateways around Kent.

#### 5.7 KCC Regeneration Framework

The [Kent Regeneration Framework, Unlocking Kent's Potential](#), identifies the key opportunities, and the challenges that must be addressed, to deliver long lasting regeneration in the county. The framework calls for a range of new strategies to plan for housing, transport and infrastructure and working in partnership with District Councils, the private and voluntary sector and other public sector partners.

Consultation on the Framework closed on 30 April 2009. At the close of the consultation period, we had received 46 written responses from external partners. The draft Framework has received a generally supportive response. However, there are a number of consistent messages taken into account in preparing the final draft, relating to the need for:

- a) greater clarity regarding the status and purpose of the document

- b) expanded analysis of the policy landscape and the opportunities and challenges facing the county
- c) greater attention to the current economic recession
- d) increased weight on post-19 learning, and in particular workforce skills
- e) greater emphasis on the role of higher education as an economic driver
- f) greater reference to the role of the voluntary sector
- g) recognition of the value of diversity in Kent's population
- h) enhanced reference to the quality of the built environment and to urban design
- i) recognition of the climate challenge theme as a cross-cutting issue, rather than confinement to an individual chapter.

In addition, several respondents proposed specific schemes for inclusion, particularly within the transport section. All comments on the draft Framework have been tabulated and a revised chapter structure produced. The revised draft and its context was presented to the Kent Partnership on 9 June 2009, with a view to securing the Partnership's endorsement of the document. In the medium term (between now and December), the supporting strategies highlighted in the framework will be prepared to both inform KCC's own prioritisation and to establish partnership support for these priorities.

The Framework was agreed by Cabinet in October 2009. In the longer term, KCC will be required to carry out a Local Economic Assessment following the passage of the Local Democracy, Economic Development and Construction Bill currently going through Parliament.

#### 5.8 Empty Properties East Kent Initiative

Within Kent there are an estimated 6,341 long-term empty properties. In a bid to get these properties back in the market as homes, KCC has developed the [East Kent Empty Property Initiative](#) (link opens in a new window), together with partners including district councils. Vacant commercial properties add to these empty homes, discouraging investment in the immediate neighbourhood, and acting as a magnet for crime including arson and vandalism.

The East Kent Empty Property Initiative aims to reduce the number of long term empty properties in East Kent. Launched in April 2005, the project runs for three years. The main target for the East Kent Empty Property Initiative (EKEPI) has been to return to use 372 long-term vacant properties, which would represent a doubling in numbers previously achieved by the partner district councils. Although the three years is not yet completed, the 372 target has already been reached.

In April 2008 Kent County Council commissioned BMG to undertake follow-up surveys to two local baseline surveys amongst residents and businesses that were conducted in 2005. The surveys explored awareness and future use of local empty properties, and the effect that these properties have on local communities.

The Residents' Survey highlighted any changes since the baseline survey and covered the following topics:

- Awareness of empty properties locally, and the effect that these have on the local community
- Awareness of empty property locally that has already been put back into use, and the effect that this has had on the local community
- The overall effect of empty properties on the local environment.

A key element of the survey was resident satisfaction with the local environment overall, and the extent to which this has changed since the 2005 survey and will be used by Communities & Local Government (CLG) to gauge the success of KCC's strategies to address empty property in the local area.

The results were as follows:

- Public satisfaction (LPSA 7.2) showed 57% - an increase on baseline of 2004/05 by 13% (44%), but short by 7% of the target for 2007/08 (63%)
- Business confidence (LPSA 7.3) showed 62% - a slight decline of 3% on baseline of 2004/05 (65%). Given the overall economic conditions existing in mid-to-late 2008, this slight decline in business confidence is not surprising, especially given that 80% of local businesses within the sample are small businesses, that are most likely to have been disadvantaged through increasingly restrictive bank borrowing to the small business sector.

### 5.9 A2 Activity Park- consultation

In February 2008 Jacobs undertook a series of public and stakeholder consultations. The consultations were used to exhibit a conceptual masterplan for an Outdoor Activity and Cycling Centre, which would be located on the redundant section of land left over from the relocation of the A2 between Pepperhill Junction and Marling Cross. Participants were given the opportunity to fill in a questionnaire and give their opinion on the proposed schemes.

The main aims of the consultation were to:

- collect the initial thoughts on the proposed Outdoor Activity Park from the community
- understand local concerns about the proposal and learn what improvements the community would like to see being made to the proposal
- clarify the current status of the Outdoor Activity Park proposal and the extent of the Highways Agency Landscape Scheme
- engage the local community in the design process from the outline design stage
- dispel public misconception raised by a leaflet recently distributed by a third party that an Outdoor Activity Park would include provision for motor sports.

By the end of February, 315 people had returned questionnaires and voted on the following four topics:

- Highways Agency A2 Improvement Scheme
- the proposed Outdoor Activity and Cycling Centre
- a proposed Park & Ride site at Tollgate
- options relating to the proposed reopening of Downs Road.

In summary, of the 549 people that attended the exhibitions, 217 comments sheets were completed, of which 190 (88%) were positive comments and supported the overall objectives of the Activity Park proposal, 22 (10%) were negative comments and against the proposal, 5 (2%) comments were unrelated to the Activity Park proposal.

The community consultation process, which involved more than 2,000 people, showed that around 80 per cent of people were in favour of the plans and we are working with other organisations to resolve some outstanding issues.

Results were published on the Green Grid and Gravesham Borough Council web site, at local exhibitions and in the resident's bulletin (circa 4,000 households).

#### 5.10 Kent Film Office

The Kent Film Office is a KCC initiative which promotes the wide diversity of Kent's urban, industrial and countryside locations as major film and television venues. The office helps the film and television industry find locations in which to film in Kent. The Kent Film Office with MediaTree undertakes ongoing informal consultation / feedback within sector.

MediaTree is an initiative supported by Kent County Council and other partners including the Channel Corridor Partnership. It aims to develop and support a cluster of media businesses in the Maidstone area. This builds on the existing media strengths of the area, including the Maidstone Studios. MediaTree seeks to generate growth in local companies, improve education and skills levels in the sector, strengthen supply chain networks, and promote the area as a centre of excellence for broadcasting and creative businesses.

MediaTree runs a variety of seminars and workshops on a regular basis, including networking and educational events, and also operates a business advice system. The [MediaTree website](#) offers a range of information, including links to training providers, a companies directory, and a job facility where users can advertise or search for vacancies.

#### 5.11 Kent Innovation

KCC with the Kent Economic Board has been developing a Kent Innovation Strategy with consultants engaged to take the lead on this piece of work. We have an interim report which included the consultants contacting a wide range of innovation experts in the county to understand what is being delivered on the innovation agenda in the county, what the gaps are and what more needs to be done. Further work is required to complete the report.

SEEDA are implementing a three year programme of supporting some 250 Kent companies that have the most growth and innovative potential through the Innovation and Growth Team. A bid was made to SEEDA led by Business Support Kent (Business Link) with which KCC was closely engaged. This brought together a wide range of Kent innovation experts within a consultative forum to map out how best to deliver the SEEDA resource to meet local innovation needs and to set this out in the bidding document. The bid has been successful and delivery should start this October.

Kent Innovation Challenge: there is an annual competition to find the most innovative company startup in Kent which KCC sponsors along with others. The awards are presented at the KCC dinner at the annual 2020 Vision business conference and exhibition. There is a meeting of the sponsors after each competition to discuss whether it achieved what we wanted, the scale and quality of applications, and how it could be improved in future years.

#### 5.12 Kent Ambassadors

Kent Ambassadors is a KCC initiative to bring together on a regular basis successful and influential Kent people from a wide range of backgrounds to brief them on a variety of Kent issues, to get their feedback, and have a dialogue around those issues. They meet at least four times a year together with Paul Carter and Alex King. This puts the Kent Ambassadors in an informed position about the key issues facing Kent which can then be

used in their own business and personal environments, speaking up for Kent and hopefully influencing the agenda in Kent's favour.

#### 5.13 Dover Port Zone

KCC was consulted on the Dover Port Zone proposals. Dover Harbour Board is currently re-developing the Old Park Barracks site adjacent to White Cliffs Business Park. The park's Port Zone provides 40 hectares of freight handling and storage facilities aimed at removing some of these functions from the port area. Dover District Council and the Harbour Board jointly designed the development site as a freight logistics centre, providing a logistics sector cluster capable of attracting associated businesses to Dover and the White Cliffs Business Park. The facility will eventually employ around 1,300 people with an additional 300 jobs created within construction. The commitment of the Harbour Board and major logistics occupiers to the site will hopefully convey positive signals to new potential investors. Today, approximately 50% of the Port Zone has been taken and nearly 40% of the remaining land is under offer.

#### 5.14 Planned involvement Activity that did not take place in 2008/09

##### *Usability and accessibility study of the Website*

Due to budget restraints this survey was deferred to 2009/10 and has now taken place.

##### *Usability and accessibility study of the KNet*

Due to budget restraints this survey did not take place

##### *Kent & Medway Citizen Panel*

The attitudes towards migration and the attitude towards poverty questions were not included within the Kent & Medway Citizen Panel questions.

## 1. CORPORATE RESPONSIBILITIES

### 1.1 Customer Insight

This area of work is driven by the information and data we hold about residents of Kent, including the feedback we get from customer comments and complaints, referred to elsewhere on this agenda. A range of other reports, studies and papers are also used by staff across the Department to help gain a better understanding of issues, communities and service users.

The Research and Intelligence Unit has corporate responsibility for all of the research and data areas outlined below:

- Demography
- Deprivation
- Economy and the labour market
- Land use:
  - Commercial
  - Housing
- Retail and town centres
- Customer Insight (MOSAIC).

The unit collects, collates, process, analyse and map data for a wide range of projects across the whole of Kent County Council and beyond. Some of the most recent projects contributed to include Kent Crime View, The Kent and Medway Structure Plan, The Kent Economic Report, The People of Kent, coastal town analysis, developer contributions and What Price Growth?

All of the latest data and publications on these topics can be found on the Research and Intelligence website [www.kent.gov.uk/research](http://www.kent.gov.uk/research)

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

### 1.2 Gateway Multi-Channel

KCC recognises that public access in the 21<sup>st</sup> century is changing and that the way we deliver services across the whole public sector needs to change accordingly, particularly the way in which we utilise technology, across all channels (face-to-face, phone and web).

During 2008/09, KCC began work on simplifying access to public services in Kent with the *Access Kent* programme (now part of the Gateway programme), which aims to deliver joined-up web and telephone access across the non-emergency public sector in Kent, along with providing a network of physical Gateway for improved face-to-face service delivery, enhanced further by a fleet of Mobile Gateway, for rural and hard-to-reach urban communities across the county. This is being led by KCC, in partnership with district and borough councils, NHS, Fire, Police, Medway council, the voluntary sector and business organisations.

### 1.3 Community Liaison Managers

KCC Community Liaison Managers provide a key link between local people, local organizations and decision makers in Kent. One of the roles of the team is working with elected members to arrange public meetings in each of the districts in Kent. The meetings are an opportunity for the Council to engage with the local community and understand their views. The form of these meetings varies from district to district, and can be varied to suite the issues being raised. The team is a valuable resource and a good first point of contact for any KCC officers who need to undertake work which requires the duty to involve.

### 1.4 Neighbourhood Forums

The County Council working with its partners continues to pilot a range of models for community engagement. Building on the first successful pilot of Neighbourhood Forums in Dover which was recognised by the Comprehensive Performance Assessment Team as a good model discussions have continued across the county with partners on a range of models of community engagement which is appropriate for each of the partners.

### 1.5 Kent Partners Compact

The Kent Partners Compact is an agreement between Public Sector and Voluntary Community Sector (VCS) partners in Kent, setting out how they will work together and act in their dealings with each other.

The *Compact* was endorsed by a meeting of the Kent Public Service Board in 2008 and is currently going through KCC's own policy processes.

The [Kent Partners Compact](#) commits each sector to specific ways of working in four Codes of Practice. The *Communication and Engagement Code of Practice* (pages 14 - 15) covers how we should ensure honest two-way dialogue between the sectors. The Code of Practice lays out VCS undertakings, Public Sector undertakings and joint undertakings. For instance:

- The VCS commits to “respect the confidentiality of information, when given access to it on that basis”
- The Public Sector undertakes to “give organisations enough time to respond to consultation and, where possible, a standard period of 12 weeks and a minimum of 8 weeks”
- The Sectors jointly undertake to “listen as well as talk”.

Whilst there is a compliance procedure in place should disputes arise, the value of the *Kent Partners Compact* is in the ethos it embeds in both Sectors, which will lead to a positive working relationship between organisations. This can only help to lead to better services for the people of Kent.

### 1.6 Customer Impact Assessments

From 6 April 2009, Customer Impact Assessments (CIAs) replaced Equality Impact Assessments in KCC, to reflect the continuous mainstreaming of equalities and diversity into our everyday thinking about who our customers are and how we can best meet their needs.

A Customer Impact Assessment (CIA) is primarily a tool for improving council services. It enables policy and service managers to identify the potential impact of a policy, procedure, project or service on the residents of Kent and KCC's workforce. It can help KCC to provide and deliver excellent services to the people of Kent by making sure that these reflect the needs of *all* members of the community.

CIAs give KCC staff the opportunity to think about how their work impacts on local people or other staff, particularly those from diverse communities, and to take action to prevent unfair discrimination.

### 1.7 Kent Health Watch

Kent Health Watch is run by KCC in partnership with the NHS and provides another route by which people can make their voice heard. Kent Health Watch:

- Is a 'signposting' service that points callers in the right direction
- Helps ensure that all feedback about health and social care services in Kent - including compliments and complaints, comments and concerns - are captured in the most appropriate manner
- Helps the NHS to ensure that all public views and suggestions are taken into account to improve services
- Adds to and enhances, rather than replaces, existing services.

Data collected by Kent Health Watch - either by telephone or email - will be recorded and reported back to the NHS and Kent County Council.

### 1.8 Local Involvement Networks (LINKs)

The Local Involvement Networks were introduced as an additional mechanism for giving the public “a stronger local voice in the development of health and social care services”, acknowledging the need to strengthen and improve the existing mechanisms for involving and engaging with patients and citizens. The Kent LINK has been operation since December 2008, initially raising awareness of its role and powers.

The role of the LINK is:

- Promoting and supporting the involvement of people in the commissioning, provision and scrutiny of local care services
- Obtaining the views of people about their needs for and their experiences of local care services
- Enabling people to monitor and review the commissioning and provision of local care services
- Conveying peoples' views to organisations responsible for commissioning, providing, managing and scrutinising local care services and
- Recommending how care services can be improved.

LINKs have specific powers to enable them to influence the improvement of local services by:

- Entering specified types of premises and viewing the services provided
- Requesting information and receiving a response within a specified timescale
- Preparing reports and recommendations and receiving a response within the specified timescale and
- Referring matters to an Overview and Scrutiny Committee and receiving a response.

A pool of twenty LINK participants has been recruited to assist with projects that require the LINK to exercise its 'enter and view' powers. Those selected via the process have undergone Criminal Records Bureau and Protection of Vulnerable Adults checks, together with a period of training. No LINK visitor can be authorised without completing all stages of the authorisation process. The final training session took place in September and it is anticipated that the first visits conducted will be on hygiene issues within Kent hospitals.

## **Planned Consultations for 2009 - 2010**

## KENT ADULT SOCIAL SERVICES

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
<b>East Kent</b>									
Public Involvement	1/2/09 to 31/5/09	July 2009	Service users, Carers and general public	East Kent	Focus Group and example designs to be presented to participants for feedback	Ideal design for public involvement participation group sign up form and 'poster' to recruit more participants	No	Business	Kirstie Amos <a href="mailto:Kirstie.amos@kent.gov.uk">Kirstie.amos@kent.gov.uk</a> 01227 598850
Survey on public perceptions	1/6/09 to 31/8/09	Sept 2009	Service users and carers	East Kent	Surveys with public involvement participants to establish their perceptions of Adult Social Services	To identify whether KASS is meeting Core Standards	No	Business	Kirstie Amos <a href="mailto:Kirstie.amos@kent.gov.uk">Kirstie.amos@kent.gov.uk</a> 01227 598850
Learning from experience	1/3/09 to 31/5/09	July 2009	Former complainants	East Kent	Focus Group sessions and surveys	Consult on new Single Complaints Process and create internal processes and complaints leaflets accordingly	No	Business	Kirstie Amos <a href="mailto:Kirstie.amos@kent.gov.uk">Kirstie.amos@kent.gov.uk</a> 01227 598850
Communication	1/4/09 to 31/3/10	April 2010	Service user and carer representatives	East Kent	Engagement and Scrutiny Group	To ensure communication strategies have input from Scrutiny Group of users and carers	No	Business	Mags Harrison <a href="mailto:Mags.harrison@kent.gov.uk">Mags.harrison@kent.gov.uk</a> Kirstie Amos <a href="mailto:Kirstie.amos@kent.gov.uk">Kirstie.amos@kent.gov.uk</a> 01227 598850
East Kent Learning Through	April 2009-March	Regularly - every 2 months	Current users and carers	East Kent	SDS involvement group – shaping the	The Group will ensure that the SDS model continually	No	Social Care	Holly Strang <a href="mailto:Holly.strang@kent.gov.uk">Holly.strang@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
Experience Group	2010	from April 2009			personalisation modernisation programme	improves by collating the experiences learnt from the implementation of Self Directed Support (SDS) and disseminating the information to the members of the Group and upwards in the governance structure.			07826 868042
<b>Mental Health</b>									
Informal Day Service Re-provision	Jan 09	May 09	MH Service users	Thanet	Service user evaluation of Tenders for service	Service user choice in new provider of service	no	Social	<a href="mailto:dave.woodward@kent.gov.uk">dave.woodward@kent.gov.uk</a>
Review of Service user and carers role in Joint Commissioning Boards	May 09	Feb 2010	MH Service users and Carers	Kent Wide	Review process for engaging Service users and carers in Commissioning process	Wider representation of Carers and Service users in design of services.	yes	Social	<a href="mailto:Paul.absolon@kent.gov.uk">Paul.absolon@kent.gov.uk</a>
MH Deaf Services	Dec 09		MH Service users	Kent Wide	Set up focus group for deaf MH Service users	Better Designed more tailored service.	Yes	Social	<a href="mailto:Paul.Absolon@kent.gov.uk">Paul.Absolon@kent.gov.uk</a>
<b>West Kent</b>									
Culturally appropriate services	01/04/09 - 1/03/10	31/03/10	Representatives from the BME	Gravesend and Dartford	Consultation with elders and community	Consultation with service users and members of the	No	Social	Vinay Sangar <a href="mailto:vinay.sangar@kent.gov.uk">vinay.sangar@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			community who use the Guru Nanak and Milan centres		leaders	BME community about modernisation of services in line with Alfa.			01474 544418 Mark Walker <a href="mailto:mark.walker@kent.gov.uk">mark.walker@kent.gov.uk</a> 01322 421346
Learning Disabilities day opportunities	01/04/09 1/03/010	31/03/10	Service users and carers	West Kent	Modernising services is part of the ongoing programme to promote independence, choice and employment opportunities	As services are modernised service users will be involved to find out what services they would like, how and where they should be provided	No	Social	Simone Bullen <a href="mailto:simone.bullen@kent.gov.uk">simone.bullen@kent.gov.uk</a> 01732 525729  Sue McGibbon <a href="mailto:sue.mcgibbon@kent.gov.uk">sue.mcgibbon@kent.gov.uk</a> 01732 525275
Older Persons Modernisation	01/04/09 1/03/010	31/03/10	Service users and carers, staff		Modernising services is part of the ongoing programme to promote independence, choice	Consultation with all stakeholders to inform the modernisation of services in Dartford locality. Other district/localities will be undertaken on a phased basis.		Social	Jane Barnes <a href="mailto:Jane.barnes1@kent.gov.uk">Jane.barnes1@kent.gov.uk</a> 01732 525230
<i>WK Learning Through Experience Group</i>	<i>April 2009-March 2010</i>	<i>Regularly - every 2 months from April 2009</i>	<i>Current users and carers</i>	<i>WK</i>	<i>SDS involvement group – shaping the personalisation modernisation programme</i>	<i>The Group will ensure that the SDS model continually improves by collating the experiences learnt from the implementation of</i>	<i>No</i>	<i>Social Care</i>	<i>John Lee <a href="mailto:John.lee@kent.gov.uk">John.lee@kent.gov.uk</a> 07826 86801</i>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						<i>Self Directed Support (SDS) and disseminating the information to the members of The Group and upwards in the governance structure.</i>			
<b>HQ</b>									
Carers Survey	01/10/09 - 30/11/09	March 2010	Carers (Kent)	Kent	DoH Carers Survey	Links to National Targets on Carers and T2010	Yes	Social	Sue Williams 01622 696620 <a href="mailto:sue.williams@kent.gov.uk">sue.williams@kent.gov.uk</a>
Homecare Survey	01/02/09 - 01/05/09	March 2010	Clients who receive a homecare service (Kent)	Kent	DoH survey to measure the experience of those people receiving a home care service	The performance of those receiving a good and satisfactory service, but also the negative views to highlight area for service development.	Yes	Social	Sue Williams 01622 696620 <a href="mailto:sue.williams@kent.gov.uk">sue.williams@kent.gov.uk</a>
Community Equipment	01/02/10 - 05/2010	Nov 2010	Clients who receive community equipment (Kent)	Kent	DoH survey of people in receipt of community equipment	The performance of those receiving a good and satisfactory service, but also the negative views to highlight area for service development.	Yes	Social	Sue Williams 01622 696620 <a href="mailto:sue.williams@kent.gov.uk">sue.williams@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
<b>Kent Wide</b>									
TEA project (Towards Equity and Access)	01/04/09 - 31/03/10		Deaf /deafblind service users with mental health needs	countywide	Ongoing involvement to inform PCT on how to implement DH report	<ul style="list-style-type: none"> <li>•Comment on recommendations</li> <li>•inform action plan</li> </ul>	No		Jo Frazer <a href="mailto:Jo.frazer@kent.gov.uk">Jo.frazer@kent.gov.uk</a>  01622 696235
Deafblind Project	01/04/09 - 31/03/11		Deafblind service users	countywide	Implementation of deafblind strategy	<ul style="list-style-type: none"> <li>•obtain feedback on current services</li> <li>• inform further development</li> </ul>	No		Lenise Moth <a href="mailto:Lenise.moth@kent.gov.uk">Lenise.moth@kent.gov.uk</a>
Interpreting Project	01/04/09 - 31/3/10		Deaf and deafblind people	countywide	Development of sign language interpreting service	<ul style="list-style-type: none"> <li>•establish new service and quality assurance framework</li> </ul>	No		Jo Frazer <a href="mailto:Jo.frazer@kent.gov.uk">Jo.frazer@kent.gov.uk</a>  01622 696235
User involvement strategy	1 day event tbc (still not set – 6/7/09)		Deaf, deafblind people	countywide	one day conference	<ul style="list-style-type: none"> <li>•identify key issues in accessing services.</li> <li>•develop user involvement strategy for d/Deaf, deafblind people.</li> </ul>			Jo Frazer/ Beryl Palmer <a href="mailto:Jo.frazer@kent.gov.uk">Jo.frazer@kent.gov.uk</a> 01622 696235  <a href="mailto:Beryl.palmer@kent.gov.uk">Beryl.palmer@kent.gov.uk</a>
Lift Maintenance User experience survey	01/03/10 – 31/03/10	30/04/10	sample of Kent's residents	countywide	lift maintenance & repair services	<ul style="list-style-type: none"> <li>•determine satisfaction levels to inform service development</li> </ul>	No		Mark.Hogan <a href="mailto:mark.hogan@kent.gov.uk">mark.hogan@kent.gov.uk</a> 01622 221827

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
<b>Supporting People</b>									
Strategy 2010-2015	01/03/09 – 30/09/09	18/12/09	Cross section of service users by client group and service type	Kent	Public consultation with service users on current and future service levels	How do service users feel about current service levels, ease of access, quality, outcomes, and performance	No	Wide range of methods to be employed including use of existing focus groups/tenants meetings etc	<a href="mailto:Ute.vann@kent.gov.uk">Ute.vann@kent.gov.uk</a> 01622 694607
Service User Charter and strategy	01/03/09 – 30/09/09	18/12/09	Cross section of service users by client group and service type	Kent	Consultation of draft charter	Consultation to revise and produce a charter for users	No	Wide range of methods to be employed including use of existing focus groups/tenants meetings etc	Dawn Aparcar <a href="mailto:Dawn.Aparcar@kent.gov.uk">Dawn.Aparcar@kent.gov.uk</a> 01622 694744

## CHILDREN, FAMILIES AND EDUCATION

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
<b>Children's Social Services</b>									
Parent Participati on Strategy	2009-2012	Ongoing	Parents of disabled children	Kent		<p>The strategy has been written under the Short Breaks Pathfinder Programme as part of the communications strategy and relates to the participation of parents in service planning and decision making processes for all aspects of the Aiming High core offer.</p> <p>The strategy will aim to develop a structure for parent participation which is sustainable beyond the next 3 years.</p>	No		<p>Rose Dillon</p> <p><a href="mailto:rose.dillon@kent.gov.uk">rose.dillon@kent.gov.uk</a></p> <p>01233 652107</p>
Family Group Conference	Ongoing	Ongoing	All families with a child at risk of entering	Kent		Family Group Conferencing (FGC) is a process that is triggered when a child is at risk of coming into the care	Yes		<p>Dawn Walsh</p> <p><a href="mailto:dawn.walsh@kent.gov.uk">dawn.walsh@kent.gov.uk</a></p> <p>01622 772255</p>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			care			of the Local Authority. It is a partnership and decision-making process that engages the child's family and family network with Children's Social Services and other service providers in making safe plans for the child's care. It is mandatory for all children in Kent at risk of entering care to be given the opportunity of having a Family Group Conference as part of their Permanence Policy.			
Complaints & representations	Ongoing	Ongoing	Service Users	Kent		Feedback on services received as complaints and representations is used to inform practice and service delivery both at local level and county-wide via CSSMT	No		Ann Kitto <a href="mailto:Ann.kitto@kent.gov.uk">Ann.kitto@kent.gov.uk</a> 01233 652160

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						Feedback forms to complainants to obtain views on complaint handling			
Survey of children in Kent (NFER survey)	2009	2009	Looked-after Children	Kent		General survey of Looked-after children in Kent. Analysis to be carried out by Management Information & CSS will take findings further during 2009 when known.	No		Anthony Mort (Policy & Performance) <a href="mailto:Anthony.mort@kent.gov.uk">Anthony.mort@kent.gov.uk</a> 01622 696363
Out of Hours	Ongoing	Ongoing	Service Users	Kent		Service User satisfaction survey	No		Terri Goodwin <a href="mailto:terri.goodwin@kent.gov.uk">terri.goodwin@kent.gov.uk</a> 01233 646596
Participation in CIN, CP and LAC reviews	Ongoing	Ongoing	Service Users	Kent		Evidence of service user participation in children in need of protection plans. Service users involved in design of CP conferences and CIN meetings. Children & young people advised of their right to complain at LAC			Cathy Lambourne

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						reviews, CIN meetings and CP conferences			
Children's Champion Board	Ongoing	6 monthly	Service user representative group from Catch 22	Countywide		6 monthly meetings to give young people the opportunity to inform local councillors about the issues that young people in care face and try to look at solutions to these issues.	No		Mick McCarthy  Karen Goodman
Youth Advisory Group	Ongoing		Service user representative group from 16plus service	Countywide		Giving young people the opportunity to discuss issues within the service and to set up a working group to look at these issues, including the review of the Hear By Right map & plan	No		Mick McCarthy
Culturally Competent Care	Ongoing		Service user representative group from 16plus	Countywide		Opportunity for young people to help feedback to practitioners and take part in training workers around	No		Mandy Lowe (Policy & Performance)

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			service			cultural diversity.			
Fostering Panels	Ongoing	Ongoing	Service users	Each area team		Looked After Children/ young people will have an advisory role in recommending applicants who want to foster to the Fostering Panel. Range of panel members to include independents from people who have been looked after or have had a child looked after. A balance of gender and age will also be considered.	No		Teresa Vickers
Advisory Groups	Bi-monthly	Bi-monthly		Each area team		Representatives from this group will attend The County Advisory Board	No		Teresa Vickers
Voice of foster carers	Ongoing	Ongoing	Area teams	All area teams		Each team will set up or attend an event which allows the team to hear directly the views & experiences of fostered children within Kent County	No		Teresa Vickers

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						Council Foster Homes. This information will influence the recruitment of future foster care. The fostering teams with the recruitment coordinator will actively encourage input to the Newsletters by Children & carers. A newsletter will be distributed 4x per year			
Intensive parenting assessments	Ongoing	Ongoing	Parents who are on the threshold of being subject to Care Proceedings	Kent			Yes		Andrew Hickmott
Young Carers strategy	2009	2009	Young carers	Kent		As part of the 2007-2010 Young Carers Strategy, and to ensure young carers are 'heard' by all agencies, the	No		Andrew Hickmott/Amanda Hornsby

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						<p>Young Carers Strategy Implementation Plan will be reviewed by young carers. Young carers views are an integral element of the planning of services to support them and the cared-for person.</p> <p>It is hoped that more young carers will be identified through consultation with the Local Children's Services Partnership Boards.</p>			
Services for Unaccompanied Asylum Seeking Children	2009	2009	SUASC	Kent		SUASC will be developing a client questionnaire for use by all our teams with their clients. The results of these questionnaires will be assessed by SUASC's	No		Karen Goodman

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						<p>management team as part of its ongoing service review. Direct consultation with clients will continue to take place either at future All Service Meetings, or in smaller staff groups. Some unaccompanied asylum seeking children representatives are being invited to actively participate in the Children's Champion Board Meetings.</p>			
Viewpoint	Ongoing	Ongoing	Looked-after Children aged 7 years plus	Kent		<p>To obtain the views of children in care. Children will be invited to use Viewpoint by their independent Reviewing Officer to record their experience of</p>	No		Sarah Skinner (Policy & Performance)

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						being a Looked-after Child. Their responses to the questions are discussed by the Independent Reviewing Officer in the children's next review to enhance the service that they receive. Overall feedback is used in wider service planning.			
<b>Commissioning</b>									
<i>Additional Educational Needs and Resources</i>									
Survey of parents/carers whose children are having a statutory assessment	March 2009	March 2010	All parents following completion of process	Kent		How the parent/carers feel about the process and how it can be improved to make the process easier for parents/carers	No		Partnership with Parents 01622 350640
Survey of children who have had a statutory assessment	Sept 2009	July 2010	Representative sample of all children who have recently	Kent		How children and young people feel about the process and how it can be improved from their perspective. To inform the	No		Partnership with Parents 01622 350640

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			gone through the process			development of information for C&YP who have a statutory assessment.			
Survey of children with statements in respect of the secondary transition process	March 2009	March 2010	50% of children going through process offered opportunity to participate	Kent		How to improve the process for C&YP.	No		Partnership with Parents 01622 350640
<i>Attendance and Behaviour Service</i>									
Kent On-line Anti-bullying Survey	November 2009	January 2010	Kent pupils	County-wide		Perceptions of bullying levels, types and effective interventions.	No		Peter.heckel@kent.gov.uk
<i>Educational Psychology Service</i>									
Training Satisfaction Survey	April 2009	March 2010	Delegates to EP training	23 LCSPs		To ascertain satisfaction levels and whether training affects practice	No		Andrew Heather
<i>Joint Commissioning Unit</i>									
None									
<i>Minority Communities Achievement Service</i>									
UASYP	Oct 09	Dec 09	Young people who have	County Wide		Young person's view of the education	No		Head of Service, MCAS

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			arrived in the UK in the past 3 months			assessment and their education placement/provision. This will be used to inform service development.			
<i>Specialist Teaching Service</i>									
None									
<b>Finance and Corporate Services</b>									
None									
<b>Local Children's Services Partnerships</b>									
Support for the NFER Pupil Survey			All Kent pupils (approx 235,000 children)	Kent		Survey to establish children and young people's views about their lives within the 5 outcome areas of every Child Matters.	No		Anthony Mort
LCSP ongoing participation arrangements	ongoing	ongoing	varied	LCSP		Participation opportunities to identify what children, young people, parents and cares think about their lives and the services they receive.	No		LCSP Manager
LCSP Evaluation	01/03/09 – 01/06/09	Sept 2009	All LCSPs	Kent		Evaluation to establish learning in integrated partnership	No		Joy Ackroyd

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Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						working at local levels across children's services.			
<b>Resources</b>									
School Meals	Sept 2009 April 2010		Schools using Meal contract	Kent		Consultation on future of contracted out service and School Meal suppliers. Assess what level of responsibility and control schools wish to have.	No		Mark Sleep 01622 696558 Mark.sleep@kent.gov.uk
Waste Management	Sept 2009 ongoing		Schools in Kent using waste contracts	Kent		Monitor Waste being recycled and waste to landfill. Reduce residual waste being generated.	No		Mark Sleep 01622 696558 <a href="mailto:Mark.sleep@kent.gov.uk">Mark.sleep@kent.gov.uk</a>
<b>School Organisation</b>									
<i>School Governance</i>									
Governor Focus Group	01/05/09 31/03/10	Throughout 3 yr strategy	10 governors	Areas of greater density of BME		Suitability of governor recruitment materials and campaigns and governor induction training to inform a review	No		Linda Lissimore 01622 605118 Linda.lissimore@kent.gov.uk
Kent Governors	01/04/09 31/03/10	3 times a year	23 (part areas)	Countywide		Inform, communicate and	No		Linda Lissimore

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
Association						cascade information with governors and encourage participation in the formation of plans, reviews and consultations			01622 605118 Linda.lissimore@kent.gov.uk
<b>14 – 24 innovation Unit</b>									
Learner Voice Survey	Jan 09	June 09	Learners	Across Kent		Satisfaction of learners on 14-16 programme. Views of learners on IAG and Careers Guidance.	No		Hazel Markham <a href="mailto:hazel.markham@kent.gov.uk">hazel.markham@kent.gov.uk</a>
Review of Kent Apprenticeship Programme	April 09 - ongoing	Sept 09	Apprentices	Across County		Satisfaction of learners on the Apprenticeship programme, receive feedback to shape future developments	No		
Review of the Kent Community Programme	May 09 - ongoing	Sept 09	KCP Participants	Across County		Satisfaction of young people on the KCP, receive feedback to shape future developments	No		
Post 16 vulnerable young people	March 09 – June 09	Aug 09	Post 16 and alternative curriculum	Across County		Any barriers or challenges for access or participation of	No		Pauline Smith <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a> Focus groups

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
			users pre 16			users. Develop alternative or more relevant provision reflective of users needs.			
<b>Early Years and Childcare</b>									
Annual Provider Survey (APS)	Oct 2009 to March 2010	1 April 2010	All providers of early education and childcare	Kent		The survey will be used to collect data on a large number of indicators. The data collected will be used to inform both the CSA childcare market supply-side analysis and to enable targeted support to providers on a range of issues.	No, but feeds into some statutory indicators		Tony Alderton 01622 626614 <a href="mailto:tony.alderton@kent.gov.uk">tony.alderton@kent.gov.uk</a>
Childcare Sufficiency Assessment (CSA)	April 2009 to March 2010	1 April 2010	Parents – sample of 6000 households	Kent		The consultation will establish the needs of parents in relation to early education and childcare. The information will be used to analyse the demand-side of the childcare market and to prepare the	Yes		Tony Alderton 01622 626614 <a href="mailto:tony.alderton@kent.gov.uk">tony.alderton@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						annual Childcare Sufficiency Assessment 'top-up'. The CSA will inform both the development of new childcare places, and the amount and direction of support that should be given to sustain existing places			
Children's Centre Consultation	April 2009- January 2010	On-going	Children under five and their families	Catchment area of <u>new</u> children's centre		Information used to: Shape service Determine need New centres cannot achieve DCSF designation status without evidencing a full consultation with parents and rigorous analysis of local services			Jackie Smith/Katie Bennett 01622 626685
Children's Information Service	Apr 2009 Mar 2010 ongoing		Providers and service users	Kent		By means of evaluation cards the CIS regularly seeks the views on the service provided from all			Teresa Handscombe 08000 323230 teresa.handscombe@kent.gov.uk

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						users i.e. childcare providers, parents, carers, and members of the public to inform improvements to the service.			
Two year old pilot	Feb 2009	on-going	Families of 215 eligible children	Targeted LSOAs		Parental satisfaction with delivery of project Outcomes for children	No		Colin Hooker 07921168368 colinjhooker@btinternet.com
Extension to nursery education entitlement	April 09 – January 2010	on-going	All parents of three and four year olds	all		<ul style="list-style-type: none"> <li>Identify demand and flexibility required Identify wider issues and barriers to access</li> <li>Identify a small range of preferred usage of the free entitlement</li> <li>Enable local offer to be developed accordingly</li> <li>Monitor take-up and parental satisfaction</li> </ul>	No		Colin Hooker 07921168368 colinjhooker@btinternet.com
<b>Standards and Achievement</b>									
All CPD	Ongoing	ongoing	All	Sample of		• Quality of CPD	No		Karen.jestin@

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Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
activities including conferences, bespoke sessions and tailored programmes	for all activities		delegates at events	delegates		programme in meeting the needs of school settings and clusters <ul style="list-style-type: none"> <li>• Information regarding future CPD requirements</li> <li>• Impact of CPD on raising standards of achievement</li> <li>• Effectiveness in supporting CPD leadership in schools and settings</li> </ul>			kent.gov.uk
Review of the Improvement Strategy for schools and settings	Throughout the year	Jan 2010	Schools, Settings and Multi-agency partners	Sample of schools and settings		<ul style="list-style-type: none"> <li>• How existing resources can be co-ordinated to best meet the needs of children and young people</li> </ul>	No		Tracy Benn 01622 696167 Tracey.benn@kent.gov.uk
Review of the Kent Leadership Strategy	Sept 2009	Jan 2010	Schools, Settings and Multi-agency partners	Sample of schools and settings		<ul style="list-style-type: none"> <li>• Ensure the effectiveness of the leadership strategy</li> <li>• Review strategies for</li> </ul>	No		Kelly.matthews@kent.gov.uk

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
						supporting leadership development <ul style="list-style-type: none"> <li>Evaluate developments in new models of leadership</li> </ul>			
Headteacher questionnaire on the SIP programme	13/01/08 13/02/09	Feb 2010	Headteachers across Kent	Kent		<ul style="list-style-type: none"> <li>Gauge customer satisfaction with the programme and identify areas for improvement</li> </ul>	No		Tracy Benn 01622 696167 Tracey.benn@kent.gov.uk
<b>Strategy, Policy and Performance</b>									
Survey of children and young people of Kent (NFER survey).			Pupils in Kent Schools/ Colleges	All of Kent	NFER	To obtain views in relation to ECM outcomes and 2010.			Anthony Mort Or Graham Harlow <a href="mailto:Anthony.mort@kent.gov.uk">Anthony.mort@kent.gov.uk</a> (01622 696363)
Consultation from complaints and compliments	Ongoing	Ongoing	Service users and carers	All of Kent		It is intended to use the “informal feedback” received through complaints and compliments to inform service delivery.			Anthony Mort or Anne Kitto <a href="mailto:Anthony.mort@kent.gov.uk">Anthony.mort@kent.gov.uk</a> (01622 696363)
Sustainability of child care	Sept 2007 Feb	2008	Childcare providers, key	Kent		To establish the factors affecting the sustainability of			Tony Alderton <a href="mailto:Tony.alderton@kent.gov.uk">Tony.alderton@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
provision research project.	2008		stakeholders, parents.			child care providers			(01622 626614)
Monitoring of training evaluation sheets	Ongoing	Ongoing	All attendees completes a form	Kent		Enables training focus to be amended if necessary for subsequent courses. Forms completed on the day of training	No		<a href="mailto:Katherine.atkinson@kent.gov.uk">Katherine.atkinson@kent.gov.uk</a>
Monitoring of Training Evaluation Sheets	Ongoing	Ongoing	ICS users	Kent		Feedback questionnaires examined to focus training for subsequent courses.	No		<a href="mailto:Maureen.robinson@kent.gov.uk">Maureen.robinson@kent.gov.uk</a>
Conduct focus groups to ascertain the views of seldom heard/hard to reach children and young people									Anthony Mort <a href="mailto:Anthony.mort@kent.gov.uk">Anthony.mort@kent.gov.uk</a> (01622 696363)
Data Analysis Working	Ongoing	Twice Yearly	Approx dozen Assistant	Kent		Valuable communication with schools to	No		<a href="mailto:Katherine.atkinson@kent.gov.uk">Katherine.atkinson@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory ?	Consultation type (*)	Contact Name, email & phone no
Groups (Primary & Secondary)			Heads or Assessment Managers per group			receive feedback, gain ideas, and consult about new development proposals.			
ICS User Consultations (CSS Staff)	Ongoing	Ongoing	ICS users	Kent		How was feedback given to participants? - ICS Issues Group 3 weekly - ICS Mentors Days (3 per year) - ICS Open Forums (2 per year) Two weekly ICS Newsletter	No		<a href="mailto:Maureen.robinson@kent.gov.uk">Maureen.robinson@kent.gov.uk</a>
IMPLUSE workshops with User base	Ongoing	Ongoing	IMPULSE users	Kent		User engagement and learning workshops	No		<a href="mailto:Greg.bunnage@kent.gov.uk">Greg.bunnage@kent.gov.uk</a>
Data Analysis Working Groups	Ongoing	Ongoing	Schools	Kent		Feedback and exchange about proposed developments.	No		<a href="mailto:Katherine.atkinson@kent.gov.uk">Katherine.atkinson@kent.gov.uk</a>

## CHIEF EXECUTIVE'S DEPARTMENT

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
<b>Commercial Services</b>									
Kent County Supplies	Annual (Oct/Dec)		Schools	Customer care	Info collected on paper and electronically to plan for future business developments, train staff and put in place customer care related improvements		No	Business	Steven Munday <a href="mailto:Steven.munday@kent.gov.uk">Steven.munday@kent.gov.uk</a> 01622 605485
Kent Fleet	Half yearly		Non KCC clients	Customer Care	Direct contact made for an update and to check on performance and customer satisfaction			Business	Laurence Faulkner <a href="mailto:Laurence.Faulkner@kent.gov.uk">Laurence.Faulkner@kent.gov.uk</a> 01622 605497
CES	Ad hoc		Service users	Service Quality	Telephone and paper based surveys of end users to assess the standard of service			Business	Laurence Faulkner <a href="mailto:Laurence.Faulkner@kent.gov.uk">Laurence.Faulkner@kent.gov.uk</a> 01622 605497
CES	Bi monthly		Clients	Service Quality	Involves service users, clinicians and commissioners for Social Services, NHS and Education and provides			Business	Laurence Faulkner <a href="mailto:Laurence.Faulkner@kent.gov.uk">Laurence.Faulkner@kent.gov.uk</a> 01622 605497

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
					feedback on service provision to CES				
Kent Facilities Management	Monthly & Ad hoc		Tenant groups & individuals	Service Quality	Established meetings to review the service/s received in the buildings we manage. 3 sites are managed through the review of Service Level Agreements.			Business	Debbie Haigh <a href="mailto:Debbie.haigh@kent.gov.uk">Debbie.haigh@kent.gov.uk</a>  01622 605375
Page 149 Laser	Ad hoc		End customers	Performance	Ad hoc end user surveys to get direct feedback on price and quality of services provided by Laser			Business	Kevin Harlock <a href="mailto:Kevin.harlock@kent.gov.uk">Kevin.harlock@kent.gov.uk</a>  01622 605352
Landscape Services	Ad hoc		Customers incl. local authorities, schools, NHS , Housing associations etc	Customer Care and market intelligence	Provides useful service feedback, to motivate and also put in place service improvements. Also provides useful sales leads and service planning in line with seasonality issues associated with Landscape Services business			Business	Laurence Faulkner <a href="mailto:Laurence.Faulkner@kent.gov.uk">Laurence.Faulkner@kent.gov.uk</a>  01622 605497

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
					(Includes surveys, direct contact, informal networking)				
<b>Communication and Media Centre</b>									
Feedback from residents on Around Kent	Each edition - Spring 09 and Autumn 09	N/A	Residents	Across Kent	Request for feedback from residents printed in each edition of Around Kent	Feedback on the design and content of Around Kent to make sure that we meet residents' needs and improve the publication	No	Community	Shelley Whittaker <a href="mailto:Shelley.whittaker@kent.gov.uk">Shelley.whittaker@kent.gov.uk</a> x 4243
Feedback on the success of KCC's contribution to the Kent County Show	Within 3 months of the end of the County Show	N/A	Officers and Members who were involved in the Show. Visitors to the Kent stands	All visitors to KCC stands at the Kent show and all officers and Members who were involved	Feedback meeting is held to gather views from officers and Members. Visitors' comments are captured on paper questionnaires completed by visitors at the show	Feedback on the success of Kent County Council's presence at the Kent County Show to use to improve for future years.	No	Community	Deborah Malthouse <a href="mailto:deborah.malthouse@kent.gov.uk">deborah.malthouse@kent.gov.uk</a> x 4119
<b>Corporate Finance</b>									
Budget Focus Groups	01/08/09 – 30/09/09	January 2010	Random Sample of Kent Residents	Kent	Public consultation with council taxpayers on budget	Budget consultation with the public, consistent with best practice. Statutory duty to consult taxpayers on budget and council tax levels before setting budget.	Yes		Dave Shipton <a href="mailto:dave.shipton@kent.gov.uk">dave.shipton@kent.gov.uk</a>  01622 671411

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
	Nov 09 – Feb 10	February 2010	Trade Unions		Consultation with Unions on budget	Trade Union's response to the Council's budget proposals.	Yes		
	Aug 09 – Nov 09	January 2010	Youth Council		Consultation with Youth Council on budget	Youth Council's response to the Council's budget proposals.	No		
	Jan 10	February 2010	Business Community		Consultation with Business Community on budget	Business Community's response to the Council's budget proposals.	Yes		
<b>Legal and Democratic Services</b>									
Complaints Equalities Monitoring form	01/04/09	31/03/10	Anyone who has complained to the Chief Executive or Leader		Promoting equality and preventing discrimination across all KCC services	Monitor KCC's progress in achieving this aim	Yes	Letter plus postage paid business reply envelope to anyone providing postal address	<a href="mailto:Caroline.dodge@kent.gov.uk">Caroline.dodge@kent.gov.uk</a> 01622 221652
Feedback on how we handle complaints	01/07/09	31/03/10	Random sample of complainants	Kent	Monitoring our performance	To ensure we maintain standards conducive with our Charter Mark standards	No	Not yet decided	<a href="mailto:Caroline.dodge@kent.gov.uk">Caroline.dodge@kent.gov.uk</a> 01622 221652
Annual Client Survey	Aug 2008	Aug 2009	Senior Managers	All Directorates	Feedback from clients.	An indication of the areas in which we have done well,	No	On line survey	<a href="mailto:Geoff.wild@kent.gov.uk">Geoff.wild@kent.gov.uk</a> 01622 694302

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						and those in which we need to improve.			
<b>Personnel and Development</b>									
Customer Survey - Schools	June 2009		Schools buying SPS services	Kent	Feedback from schools using KCC SPS services	Customer views/satisfaction will be compared with the previous 2 survey outcomes.	No	Education	Nicky Whichelow 01622 694156 <a href="mailto:Nicky.whichelow@kent.gov.uk">Nicky.whichelow@kent.gov.uk</a>
<b>Property Group</b>									
None									
<b>Public Health</b>									
Kent Health Watch	Ongoing		Kent population	Kent	Ongoing service to ensure public attitudes to health and social care services are monitored and acted upon	Issues of concern to the public will be identified and dealt with appropriately. Feedback from callers to Healthwatch will be used to further develop the service. Work with the Kent LINK will help identify gaps and overlaps in service delivery	No	Community	<a href="mailto:Tish.Gailey@kent.gov.uk">Tish.Gailey@kent.gov.uk</a>  01622 696802
Public Health Strategy	01/03/09 – 31/05/09	30/06/09	Public and organisations in Kent	Kent	Consultation and engagement to produce a revised Public Health Strategy for Kent	Views on the public health priorities for Kent and how they should be	No	Community	Mark Lemon <a href="mailto:Mark.Lemon@Kent.gov.uk">Mark.Lemon@Kent.gov.uk</a>  01622 694853

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						addressed.			
Health Inequalities Action Plan	01/03/09 – 31/05/09	30/06/09	Principally district councils but also NHS, KCC and other partners.	Kent	Consultation and engagement to produce a revised Kent Health Inequalities Action Plan	Information and views on how health inequalities can be addressed.	No	Community	<a href="mailto:Deborah.Smith@kent.gov.uk">Deborah.Smith@kent.gov.uk</a> 01622 696176
House campaign	Ongoing		Young people	Kent	Continued engagement in the development of the House campaign and concept.	To ensure relevance to young people is maintained	No	Community	<a href="mailto:Deborah.Smith@kent.gov.uk">Deborah.Smith@kent.gov.uk</a> 01622 696176
<b>Strategy, Economic Development and ICT</b>									
Kent & Medway Citizens' Panel	TBC	TBC	General residents	Kent	Snapshot survey	Proposed subjects – topical issues, place & belonging – to inform policy development		Community	
Strategic Statement (statement of priorities to replace Towards 2010)	TBC	TBC	General residents	Kent	Variety of methods including surveys, events and on-line engagement	(a) seeking views about priorities (b) testing out the draft statement before it is finalised To ensure the new Strategic Statement reflects views of Kent public.		Community	
Kent Agreement 2	TBC	TBC	General residents	Kent	Tracking survey	Tracking National Indicators 3, 6 and 21 on citizen insight		Community	
Kent &	TBC	TBC	General	Kent	Snapshot survey	Proposed subjects		Community	

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Medway Citizen's panel			residents			– topical issues & health- to inform policy development.			
Pic N Mix pilots	Apr – Sep 09	Oct 09	SME's	Cluster based on Enterprise Hub	Improving access to KCC data	What public sector information SME's need	No	Business	Robert Hardy <a href="mailto:robert.hardy@kent.gov.uk">robert.hardy@kent.gov.uk</a>
Web Jam	Sept/Oct	Nov-Feb	Residents	Kent	Alive on-line debate	Input to priority settings	No	Community	Robert Hardy <a href="mailto:robert.hardy@kent.gov.uk">robert.hardy@kent.gov.uk</a>
KMCP quarterly surveys and 'snapshot' polls	June Oct Jan	Aug Dec Mar	Citizens Panel members	Kent	Tracking public satisfaction and quality of life issues	Regular updates to cabinet, COG and POC	No	Community	Nick Warren <a href="mailto:nick.warren@kent.gov.uk">nick.warren@kent.gov.uk</a>
New Diversity Forums	From July 09	Ongoing	Diversity "Strands"	Kent	Community input into Equality Strategy and impact assessment	Feedback will determine actions in ES action plans	Yes	Community	Emkay Magba-Kamara <a href="mailto:Emkay.magba-kamara@kent.gov.uk">Emkay.magba-kamara@kent.gov.uk</a>
Kent Partnership stakeholder consultations on V4K priorities and LAA	Nov 09 to Nov 10	At 3-monthly intervals throughout 2009/10	Stakeholders	Kent	Seeking stakeholders views on priorities and actions	Contributing to the new V4K to be complete by Nov 2010	Yes	All	Colin Maclean <a href="mailto:colin.maclean@kent.gov.uk">colin.maclean@kent.gov.uk</a>
Aylesham training centre	March 2009		Local community	Former coalfield area	To develop proposals for centre	Determine level of support for a construction training	N	Community	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
concept						centre proposals (Homes and Communities are lead organisation)			01622 221942
Dartford station	Tbc	Tbc	Local community and other stakeholders	Dartford	Refurbishment proposals	Involve and secure support for station refurbishment plans	Y	Community	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Northfleet station and pedestrian link to Ebbsfleet	Tbc	Tbc	Local community and other stakeholders	Northfleet and Gravesham	Refurbishment proposals	Involve and secure support for station refurbishment plans	Y	Community	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Sea Change Project	Dec 08 – July 09	On-going	Dover Community Dover Schools	Dover	Project development and school activity programme	Preparation of cultural strategy and input to cable car and public realm projects	Y	Community	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Sea Change Communications Strategy	August 08 – March 2010	On-going	Markets in UK and EU		Strategy development	To support capital investment at Dover Castle	Y	Business	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a> 01622 221942
Dover Castle developments	July 08 – June 09	On-going	Dover Community	Dover	Castle development (English Heritage lead organisation)	Involve local residents and other stakeholders in review of plans and to record their comments	Y	Community	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a> 01622 221942
Sea Change -	August 08 –	On-going	Groups that	Dover	Project proposals being developed	To increase interest, inspire	N	Community	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Education and Outreach Programme	March 2010		traditionally do not have easy access to heritage (e.g. ethnic minorities, people with disabilities, people on lower incomes and young people)		by English Heritage	involvement and create sense of ownership of local historic environment			<a href="http://kent.gov.uk">kent.gov.uk</a> 01622 221942
Page 1 Rendezvous site	Summer 09	Autumn 09	Local residents, businesses and stakeholders	Margate	To consult on proposals contained within a planning application for the site	To test the degree of public support for the proposals and to establish the changes that will need to be made.	Y	Community	Keith Mackenney <a href="mailto:keith.mackenney@kent.gov.uk">keith.mackenney@kent.gov.uk</a> 01622 221912
Margate Old Town Parking Access	March	June	Local residents and traders in Old Town area	Margate	Develop a clearer understanding of current pressures and develop a scheme to remedy these	Analysis of parking habits and opinions of different groups on current provision to develop a broader action plan to improve provision	N	Community	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a> 01622 221946
Natural East Kent Access	March/June	September	PROW, KHS, NEK Steering	Canterbury, Dover and	Determine views of cycling, walking and horse riding	Introduce changes to improve provision and	N	Community	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
project			Group, User groups, Local Authorities, Local Orgs.	Thanet districts	improvements and integrate proposals into project	maintenance of access facilities and integrate with the local tourism offer			<a href="mailto:r@kent.gov.uk">r@kent.gov.uk</a> 01622 221946
SNRR Bapchild Link Road	September/November	January	Local people affected by route	Bapchild, Tonge, Parishes & Eastern Sittingbourne and Teynham	Determine views about alignment of final section of SNRR	Views reported to Members to inform decisions about detailed alignment of road	Y	Community	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a> 01622 221946
A2 Cycle Project	Tbc	Tbc	Local residents, local youth community, Specialist user groups	Gravesham	To involve target groups in the design and operation of the park	To develop proposals for the Park	N – but a condition of external funders	Community	Val Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a> 01622 221373
Greening the Gateway projects	Tbc	Tbc	Local residents	North Kent	Project development	To ensure projects are responding to the needs and aspirations of local people	N	Community	Val Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a> 01622 221373
Discovery Park	Tbc	Tbc	Local residents, Specialist user groups	Ashford – Chilmington area	Park development	To ensure that the proposal for the Park responds to the needs and aspirations of local people, potential	N	Community	Valerie Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a> 01622 221373

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						new residents			
Kent Design	Tbc	Tbc	Users and potential users	Kent-wide	Test how Guide is used	To test how effectively Guide is used, where it is not used and what are the barriers	N	Business	Katherine Putnam <a href="mailto:katherine.putnam@kent.gov.uk">katherine.putnam@kent.gov.uk</a> 01622 691418
Gravesend Old Town Hall	Summer 08	Summer 09	Stakeholders and potential building users	Gravesend	To form a management committee	Explore potential uses of building	N	Social	<a href="mailto:rob.hancock@kent.gov.uk">rob.hancock@kent.gov.uk</a> 01622 221347
<b>Strategic Development Unit</b>									
Access Kent Consultation	March 2009/ongoing	At regular intervals	Kent residents	Kent	Using existing consultation forums and channels	How Kent residents wish to access services and shape Access Kent accordingly	No	Community	Amie Barker
Gateway surveys	Ongoing	At regular intervals	Gateway service users	Thanet, Ashford, Tunbridge Wells, Tenterden, Maidstone, Dover & Tonbridge	Surveys within existing Gateways	Satisfaction with Gateways and with the services accessible through Gateways. To shape current and future Gateways and to feed into each relevant organisation	No	Community	Jane Kendal
Contact Kent consultation	Ongoing	At regular intervals	Contact Kent service	Kent	Working with service units to obtain feedback	Levels of customer service and how we can improve	No	Community	Derek Smith

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
on individual services			users			Contact Kent			
Kent TV	Ongoing	At regular intervals	Kent residents & other visitors to Kent TV	Kent	Gaining insight into customer base and targeting content	Informing the Kent TV review and enabling content to be shaped by Kent residents	No	Community	Tanya Oliver

## COMMUNITIES

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
<b>Kent Adult Education &amp; KEY Training</b>									
Disability Group	1/4/08 Ongoing	After meetings	Disabled Students	Kent	DDA Compliant	Work with groups to identify individuals and groups needs and consider how we can best respond.  Include the Group in any generic consultation process to seek views on general Service issues as well as those related to specifically to disability.	Yes	Education	Anne Cullen <a href="mailto:anne.cullen@kent.gov.uk">anne.cullen@kent.gov.uk</a> 01795 415900
Learner Forums in each of 12 Districts	1/4/09 Ongoing	To be decided	Service Users	Kent	Learner involvement in programme design	Learner views on the type and range of programmes offered, price, location and mode of delivery.	No	Education	Liz Chapman <a href="mailto:liz.chapman@kent.gov.uk">liz.chapman@kent.gov.uk</a>  01795 415919
Current and Potential User Involvement	1/4/09 Ongoing	Periodic	Service Users and non users Employers	Kent	User and non user engagement in various KAES activities and proposed activities	A range of subjects from Student Satisfaction to market research. Employer views and needs.	No	Education  Business	Caroline Polley <a href="mailto:caroline.polley@kent.gov.uk">caroline.polley@kent.gov.uk</a> 01795 415916

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Service delivery review		Survey	User, customer and stakeholder	Kent and Medway	Conduct surveys to establish levels of customer satisfaction and requirements.	To establish levels of service user, customer and stakeholder satisfaction and to establish whether service delivery meets the expectations. The findings will be used to shape the curriculum offer and operational process.	No		Kathryn Semple 01622 203609 <a href="mailto:Kathryn.semple@kent.gov.uk">Kathryn.semple@kent.gov.uk</a>
Equality and Diversity	Quarterly throughout 2009/10	Survey and Management information analysis and DDA survey on premises and equipment	Under represented groups	Kent & Medway	DDA compliance of services and buildings and ensure services and marketing are non bias.	Consultation and surveys into the needs those from under represented groups. Under the DDA we must not discriminate against such people and we need to assess the current experience and find solutions to any discriminatory practice.	No		Kathryn Semple 01622 203609 <a href="mailto:Kathryn.semple@kent.gov.uk">Kathryn.semple@kent.gov.uk</a>
<b>Kent Arts Development Unit</b>									
Kent Partners Cultural Strategy	Sep 2009	Jan 10	Kent and Medway local authorities, key	Kent	Active partner consultation via second one-day Summit event	Test the work in progress with the partners from the first Kent Cultural Strategy summit,	No	Leisure and Culture, Education, Social	Sally Staples <a href="mailto:sally.staples@kent.gov.uk">sally.staples@kent.gov.uk</a> 01622 696515

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
			cultural organisations in Kent, Medway and from the region			so can move to finalise the strategy			
Kent Youth Theatres network	TBA	TBA	Network as shown left	Kent	TBA – group / online / mix of methods	Establish foundation for future focus of youth theatre development work	No	Leisure and Culture	Beth James <a href="mailto:Beth.james@kent.gov.uk">Beth.james@kent.gov.uk</a>  01622696498
Kent Cultural Baton	Apr 09	Oct 09	Cultural Baton Steering Group	Kent	Focus group	Finalise proposals for the Cultural Baton and to steer its journey across the county up to 2012	No	Leisure and Culture, Community	Lucy Hayward <a href="mailto:lucy.hayward@kent.gov.uk">lucy.hayward@kent.gov.uk</a>  01622 696429
<b>Community Safety</b>									
Positive Ticketing Pilot Project – Evaluation	Sep 09 – Sep 10	Autumn 10	Young people	<b>Tunbridge Wells</b> (Sherwood Estate)	Evaluate the impact of the pilot project.	Determine the success of the project & whether it is suitable to implement widely.	No	Community	Shafick Peerbux. 01622 604309  <a href="mailto:shafick.peerbux@kent.gov.uk">shafick.peerbux@kent.gov.uk</a>
Restorative Neighbourhoods Pilot Project – Evaluation.	Jan 09 – Jan 10	Summer 10	Victims, offenders & communities	<b>Shepway</b> (Cheriton, Morehall, Lydd & Hawkinge) <b>Maidstone</b> (East ward, Shepway ward &	Evaluate the impact of the pilot project.	Determine the success of the project whether it is suitable to implement widely.	No	Community	Shafick Peerbux. 01622 604309  <a href="mailto:shafick.peerbux@kent.gov.uk">shafick.peerbux@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
				Staplehurst )					
<b>Coroners</b>									
Not currently applicable, although the Ministry of Justice's draft Charter for Bereaved Families, published in early 2009, may lead to mechanisms being established, either by the local authority or new National Coroner Service.									
<b>Emergency Planning</b>									
None									
<b>KDAAT (Kent Drug &amp; Alcohol Action Team)</b>									
Expert Panel  Page 163	01/04/09 – 31/03/10	Ongoing	Service users	Kent wide	This group will be an expert panel where all aspects of KDAAT business will go for full service user consultation.	We will invite service users to give their opinions and views on all policies, procedures and strategies where appropriate. We will also invite participants of this group to take part in any consultation activities we have planned. This group will also highlight any training needs they may require to be more meaningfully involved.		Quarterly meeting	Liz Osbourne <a href="mailto:liz.osbourne@kent.gov.uk">liz.osbourne@kent.gov.uk</a> 08458 247247
Service user	01/04/09 –	Timely after each	Service users	Kent wide	With the launch of this policy a	We will utilise their expertise and		Questionnaires,	Liz Osbourne <a href="mailto:liz.osbourne@kent.gov.uk">liz.osbourne@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Involvement and recognition policy launch – KDAAT specific Service User Involvement	31/03/10	activity			database of individuals interested in participating in involvement with KDAAT will be compiled	unique experiences to improve, develop and evaluate current and planned drug and alcohol treatment provision.		Focus Groups, Interviews	<a href="http://nt.gov.uk">nt.gov.uk</a> 08458 247247
KDAAT needs assessment page 164	01/07/09 – 30/09/09	On completion and agreement of the needs assessment document	Service users	Kent wide	The annual needs assessment is a process which will have specific topics for service users to feedback	The involvement of service users is essential for an accurate picture of their experiences and perceptions, which can be incorporated into the 2010/11 Treatment plan.		Questionnaires, focus groups, interviews	Liz Osbourne <a href="mailto:liz.osbourne@kent.gov.uk">liz.osbourne@kent.gov.uk</a> 08458 247247
ADHD young people and parents	April – August	August	Young People with ADHD and their parents and carers	Kent Wide	Consultation re: info and advice needs and produce resource	We want to know what information parents and carers might benefit from at the point of diagnosis and how this information might best be provided, as well as what professionals have already provided support to	No	Community	Jo Tonkin <a href="mailto:Jo.tonkin@kent.gov.uk">Jo.tonkin@kent.gov.uk</a> 01227 280358

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						ensure they have info about drugs & alcohol			
Parents and carers including kin carers	June - March	March	Families who are affected by substance misuse & who would benefit or would have benefited from family based services	Kent wide	To inform the delivery of family based services	We want to know what the needs of these families are, how services could best be provided so that the needs of individuals as well as the family as a whole can be best met.	No	Community	Jo Tonkin <a href="mailto:jo.tonkin@kent.gov.uk">jo.tonkin@kent.gov.uk</a>  01227 280358
YP In Treatment	June-March	March	Young people who have had an experience of specialist community treatment	Kent wide	To inform PM	We want to understand young people's experience of treatment, what is useful and what is not useful and how improvements can be made.	No	Community	Jo Tonkin <a href="mailto:jo.tonkin@kent.gov.uk">jo.tonkin@kent.gov.uk</a>  01227 280358
YP young people involved in risk taking behaviours and their parents	To April 2009	April 09	YP involved in risk taking behaviours	Kent wide		We want to understand young people's perception of risk and protective factors in order to inform the development of a	No	Community	Jo Tonkin <a href="mailto:jo.tonkin@kent.gov.uk">jo.tonkin@kent.gov.uk</a>  01227 280358

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
and carers						multi component intervention to reduce risk taking behaviour.  We want to understand how to best involve parents and carers in the supporting young people's behaviour change			
<b>Kent Scientific Services</b>									
Joint client forum with Hampshire Scientific Services.	Nov 09	Feeds into Service planning	Clients	Kent (& Hampshire)	Joint forum.	The information gleaned informs 2010/11 sampling plans.	No	Business	Graham Connelly <a href="mailto:graham.connelly@kent.gov.uk">graham.connelly@kent.gov.uk</a> 01732 220001
<b>Libraries and Archives</b>									
Archives Service Consultation (including for HLF bid if successful)	6/11/08 – 30/4/09	By 30/4/09	Users, stakeholders partners & non-users	Kent	Public consultation with target groups re the future direction of the service.	Want to find out what people want from the service and we will use the information to produce a strategic action plan.	No	Leisure Community Education	Stuart Bligh 01622 694791  <a href="mailto:stuart.bligh@kent.gov.uk">stuart.bligh@kent.gov.uk</a>
10% Survey	June 2009	October 2009	Open Access red box customers.	Sample of OA customers across Kent and		Annual user satisfaction survey that also shapes future service developments.	No	Leisure Community Social	Sue Fordham 01622 605244  <a href="mailto:Sue.fordham@kent.gov.uk">Sue.fordham@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
				Medway					
5% Survey	Dec 2009	April 2010	Postal loan customers.	Kent VIP customers	Sample of users	User satisfaction survey which also shapes future service developments.	No	Leisure Community Social	Sue Fordham 01622 605244 <a href="mailto:Sue.fordham@kent.gov.uk">Sue.fordham@kent.gov.uk</a>
Envision Follow-up	tbc – Autumn 2009		Sample of customers who use our PCs or web services	Kent	Consultation to aid evaluation of the Envision project	Customers' experiences of using our upgraded hardware and software.  To see how far our goals in improving public IT access have been met and what developments we need to ask of our suppliers to continue to meet customers' needs.	No		Lesley Rich <a href="mailto:lesley.rich@kent.gov.uk">lesley.rich@kent.gov.uk</a>  01892 793600
Kent Library and History Centre	04/09 – 03/10	03/10	Maidstone District and countywide	Maidstone & Kent, wider archive user community	Further consultation on the Library and History Centre	Consultation on the layout, access issues and public art/public realm for the new centre on James Whatman Way.	No	Community	Lesley Spencer <a href="mailto:Lesley.spencer@kent.gov.uk">Lesley.spencer@kent.gov.uk</a>  01622 696501
Ask a Kent Librarian customer survey	Feb / Mar 09	April 09	Direct AKL service users	Kent	Random Survey by telephone or email of 25% of users.	Annual customer satisfaction with the service and suggestions for	No		Christel Pobgee <a href="mailto:Christel.pobgee@kent.gov.uk">Christel.pobgee@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						improvement.			01622 696410
Kent Library User Survey	Sep 09 / Oct 09	Mar 2010	Adult and Children Library customers	Kent	1/3 of all Libraries conduct surveys of current users	Customers opinions of the service and potential improvements.	Yes	Leisure Social Community	Comms & PI Manager 01622 696548
<b>Policy and Resources</b>									
None									
<b>Registration Service</b>									
Registration of Births and Deaths.	01/04/09 to 31/03/10	Ongoing	Persons registering births and deaths.	Kent	Satisfaction survey on using the online booking systems.	Public satisfaction with online booking system – able to book venue, date and time of their choice. Results will be used to monitor/plan location and availability of offices / numbers of frontline staff.	No		Giles Adey 01622 221003 <a href="mailto:Giles.adey@kent.gov.uk">Giles.adey@kent.gov.uk</a>
Civil Funerals	01/04/09 to 31/03/10	Ongoing	Customers booking a civil funeral.  Funeral Directors.  Crematoria.	Kent	Satisfaction survey	Customer satisfaction – as this is still a new service it is necessary to seek continual feedback that will be used for improvement and development.	No		Annette Masters  01622 <a href="mailto:Annette.masters@kent.gov.uk">Annette.masters@kent.gov.uk</a>
Civil	01/10/09	Ongoing	Customers	Kent	Satisfaction survey	Public satisfaction	No		Len Thomas

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Ceremonies	to 31/03/10		booking a civil ceremony.			with online booking system – able to book venue, date and time of their choice.			01622 <a href="mailto:Leonard.thomas@kent.gov.uk">Leonard.thomas@kent.gov.uk</a>
Civil Partnerships	01/04/09 to 31/03/10	Ongoing	Customers booking a civil partnership	Kent	Satisfaction survey	Customer satisfaction – as this is still a new service it is necessary to seek continual feedback that will be used for improvement and development.	No		Heather Planner  01622 696173 <a href="mailto:Heather.planner@kent.gov.uk">Heather.planner@kent.gov.uk</a>
Citizenship	01/04/09 to 31/03/10	Ongoing	Customers having a citizenship ceremony.	Kent	Satisfaction survey	Customer satisfaction – people from different cultures have different expectations - it is necessary to seek continual feedback that will be used for improvement and development.	No		Giles Adey  01622 221003 <a href="mailto:Giles.adey@kent.gov.uk">Giles.adey@kent.gov.uk</a>
<b>Sport, Leisure and Olympics Service</b>									
Customer Satisfaction Survey	Oct 09	Dec 09	Service Partners	Kent	Consultation on Partner's Satisfaction with SLO Unit.	How satisfied partners are and how the Unit can use this information to improve services.	No	Business / Community	Kevin Day 01622 605003 <a href="mailto:kevin.day@kent.gov.uk">kevin.day@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
Business Planning for 2010/11	01/10/09 to 30/11/09	Consultation on priorities for SLO Unit in 2010/11	District Councils. National Governing Bodies of Sport. School Sport Partnerships. Equality partners. Regional partners.	Kent	Consultation on key issues, influencing factors and possible priorities for future business plan.	To ensure partners views are reflected in production of annual business plan.	No	Business / Community	Kevin Day <a href="mailto:kevin.day@kent.gov.uk">kevin.day@kent.gov.uk</a> 01622 605003
Olympic and Paralympic Sectoral Task Groups, and specific K2012 project groups	Regular meetings through 2009/10	Ongoing	Sectoral task groups – sports, volunteering, schools & young people, business, tourism, media and communication	Kent	Informal consultation through existing sectoral task groups to enable the Service to keep up to date with issues and consult on matters that arise.	To ensure that SLO Unit is aware of issues and can respond.	No	Business / Community	Stephanie Holt <a href="mailto:stephanie.holt@kent.gov.uk">stephanie.holt@kent.gov.uk</a> 01622 605051
Various Sports Groups	Regular meetings through	Ongoing	KALCO. KASDO. School	Kent	Informal consultation through existing	To ensure that SLO Unit is aware of current issues	No	Business / Community	Various staff 01622 605054

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
and Networks	2009/10		Sport Network Co-ordinating Groups. Kent & Medway Sports Board. (tbc) District CSNs. County GBs.		network so the Unit is up to date and can consult on matters that arise.	relating to partners and can respond.			
Support Unlimited (tbc)	Ongoing	Ongoing	Young People	Kent	Understand sporting interests of semi sporty young people.	Understand sporting interests and seek to promote those opportunities.	No	Business / Community	County Sport Part'p role
<b>Supporting Independence</b>									
User Focus groups	Sept and as identified	1 month following activity	Identified SIP archetypes	Kent	To facilitate an open and honest group feedback session to identify strengths and challenges to users perspective or experiences of service delivery, engagement and support available.	Feedback from users on service delivery and barriers to their engagement. Improvements to policy and service delivery	No	Social	Pauline Smith 01622 221877 <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Innovative user/provider	Oct – Mar	1 month following activity	Benefit claimants	Kent	To develop and facilitate open and honest feedback	Identification of all stakeholders opinions and	No	Social	Pauline Smith 01622 221877

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
workshops			Looked after Children  NEET young people		from all parties of their perceptions and reality of service provision  E.g. LAC Social worker Foster parent	experiences.  A shared and improved understanding of other individuals / partners roles and responsibilities  Improvements to policy and service delivery			<a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Consultation events Page 172			Service users and stakeholders	Kent	To manage the involvement of indiv/orgs in govt, local or other consultative documents or processes when identified.	Ensure that the “voice” of the service user is integral to all consultative processes when required	yes	Business Council	Pauline Smith  01622 221877 <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Business/ Employer events	ongoing	TBC	Public and Private sector employers	Kent	To consult with the business sector on a variety of priority agendas e.g Apprenticeships, Educ, skills, employment, regeneration,	Strengthen and develop employer partnership.  Active employer engagement .  Benefits	No	Business Council Community	Pauline Smith in conjunction with the Backing Business Campaign 01622 221877 <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Sensory Services engage	Nov 09	Dec 09	Service users with sensory	Kent	To deliver a one day seminar to residents of Kent	To work with Kent residents with sensory needs to	No	Council Social	Pauline Smith  01622 221877

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
nt event			needs		with sensory needs	deliver a seminar focused on their particular priorities and agenda.			<a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Review of Kent Apprenticeship Programme	April 09 – ongoing	Sept 09	Apprentices	Across County	Internal	Satisfaction of learners on the Apprenticeship prog, received feedback to shape future developments	No	Council	Pauline Smith 01622 221877 <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
Review of the Kent Community Programme	May 09 – ongoing	Sept 09	KCP participants	Across County	Internal	Satisfaction of young people on the KCP, receive feedback to shape future developments	No	Council	Pauline Smith 01622 221877 <a href="mailto:pauline.smith@kent.gov.uk">pauline.smith@kent.gov.uk</a>
<b>Trading Standards</b>									
Kent Businesses	1.4.09 to 31.3.10	May 2010	Random sample of businesses who have contacted Kent Trading Standards	Kent	Consultation with service users.	Requirement for National Indicator 182.  Identify areas of weakness and address as part of planning process.	Yes	Survey	Yvonne Cummins 01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>
Kent Consumers	1.4.09 to 31.3.10	May 2010	Random sample of consumers who have contacted KTS.	Kent	Consultation with service users.	Previously part of statistical return to CIPFA for National Performance Framework.	No	Survey	Yvonne Cummins 01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						Identify areas of weakness and address as part of planning process.			
School Survey			Random sample of schools.	Kent	Consultation to measure how easy it is to buy age-restricted goods.	Annual survey.  To establish the difficulty young people have in buying age-restricted products.	No	Survey	Yvonne Cummins  01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>
KTS Good Trader Scheme - Buy with Confidence (BwC).	1.4.09 31.3.10		Consumers who have used BwC.	Kent	Consultation to measure satisfaction and feedback to traders.	Ongoing  To establish the effectiveness of the scheme and identify any improvements.	No	Survey (hard copy & on-line)	Yvonne Cummins  01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>
KTS Good Trader Scheme – Buy with Confidence	1.4.09 31.3.10		Consumers who have used BwC.	Kent		Ongoing  To allow consumers to recommend traders for BwC scheme.	No	Survey (on-line)	Yvonne Cummins  01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>
Trading Standards Alerts			Organisations which receive TS Alerts.	Kent	Consultation to measure effectiveness of messaging	Annual survey  To inform improvements to the system.	No	Survey by email	Yvonne Cummins 01622 221651 <a href="mailto:Yvonne.cummins@kent.gov.uk">Yvonne.cummins@kent.gov.uk</a>
<b>Turner Contemporary</b>									
Access Group	Ongoing	Ongoing	Individuals with	Thanet	Consultation about all forms of access	Review of the specific needs for	No	Community	Esther Collins, Audience

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
			specific access needs		including building and artistic programme	those accessing our services, to inform design process and future artistic programme. Feedback provided at access group meetings			Development Assistant <a href="mailto:ecollins@turnercontemporary.org">ecollins@turnercontemporary.org</a> 01843 294305
Young People's Group  Page 175	Bi-weekly meeting	Ongoing	Young People in Thanet	Thanet	Assist in interpretation of artistic programme and dev of prog for young people	Working with young people to assist interpretation of artistic programme. Working to engage young people more widely in current and future programme.	No	Community	Lucy Kirke, Audience Development Assistant  <a href="mailto:lkirke@turnercontemporary.org">lkirke@turnercontemporary.org</a> 01843294337
Older Person's Group	Monthly	Ongoing	Older People in Thanet	Thanet	Assist in interpretation of artistic programme through exploration of various themes	Working with older people to assist interpretation of artistic programme	No	Community	Esther Collins, Audience Development Assistant <a href="mailto:ecollins@turnercontemporary.org">ecollins@turnercontemporary.org</a>
<b>Youth Offending Service</b>									
Resettlement Project	January 2009	March & April 2009	Young people in custody at Cookham Wood YOI.	The county	The needs of young people preparing for their return to the community.	YOS intends to ascertain from young people what they see as being the most effective approaches to preparing them for	No	Community	Patrick Little & Charlie Beaumont <a href="mailto:Charlie.beaumont@kent.gov.uk">Charlie.beaumont@kent.gov.uk</a> 01622 696579

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						their return to the community during the custodial phase of their sentence.			
<b>Youth Service</b>									
Non-User Survey	01/01/09 30/06/10	01/10/09	Random Sample of young people aged 13-19.	Kent	Public consultation with non-users to influence future provision.	What do young people want from a county-wide youth service.  How can we change and improve our provision to increase number and range of users.	No		Andy Moreman <a href="mailto:andy.moreman@kent.gov.uk">andy.moreman@kent.gov.uk</a> 01622694314
Peer inspection	01/04/09 31/03/10	N/A	Service users 13-19.	Ashford Shepway & Themed inspection tbc.	Young people joining in-house inspection of youth provision.	Assess quality of youth work provision as part of the Service's Quality Assurance Framework.	No		Andy Moreman <a href="mailto:andy.moreman@kent.gov.uk">andy.moreman@kent.gov.uk</a> 01622694314
Youth Service Sub-Group	01/04/09 31/03/10	N/A	Service users 13-19	Kent	A group to advise Head of Service on youth provision in Kent	Young people's views on strategic issues relating to service provision across the county	No		Nigel Baker <a href="mailto:nigel.baker@kent.gov.uk">nigel.baker@kent.gov.uk</a> 01622696569
User evaluation	01/04/08 31/03/09	N/A	Service users 11-25	Project level	Ask young people about quality & range of provision	Customer satisfaction at project level, to	No		John Turner <a href="mailto:john.turner2@kent.gov.uk">john.turner2@kent.gov.uk</a>

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
						guide local improvements in service provision. To include specific consultation with marginalised groups as part of decision-making process for determining service delivery			01622 696594

## ENVIRONMENT, HIGHWAYS AND WASTE

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Statutory?	Consultation type (*)	Contact Name, email & phone no
<b>Environment and Waste</b>									
Targeted "Door-stepping" contract	Spring to Summer 2009	TBC subject to data evaluation	Stratified sampling regime	TBC Subject to Mosaic data	Face to face contact to encourage waste minimisation	To assess if direct communication produces a measurable change e.g. in the recycling rate at HWRCs	No	Community	Paul Vanston <a href="mailto:Paul.vanston@kent.gov.uk">Paul.vanston@kent.gov.uk</a>  01622 605956
CAS Targeting of volunteers and Explore Kent distribution	April	TBC subject to data evaluation	Sectors not currently accessing the countryside	East Kent using Mosaic	Direct mailing and media advertising	To encourage sectors not using the countryside to get involved and enjoy it	No	Community	Rebecca Hoffman <a href="mailto:Rebecca.hoffman@kent.gov.uk">Rebecca.hoffman@kent.gov.uk</a>  01622 221359
CAS New Access improvement Schemes Darent Valley	Ongoing	TBC subject to data evaluation	Local Users	Local vicinity and Parish Councils	Face to face and written consultation on proposals	Local opinion	Yes	Community	David Smith <a href="mailto:David.smith@kent.gov.uk">David.smith@kent.gov.uk</a>  01622 696791
Country Parks Customer surveys	April 2009 – March 2010	Six weeks after each survey	Visitors to country parks	All country parks	Surveys will measure customer satisfaction (qualitative and quantitative)	The findings will be used to measure delivery against the country parks standards and identify areas for	No	Users/ Community	Amanda Dunk <a href="mailto:amanda.dunk@kent.gov.uk">amanda.dunk@kent.gov.uk</a>  01622 605868

						improvement			
Country Parks Youth Focus Group	April 2009 – March 2010	Six weeks after each survey	Age 13 to 19	East Kent (maybe other areas)	Focus Group to be held with young people to ask what would encourage them to use Country Parks and what they would like to see at country parks	The findings will be used to inform the development of country parks	No	Community	Judith Roberts <a href="mailto:judith.roberts@kent.gov.uk">judith.roberts@kent.gov.uk</a>  01622696955
Household Waste Recycling Centres	Summer 2009 on-going	Monthly/ Quarterly/ Yearly analysis	Web & HWRC users	All HWRCs	Performance Management System being created with Marcus Hobbs. 2-3 users questioned per site visit by KCC staff. Logged using palm held computers. Online questionnaire to compliment on-site surveys.	Issues surrounding using site (ease, facilities, staff, signage etc). Identify any improvements to sites & customer satisfaction.	No	Community	Kirsty Bareham <a href="mailto:kirsty.bareham@kent.gov.uk">kirsty.bareham@kent.gov.uk</a> 01622 605868 Alex Foreman <a href="mailto:alex.foreman@kent.gov.uk">alex.foreman@kent.gov.uk</a> 01622 605988
Kent Coastal Network Integrated Coastal Action Plan	March 2009	May 2009	Kent coastal stakeholders	County-wide	Kent Coastal Network website. Topic papers available to view and download online. Online response form.	To review the intelligence gathered to inform the development of the ICAP	No	All	Chris Drake <a href="mailto:Chris.drake@kent.gov.uk">Chris.drake@kent.gov.uk</a> 01622 221266
<b>Kent Highway Services</b>									
Maintenance Scheme Consultation	Scheme specific	Scheme specific	Affected residents / business	Kent	Public consultation on how specific schemes should be delivered	Determination of local preference for the way specific schemes are delivered	No	Business Community	Toby Howe <a href="mailto:toby.howe@kent.gov.uk">toby.howe@kent.gov.uk</a>  01622 614068

Major Scheme Consultation	Scheme specific	Scheme specific	Affected residents/business	Kent	Public consultation on scheme proposals	Residents and Business opinions on scheme taken into account	No	Community / Business	John Farmer <a href="mailto:John.farmer@kent.gov.uk">John.farmer@kent.gov.uk</a> 01622 696881
Call Back Survey	Monthly: 01/04/09 – 31/03/10	Monthly: 01/04/09 – 31/03/10	100 users	Countywide	Survey through contact centre; feedback from 100 users.	To gauge customer satisfaction and use it to identify areas for improvement	No	Business	Resources
Completed Highway Project Feedback Page 180	As projects completed 01/04/09 – 31/03/10	As projects completed 01/04/09 – 31/03/10	Residents County Members Town/ Parish Council	Countywide	Completed project feedback	To gauge customer satisfaction with roadworks undertaken in their residential area; info used by Service Group Head to improve future projects	No	Community	Toby Howe <a href="mailto:toby.howe@kent.gov.uk">toby.howe@kent.gov.uk</a>  01622 614068
Section 38 New Development Feedback	As projects completed 01/04/09 – 31/03/10	As projects completed 01/04/09 – 31/03/10	Residents	Countywide	Completed scheme feedback	Customer satisfaction with KHS involvement in new developments; info used to better plan our community engagement/ consultation	No	Community	Nasser Sarrafan 01227 825374 <a href="mailto:Nassar.sarrafan@kent.gov.uk">Nassar.sarrafan@kent.gov.uk</a>
Considerate Contractors Scheme	01/04/09 - 31/03/10	01/04/09-31/03/10	Kent Utility Companies & Alliance Partners	Countywide	Feedback from contractors and residents	Review new scheme and its impact; celebrate successes and recommend action for failures	No	Community	Ian Lancefield 01622 696853 <a href="mailto:ian.lancefield@kent.gov.uk">ian.lancefield@kent.gov.uk</a>

Parish Council Liaison	Monthly 01/04/09 – 31/03/10	Monthly 01/04/09 – 31/03/10	Parish Councils	Countywide	Regular contact with liaison officers	Feedback regarding satisfaction and resolution of current issues; regularly reviewed to deal with specific problem areas	No	Community	Kim Hills 01622 221095 <a href="mailto:kim.hills@kent.gov.uk">kim.hills@kent.gov.uk</a>
KHS Contact Centre Agent Survey	Monthly 01/04/09 – 31/03/10	Monthly 01/04/09 – 31/03/10	Agents	20 agents	How good the KHS service is based on the calls they have received.	To give a 'pulsed' public view of the service; issues forwarded to Service Group Head for action	No	Community	Contact Centre <a href="mailto:Karen.brooker@kent.gov.uk">Karen.brooker@kent.gov.uk</a>
Access Group Liaison	Monthly: 01/04/09 – 31/03/10	Monthly: 01/04/09 – 31/03/10	Mobility Impaired residents	District Based, Countywide	Regular contact	Information gathering, disseminated and action on issues taken	Yes	Community	David Joyner 01622 696852 <a href="mailto:david.joyner@kent.gov.uk">david.joyner@kent.gov.uk</a>
Kent Reference Panel	Monthly: 01/04/09 – 31/03/10	Monthly: 01/04/09 – 31/03/10	Residents	Countywide	Monthly Meeting	Review policies, ensure they are updated to reflect current DDA legislation & issues	Yes	Community	David Joyner 01622 696852 <a href="mailto:david.joyner@kent.gov.uk">david.joyner@kent.gov.uk</a>
Better Bus/Rail integration	01/04/09 – 31/03/10	01/04/09 – 31/03/10	Residents / Commuters	Countywide	Number of bus services included	To gauge how the public uses public transport; Increase in the usage	No	Public Transport Users	David Joyner 01622 696852 <a href="mailto:david.joyner@kent.gov.uk">david.joyner@kent.gov.uk</a>
Tracker Survey	Annually : 01/04/09 – 31/03/10	01/01/10- 31/01/10	1200 Residents County Members, Parish & Town Councils	Countywide	Annual Survey conducted by external consultant	To gauge level of public satisfaction; use lessons learnt within an action plan for specific service groups	No	Community	Dr Alison St Clair Baker 01622 221926 <a href="mailto:alison.stclairbaker@kent.gov.uk">alison.stclairbaker@kent.gov.uk</a>

**Resources**

The Resources Service Group will co-ordinate and support the major user/resident involvement surveys across E&R to demonstrate that our services and priorities are shaped by our understanding of the needs of service users and by the feedback we collect and act on from local people. We will also support all Business Units in E&R to develop and deliver their local user and resident surveys such as 'After Scheme' surveys to gain residents views of completed road schemes or user surveys from Waste Management sites. Details of user/resident involvement planned for this year can be found in the individual Service Level Plans for the Directorate.

## OTHER PUBLIC INVOLVEMENT, CUSTOMER INSIGHT AND COMMUNITY ENGAGEMENT

**KENT ADULT SOCIAL SERVICES****Directorate Level Plan**Public Involvement

The Directorate has continued its focus on involving Users and Carers in a broad range of service developments. Examples include the Later Life Strategy, the Good Day programme, KASS Core standards, Information, Advice Guidance Policy and staff recruitment.

There are also a number of projects which have required extensive user and carer involvement such as the Brighter Futures, INVOKE and Partnership with Older People projects.

The Directorate has also implemented a new Complaints process following being selected as a pilot Directorate. As new regulations will be issued shortly, we have linked directly with Health to create a joined up and productive process across the Health and Social Care field. (Making Experiences Count)

Customer Insight & Community Engagement

We continue our commitment to actively involve current and potential service users and carers in the planning, delivery and monitoring of our services to ensure that services best fit the needs of those people using them.

Not only are lessons learned from complaints that directly feedback into services thereby improving the experiences for other users, but we are also constantly gaining feedback from complainants on the complaints process itself, as a mechanism for continual evaluation and improvement of the process.

**Questionnaires have recently been developed to gain feedback from managers, service users/carers and the successful candidate on the User Involvement in Recruitment process. The outcome of this data will be fed directly into the process as a means of continual improvement of the process.**

There is a clear focus on ensuring the public (including current and future service users) make a difference to services by providing them with opportunities to influence and change current and future services. This is achieved in a number of ways and can be illustrated in the following examples:

- Partnership Boards which engage users of Learning Disability services at a District and Strategic Level. These are particularly successful forums for engaging Learning Disability service users in the running of the service. Other Forums include older people; disability; deaf; carers; mental health.
- Lessons learned from complaints are fed into services development and into business planning processes
- Service user groups – including county wide OT users groups; Learning Disability Partnership Groups
- Policy Development – services users have been heavily involved in the development of the 'User Involvement in

- Recruitment' and Information Advice and Guidance' policies'
- Recruitment – service users/carers are involved in recruitment process for staff, i.e. shortlisting, formal panel, workshop
  - Training – service users and carers deliver training to staff
  - Development and monitoring of the Disability Equality Scheme
  - Development of 'social marketing' and initiatives such as 'Activemobs' (communities developing their own activities)
  - Regular meetings are co-ordinated with the public, our Cabinet Member and our Managing Director
  - Strategy development and workshops – Later Life, Active Lives
  - We have regular Telehealth and Telecare user groups
  - Quality Service Awards seek direct nominations from service users and carers
  - Full Equality Impact Assessments have been undertaken of several HQ policies including charging for domiciliary care (which in itself involved a major consultation exercise).
  - Kent Partnership Board (KPB) which currently meets bi-monthly (Jan, Mar, May, Jul, Sep, Nov) and these are booked up to end of the year.
  - District Partnership Groups (DPGs) there are 12 groups which meet around 2-3 monthly
  - There are various 'Speaking Up' groups too which meet locally.
  - Carers Implementation Group that meets and has regular meetings and annual workshops.
  - Areas and individual teams are proactive in engaging with current service users and potential future users of services.

In addition, there are many consultations/conferences and workshops that take place on a regular basis and feed into business planning and service development."

There have also been some elements of user involvement in SDS. Examples include:

Actual:

Service users + public have been involved in various workstream group meetings. i.e. Brokerage and User Led Organisations Sounding Board; Single Assessment Process Group.

Presentations to various groups + ongoing

Carers involved in Carer Assessment consultation process. Carers Reference Group and Carers Advisory Groups set up.

Service users and carers involved in developing Information, Advice and Guidance Policy.

Learning through Experience workshops [ongoing] (made up of 2/3 staff and 1/3 service users/carers)

Service users/carers involved in Business Process Quality Review

Provider visits

Planned:

Public involvement for evaluation of enablement tenders.  
 Service user/carer reference group to be set up to develop Positive Risk Management Policy.  
 SDS Information events - March 09  
 Provider Conference

## CHILDREN, FAMILIES AND EDUCATION

### Directorate Level Plan

The Directorate continues to place customer insight and engagement at the heart of its service planning and a great deal of local and targeted participation is evidenced in the Service Level Plans consultations sections.

#### **Customer Insight**

The five Every Child Matters (ECM) outcomes guide the ways in which CFE assesses and understands the needs of children and young people in Kent. CFE works with other Directorates and partners of the Kent Children's Trust in developing an understanding of what it is like being a child or young person in Kent. The national ECM Outcomes Framework establishes the statutory basis for the work of the Kent Children's Trust, as well as external inspections of services through the CAA (Area and Organisational).

Through the Director of Children's Services and the Lead Member, CFE leads partnership working with the Children's Trust to annually complete a Needs Assessment against the ECM Outcomes. Drawing on National Indicators, local indicators, the Children and Young People of Kent survey, and other sources (noted below), the needs and perspectives of all children and young people, and specific vulnerable groups of children and young people, are assessed and evidenced. As a result, our understanding of the population of children and young people is underpinned by a sound outcomes-based approach, which includes means to hear their voice from strategic through to service-user levels. Our identified multi-agency priorities to improve the outcomes of our children and young people form the Kent Children and Young People's Plan (CYPP) 2008-2011. We will be assessed on our multi-agency success in improving outcomes, including a sound Needs Assessment, appropriate prioritisation, and children and young people's participation, through the CAA (Area assessment).

Other key sources include:

- Mosaic database.
- Indicator data at County level, and analysed by locality (LCSP) and disaggregated groups as much as possible; provided and interpreted by the KCT Multi-Agency Data (MAD) Group.
- External inspection findings and recommendations.
- Internal and contracted services feedback, including audits, evaluations, complaints, and staff perspectives of need.
- Other needs assessments - service-specific (e.g. Youth Service), partnership (e.g. LCSPs, CDRPs) and other partner-led multi-agency (e.g. KDAAT, Teenage Pregnancy) as well as aggregated evidence of individual need/gaps (e.g. from CAFs).
- Evidence of progress and impacts on CYPP Key Actions; from Key Action Lead Officers (and NI Leads where applicable).

- Participation of children and young people and families, including the Children and Young People of Kent Survey, commissioned focus groups, and relevant information provided by partners from their own work.
- Agreeing with partners which indicators will be used to tell us about CYP outcomes.
- Partners sharing of indicator data for county and locality levels, as well as disaggregated groups.

This work will continue to be used at the most local level by LCSPs to identify specific issues facing their communities.

### **Community Engagement.**

The participation of children and young people and parents /carers is a key principle of CFE services. Towards 2010 and the Children and Young Person's Plan articulate our ambition to embed engagement and participation across our services:

- 2010: TARGET 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent.
- CYPP: Enabler D: Participation and involvement of children, young people and parents/carers in all key decisions is underpinned by activity to:
  - Implement the Engagement and Participation framework that has been developed in order to promote a coherent approach to participation with children and young people across the county. The Framework seeks to promote participation so that it becomes integral to the planning, commissioning and evaluation of children's services.
  - Ensure that parents' involvement in the design, delivery, evaluation and development of services.
  - Increase young people's participation in strategic decision making and recruitment interview panels.

The Children and Young People of Kent Survey (NFER).

A key mechanism to obtain the views of children and young people in Kent is through the Children and Young people of Kent survey. In 2008, NFER conducted the survey on behalf of KCC and partner agencies. Over 45,000 children and young people completed the survey. The survey provides valuable information for planning and review at a county wide, local children service partnership and school level. It is planned to conduct another survey in September/October 2009. This will enable comparisons to be made over time and to identify developing trends.

### **Developing Capacity.**

CFE commissioned training for staff regarding how to facilitate focus groups with young people – particularly young people who are considered “seldom heard”. Further training is planned so that in total approximately 40 staff will be able to facilitate focus groups.

CFE is also commissioning “Participate By Right” to develop good participation practice and assist the new Local Children's Service Partnerships to hear the views of children and young people. The aim of Participate By Right is to embed the participation of vulnerable and disadvantaged children and young people, as a norm, in Kent's commissioning, delivery and development and review of children and young people's projects and services.

### Children in Care Council.

It has been agreed that there should be a Kent Children in Care Council. Plans for the council have been agreed and it is intended to be in place during 2009.

### **Other Key Mechanisms for Customer engagement that are planned for 2009-10**

- **Ofsted annual “Tell Us” survey** of about 1,000 children across Kent.
- **Focus Groups:** Conduct focus groups with young people to obtain the views of young people who are “seldom heard”.
- **Parents and Carers:** Each Local Children’s Service Partnership has a forum for parents to contribute their views.
- Development of a young persons and a parents /carers **reference group** to act as a sounding board for the Kent Children’s Trust.
- **Student Voice and School Councils:** Most schools in Kent now have a school council and /or a student voice body to ensure the views of pupils are heard.
- **Action for Children** (previously NCH) provides an independent visiting/advocacy service for Kent children placed in residential schools.
- Kent Safe School Service provides **Youth Action Groups** in schools that enable children and young people to identify and devise solutions for areas of concern to them in their school or community.
- **Recruitment:** Young people are often involved in the recruitment of new staff, particularly where the role involves working directly with children and young people. Whilst it is recognised as good practice to involve young people in the recruitment process there is a need for greater consistency of practice. It is intended to develop a policy for involving young people in recruitment.
- **Other Participation.** In addition to the more “strategic” participation of children, young people, parents and carers, participation also takes place at an individual level. For example, looked after children participate in child care reviews and the Family Group Conference Service is based on the principle of engaging and hearing the views of family members.
- **Complaints and Enquiries.** Complaints and enquiries are also a source of customer insight, providing information on people’s experience of services. Children’ Social Services produces an annual complaints and representations report which contains data on the numbers and types of complaints received. Most of the complaints relating to “education” services relate to schools and are dealt with in the school complaints processes or through the statutory appeals processes. However complaints and enquires are now logged on the Respond database and this will enable greater analysis of the type and number of complaints received. In 2009, it is expected that there will be changes to the complaints procedures in the light of a recent national consultation on school complaints procedures and a planned review of complaints arrangements within CFE.

## CHIEF EXECUTIVE'S DEPARTMENT

### Directorate Level Plan

As evidenced by the fact that one of the Directorate's key priorities is around this, CED is committed to putting people first, by shaping our services and priorities around its understanding of the needs of service users and by the feedback it collects and acts on from local people. By its nature, not all of the services under CED have frontline interaction with the public, however when appropriate, opportunities to consult and engage with the community will be taken into account before decisions affecting policies or services are taken.

### Commercial Services

The commercial environment means that there is continual and extensive consultation and involvement with our customers and this includes those clients for whom we provide services thought an SLA when there will be extensive measurement of the quality of service. Across the business units, a wide variety of techniques are used, including customer feedback surveys, mystery shopping and questionnaires. In addition there is extensive consultation achieved through professional and trade associations and the Central and Kent buying consortia. As part of the work with the voluntary sector and the use of community contracts, in the future, consultation may extend to KCC residents. All such activity is useful in judging current performance and also to identify potential opportunities for improvement.

### Public Health

**Improvements in public health are reliant upon effective communication and the engagement of people at a local level. The KPHD is developing new ways of improving our dialogue with the people of Kent within their various communities.**

- Championing the use of Social Marketing and other ways of engaging with the public through demonstration projects such as House and ActivMobs
- A Kent Department of Public Health website will go live
- New partnerships and underdeveloped opportunities will be explored for example with the private and voluntary sectors.
- The use of Health Impact Assessments will be increased

The use of Internet resources such as Youth Bytes and Ask Frank to provide advice and support to young people on health issues will be promoted

## COMMUNITIES

### Directorate Level Plan

#### CUSTOMER INSIGHT AND CITIZEN ENGAGEMENT

Priorities in 2009/10 will be:

- 1) To provide opportunities for public and user involvement in service delivery.
- 2) To consolidate and, where appropriate rationalise, consultation and survey activity in order to make better use of the results, improve value for money and avoid duplication
- 3) To continue collecting customer insight information from a range of sources with a view to sharing across other Directorates and carrying out joint analyses.

Programmes for the coming year are appended to each Unit Plan (Appendix 7). The examples below have been drawn out particularly to highlight opportunities for public and user involvement.

#### **Involving Young People**

Young people are already part of external evaluation, inspection procedures and recruitment processes and they will have an increasing role in decision-making with regard to youth work provision during 09/10. The Kent Youth County Council (KYCC) members will continue to work with officers and elected members of KCC, informing them of young people's issues and concerns and running campaigns to change things of which the Freedom Pass is a notable example.

Young people will also continue to assess applications received for Youth Capital Fund and Youth Opportunities Fund money and make decisions about which projects receive funding. Developing on-line channels for information about positive activities will also involve young people in design and implementation.

#### **Community safety, crime and ASB**

Community Wardens actively involve local people in setting the priorities for community plans in their areas, and they also help vulnerable and elderly residents gain sufficient knowledge and confidence to deal firmly with bogus callers.

The public are encouraged to get involved in intelligence gathering to assist with targeting action by Trading Standards officers. To date over 1,300 Intelligence reports have been submitted and these cover everything from roadside car sales to illegal animal movements. The information received has contributed directly to the prosecution of rogue traders.

Views and opinions on the success of two community-based pilot projects (Positive Ticketing and Restorative Neighbourhoods) will be obtained in 2009/10 and this will inform decisions on whether to roll them out further.

### **Modernisation of Libraries and Archives facilities**

The Libraries and Archives service has a track record of involving the public in the shaping of its modernisation programme. Projects with which the public will have an opportunity to get involved during 2009/10 include:

- Ashford Gateway Plus;
- Kent Library and History Centre;
- proposals for the Kent Archives and Local History Service;
- Gravesend Library rebuilding;
- the Envision IT project;
- the Beaney project in Canterbury (being led by CCC);
- Thanet Gateway and Tenderden Gateway

### **Learning and skills**

In 2009/10, as well as continuing to collect regular feedback from Adult Education Service customers through user groups, an understanding will be developed of how residents feel about learning and skills, and what would work best for them. Libraries and Archives will also be consulting widely during the development of a Kent Reading and Literacy Strategy.

### **Arts, culture, sports and leisure**

Turner Contemporary has a tradition of engaging local, county and national audiences in developing its exhibitions programme. It also runs a number of groups to gain local views from traditionally “hard to reach” people on arts engagement. Widespread consultation activity to influence the development of Kent’s Cultural Strategy will be taking place during 2009/10 following the successful Cultural Summit in February 2009 and “*sports unlimited*” research is being planned to help understand the sporting interests of ‘semi-sporty’ young people to shape how opportunities are promoted to them.

### **Youth Offending**

The Youth Offending Service will be making use of a new assessment tool which enables children and young people to identify their own needs thus ensuring they have a voice in the services and interventions they receive.

The restorative justice process will also continue, allowing people affected by an offence to express the effect it has had on them and suggest ways in which they would like the offender to make amends (reparation). This may either be directly to them or to the wider community.

The Resettlement Project will see a targeted consultation with young people in custody (at Cookham Wood YOI) to inform development of services for YP preparing for their return to the community.

**Substance Misuse**

The Kent Drug And Alcohol Board includes ex-service users, and the service also employs ex-service users to work with current users and gain feedback from them. Social marketing strategies, based on a deep understanding of the target audience, their behaviour and its causes, will be adopted to help bring about behaviour change strategies and interventions as part of the Kent Action on Alcohol strategy.

## ENVIRONMENT, HIGHWAYS AND WASTE

### Directorate Level Plan

#### Customer Insight & Community Engagement

The E&R restructure (October 2008) resulted in the formation of a new Engagement & Communications team which was designed to oversee public consultation and engagement work across the whole Directorate, including the management of key customer insight surveys and regular media monitoring to gauge public perception (coverage in press, via website and contact centre performance). In this work, the Directorate liaises closely with the corporate Performance Improvement & Engagement and Access Kent teams.

Environment, Highways and Waste actively invite community views through the posting of notices in the local press, site notices, consultation with local councils and amenity & resident groups, the KHS Tracker Survey and Country Parks Surveys. In addition to working with bus operators to look at the whole Kent bus network, we are using Mosaic software to help redesign existing or identify the need for new subsidised bus routes. As a Directorate, we use customer insight to improve service delivery. By collecting and acting on feedback from local people we ensure our priorities are shaped by our understanding of the needs of service users.

### Environment and Waste

E&W will continue to demonstrate that our services and priorities are shaped by our understanding of the needs of service users and by the feedback we collect and act on from local people. In addition, in order to fulfil our obligations in relation to Equalities legislation, we will improve customer experience in using E&R services with communities across the equality strands by:

- Involving communities across the equality strands in Equality Impact Assessments
  - Undertaking Equality Mapping of emerging/not engaged community groups across Kent
- Promoting E&R services to equality strand communities through partnership working and active roles in meetings/events with the third sector; district and stakeholders; equality agencies; and equality history month celebrations.

### Kent Highway Services

KHS will continue to demonstrate that our services and priorities are shaped by our understanding of the needs of service users and by the feedback we collect and act on from local people. In addition, in order to fulfil our obligations in relation to Equalities legislation, we will improve customer experience in using E&R services with communities across the equality strands by:

- Involving communities across the equality strands in Equality Impact Assessments
- Undertaking Equality Mapping of emerging/not engaged community groups across Kent

Promoting E&R services to equality strand communities through partnership working and active roles in meetings/events with the third sector; district and stakeholders; equality agencies; and equality history month celebrations

By: Roger Gough, Cabinet Member for Corporate Support Services & Performance Management  
Robert Hardy, Director of Improvement and Engagement

To: Corporate Services Policy Overview and Scrutiny Committee

13 November 2009

Subject: KCC Annual Complaints Report 2008/09

Classification: Unrestricted

File Ref:

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Summary: This report provides Members with overview information of the KCC's handling of complaints in 2008/09

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## **1. Introduction**

1.1 This report provides information about the operation of the Councils complaints, comments and compliments procedure between 1 April 2008 and 31 March 2009. The main focus is on complaints, but for the sake of completion, statistics are also included about compliments and comments as all three categories represent 'unsolicited' feedback which, although not statistically representative, is nevertheless very valuable in service development.

1.2 As reported to Corporate Policy Overview and Scrutiny Committee in September 2009, the Council has introduced a new two step corporate complaint procedure to replace and improve on the former three stage procedure in operation since 1991/92. The emphasis in the current complaints procedure is to try to resolve complaints at a local level and we now record complaints at Stage One for monitoring purposes. As from April 2009 Kent Adult Social Services (KASS) statutory complaint procedures no longer have review panels and will also only have two steps. Transitional arrangements are in place for any complaints falling within the old process, which were not resolved prior to the implementation of the new process. This means that complaints falling within this category can still proceed through to a Review Panel if applicable. The statutory complaint procedures for children will still follow a three stage process, with different time scales and procedural requirements until April 2010. (see CFE Appendix 1)

1.3 Within the Council we have developed a whole range of forums and engagement processes which enable people to express their views, which are then fed into the appropriate development/delivery processes for services. This provides people with alternative avenues, rather than resorting to making a complaint.

1.4 The revision of the corporate complaints process is one part of the developing strategy to transform customer service by listening to what our customers want and expect. The aim is to reduce the bureaucracy involved. This strategy includes changing the culture within the Council by encouraging staff to deal with complaints speedily and sympathetically, apologising when things go wrong and taking action to resolve the source of complaints by learning lessons from what causes them.

## **2. Operation of the Complaints Procedure in 2008/09**

2.1 In 2008/09, 2,394 complaints were recorded compared with 2,046 for 2007/08, an increase of 348 (17%) complaints. It is easy when analysing complaints to assume that an increase or decrease in the number of complaints received reflects a change in the standard of service provided but it is not as straightforward as this. An overall increase in complaints could indicate that a Directorate welcomes complaints and views them as a positive tool for improving services and that people are well informed about how to make a complaint. What is more important is to be able to identify where there is an increase in the number of complaints received for a particular service and carry out further investigation to establish the reason.

2.2 A contributing factor to the increase in 2008/09 has been a better understanding amongst staff about what constitutes a complaint that should be recorded and the change in the complaints procedure with complaints now being recorded at the local resolution stage. It also reflects the fact that people are better informed about how to make a complaint following the revision of the Complaints, Comments and Compliments leaflet and its increased availability. We are expecting there to be an increase in the number of complaints monitored in 2009/10 in certain business units as we improve how we give information to the public on making a complaint and improve our recording.

2.3 As from 2008 a full report by each directorate is presented to Policy Overview Committees. Appendix 1 gives an overview of each of the directorate's performance for the year.

2.4 KCC has now set consistent standards for acknowledging (three working days) and responding to complaints (20 working days). These turnaround performance standards (Appendix 2) are now monitored half yearly and reported on [kent.gov.uk](http://kent.gov.uk).

2.5 The majority of the Communities Directorate's units achieved 100% compliance to the 2008/09 standards for sending out acknowledgements and responses to complainants. The compliance rate for the Directorate as a whole (based on figures where data is available) is 96% for acknowledgements and 74% for responses. The latter rises to 94% if Libraries results are excluded. The low compliance level found in Libraries has been investigated by senior managers and was traced to inconsistencies in how complaints are recorded and reported by some front line members of staff. This has been addressed and early indications for 2009/10 data show that improvements are already being made.

2.6 Information is collected so that we can make comparison of complaints over time (Appendix 2). There appears to be an increasing trend for complainants to complain about more than one issue when they complain.

2.7 There has been an increase in the number of complaints relating to the residential care category. This has been apparent for the past two years and customer care will be monitoring this regularly to establish whether there are any patterns emerging. The "increase" from 400 to 526 in KASS is as a result of us aiming to gather all the issues on a complaint rather than just recording separate issues as one complaint.

2.8 The majority of complaints are still received in writing, letter 49% and email 26% followed by 19% by phone. Comment cards are very successful at getting feedback where they have been introduced and we are looking at increasing their availability across services.

2.9 Satisfaction with the way complaints were handled was a best value performance indicator (BVPI) BV 4 and measured in the BVPI general surveys which took place every three years. The results of the last three surveys in 2000, 2003 and 2006 were 33%, 32% and 27%, putting KCC's scores in the third, first and fourth quartile respectively.

2.10 BV 4 ended with the deletion of all BVPIs and their replacement with the National Indicator (NI) set on 1 April 2008 and none of the new National Indicators deals with satisfaction with the handling of complaints.

2.11 The BVPI survey has now been replaced by the Place Survey and one aspect of a question in the Place Survey which took place in September 2008 concerned how well respondents felt they were informed about how to complain to the Council, where 41% felt well informed and 55% felt not well informed. A KCC satisfaction questionnaire following up a number of complaints concluded that satisfaction with complaints handling was low when the complaint was not resolved and was high if it was.

2.12 The initial contact with someone who has concerns or wishes to complain about any aspect of a service is crucial so that the outcome is more likely to be to the satisfaction of everyone involved. It is important to:

- Make sure the issues are clearly understood
- Find out what the complainant wants to happen as a result
- Obtain the right information to assess the seriousness of a complaint
- Agree a plan and timescale at the outset
- Maintain regular communication
- Act as quickly as possible.

2.13 We are currently looking at best practice on complaints handling and monitoring the satisfaction with the handling of complaints with other local authorities and the private sector.

2.14 The KCC Complaints, Comments and Compliments leaflets has been redesigned taking into account feedback from the public and widely distributed within Kent. Work has been undertaken to increase the availability of comment cards and improve how to complain information on [kent.gov.uk](http://kent.gov.uk).

### **3. New Developments**

#### **3.1 Adult Social Services**

Under the Kent Adult Social Services (KASS) statutory complaint procedures new process, cross boundary complaints are to be dealt with via a single, co-ordinated response with the nominated lead organisation ensuring that this is achieved. To optimise joint working arrangements between Complaints Managers in Kent and Medway, a joint protocol has been developed to ensure these obligations are met. KASS has already signed up to the protocol. The Kent and Medway Complaints Managers Network is in the process of gaining organisational sign up for all health and social care partners in the area.

3.2 The current Adult Social Care statutory process for complaints does not cover Self-Funding people who self fund their adult social care either themselves or by way of a direct payment. This omission in provision is being rectified within The Health Bill 2009, which proposes that the Local Government Ombudsman extend its jurisdiction to cover an independent complaints handling role in respect of self funded adult social care. The new service is expected to commence in 2010.

### 3.3 Children, Families & Education

In September 2008, the Department for Children School and Families issued a consultation document entitled "A New Way of Handling Parents Complaints about School Issues". As a result of the consultation there are likely to be changes to the procedures.

3.4 The Apprenticeship, Skills, Children and Learning Bill 2009 proposed making the Local Government Ombudsman the new independent complaints handling function for schools. The Ombudsman would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service is likely to be piloted in September 2010.

### 3.5 Communities

A number of practical improvements to the process are also being introduced by individual units this year including: giving front line staff an opportunity to give feedback about some "low level" expressions of dissatisfaction which may not warrant the application of formal complaints procedures; developing joint processes with other agencies to cover complaints that involve two or more organisations and incorporating analysis of complaints into future service and workforce development planning.

## **4. Valuing Diversity**

4.1 The Council collects diversity and equalities information as required by the statutory guidance. A form is issued to people who have made a complaint to seek information on ethnicity, gender and age of the complainants. Not everyone completes and returns the form so the details are not known for all complaints.

4.2 Monitoring information is used to inform practice, however due to the relatively low response rate to our equality and diversity monitoring forms it has not been feasible to make judgments and set specific objectives or actions from the feedback received.

4.3 As from 1 April 2009 when complaints are acknowledged a Complaints Equalities Monitoring Form (EMF) has been included with the acknowledgement letter. Early indications are that this new procedure has significantly improved the number of equality monitoring responses received by the Council.

## **5. Vexatious and Repetitious Complainants**

5.1 Dealing with a complaint is generally a straightforward process. In a small number of cases, people pursue their complaints in a way which can either impede the investigation of their complaint or can have significant resource issues for the Council. This can happen either while their complaint is being investigated or once the Council has finished dealing with the complaint.

5.2 The number of such complaints is increasing to such an extent nationally that in Autumn 2007 the Local Government Ombudsman published a Guidance Note on 'Unreasonable and persistent complainants'. The Council can review a complaint and give a decision without formal Investigation where it considers it to be deliberately repetitious or vexatious.

5.3 KCC's guidance on vexatious and repetitious complainants has helped staff respond in this difficult situation and I am pleased to report that we have not had to record any complaints as vexatious and repetitious in 2008/09.

## 6. Kent Health Watch

6.1 The service was launched in October 2008 having been established by Kent County Council in partnership with the NHS to help local residents express their views about all health and social care services in Kent. This service was developed to enhance, rather than replace, the existing feedback mechanisms currently available within health and social care, with the aim of improving services.

6.2 The service is available 24 hours a day, seven days a week, by telephone, textphone and email. It operates like a Directory Enquiry service, signposting callers to the right contact within health or social care should they wish to register compliments, comments, complaints or concerns. Data collected by Kent Health Watch - either by telephone or email – is recorded and reported back to the relevant NHS organisations and KASS.

Quarter to :	Dec 08	Mar-09
Calls received	140	148
Cases created	96	65

## 7. Local Government Ombudsman Annual Letter 2008/09

7.1 Each year the Local Government Ombudsman produces an individual Annual Review for every Council. The Annual Letter for 2008/09 is attached as Appendix 3 to this report.

7.2 The purpose of the Annual Letter is to help Councils learn from the outcome of complaints to the Ombudsman, underpin effective working relationships between Councils and the Ombudsman's office and help improve the Councils complaint handling.

7.3 As can be seen in Appendix 3 - Appendix 2 of the Ombudsman report, 164 complaints about KCC were received in 2008/09 compared to 146 in 2007/08 and 148 in 2006/07. These figures include premature complaints, (the Ombudsman was unable to investigate as KCC had not had the opportunity to try and resolve the complaint). The increase relates to an increase in complaints about Children & Family Services (30, eight more than last year), Transport & Highways (30, seven more than last year) and "Other Service Areas" – this includes planning applications, consumer affairs, trees and waste management – (17, nine more than last year).

7.4 90 of the 125 complaints that the Ombudsman issued a decision couldn't have been avoided as KCC had done nothing wrong, the complainant was simply unhappy with a decision or policy that went against them.

7.5 A main criticism of KCC in this year's Local Government Ombudsman letter is the deterioration of the Council's response times to their enquiries from 29.4 days in 2007/08 to 38.1 in 2008/09. The Ombudsman expects a response to their initial approach within 28 calendar days and the Council was well outside of this target. Although some responsibility does lie with a few operational units who have been slow to provide the Corporate Access to Information Coordinator with the information requested by the Ombudsman, the link officer's own lack of resources, increased workload and prioritising responses to FOI requests (which have a statutory deadline to meet) over complaints were primary factors.

7.6 A new member of staff was recruited at the beginning of this financial year and this has already had a positive effect; the average number of days to respond to the Ombudsman has fallen so far this year, to within the Ombudsman's target.

7.7 Several Business Units are working with the Ombudsman this year to look at how we can improve our complaints handling and the Council has agreed to review its procedures and published material relating to applications and appeals for school places and the handling of complaints on highway issues. We are also looking at the % of complaints that are settled when the Ombudsman becomes involved.

A brief summary of each Directorate's ombudsman involvement is included below.

#### 7.8 Adult Social Services

The Ombudsman decided four complaints as local settlement relating to complaints received in 2007/08 relating to complaints regarding Adult Care.

7.9 In 2008/09, three people contacted the Ombudsman's office to complain about Kent Adult Social Services. One of these referrals was not upheld and two were deemed premature and therefore outside the jurisdiction of the Ombudsman. These complainants were referred to the Adult Social Services complaints procedure.

#### 7.10 Children, Families & Education

The Ombudsman considered 17 complaints relating to Kent Children's Social Services in 2008/09. Two complaints were outside the Ombudsman's jurisdiction. In five complaints there was no evidence of mal-administration, five others were not pursued under the Ombudsman's discretion and five were resolved by local settlement. One finding of maladministration causing injustice was made in May 2009 in respect of a 2007/08 complaint about the Direct Payments Policy. This policy has since been amended to avoid a similar circumstance arising again.

7.11 A meeting was held with the Assistant Local Government Ombudsman (LGO) to discuss complaints arrangements particularly relating to Stage Two of the procedures. The LGO considered that the procedures appeared to be working well and that investigations were good. They were also very positive about the number of children and young people accessing the procedures compared with other Local Authorities.

7.12 In 2008/09, the Ombudsman considered 85 complaints about Education related services. Of the 85 complaints, 58 related to school admissions, four about school transport and six related to special educational needs and in 31 cases, the Ombudsman found no evidence of maladministration, in 27 cases the Ombudsman used his discretion not to pursue and investigation, four cases were considered outside the Ombudsman's jurisdiction and in 23 cases there was a local settlement. It is pleasing to note that Education complaints have fallen for the third year in a row.

#### 7.13 Communities

One complaint resulted in a finding of 'no maladministration' and the case was closed in July 2009. A second complaint was also closed during the 2008/09 reporting period when the LGO determined that there were insufficient grounds for investigation.

#### 7.14 Environment, Waste and Highways

The Ombudsman decided 22 complaints about highway management. Three complaints were outside their jurisdiction. In seven complaints, there was no, or insufficient, evidence

of maladministration and, in one other the Ombudsman used his discretion not to pursue an investigation.

7.15 There were six related complaints about the way in which the Council had kept and maintained its highway records, and given inconsistent advice about the status of a highway and land adjoining it. The Ombudsman has asked us to review the handling of complaints on highway issues.

## **8. Conclusion**

8.1 In 2008/09 the Council continued to provide a robust and effective complaints procedure in line with new statutory regulations and guidance. Lessons are learned from complaints and used to improve service delivery. We are working with the Local Governments Ombudsman's office to improve our performance and with our partners to provide an easy and accessible service to the public.

### **Recommendations**

Members of the Policy Overview and Scrutiny Committee are asked to note the contents of this report.

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### *Background Documents*

Annual Complaints Report 2008/09, Joint Children, Families & Education Policy Overview Committee 18 September 2009

Adult Social Services Annual Complaints Report, KASS Policy Overview Committee November 2009

E & R Annual Complaints 2008/09, E H& W Policy Overview Committee, 15 September 2009

Chief Executives Department Annual Complaints, Comments and Enquires Report, Corporate Policy Overview Committee, 25 September 2009

Annual Complaints Report 2008/09, Communities Policy Overview Committee 17 September 2009

Connecting with Communities Annual Report R & E Policy Overview Committee 24 September 2009

Other useful information -

It is a statutory requirement under the following items of legislation for local authorities to have in place a complaints and representations procedure:

- Children Act 1989 Representations Procedure (England) Regulations 2006
- NHS & Community Care Act 1990 (section 50)
- Health & Social Care Act 2000

- Local Authorities Social Services Complaint (England) Regulations 2006 (including associated Guidance; Learning From Complaints – Social Services Complaints Procedure for Adults)
- Local Government Act 2000.

## **1. Adult Social Services**

- 1.1 In 2008/09, there were over 31,300 referrals to Adult Social Services; there were also over 34,400 people in receipt of services in March 2009. In 2008/09, 359 complaints were received, this represents a 3.75% increase from the previous year when 346 complaints were recorded.
- 1.2 Of the 359 complaints received, 297 were logged as statutory complaints under the NHS and Community Care Act. In comparison to those reported the previous year, (295), this reflects a less than 1% increase in the number received. The remaining 62 complaints were from “non qualifying individuals” (not service users or carers); these complaints do not fall within the statutory process, but are responded to nonetheless.
- 1.3 Of the 297 statutory complaints received in 2008/09, 288 were investigated under Stage One and nine were investigated under Stage Two of the complaints procedure. There were no Complaints Review Panels held during this reporting period.
- 1.4 In 2008/09, there were 133 complaints about services for older people. This accounts for 45% of the total number of statutory complaints received. Each individual complaint is broken down into the issues relating to that complaint; the aim is to identify any trends that need addressing. In broad terms the numbers of complaints received within the categories of older people services do not show significant fluctuations from those received the previous year.
- 1.5 When analysing the residential care category, it is noted that the number of issues within an individual complaint are increasing, although the reverse is true for domiciliary complaints. This has been apparent for the past two years and will be monitored to establish whether there are any patterns emerging.
- 1.6 There were 44 complaints representing 15% of the total number of statutory complaints received, related to learning disability. This total does not indicate any significant fluctuations in comparison to the previous year’s figures. Issues falling within this category included care management, day care and residential.
- 1.7 Those complaints about services for adults with physical disabilities total eight or 2.7% of the total number of complaints logged. Care management account for the majority of these.
- 1.8 The common themes falling within these areas of complaint include people who are dissatisfied with either the outcome of their assessment where they feel there is insufficient service provision, the quality of care or poor timekeeping.
- 1.9 In total, 29 complaints (9.7%) were received about the Occupational Therapy (OT) Bureau, (one of which related to Deaf Services). Again, this is broadly in line with the figures received the previous year. The number of complaints relating to the Blue Badge scheme indicates an upward trend as a result of tighter assessment criteria for people applying or renewing within the scheme.
- 1.10 Those complaints specifically relating to OT typically arise as a result of delays in providing equipment or completion of adaptations following an assessment. This is an ongoing issue as funding for this work is obtained via the Disabled Facilities Grants (available from Borough and District Councils).

1.11 In total 30 complaints (10%) were received about other Direct Provision services (Specialist Services). The services that fall within this category include the in-house provision for learning disabilities and in-house registered care centres for older people. When comparing the figures against the previous year, there are not any significant increases/decreases to report. Figures are once again broadly in line with those recorded for 2007/08. The typical reasons for people complaining include poor communication and/or concerns about the quality of care.

#### 1.12 Method of Contact

The majority of complaints 240 (69%) were received by letter, followed by 69 (19%) received by telephone and 35 (10%) by e-mail. This year six (2%) complaints were received through the kent.gov.uk website.

#### 1.13 Timescales

The compliance rate for the Directorate as a whole is 96% for acknowledgements and 85% for responses

#### 1.14 Learning the Lessons from Complaints

The following examples illustrate the lessons learned as a direct result of complaints and the positive impact this has on the respective services:

- As a result of a complaint regarding the lack of accurate personal information at a day centre whereby relatives could not be contacted in an emergency, the manager discussed with staff the importance of ensuring this type of data was kept up to date. In addition, staff were advised of the need to keep relatives informed of any changes in circumstance. This will impact upon all current and future service users within the day centre.
- Several separate complaints highlighted the issue of poor or inadequate communication. As a result, the relevant district managers addressed the issues of poor tone and manner of communication with staff through supervision. In another example, the district manager reviewed the process for logging calls to prevent the poor response to such calls from recurring. To ensure there is continuity of service provision when service users transfer between districts, increased communication between the relevant teams has been implemented, following a complaint, removing the risk of a potential lapse in service.

#### 1.15 Compliments

There were 463 compliments received in 2008/09.

#### 1.16 Training

Briefings have been circulated to staff to inform them of the new single complaint process and how this would be implemented, including the practicalities, within each area.

1.17 A presentation on complaints and customer care is delivered to all new KASS staff as part of their Induction Day training. Additional core training covering complaints handling and customer care is also offered to new and existing staff on a self referral basis. Individual team training is also provided by area teams as required. A rolling programme of customer care training is to be delivered by customer care teams to ensure that this key area is highlighted and reiterated to all staff every 2-3 years. Customer care teams will utilise the "Complaints Made Easy" tool to assist with the delivery of this training, which will coincide with existing team meetings to minimise disruption to teams

and maximise staff attendance. It is anticipated that this training will commence in early 2010.

1.18 The Local Government Ombudsman staff will be carrying out training on “Effective Complaints Handling”. Staff at Team Leader level and above have been targeted for this training in order to meet the anticipated increased demand for investigations under the new process. The first tranche of training commenced in September 2009.

## **2. Children Families and Education**

2.1 The Children Families and Education Directorate continues to operate a robust and effective complaint procedure for children’s social care services in accordance with statutory requirements. Every effort is made to ensure service users and carers are aware of their right to complain if they are not satisfied with the service provided. Looked After Children are advised how to complain and information is provided in leaflets, cards and on the website so that children in receipt of services and the adults in their lives are aware of their right to complain. Complaints can be made by text and e-mail as well as the more traditional formats.

2.2 In February 2009 an independent review was commissioned to review complaint arrangements in the Children, Families and Education (CFE) Directorate in relation to developing a unified complaints system across the Directorate. The review also addressed the need to have clear complaint management arrangements and to have processes in place to ensure complaints comply with statutory and KCC corporate requirements. Following the review it was decided to establish a single complaints team for CFE. The new arrangements for complaints handling will form part of the restructuring of services currently underway in CFE for implementation by April 2010.

2.3 This section is divided into two parts, Children’s Social Services, whose complaints procedure is required by the “Children Act 1989 Representations Procedure (England) Regulations 2006” and then other information regarding the complaints and comments received in the wider CFE Directorate.

### **2.4 Number of Children Social Services Complaints Received in 2008/2009**

The number of complaints needs to be seen in the context of the number of people accessing the services. In 2008/09 there were 17,358 referrals to Children’s Social Services, an increase of 44% over 2007/08. The proportion of complaints received is small (1.5%) when seen in this context.

2.5 In 2008/09, 187 complaints were logged at Stage One and 30 at Stage Two (six complaints went directly to Stage Two).

2.6 If the complainant remained dissatisfied with the outcome of Stage Two, there is an option to request that a Complaints Review Panel be convened. The Panel consists of a Chair and two other people. All three panel members are independent of the Local Authority. The responsibility of the Panel is to review the handling of the complaint, rather than reinvestigate the complaint, and make any recommendations to the Director, who considered these before responding to the complainant.

2.7 The Panel consists of a Chair and two other people. The Chair and one of the panellists are independent people, with an elected Member as the third panellist. The responsibility of the Panel is to review the administration of the complaint, (rather than

reinvestigate the complaint), and make any recommendations to the Managing Director, who will be considered these before responding to the complainant.

2.8 Five complaints were considered by a Complaints Review Panel, these related to complaints that had been received and investigated in 2007/08. One complaint was upheld.

### 2.9 Method of Contact

The majority of complaints 355 (71%) are still received by letter, with 99 (20%) received by email, 44 (9%) are received by phone, with 1% by other means such as face to face.

### 2.10 Timescales

The timescale for Stage One complaints is 10 working days for most complaints and 20 working days for more complex complaints (for example complaints that involve another agency). The majority of Stage One complaints were responded to within the statutory timescales with 73.9% responded to within 10 working days and 53.8% of the more complex complaints responded to within 20 working days. It proved difficult to meet the time scales for Stage Two complaints due, in part, to the complexity of the complaints being dealt with at this stage.

### 2.11 Learning the Lessons from Complaints

Complaints have led to changes in policy and practice. For example:

- Following one complaint training was provided for staff on financial assessments relating to Special Guardianship and there was a change to documentation to make processes clearer.
- In another case there were changes to the Direct Payments policy after criticism arising from a complaint.

### 2.12 Comments

There were 98 comments in 2008/09 with 94 in 2007/08. Comments are mostly from MPs raising issues on behalf of constituents. Examples include asking for information about support for disabled children or where a family is thought to be in need of assistance, or when an adaptation to a property might be completed. Occasionally where there is a dispute or problem in a family, someone will contact an MP and the MP in turn will contact Children's Social Services to see if any help can be provided.

### 2.13 Compliments

There were 71 compliments a significant increase on the 36 merits received in the previous year. The compliments were from a variety of sources including children and young people, parents, courts and schools.

### 2.14 Complaints relating to other Children, Families and Education services.

There are not the same statutory requirements for complaints about education services. When a complaint is made about a school issue, then it is referred to the school to be considered within the school complaints procedure. Although there are some occasions where a local manager is asked to intervene to assist in bringing about a resolution.

2.15 Appeals processes exist for parents/carers to challenge decisions they are not satisfied with, for example appeals processes relating to school admissions, transport and statementing. Consequently not all "dissatisfaction" is handled through the complaint procedure.

2.16 Where complaints do not fall within the remit of Children Social Services, school complaints procedures or the appeals processes then they are dealt with in accordance with the KCC corporate complaints procedures.

2.17 In 2008/09, 231 complaints were received. A change in the way complaints are logged means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08 but as a general indication there were 218 complaints and 110 enquiries in 2007/08.

2.18 The complaints received reflect the diversity of services delivered, however, school issues, provision for children with special needs and decisions about admissions were the areas that gave rise to most complaints.

### 2.19 Comments

180 enquires were recorded in 2008/09 compared with 110 in 2007/08. The enquiries included letters from MPs where they raised an issue or advocated on behalf of a constituent. Examples are where a family wants a child admitted to a particular school, or where there is an issue around school transport arrangements.

### 2.20 Compliments

Compliments will be recorded from 1 April 2009.

### 2.21 Training

In 2008/09 various training courses were provided for staff relating to complaints including a training course provided by the Local Government Ombudsman on investigation, a training course on writing letters of response to complaints and training on dealing with difficult situations and vexatious complainants.

## 3. Communities

### 3.1 Number of Communities Complaints Received in 2007/2008

The total number of complaints in 2008/09 was 799 compared with 521 recorded during 2007/08. A contributing factor to the increase in 2008/09 has been a better understanding amongst staff about what constitutes a complaint that should be recorded.

3.2 The main grounds for complaints during 2008/09 are categorised below. Capturing systematic information under these headings is a possible development for introduction in 2010:

- Timings or delays involved in delivering services or responding
- Price or pricing of services
- Availability of services (including accessibility and eligibility)
- Quality of the experience
- Physical location, buildings and facilities
- Dissatisfaction with services or products received
- Administrative errors and operational mistakes
- Disagreement with decisions or policies made
- Staff conduct
- Poor communication or information
- By association or about a third party

### 3.3 Learning the Lessons from Complaints

- The Community Safety Unit improved communications with Parish Councils and the public about the role of the Community Wardens.
- KEY Training simplified its induction booklet and other information that is given to service users. It has also introduced a centralised 0800 contact number to help assure a quick response and better partnership working. KEY Training has re-introduced a focus group to help share good practice and further identify areas where services could be improved.
- Turner Contemporary's website, communications and publicity messages were all made clearer to ensure that the public and local residents are kept well-informed and up to date about the project.
- Libraries and Archives have made 226 local changes in response to comments from customers.
- Kent Youth Service's togogo website has been changed since its launch in response to feedback gained from users and a new version is scheduled for release winter 2009/10.
- Feedback is given to tutors if dissatisfaction has been expressed about Adult Education classes and they have been supported in making improvements. If courses have had to be cancelled as a result of late notice of tutor unavailability, KAES has recruited new tutors and re-instated some courses. Car parking issues at some KAES centres have also been resolved by investigating local alternatives and telling students about alternative parking.
- The Registration service has speeded up certificate issue by simplifying the process.
- Kent Scientific Service has removed a 2MB maximum size filter set on the email system to speed up transfer of documents to clients.
- The Sports, Leisure and Olympics Service considered complaints about some of the rules during the Kent School Games and amended them as a result. The event specification will also be sent out earlier than previously.

3.4 The priority for improvement to the process during 2008/09 has been to consolidate consistent recording and reporting across the whole Directorate and implement new corporate requirements. Communities' staff are based in more than 200 different locations, and many are part time, so this has been a big undertaking over the last three years and will continue to be so.

3.5 A number of practical improvements to the process are also being introduced by individual units this year including:

- Giving front line staff an opportunity to give feedback about some "low level" expressions of dissatisfaction which may not warrant the application of formal complaints procedures
- Developing joint processes with other agencies to cover complaints that involve two or more organisations
- Incorporating analysis of complaints into future service and workforce development planning; and implementing complaints management training.

### 3.6 Methods of contact

Email is the most popular method for submitting a complaint with 39% of complaints being submitted this way, followed by telephone (31%) and letter (25%). The remaining complaints were received in person and by fax (less than 1% combined). Most people prefer to put their complaints in writing (64%) but a significant minority use the telephone. The range of methods used for complaining indicate that units must be able to provide the same high level of customer service and complaints handling no matter how the complaint was received.

### 3.7 Timescales

The majority of the Directorate's units achieved 100% compliance to 2008/09 standards for sending out acknowledgements and responses to complainants. The compliance rate for the Directorate as a whole (based on figures where data is available) is 96% for acknowledgements and 74% for responses. The latter rises to 94% if Libraries is excluded (see paragraph below).

3.8 The low compliance level found in Libraries has been investigated by senior managers and was traced to inconsistencies in how complaints are recorded and reported by some front line members of staff. This has been addressed and early indications for 2009/10 data show that improvements are already being made.

### 3.9 Compliments

The high number of compliments (1,361) is encouraging, with Libraries & Archives, the Youth Service, Community Safety and Registration Services, in particular, all receiving high numbers of positive comments from customers.

### 3.10 Training

The following training and information needs were identified during 2008/09 as a result of complaints monitoring and are being met during 2009/10:

- Togogo data quality training for Youth Service HQ staff and Youth Centre staff
- Library Management System training for all staff in Libraries
- Tutor development and customer care for some frontline Adult Education staff
- Development programmes for individual members of staff
- Training on a new complaints management and reporting system in Turner Contemporary, especially for front of house staff.
- Improved training for staff registering work in Kent Scientific Services.
- Introduction of a package of targeted training for staff in KEY training including customer service.
- Ensuring that any issues arising from complaints are fed into the workforce development programme for YOS staff.

## 4. Environment and Regeneration

### 4.1 Number of Environment & Regeneration Complaints Received in 2008/2009

In 2008/09 KHS received 195 complaints (45%), E&W received 231 (54%) and Strategy & Planning received three (1%).

4.2 Of the 231 complaints received by E&W in 2008/09, the majority came from two main service areas – Country Parks (93 complaints) and the Household Waste Recycling Centres (HWRC) 129 complaints. In 2008/09, there were approximately 1.4 million visitors to the Country Parks and four million visitors to the Household Waste Recycling Centres (HWRC), so the level of complaints received in comparison to the number of customer visits is very low.

4.3 Within KHS, we received 99,480 enquiries (requests for service) in 2008/09 so again the volume of complaints (195) in relation to this figure is comparatively low.

4.4 The majority of complaints are received are about the quality of the service received 131 (31%). 82 complaints were about the lack of action or delays (19%).

#### 4.5 Complaints to the Local Government Ombudsman

The Ombudsman decided 22 complaints about highway management. Three complaints were outside their jurisdiction. In seven complaints, there was no, or insufficient, evidence of maladministration and, in one other the Ombudsman used his discretion not to pursue an investigation.

4.6 There were six related complaints about the way in which the Council had kept and maintained its highway records, and given inconsistent advice about the status of a highway and land adjoining it. The Ombudsman has asked us to review the handling of complaints on highway issues.

#### 4.7 Learning the Lessons from Complaints

Although complaints volumes overall have decreased in 2008/09 from the previous year, they have provided valuable customer feedback to enable EHW to improve customer service delivery. As such, the following service improvements have been implemented:

- E&W has been more proactive this year in ensuring customer feedback is captured by a number of methods, e.g. Country Park Comment Cards, Explore Kent website and customer surveys. This feedback has then been used to review the customer service experience and implement customer service improvements.
- In E&W, the HWRC opening hours and height barriers were reviewed as these were two areas of concern highlighted as issues in customer satisfaction surveys. Following the review, a number of changes have been implemented, including longer hours on certain days and increasing the height of barriers.
- In Country Parks, regular visitor feedback surveys were held as well as consultations on the improvements being made within the parks, e.g. new and improved visitor facilities such as car parking, toilets and visitor centre improvements.
- KHS launched a Dashboard in November 2008 to provide officers with a day to day view of customer requests. All teams now use the dashboard to monitor and manage their customer request workload.
- KHS launched weekly performance reporting in November 2008 which has enabled a two-way flow of feedback leading to customer service delivery improvements e.g. the most recent external customer tracker survey for 2008 recorded a 30% increase in net satisfaction with the way KHS had dealt with the customer's service requests.

- KHS have created a Knowledge Hub that provides the Contact Centre with up-to-date information on KHS activities. This has enabled contact centre agents to give improved and up to date information to customers.

#### 4.8 Method of Contact

30% of complaints were received by e-mail compared with 38% in 2007/08 followed by 27% by telephone and 26% by letter, 17% of complaints are received on comment cards.

#### 4.9 Timescales

In 2008/09 411 (96%) were acknowledged within five working days and 416 (97%) were responded to in full within 20 working days.

#### 4.10 Compliments

Although fewer compliments were received between April 2008 and March 2009 than in the previous year, this does not necessarily reflect a change in the level of service provided. As our standard of customer service has increased (which is reflected by the decrease in the number of complaints received between April 2008 & March 2009 compared to the previous year and in the most recent KHS customer tracker survey results for 2008 which recorded a 30% increase in net satisfaction with the way we dealt with customer's service requests), our customer expectations are likely to have increased as well. This will lead to fewer compliments being received.

### **5. Chief Executives Department**

#### 5.1 Number of Chief Executives Department Complaints Received in 2008/09

In 2008/09, 143 complaints were received in 2008/09 compared with 44 for 2007/08. There was a change in how we report complaints during 2008/09 and this accounts for the increase in numbers reported this year.

#### 5.2 Business Solutions and Policy including Regeneration

Business Solutions and Policy received no complaints from the public.

#### 5.3 Commercial Services

Commercial Services received 68 complaints compared with 16 the previous year. The increase in recorded complaints relates to complaints now being reported at Stage One.

5.4 The majority of these complaints are from parents who are not satisfied regarding the mode of transport to school provided for their child.

#### 5.5 Corporate Finance

Within Corporate Finance there were 20 complaints regarding the processing or decisions taken by our insurers relating to claims and 8 connected to council tax. These related to potholes and comments in the press about the Local Government Pension Scheme and Members expenses.

5.6 Finance have also dealt with 67 enquires regarding Council Tax increase, Icelandic Banks, the Chief Executive's salary, senior staff salaries, support to Asylum Seekers, potholes and refuse disposal and recycling. The majority of these enquiries are received by e-mail.

### 5.7 Legal & Democratic Services

The eight complaints to Legal and Democratic Services are mainly to do with decisions made by Legal Services which the complainant disagrees with.

### 5.8 Personnel

Ten complaints were received regarding the KCC recruitment process (a total of 1,855 posts were advertised and over 50,346 application forms from candidates were processed during the year). These complaints relate to the feedback to candidates.

### 5.9 Property Group

There were 13 complaints concerning KCC Property Group. The majority of complaints received relate to work carried out near schools. Three complaints were received about the standard of accommodation at Oakwood House.

### 5.10 Strategic Development and Public Access

KCC Gateways are managed by the Strategic Development and Public Access Department. Complaints about the Gateways service are dealt with by the relevant business service using the Gateway and will not be reported here.

5.11 The Gateway Service itself received five complaints. As from April 2008 complaints received about public access and the Contact Centre will be reported within the Chief Executives Department complaints report. There were no complaints about public access.

5.12 There were 12 complaints regarding Kent TV. These ranged from Cost of service to tax payers, accessibility to the service including technical problems and content of specific videos.

5.13 The Contact Centres current Customer Relationship Management (CRM) System is unable to give us enough information to monitor the level of complaints regarding the service offered by the contact centre. The current CRM is being updated and a project is being undertaken to find an alternative method of recording complaints until the new system is up and running.

### 5.14 Method of contact

The majority of complaints 60% are received by letter, with 20% of complaints received by telephone and 17% by e-mail.

### 5.15 Timescales

All complaints were answered within the 20 working days standard. Only Commercial services failed to acknowledge all complaints within three working day achieving 95%.

### 5.16 Learning the Lessons from Complaints

Identified improvements to service delivery introduced in response to complaints includes the following:

- Commercial Services have reviewed the process for chasing medical reports and the process for collecting equality & diversity information and provided more customer service training.
- The Personnel Team now chase the outcome of vacancies following the shortlisting and interview stages of recruitment to ensure that all candidates are contacted with an outcome and Recruiting Managers now need to contact applicants post interview

within two days or contact the recruitment team who will follow this through with immediate effect.

- Following complaints the Gateways radio advert script was revised to make clearer the services offered and the risk assessment process for filming was enhanced to take into account the type of appointments booked into the Gateway when 'filming' is planned.

#### 5.17 Comments

Finance have also dealt with 67 comments regarding Council Tax increase, Icelandic Banks, the Chief Executive's salary, senior staff salaries, support to Asylum Seekers, potholes and refuse disposal and recycling. The majority of these comments were received by e-mail.

#### 5.18 Compliments

There were 589 compliments, the majority being received by the recruitment section within Personnel.



## 1. COMPARISON OF COMPLAINTS NUMBERS FOR 2007/08 and 2008/09

### 1.1 KENT ADULT SOCIAL SERVICES

Service	2007/08	2008/09
Total	400	526

### 1.2 CHILDREN FAMILIES AND EDUCATION

Service	2007/08	2008/09
Children & Families non-statutory	89	73
Children & Families statutory	178	193
Education (01/09/07-31/03)	218	231
<b>TOTAL</b>	<b>485</b>	<b>497</b>

### 1.3 COMMUNITIES

Service	2007/08	2008/09
Contact Centre*	0	
Arts Development	0	2
Community Safety	20	9
Emergency Planning	0	0
Kent Adult Education	27	31
KDAAT	2	10
Kent Volunteers	0	0
Kent Scientific Services	1	28
Key Training		29
Libraries	370	600
Registration & Coroners	10	8
Sport, Leisure & Olympics	0	4
Trading Standards	15	9
Turner Contemporary	5	4
Youth Offending Service	0	3
Youth Service	7	56
SIP **		6
<b>TOTAL</b>	<b>457</b>	<b>799</b>

\* Transferred to Chief Executives Dept 2008/09

\*\*Transferred from Chief Executives Dept 2008/09

### 1.4 CHIEF EXECUTIVES

Service	2007/08	2008/09
Business Solutions & Policy	1	0
Commercial Services	16	67
Finance	4	8
Insurance	12	20
Legal & Democratic Services	5	8
Personnel	4	10
Property	1	13
Strategic Development & Public Access	1	*17
Contact Centre	0	0
<b>TOTAL</b>	<b>44</b>	<b>143</b>

\*Not included in report to Corporate POC on 25/9/09  
12 Kent TV complaints

**1.5 ENVIRONMENT & REGENERATION**

<b>Service</b>	<b>2007/08</b>	<b>2008/09</b>
Environment & Waste	426	231
Kent Highway Services	232	195
Strategy & Planning	1	3
Regeneration & Economy*	1	
<b>TOTAL</b>	<b>660</b>	<b>429</b>

\* Transferred to Chief Executives Dept 2008/09

## APPENDIX 2

## 2. Complaints information 1 April 2007 – 31 March 2009

## 2.1 Acknowledgement and Response Times against standards

	COMPLAINTS	COMPLIMENTS	ENQUIRIES	% answered within our standards	
				ACKNOWLEDGEMENT	RESPONSE
<b>COMMUNITIES</b>					
2007/08	457	-	-	Not available	
2008/09	799	1361	521	96%	74%*
<b>ENVIRONMENT AND REGENERATION</b>					
2007/08	660	1398	-	93%	97%
2008/09	429	941	-	96%	97%
<b>CFE</b>					
2007/08	483	36	204	Not available	
2008/09	496	71	278	Not available	
<b>KENT ADULT SOCIAL SERVICES</b>					
2007/08	346	455	264	96%	92%
2008/09	359	463	198	91%	85%
<b>CHIEF EXECUTIVES DEPARTMENT</b>					
2007/08	44	-	100+	95%	100%
2008/09	143	589	67	96%	100%

\*The low compliance level found in Libraries has been investigated by senior managers and was traced to inconsistencies in how complaints are recorded and reported by some front line members of staff. This has been addressed and early indications for 2009/10 data show that improvements are already being made.

APPENDIX 2

**2.2 How complaints were received**

	Total No.	How complaint was received								
		Phone	Letter	E-mail	On-line	KMS	Face-to-face	Comment Card	Fax	Other
<b>COMMUNITIES</b>										
2007/08	457	21	51	14			1	370		1
2008/09*Ex Libraries	184	57	46	71			9		1	
<b>ENVIRONMENT AND REGENERATION</b>										
2007/08	660	119	215	213	6	29	1	75	2	
2008/09	429	115	113	129				72		
<b>CHILDREN, FAMILIES AND EDUCATION</b>										
2007/08	483	52	350	70						11
2008/09	496	44	355	92						5
<b>KENT ADULT SOCIAL SERVICES</b>										
2007/08	346	59	247	26	6		2		1	5
2008/09	359	69	240	35	6		4		3	2
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>										
2007/08	44	1	38	5						
2008/09	143	23	28	88						4

Some people complain about more than one issue, therefore the total adds up to less than the total number of complaints



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Copy to COG  
Caroline Dudgeon

Local Government  
**OMBUDSMAN**

16 June 2009

**KENT COUNTY COUNCIL**

Mr Peter Gilroy OBE  
Chief Executive  
Kent County Council  
DX 123693  
MAIDSTONE 6

23 JUN 2009

**DP + FOI CO-ORDINATOR**

CHIEF EXECUTIVE  
210 18 JUN 2009  
THE KENT COUNTY COUNCIL

If telephoning please contact Frank Edwards on 020 7217 4690  
email address: [f.edwards@lgo.org.uk](mailto:f.edwards@lgo.org.uk)

Dear Mr Gilroy

**Annual Review 2008/09**

I am writing to give you a summary of the complaints about your Council that my office has dealt with over the past year, set out in the annual review attached. We have changed the name from annual letter to annual review to better describe the updated document format. I hope you find the review a useful addition to other information you have on how people experience or perceive your services.

The review is split into two sections. The first concerns complaints about your Council and the second section provides a general update on LGO developments. This includes our proposal to introduce 'statements of reasons' for Ombudsmen decisions. I would welcome your views on this and any comments you may have on the form and content of the review.

We will publish all the annual reviews on our website ([www.lgo.org.uk](http://www.lgo.org.uk)) and share them with the Audit Commission. We will wait for four weeks after this letter before doing so, to give you an opportunity to consider the review first. If any material factual inaccuracy is found we will reissue it. We will also publish on our website a summary of statistics relating to the complaints we have received and dealt with against all authorities.

I would again be happy to consider requests for me or a senior colleague to visit the Council to present and discuss the letter with councillors or staff. We will do our best to meet the requests within the limits of the resources available to us.

I am also arranging for a copy of this letter and the review to be sent to you electronically so that you can distribute it easily internally and put the annual review on your Council's website. You do not need to include this covering letter on your website.

Yours sincerely

**Tony Redmond**

10th Floor  
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SW1P 4QP

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**Tony Redmond**  
Local Government Ombudsman  
**Peter MacMahon**  
Deputy Ombudsman

Local Government  
**OMBUDSMAN**

**The Local Government Ombudsman's  
Annual Review**

**Kent County Council**

**for the year ended  
31 March 2009**

The Local Government Ombudsman (LGO) provides a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, the Ombudsmen aim to get it put right by recommending a suitable remedy. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

# Contents of Annual Review

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# Section 1: Complaints about Kent County Council 2008/09

## Introduction

This annual review provides a summary of the complaints we have dealt with about Kent County Council. We have included comments on the authority's performance and complaint-handling arrangements, where possible, so they can assist with your service improvement.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2008/09 and a note to help the interpretation of the statistics.

## Changes to our way of working and statistics

A change in the way we operate means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08. Since 1 April 2008 the new LGO Advice Team has been the single point of contact for all enquiries and new complaints. The number of calls to our service has increased significantly since then. It handles more than 3,000 calls a month, together with written and emailed complaints. Our advisers now provide comprehensive information and advice to callers at the outset with a full explanation of the process and possible outcomes. It enables callers to make a more informed decision about whether putting their complaint to us is an appropriate course of action. Some decide to pursue their complaint direct with the council first.

It means that direct comparisons with some of the previous year's statistics are difficult and could be misleading. So this annual review focuses mainly on the 2008/09 statistics without drawing those comparisons.

## Enquiries and complaints received

Last year, our Advice Team handled 164 enquiries and complaints about your Council. Of these 28 related to complaints which we considered were premature, and we referred them to your Council for investigation. We gave advice to 26 other enquirers on a variety of matters, including my jurisdiction. Our Advice Team passed 110 complaints to the investigative team. The issues which prompted the most significant numbers of enquiries were Education, Social Services, and Transport and Highways. These subjects also accounted for the majority of the complaints forwarded to the investigative team.

## Complaint outcomes

This year, I made decisions on 125 complaints against your Council. There were 43 complaints in which I found no, or insufficient, evidence of fault by the Council to warrant further investigation. I used my discretion not to pursue investigations into 34 complaints, for example where the injustice to the complainant was not significant enough to warrant a remedy, or where the remedy which the Council had provided was adequate. I found that 13 complaints were outside my jurisdiction.

## **Local settlements**

A 'local settlement' is a complaint where, during the course of our investigation, a council takes or agrees to take some action that we consider to be a satisfactory response to the complaint. In 2008/09, 27.4% of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints I decided against your authority, which were within my jurisdiction, 35 (31.3%) were local settlements. These settlements resulted in the Council making payments totalling £23,812. Among these payments, £3,350 arose from three complaints about children and family services, £3,250 from eight complaints (six of which were related) about highways matters, and £16,962 from three complaints about special educational needs.

## **Complaints by service area**

### ***School admissions***

I decided 58 complaints about applications and appeals for admission to Community and Voluntary Controlled schools, where the Council is the admissions authority. One complaint was outside my jurisdiction. In 23 complaints, there was no, or insufficient, evidence of maladministration and, in 20 others, I used my discretion not to pursue an investigation.

I agreed to settle 14 complaints. In a number of appeals, the written cases presented on the Council's behalf contained mistakes and, in others, the Panels took account of irrelevant factors in reaching their conclusions. In eight cases, a place at a preferred school was offered to a pupil, by various means including a successful appeal. The Council offered a rehearing, with a completely different Appeal Panel and a different Clerk, in respect of the appeals of six other pupils.

Nevertheless, the Council was reluctant to accept our recommendations that some appeals should be reheard, and more resistant to our suggestion that, in a very exceptional case where the Council and the Appeal Panel had been at fault, the Council should exercise its discretion to admit the pupil without requiring a further appeal. The Council has agreed to review a range of procedures and published material relating to applications and appeals for school places.

### ***School transport***

I decided four complaints about school transport. In one complaint, there was no, or insufficient, evidence of maladministration and, in one other, I used my discretion not to pursue an investigation. Another complaint was outside my jurisdiction.

I settled the last complaint. The Council had allocated too many places on a school bus so that it was overcrowded. The complainant's children were transferred to another bus which deposited them slightly further from their home. The Council reinstated the original provision and apologised for the error, caused by an officer overriding a computerised system.

In another case, which did not call for a formal settlement, the Council agreed to give further attention to procedural issues connected with eligibility for free home to school transport and with its scheme for non-statutory appeals against the refusal of transport.

### ***Special educational needs***

I decided six complaints about special educational needs. In two complaints, there was no, or insufficient, evidence of maladministration and, in one other, I used my discretion not to pursue an investigation.

I agreed to settle three complaints. In one case, there was a shortfall, of eight hours each week for more than three months, in provision to meet a pupil's special educational needs. The Council paid £1,750 to meet the cost of the lost provision.

In a second case, the Council failed over two years, partly through difficulty in recruiting therapists, to provide speech and language therapy for a pupil who had moved into its area. The Council paid £1,000 to recognise two years' lost provision, and £250 to acknowledge the complainant's time and trouble in complaining.

In the third case, the Council delayed unreasonably in finalising a pupil's statement of special educational needs at the transfer to secondary school. There was then delay in identifying a suitable residential placement, during which the Council maintained that the pupil could attend a local day school. The pupil was without education for some time. When alternative education was provided, it was inadequate. The Council was resistant to providing information about the complaint, despite a personal approach by me, and to settling the complaint. It finally agreed to make a payment of £13,962, representing £6,868 in respect of lost day provision, £5,344 in respect of lost residential provision, a contribution of £750 to the complainant's legal fees, and £1,000 to recognise the complainant's time and trouble.

### ***Children and family services***

I decided 17 complaints about children and family services. Two complaints were outside my jurisdiction. In five complaints, there was no, or insufficient, evidence of maladministration and, in five others, I used my discretion not to pursue an investigation.

I agreed to settle five complaints. Two complaints related to the Council's withdrawal of a play scheme service without adequate notice, and without providing suitable alternative provision for about 18 months. The Council paid a total of £500 to recognise its failure to give adequate notice of the change, and a total of £2,500 to acknowledge its failure to make prompt alternative provision. It also paid one complainant £250 to recognise a potential breach of confidentiality through its persistently sending correspondence to a wrong address.

### ***Highway management***

I decided 22 complaints about highway management. Three complaints were outside my jurisdiction. In seven complaints, there was no, or insufficient, evidence of maladministration and, in one other, I used my discretion not to pursue an investigation.

I agreed to settle 11 complaints. In one case, the Council agreed to use its best endeavours to ensure that a highway on a relatively recent development was adopted by 31 July 2008. As the Council was unable to implement that settlement, I am investigating a further complaint about that matter.

Another complaint concerned four years' delay in adopting a highway, it emerged that the delay had been caused solely by the Council's delay in undertaking a transfer of land. The delay had meant that the complainants' entitlement to claim for the loss of value of their property had expired. The Council agreed to settle the complaint by reconsidering the claim as though it were still valid, subject to negotiation in the usual way.

In another case, there was delay, totalling three months, in repairing a street lamp and in replying to the complainant's correspondence. The Council agreed to pay £150 to recognise its faults. I have asked it to review the handling of complaints about highways issues.

A further case showed that the Council had allowed a footpath to become blocked in a way which endangered the complainant. The Council wrongly told the complainant that the road in question

was the responsibility of the Highways Agency, and not its responsibility. The Council acknowledged, by paying £100, that it had put the complainant to avoidable time and trouble.

There were six related complaints about the way in which the Council had kept and maintained its highway records, and given inconsistent advice about the status of a highway and land adjoining it. While there were other issues outside my jurisdiction which could have been the subject of legal proceedings between the parties, it was apparent that the Council's actions had led to a lack of clarity as to the complainants' positions. The Council has apologised for its faults, reviewed the procedures governing its highway records, and paid each complainant £500.

### **Other service areas**

I considered other complaints against the Council in relation to other service areas. They included planning applications, trees, student support, consumer affairs, and waste management. The Council settled one complaint relating to a planning application, in respect of which we secured a payment of £250 for the complainant.

### **Liaison with the Local Government Ombudsman**

The average time taken by the Council to reply to our written enquiries about complaints was 38.1 days. This represents a significant deterioration, compared with the time taken last year (29.4 days) to respond to our enquiries. Delayed responses were not confined to any particular departments. I hope that the Council will make every effort to achieve the target (28 days) which we set for responding to our first written enquiries.

The Council's responses to our enquiries as well as being slow do not always provide full answers to the questions raised. This can lead to the need to make further enquiries. Some service areas provide their own responses directly to my investigative staff, instead of through the Council's designated link officer and this can cause difficulties. While some responses have been thin, others have contained an excess of detail. On occasion the Council is reluctant to offer to settle complaints.

Some of the Council's responses on admission appeal cases have been incomplete, with pages missing from Clerks' manuscript notes of Admissions Appeal Panels. Our concern about the quality of responses applies not only to complaints about appeals where the Council is the admissions authority for the school in question, but also where the Council provides an appellate and clerking service on behalf of the Governors of Voluntary Aided and Foundation schools who are their own admissions authorities.

I appreciate the assistance the Council gives my office in dealing with a significant number of complaints. My officers keep in touch with your Corporate Access to Information Coordinator, and visit your Council's offices from time to time, in particular in relation to issues about social services. We find these contacts useful. I am sure it will assist if our staff meet in the coming year to discuss the concerns I have expressed above.

### **Training in complaint handling**

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I am pleased that during 2008/09 we provided training in Effective Complaint Handling to 15 first line managers from children's services within your authority.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

### **Conclusions**

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**Tony Redmond  
Local Government Ombudsman  
10<sup>th</sup> Floor  
Millbank Tower  
Millbank  
London SW1P 4QP**

**June 2009**

## **Section 2: LGO developments**

### **Introduction**

This annual review also provides an opportunity to bring councils up to date on developments – current and proposed – in the LGO and to seek feedback. It includes our proposal to introduce a 'statement of reasons' for Ombudsmen decisions.

### **Council First**

From 1 April 2009, the LGO has considered complaints only where the council's own complaints procedure has been completed. Local authorities have been informed of these new arrangements, including some notable exceptions. We will carefully monitor the impact of this change during the course of the year.

### **Statement of reasons: consultation**

The Local Government and Public Involvement in Health Act 2007 made provision for the LGO to publish statements of reasons relating to the individual decisions of an Ombudsman following the investigation of a complaint. The Ombudsmen are now consulting local government on their proposal to use statements of reasons. The proposal is that these will comprise a short summary (about one page of A4) of the complaint, the investigation, the findings and the recommended remedy. The statement, naming the council but not the complainant, would usually be published on our website.

We plan to consult local authorities on the detail of these statements with a view to implementing them from October 2009.

### **Making Experiences Count (MEC)**

The new formal, one stage complaint handling arrangement for adult social care was also introduced from 1 April 2009. The LGO is looking to ensure that this formal stage is observed by complainants before the Ombudsmen will consider any such complaint, although some may be treated as exceptions under the Council First approach. The LGO also recognises that during the transition from the existing scheme to the new scheme there is going to be a mixed approach to considering complaints as some may have originated before 1 April 2009. The LGO will endeavour to provide support, as necessary, through dedicated events for complaints-handling staff in adult social care departments.

### **Training in complaint handling**

Effective Complaint Handling in Adult Social Care is the latest addition to our range of training courses for local authority staff. This adds to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), and courses for social care staff at both of these levels. Demand for our training in complaint handling remains high. A total of 129 courses were delivered in 2008/09. Feedback from participants shows that they find it stimulating, challenging and beneficial in their work in dealing with complaints.

### **Adult Social Care Self-funding**

The Health Bill 2009 proposes for the LGO to extend its jurisdiction to cover an independent complaints-handling role in respect of self-funded adult social care. The new service will commence in 2010.

### **Internal schools management**

The Apprenticeship, Skills, Children and Learning Bill (ASCL) 2009 proposes making the LGO the host for a new independent complaints-handling function for schools. In essence, we would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service would be introduced, in pilot form, probably in September 2010.

### **Further developments**

I hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your local authority. We will keep you up to date through LGO Link as each development progresses but if there is anything you wish to discuss in the meantime please let me know.

**Tony Redmond**  
**Local Government Ombudsman**  
**10<sup>th</sup> Floor**  
**Millbank Tower**  
**Milbank**  
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**June 2009**

# Appendix 1: Notes to assist interpretation of the statistics 2008/09

## Introduction

This year, the annual review only shows 2008/09 figures for enquiries and complaints received, and for decisions taken. This is because the change in the way we operate (explained in the introduction to the review) means that these statistics are not directly comparable with statistics from previous years.

### Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

**Formal/informal prematures:** The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter. These are 'formal premature complaints'. We now also include 'informal' premature complaints here, where advice is given to the complainant making an enquiry that their complaint is premature. The total of premature complaints shown in this line *does not include* the number of resubmitted premature complaints (see below).

**Advice given:** These are enquiries where the LGO Advice Team has given advice on why the Ombudsman would not be able to consider the complaint, other than the complaint being premature. For example, the complaint may clearly be outside the Ombudsman's jurisdiction. It also includes cases where the complainant has not given enough information for clear advice to be given, but they have, in any case, decided not to pursue the complaint.

**Forwarded to the investigative team (resubmitted prematures):** These are cases where there was either a formal premature decision, or the complainant was given informal advice that their case was premature, and the complainant has resubmitted their complaint to the Ombudsman after it has been put to the council. *These figures need to be added to the numbers for formal/informal premature complaints (see above) to get the full total number of premature complaints. They also needed to be added to the 'forwarded to the investigative team (new)' to get the total number of forwarded complaints.*

**Forwarded to the investigative team (new):** These are the complaints that have been forwarded from the LGO Advice Team to the Investigative Team for further consideration. The figures may include some complaints that the Investigative Team has received but where we have not yet contacted the council.

## Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2008/09 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2008/09 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the Ombudsman's jurisdiction.

## Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

## Table 4. Average local authority response times 2008/09

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

LGO Advice Team

Enquiries and complaints received	Adult care services	Children and family services	Education	Public Finance inc. Local Taxation	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	6	9	2	0	2	5	4	28
Advice given	3	6	6	0	0	4	7	26
Forwarded to investigative team (resubmitted prematures)	0	3	1	0	0	5	3	12
Forwarded to investigative team (new)	4	12	60	1	2	16	3	98
<b>Total</b>	<b>13</b>	<b>30</b>	<b>69</b>	<b>1</b>	<b>4</b>	<b>30</b>	<b>17</b>	<b>164</b>

Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
01/04/2008 / 31/03/2009	0	35	0	0	43	34	13	125

Average local authority response times 01/04/2008 to 31/03/2009

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
1/04/2008 / 31/03/2009	69	38.1
2007 / 2008	78	29.4
2006 / 2007	62	29.5

Types of authority	<= 28 days %	29 - 35 days %	> = 36 days %
District councils	60	20	20
Unitary authorities	56	35	9
Metropolitan authorities	67	19	14
County councils	62	32	6
London boroughs	58	27	15
National park authorities	100	0	0

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To: Corporate Policy Overview and Scrutiny Committee

By: Roger Gough, Cabinet Member for Corporate Support  
Services and Performance Management  
Robert Hardy, Director of Improvement and Engagement

Date: 13 November 2009

Subject: Total Place

Classification: Unrestricted

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**Summary:** The Kent Total Place (TP) pilot is focused on improving services to the customer, reducing duplication and improving efficiency across the public sector.

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## 1. INTRODUCTION

The Kent Total Place (TP) pilot is focused on improving services to the customer, reducing duplication and improving efficiency across the public sector. Although Kent partners have welcomed the focus that the pilot timescale brings, the key actions were already underway before TP was announced and will persist for at least 3 to 5 years into the future.

## 2. The Kent Pilot

Counting the totality of public expenditure is a core activity for the all the pilots. This is not new in Kent; we've been doing this for a number of years. The TP pilot gives us the opportunity to further refine and develop this work, but counting by itself does not lead to action.

The significant opportunity arising from the TP pilot is to take the same multi-agency approach to our understanding residents and customers and to add significant impetus to changing organisational culture across the public sector. Counting, customer insight and organisational culture are the common themes that run through all the detailed work.

The three Kent workstreams are:

- The **Gateway multi-channel** programme for transforming public access began as far back as 2003, with the pilot Ashford Gateway opening in October 2005. The programme already enjoys extensive support and collaboration from many existing local partners. It has a huge potential to radically improve the customer experience of accessing public services, simplify processes within and between organisations, increase the efficiency of transactional services and reduce costs overall. Central

government services are yet to fully embrace this model of working and that's at the core of what we hope the TP pilot will change.

- The **Single Asset Management strategy** is focused on buildings. This too is based on a history of collaboration between local partners in Kent, but seeks to broaden and deepen the work. The proposition is intended to help all partners migrate from the asset base we currently have to the base required for transformed public service delivery. This partly flows from the 'front office shared service' that the Gateway offers, but also questions the scale and nature of future back office accommodation needs as well as seeking to make a reality of truly integrated service facilities between local authorities and the NHS for example.
- Finally, the **Margate Task Force** builds on the significant momentum of the Margate Renewal Partnership and of a range of public sector and community actions in the two wards of Margate Central and Cliftonville West. These two wards have been beset by multiple disadvantages over many years. Efforts at physical regeneration have been ongoing, but cumulative public policy decisions at national and local level have tended work against this. Poorly-supported, transient and vulnerable individuals have continued to be placed into an area already under considerable stress. The Task Force is set up to develop new ways of working, connecting strategic decision-makers into action at a very local level.

Kent has a great track-record in partnership working to enable counting, customer insight and organisational culture to be the cornerstones of change in each of the workstreams.

If Total Place and the legacy that emerges from it is to be truly transformational for residents and taxpayers, it will continue to need strong local leadership and for partners from central government, quangos and regional agencies to be fully on board. The Kent pilot has the former, the latter is promised but not yet delivered

Robert Hardy  
Director of Improvement and Engagement  
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Background Information:  
Supporting Papers: Kent Total Place Pre-Budget Report submission  
(previously circulated to all KCC Members)

**By:** Roger Gough, Cabinet Member for Corporate Support Services  
and Performance Management

Peter Gilroy, Chief Executive

**To:** Corporate Policy Overview and Scrutiny Committee, 13 November  
2009

**Subject:** KCC's Place Survey scores

**Classification:** Unrestricted

**Summary:** The paper sets out the scores achieved in KCC's Place Survey and compares these with the national publication of scores made by CLG on 23 June and 23 September.

## 1. Introduction

1.1 Best Value Performance Indicators (BVPIs) have been replaced with a set of 198 national indicators (NIs). One of the consequences of this is that the Place Survey has replaced the BVPI general survey, which we had carried out three times - in 2000, 2003 and 2006. CLG's methodology for the Place Survey is postal self completion, but in our experience this methodology produces unrepresentative results and so we chose instead to conduct our Place Survey using face to face interviewing in residents' homes.

## 2. The Place Survey

2.1 The first round of Place Surveys was completed in autumn 2008 and subsequent rounds are due every two years thereafter.

2.2 The Place Survey measures 18 NIs of which three are included in the KCC's LAA, the Kent Agreement 2, plus a number of other parameters which are not NIs – which taken all around are intended to describe and analyse the place that is Kent.

2.3 The topics covered in the Place Survey questionnaire are

- perceptions of
  - what is important for an area and what most needs improving
  - belonging
  - high levels of antisocial behaviour in general and drunk and rowdy behaviour and drug use and dealing in particular
  - local authorities and police understanding the extent of antisocial behaviour and are acting to deal with it
  - parents taking responsibility for their children's behaviour
  - people treating each other with respect and consideration
  - the extent to which older people are supported to live independently
- together with measures of
  - satisfaction with the general area with residents' own home
  - satisfaction with and use of public services
  - satisfaction with and value for money from KCC
  - whether residents feel safe during the day and after dark
- and also the extent to which people
  - participate in volunteering and civic activities
  - regard their own health as good
  - agree with statements about public services
  - are informed about public services
  - make decisions that affect their local area
  - feel they can influence local decisions
  - want more involvement in local decisions

2.4 The methodology prescribed by CLG for the Place Survey was self completion postal, based on a random probability sample of addresses in Kent, which was supplied.

### **3. KCC approach**

3.1 Because of our severe misgivings about the accuracy of postal surveys, we commissioned Ipsos MORI to carry out our Place Survey face to face, but in all other respects following the CLG guidelines, including using the same questions as the standard Place Survey questionnaire template.

3.2 Between 1 October and 21 November Ipsos MORI completed 1,164 interviews with residents aged 18+, using a stratified quota sample designed to provide results representative of the residents of Kent as a whole and with a confidence interval of +/-3% at the 95% confidence level.

### **4. National publication of Place Survey scores**

4.1 The national publication of Place Survey results was due on 9 March but was initially delayed until 25 March, in order that statistical checks could be conducted, and then further delayed to be made on 23 June. Some County Council scores were replaced on 8 September and further results published on 23 September, with a minor correction made on 24 September.

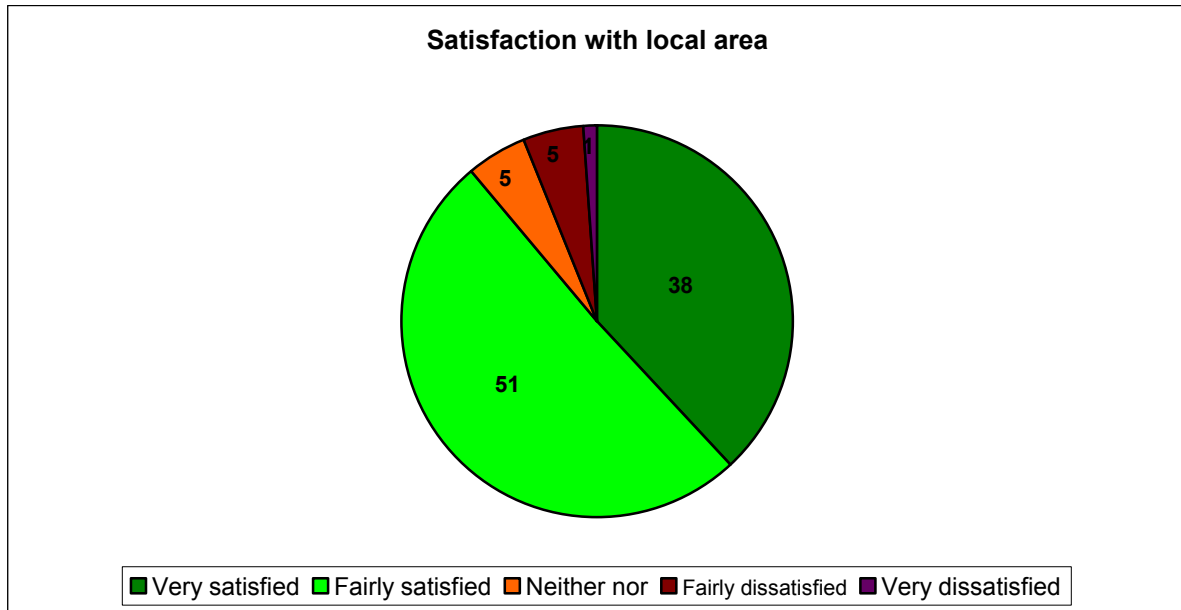
4.2 For the Place Survey national dataset, the Audit Commission has created a set of scores for KCC based on the results of the 12 District Councils. Some of these synthesised scores are significantly different to the scores achieved in our Place Survey where Ipsos MORI asked the questions directly.

### **5. KCC's scores compared**

5.1 KCC's scores from the 2008 Place Survey for NIs are given in Appendix 1 and for non-NIs in Appendix 2, with appropriate comparison scores.

5.2 What follows now is a series of charts illustrating KCC's scores and comparing with national, south east average, or Kent District scores or with other survey results, if these are available. For each chart there is a short narrative highlighting the meaning and significance of the scores and indicating how the result compares with benchmark data.

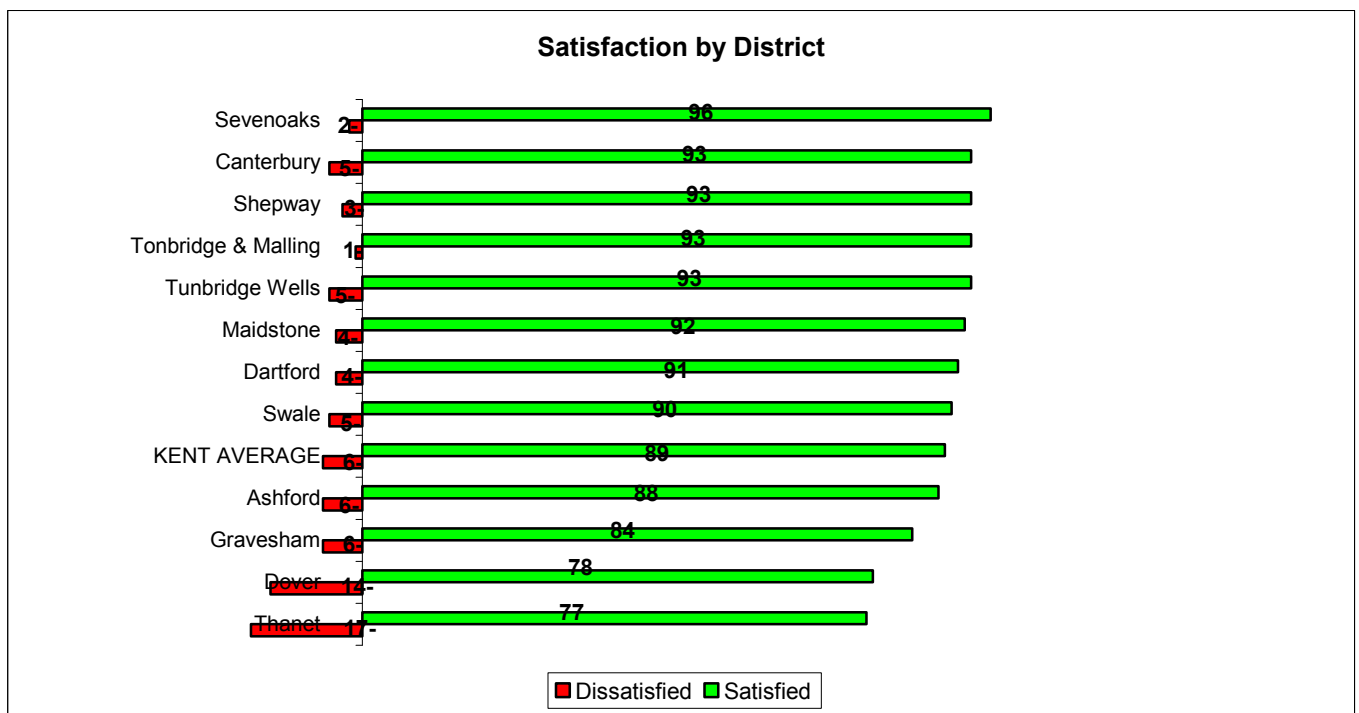
## 6. Perceptions of place – satisfaction with area



6.1 Just under nine in ten Kent residents (89%) say they are at least fairly satisfied with their local area as a place to live. This is higher than the national average of 80%, the south east average of 83% and the Kent Districts average of 80%.

6.2 We regularly ask a version of this question and in 2006 the response was that 83% were satisfied with Kent as a place to live and 72% were satisfied with their local area.

6.3 There is considerable variation by District in residents' satisfaction and dissatisfaction with their local area – the highest satisfaction is in Sevenoaks and lowest is in Thanet, the highest dissatisfaction is in Thanet and lowest is in Tonbridge & Malling.

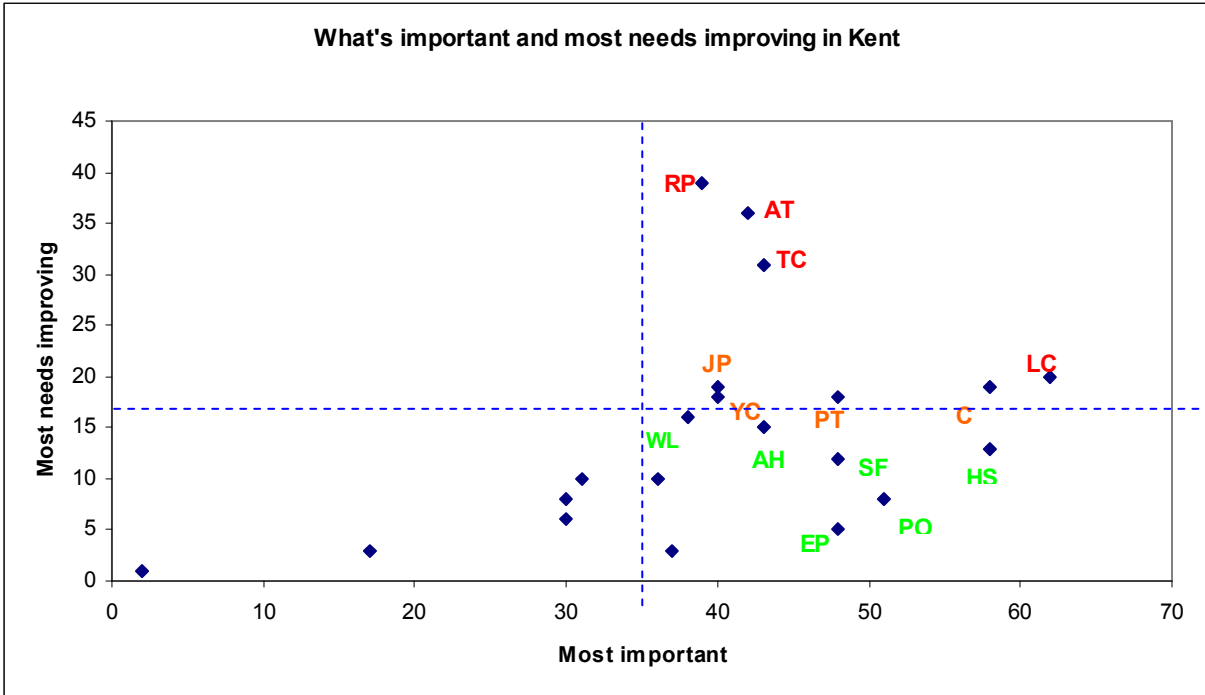


**7. What’s important and what most needs improving in Kent**

7.1 Kent residents cite LC level of crime (62%), CS clean streets (58%), HS health services (58%), PO parks and open spaces (51%), PT public transport (48%), SF shopping facilities (48%) and EP education provision (58%) as the most important aspects in making somewhere a good place to live.

7.2 When asked what most needs improving in their local area, transport issues clearly emerge as major priorities with Kent residents citing RP road and pavement repairs (39%), AT activities for teenagers (36%), TC level of traffic congestion (31%), LC level of crime (20%), CS clean streets (19%) and JP job prospects (19%).

7.3 Combining these scores on a single chart produces an area which can be divided into four quadrants. In the top right-hand quadrant are the priorities for action – RP road and pavement repairs, AT activities for teenagers and TC traffic congestion. Other priorities are LC level of crime and CS clean streets. JP job prospects and YC facilities for young children are as important as the top priorities but are not seen as needing as much improvement.

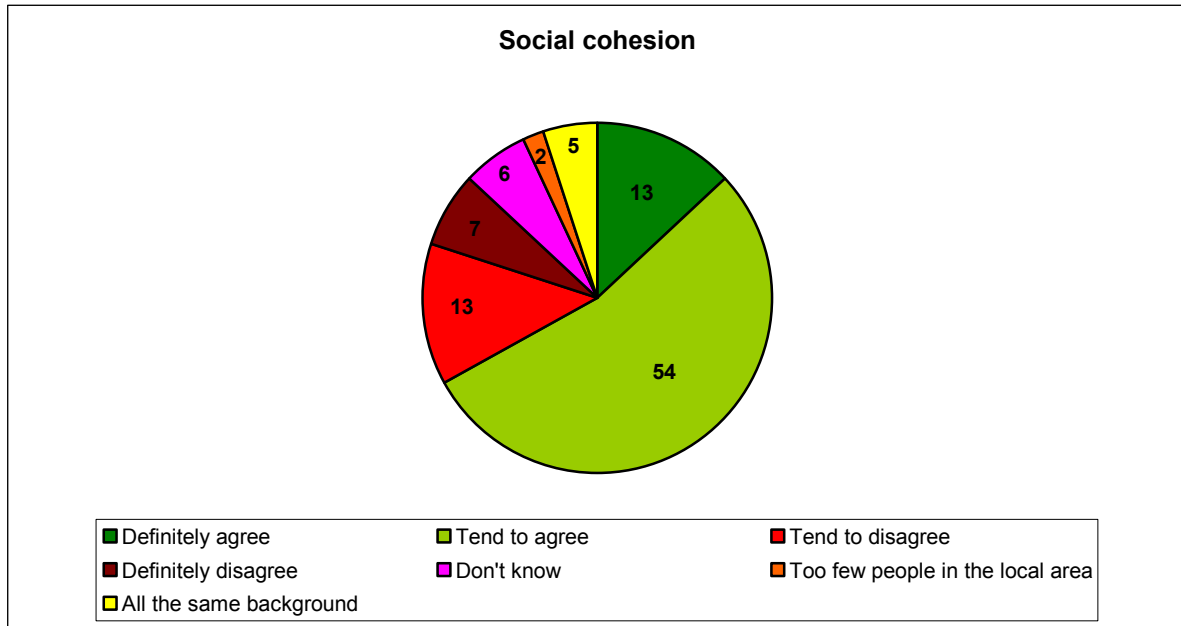


7.4 WL wage levels, AH affordable housing, PT public transport, SF shopping facilities, PO parks and open spaces, HS health services and EP education provision are all in the quadrant indicating that Kent residents consider them important but not a priority in needing improvement.

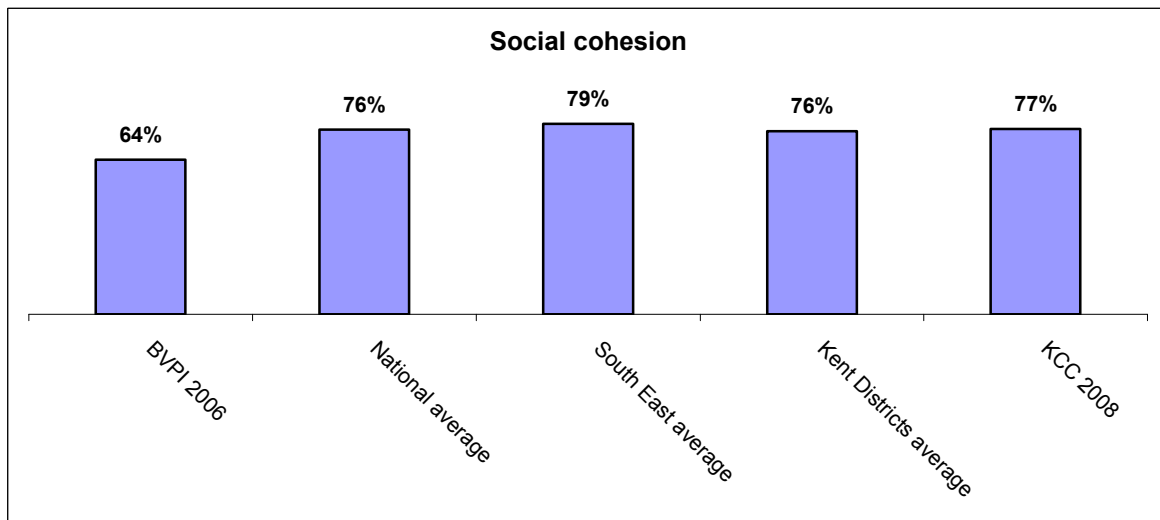
7.5 Compared with the national picture Kent residents rate the level of crime less in need of improvement but road and pavement repairs, clean streets and the level of traffic congestion as needing much more improvement.

7.6 In the 2006 BVPI survey Kent residents identified as priority issues LC level of crime HS health services, CS clean streets and AH affordable decent housing with TC level of traffic congestion, AT activities for teenagers and RP road and pavement repairs not as important but more in need of improvement.

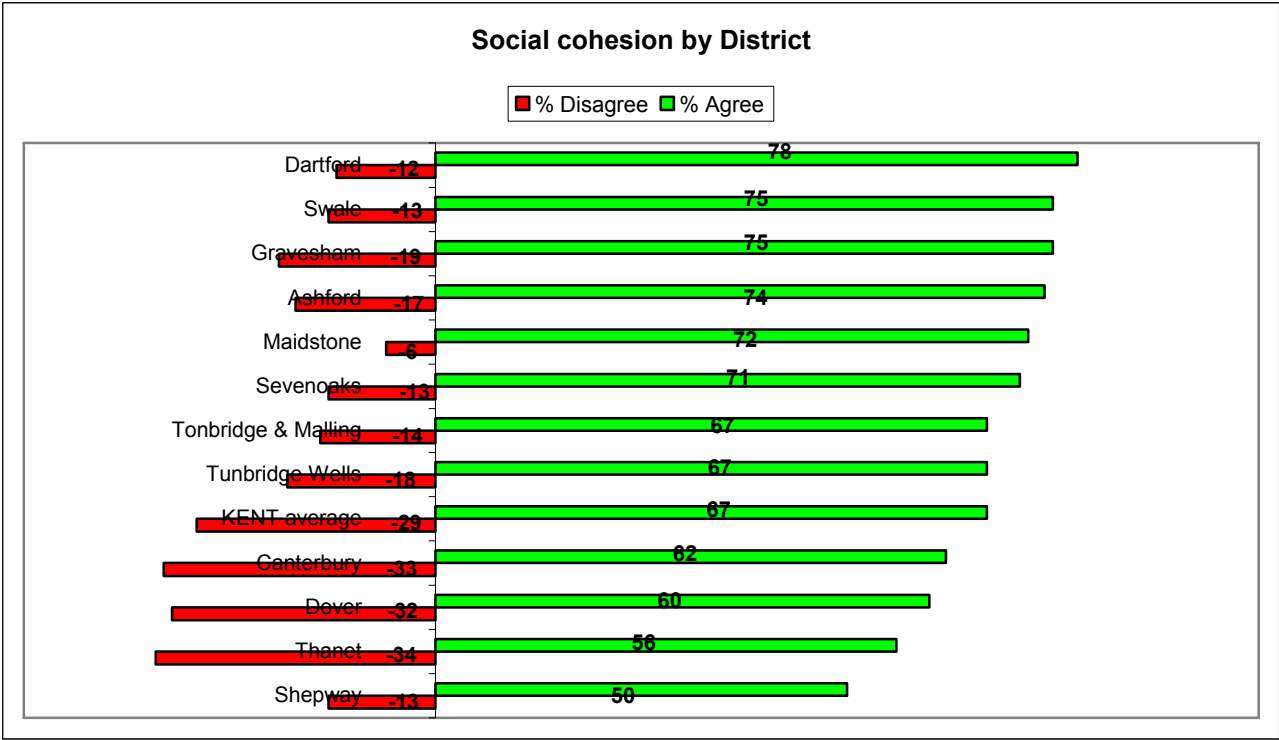
## 8. Social cohesion



8.1 Over two thirds (67%) of Kent residents agree that people from different backgrounds get on well together in their local area, compared with 20% who do not agree and 12% who don't know or can't say.

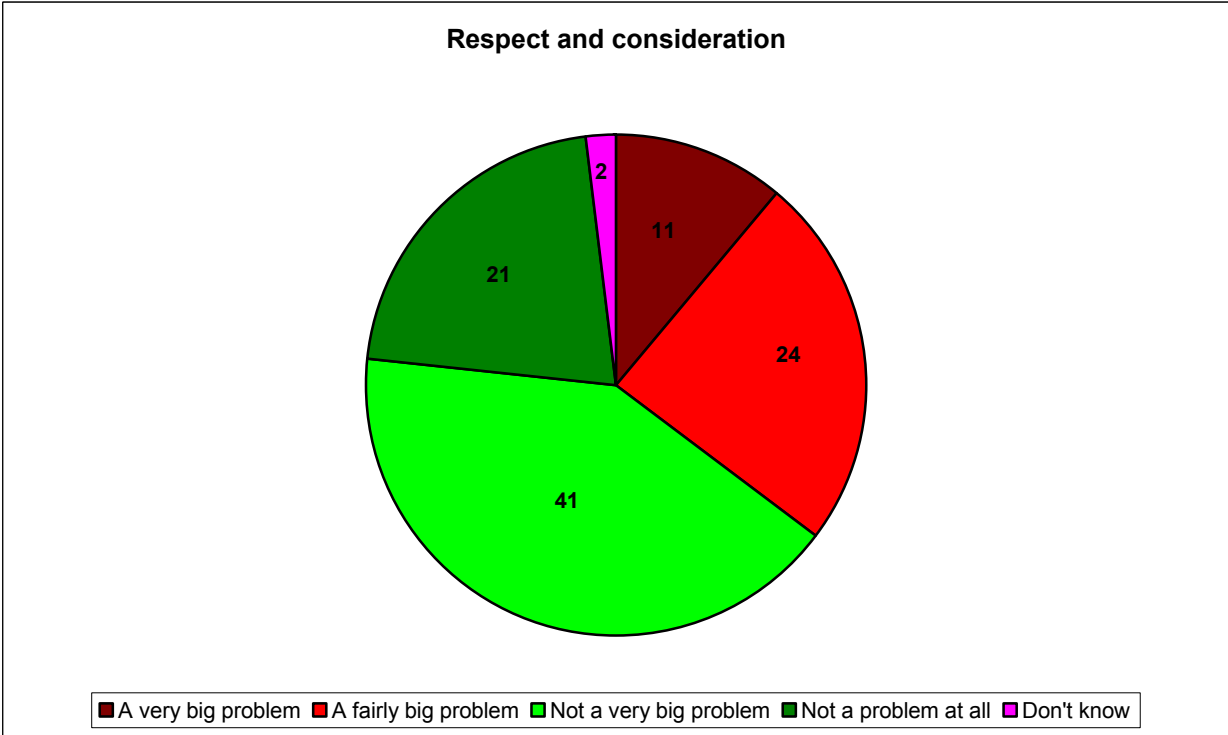


8.2 Of those expressing an opinion, social cohesion in Kent is just above the national average at 77% of residents agreeing that people from different backgrounds get on well in their local area (compared with 76% nationally) but below the average for local authorities in south east region, which is 79%. This figure has increased from 64% in 2006, but the question was asked in a different context and using a different technique.

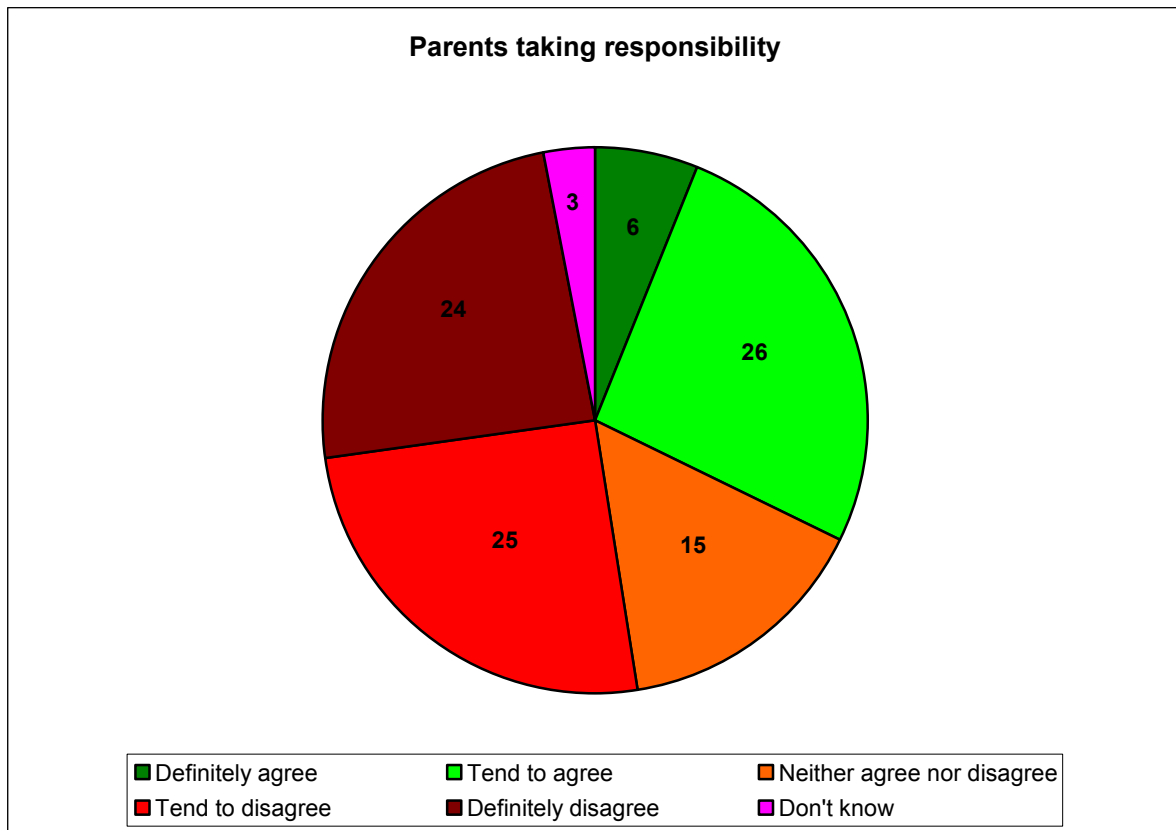


8.3 Social cohesion varies considerably by District with low ratings concentrated most heavily in east Kent, where people are almost twice as likely as in west Kent to disagree there is social cohesion (28% compared with 15%). Residents in Thanet (34%), Canterbury (33%) and Dover (32%) are much more likely to disagree that people from different backgrounds get on well together that in Sevenoaks (13%) or Dartford (12%).

**9. Respect and responsibility**



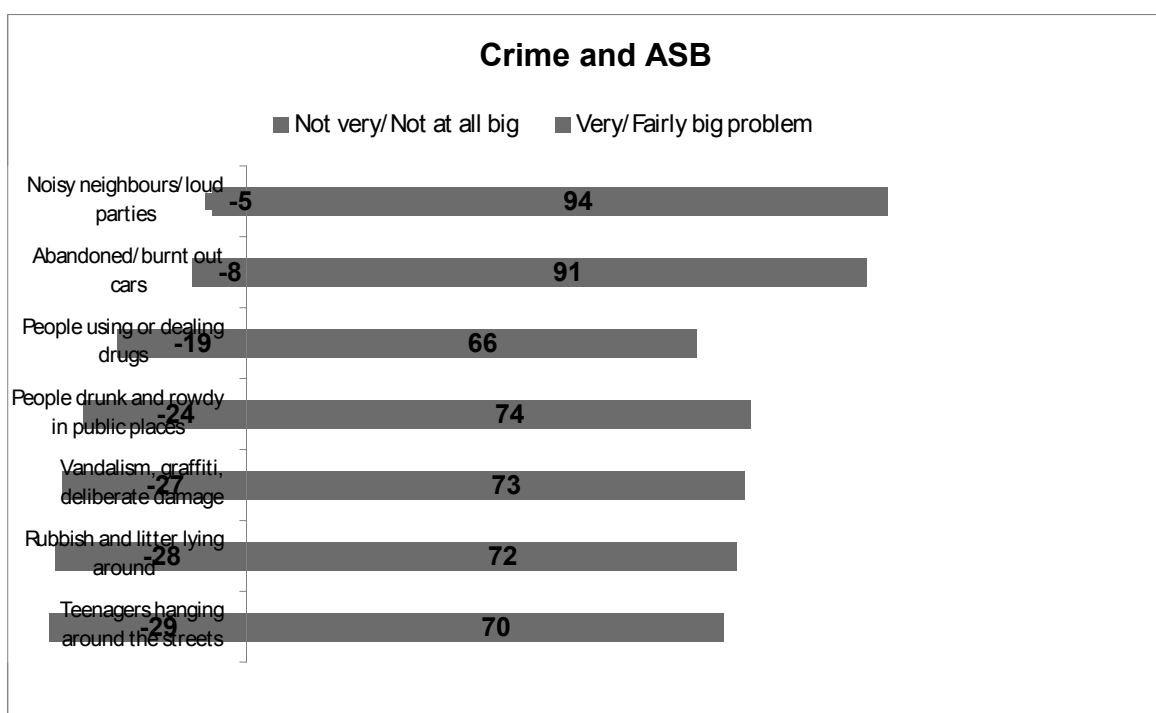
9.1 Over a third (35%) of Kent residents believe there is a problem in that people in their local area do not treat each other with respect and consideration. This compares with 31% nationally. In contrast nearly two thirds (64%) do not think there is a problem.



9.2 6% of Kent residents agree and 26% tend to agree that parents in their local area take enough responsibility for the behaviour of their children, a total of one in three. This is higher than the national average of 30% and the south east average of 31% and Kent Districts' average of 27%.

9.3 Almost a half (49%) of Kent residents disagree that parents take enough responsibility for the behaviour of their children.

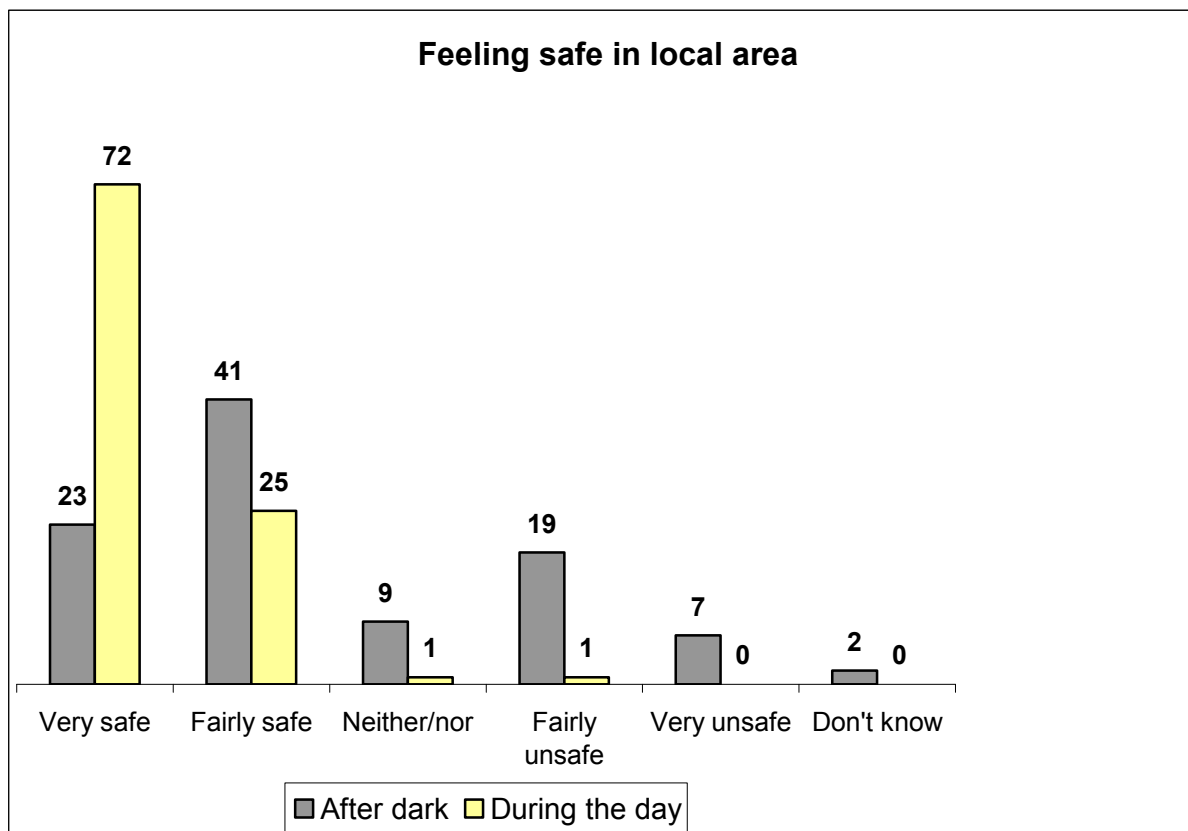
## 10. Community Safety



10.1 Responding to a list of eight behaviours, residents are relatively more likely to think that teenagers hanging round the streets constitute a big or fairly big problem (29%), although 70% do not regard this as a problem.

10.2 Rubbish and litter lying around is similarly considered to be a big problem with 28% agreeing but 72% disagreeing, followed by vandalism, graffiti and other deliberate damage at 27% with 73% disagreeing and people being drunk and rowdy in public places at 24% agreeing and 74% disagreeing.

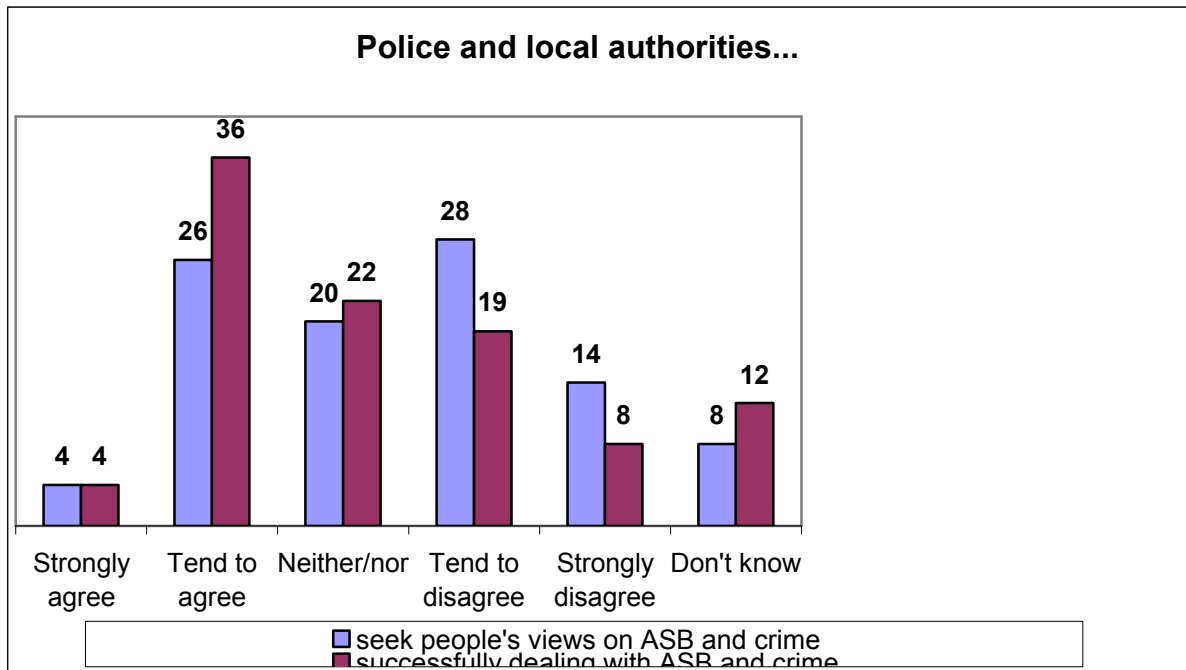
10.3 Noisy neighbours/loud parties and abandoned/burnt out cars rank as the two behaviours regarded as least of a problem with 94% and 91% respectively citing these as not very or not at all a problem, but with 5% and 8% respectively identifying them as a big or fairly big problem.



10.3 Almost two thirds (64%) of Kent residents feel at least fairly safe outdoors after dark. This compares with one in four (25%) who feel unsafe and 97% who feel safe when outdoors during the day.

10.4 Ipsos MORI have correlated these results by District with the Index of Multiple Deprivation and found a strong correlation between feeling unsafe and deprived areas. Residents are most likely to feel unsafe in Thanet (44%) and least likely to feel unsafe in Sevenoaks and Tonbridge & Malling, the more affluent areas.

10.5 Concern about personal safety after dark is also concentrated more highly among certain demographic groups – women feel more unsafe than men (33% compared with 17%) and older people (32% of those aged 65+ compared with 21% of those aged 18-34).



10.6 Nearly one in three (30%) Kent residents agree that the police and other local authorities seek people’s views about crime and antisocial behaviour. This compares with 25% as the national average and 24% as both the south east average and the Kent District average.

10.7 However, four in ten (40%) believe that the police and other local authorities are successfully dealing with crime and antisocial behaviour and this compares with 26% as both national and south east average and 25% as Kent District average.

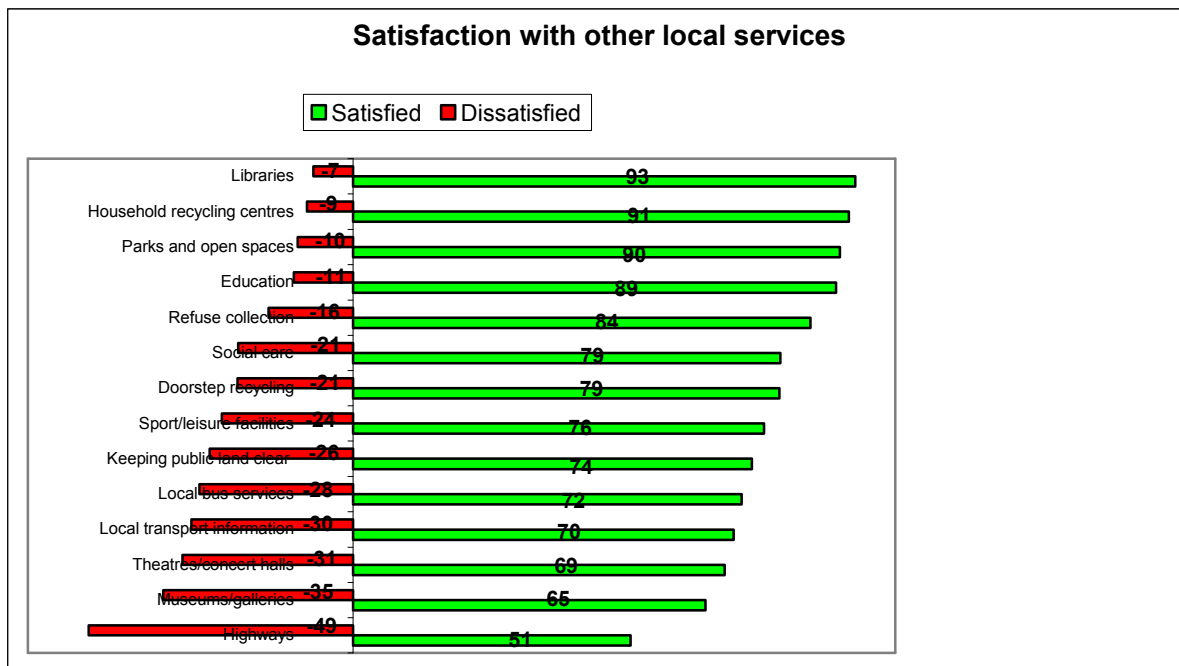
## 11. Local public services in Kent



11.1 Local public services are held generally in high regard by Kent residents with just over two thirds (67%) satisfied with Kent Fire & Rescue service and 57% satisfied with Kent Police, although 12% and 18% respectively say they are neither satisfied nor dissatisfied or don't know and a further 20% and 8% respectively report that they haven't used the service.

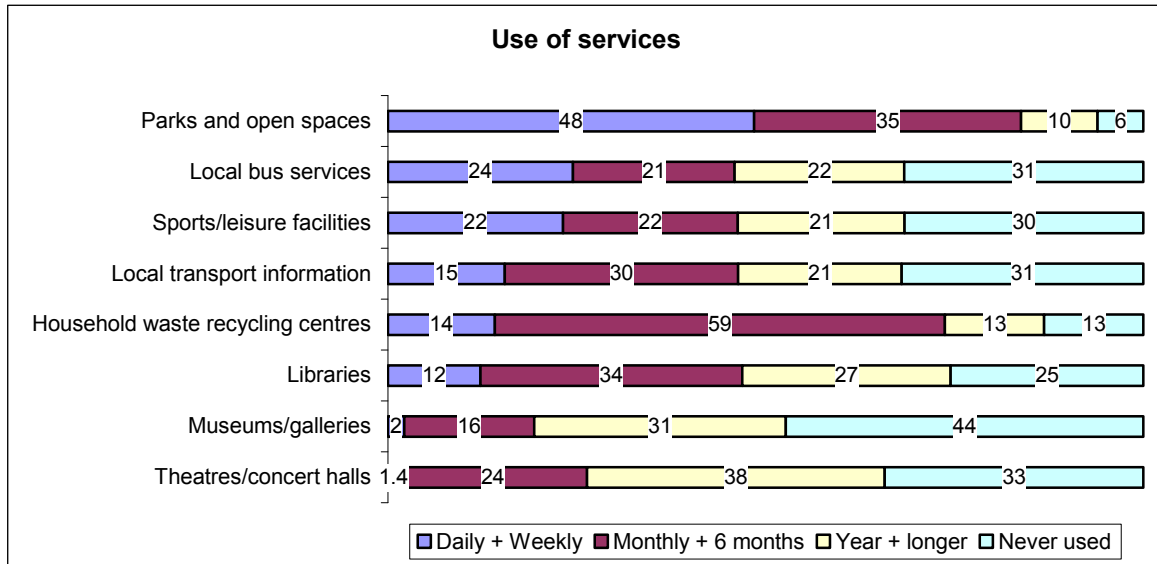
11.2 The highest level of satisfaction for Kent residents is 84% who are satisfied with their local GP, compared with 8% who are dissatisfied. Somewhat less (67%) are satisfied with their local hospital and less again (58%) are satisfied with their local dentist and 17% and 14% respectively are dissatisfied.

## 12. Other local public services in Kent



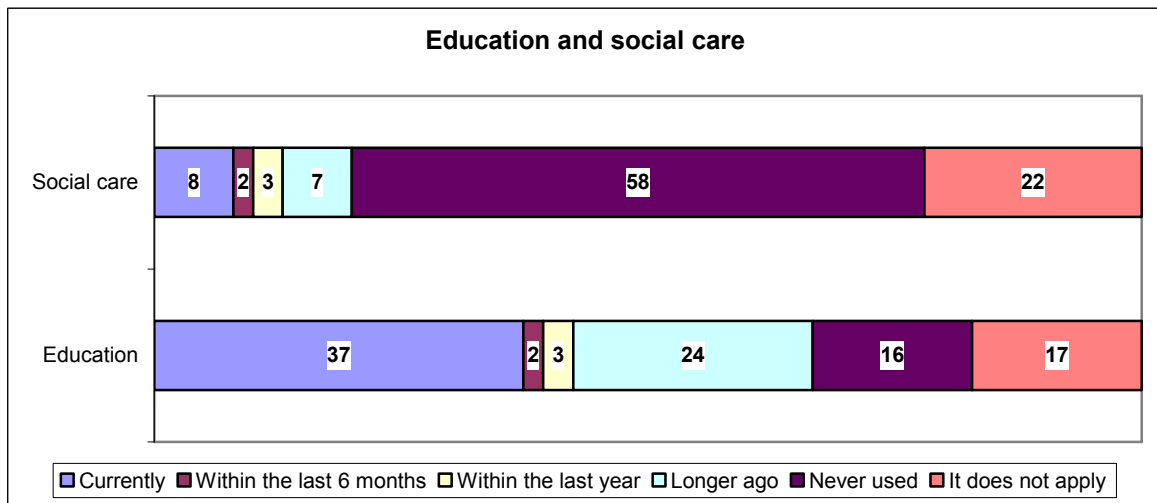
12.1 The greatest level of satisfaction among Kent residents for other local services is with libraries at 93% satisfied and 7% dissatisfied. The lowest level of satisfaction is with highways at 51% with 49% dissatisfied.

### 13. Use of other local services

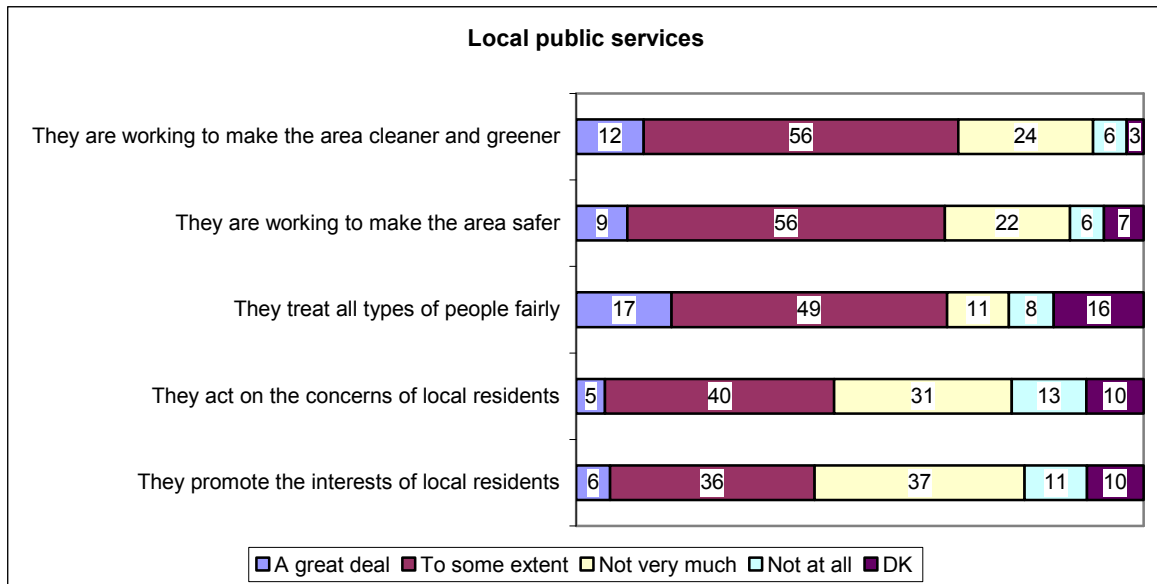


13.1 Kent residents report that they use parks and open spaces most frequently with nearly one in two using them once a week or more. Next most frequent is local bus services closely followed by sports and leisure facilities. More residents cite that the service they never use is museums and galleries, then theatres and concert halls, then local transport information and local bus services and sports and leisure facilities.

### 14. Education and social care

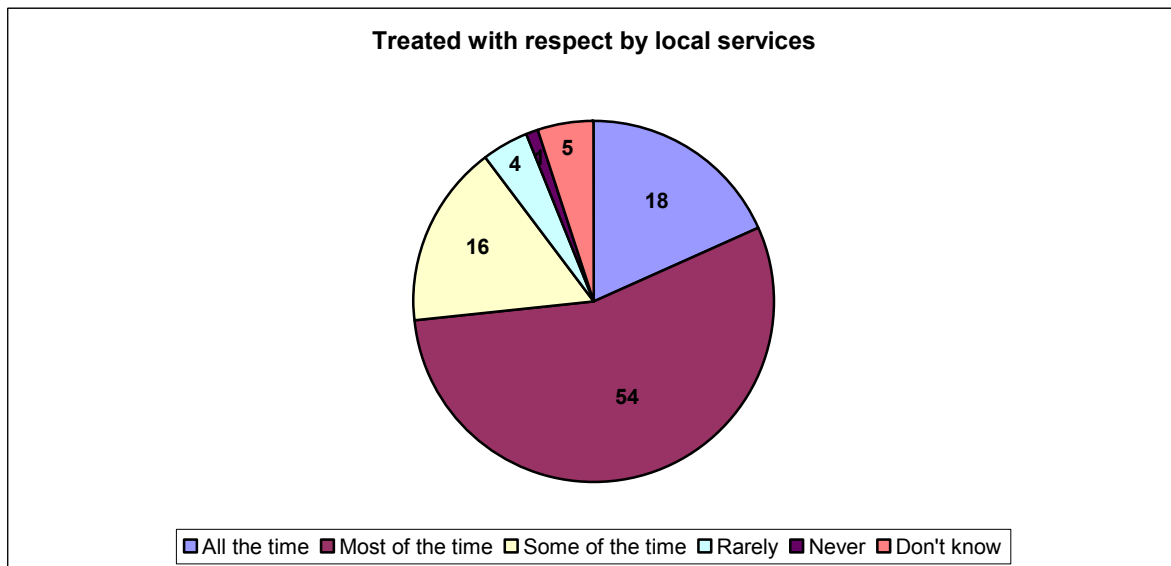


14.1 Unlike universal services like highways and waste disposal, which all Kent residents use directly or indirectly, education and social care services are used when needed but they will not be used by all residents all the time. When asked how recently they or members of their household have used or benefited from education and social care, which are the County Council's two largest service budgets, Kent residents report that over one in three (37%) are current users of education services, but one in six (16%) have never used them. Social care users are one in twelve (8%) with nearly six in ten (58%) reporting to have never used KCC social care.



14.2 Kent residents are less positive about the way public services work for, and involve people, than they are with specific services. Around two thirds believe that local public services are working to make the area cleaner and greener (67%), safer (65%) and in a way that treats all types of people fairly (66%), but 28%, 30% and 19% respectively do not agree with those statements. 48% and 44% do not agree that local public services promote the interests of local residents and act on the concerns of local residents, whereas 42% and 45% agree.

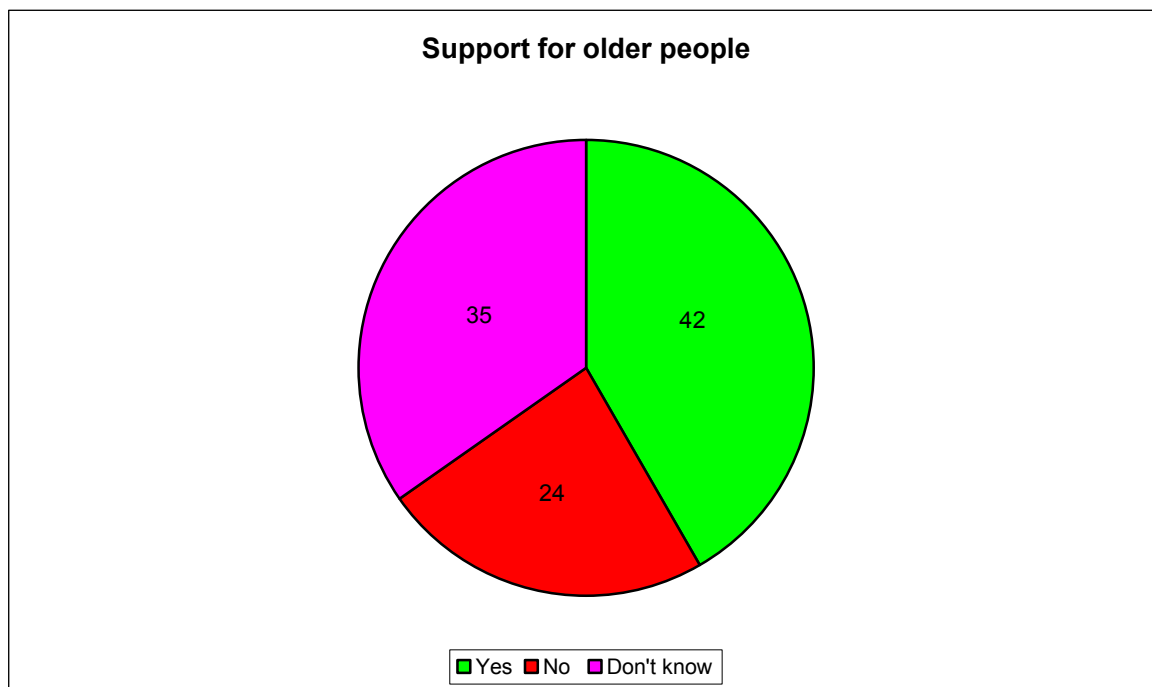
### 15. Fair treatment by local services



15.1 Nearly three quarters (72%) of Kent residents believe that they have been treated with respect and consideration by local public services all or most of the time. This compares with one in six (16%) who think they have been treated this way some of the time and one in 20 (5%) who think rarely or never have they been treated with respect and consideration.

15.2 Calculating among those who express an opinion KCC's score for NI 140 is 77%, which compares with the national average of 72%, south east average of 76% and Kent Districts' average of 74%.

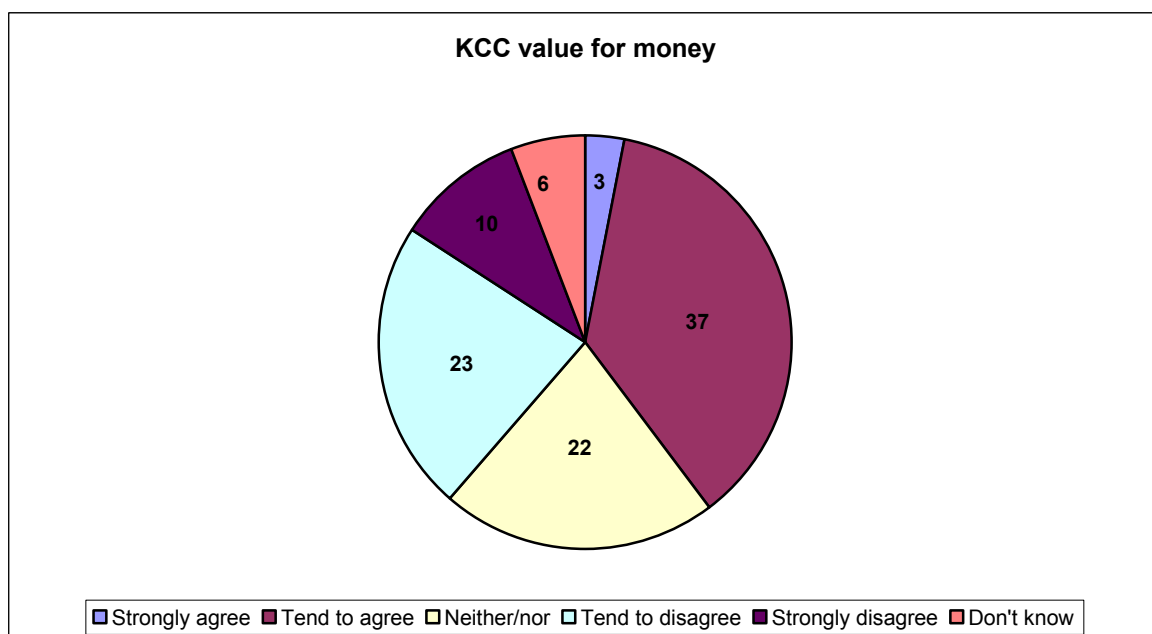
## 16. Services and support for older people



16.1 42% of Kent residents believe that older people in their local area receive the services and support they need to continue to live at home for as long as they want to. Some 24% think that older people do not get sufficient services and support and 35% either don't know or have no opinion.

16.2 KCC's score of 42% compares with the national average of 30%, the south east average of 28% and the Kent Districts average of 30%.

## 17. About KCC – Value for money

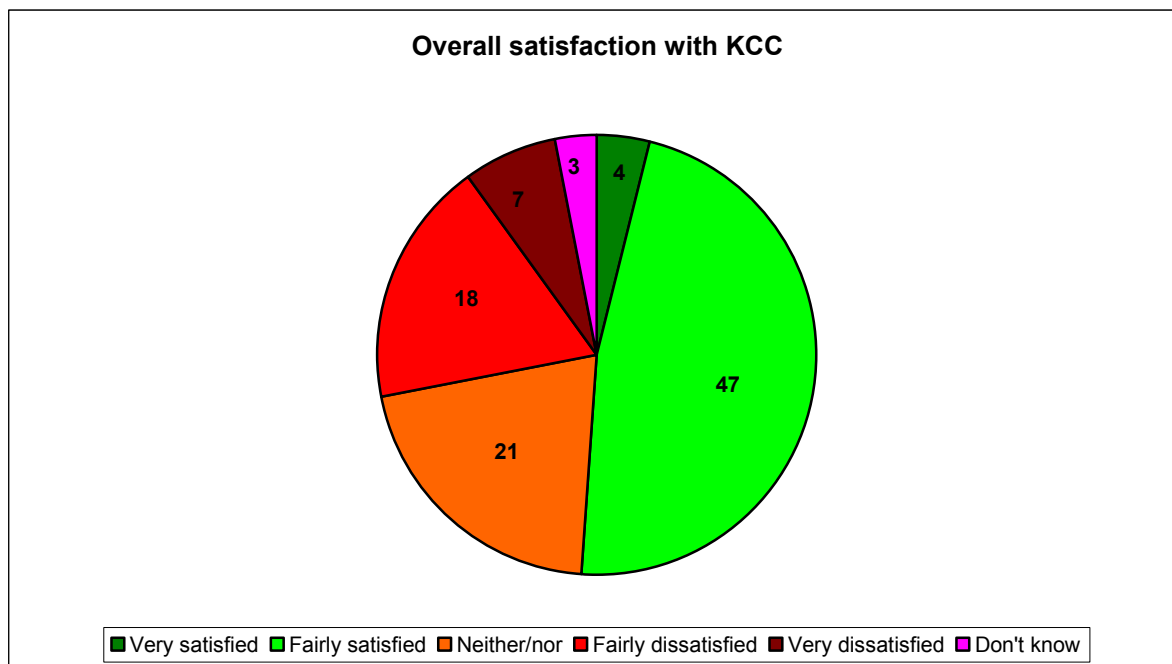


17.1 Four in ten (40%) of Kent residents believe that KCC provides value for money. This compares with one in three (33%) who disagree and some 28% who neither agree nor disagree or don't know. When the same question was asked in 2006, the proportion who agreed that KCC provides value for money was 41% on a slightly different response scale.

17.2 KCC's score of 40% compares with the national average of 33%, the south east average of 34% and the Kent Districts average of 32%.

17.3 A similar question was included in the Kent & Medway Citizens' panel survey in February – April 2009 and 34% agreed and 32% disagreed that KCC provides value for money. So, although there are differences in the way the data has been collected, there is no robust evidence of deterioration in residents' perceptions of KCC on this aspect.

## 18. Satisfaction with the way KCC runs things



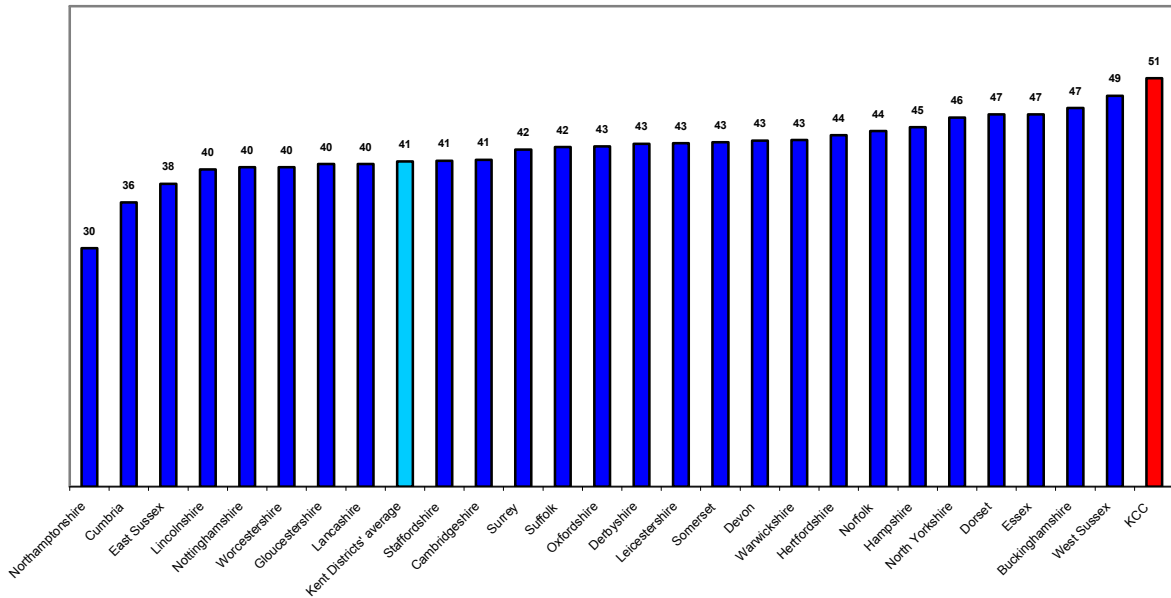
18.1 Over half (51%) of Kent residents are satisfied with the way KCC runs things and this compares with one in four (25%) who are dissatisfied and one in four (24%) who are neither satisfied nor dissatisfied or don't have an opinion.

18.2 While there have been changes between surveys in question wording and the placing of the satisfaction questions in questionnaires covering quite different topics, as are methodologies and backdrops, these scores represent a downturn over the longer term. In 2001 Kent residents were satisfied by a margin of three to one (59% against 18%) and four to one in 2006 (61% against 15%).

18.3 There has been a fall in satisfaction from 61% in 2006 to 51% in 2008 and an identical 10 percentage point increase in dissatisfaction over the period. This represents the first significant shift in resident opinion measured between Ipsos MORI face to face surveys conducted for KCC in recent years.

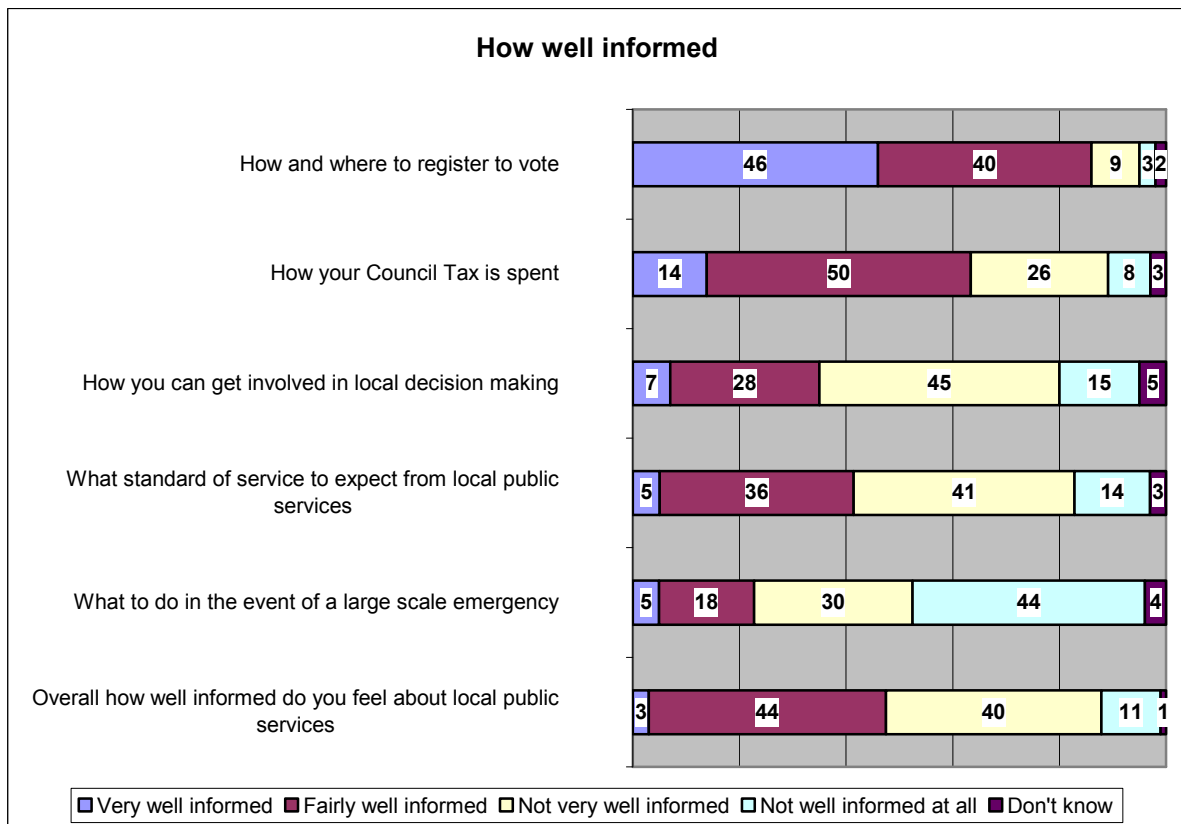
18.4 This is in line with what has happened nationally as public satisfaction with county councils has continued to decrease - from 62% average in 2000 to 54% in 2003, 50% in 2006 and now 45% in 2008.

18.5 More recently the Ipsos MORI baseline survey for the Kent & Medway Citizens' Panel recorded satisfaction at 55% against 20% dissatisfaction, although the question wording was different.



18.6 KCC's score of 51% is higher than the scores from all the other county councils and the Kent Districts' average score of 44% and the south east average score of 47% – although it needs to be remembered that all these have been achieved with postal questionnaires.

### 19. How well informed Kent residents feel

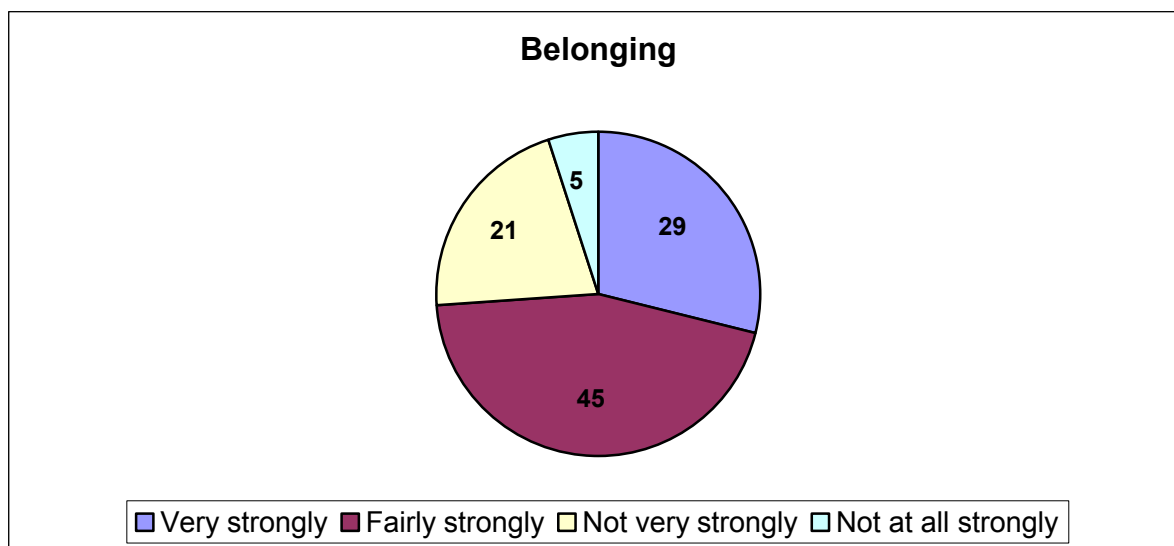


19.1 Kent residents feel most well informed about how and where to register to vote (86% informed compared with 12% not informed), followed by how Council tax is spent (64% informed against 34% not), how to get involved in local decision making (35% informed against 60% not informed), standards of public services (41% informed against 55% not informed), and what to do in the event of an emergency (23% informed against 74% not informed).

19.2 Overall 47% of Kent residents felt informed about local public services compared with 51% who felt not informed.

19.3 NI 37 is the percentage of local residents feeling informed of what to do in the event of a large scale emergency. KCC's score of 23% compares with a national average of 15%, a south east average of 16% and a Kent Districts' average of 17%.

## 20. About the residents of Kent - Belonging



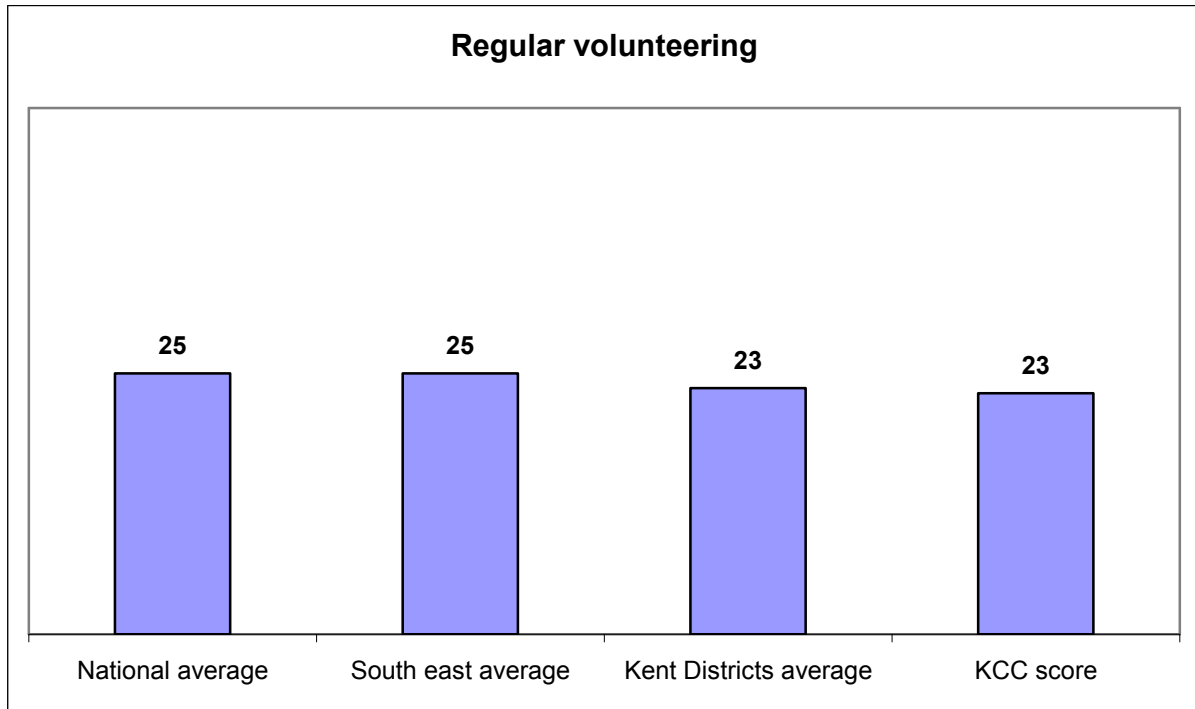
20.1 Most Kent residents feel a bond with their local area. Three in four (74%) say they belong at least fairly strongly to their local area and three in ten (29%) say they belong very strongly to it. In comparison only one in four (26%) report little or no sense of connection to their area. These scores place Kent squarely in line with national findings from the Citizenship Survey (April – June 2008) which show 76% feeling a fair or strong sense of belonging.

20.2 Unlike satisfaction with the area, the sense of belonging is even throughout the County – it is as high in east Kent (74%) as in mid Kent (75%) and west Kent (73%). Only at District level are there some differences, with the highest sense of belonging in Canterbury (80%) and the lowest in Tonbridge & Malling (67%) and Thanet (66%).

20.3 Older people tend to feel a stronger attachment to the area with 82% of residents aged 65 and over belonging at least fairly strongly compared with 67% of those aged 18-34.

20.4 Home ownership also correlates with a greater sense of rootedness with 78% of those who own their own home outright saying they belong very or fairly strongly compared with 71% social renters and 60% of private renters.

## 21. Participation in regular volunteering

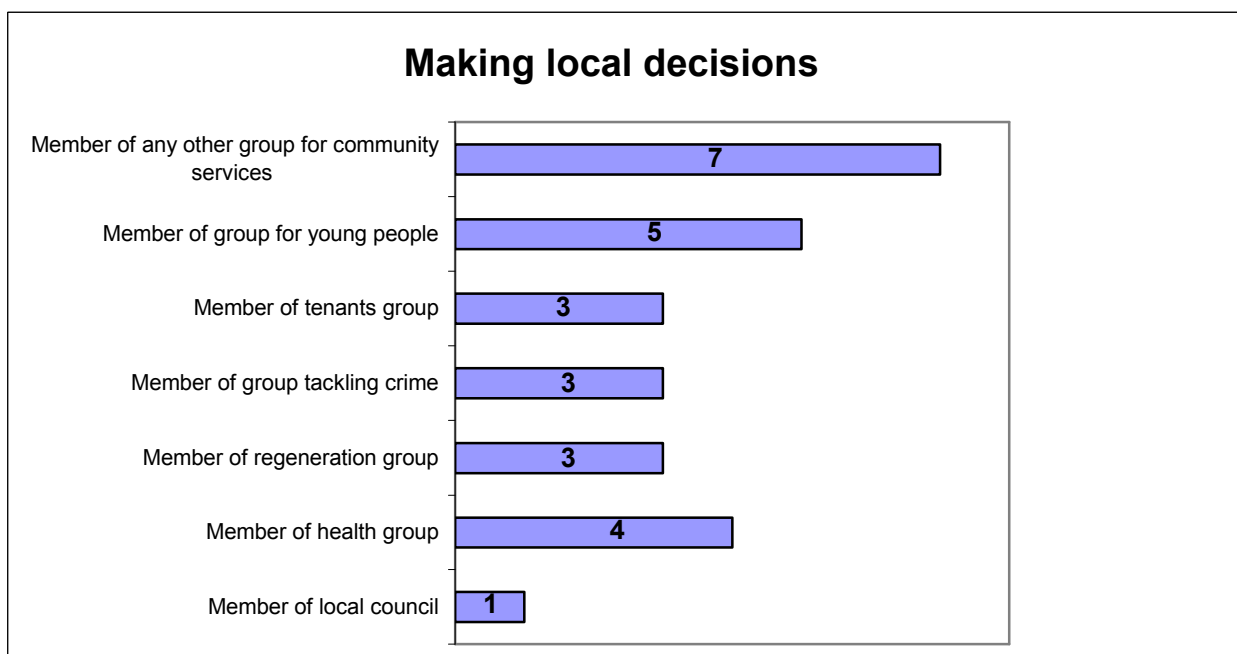


21.1 Just under a quarter of Kent residents (23%) say that they have given unpaid help to a group, club or organisation and have done so at least once a month or more frequently. This excludes giving money or anything that was part of a job or done for the family.

21.2 This level of activity is slightly less than the national and south east average and equal with the Kent Districts' average.

21.3 Analysis shows that such activism is higher among middle and older age groups, in the west of Kent and in more affluent areas.

## 22. Making decisions

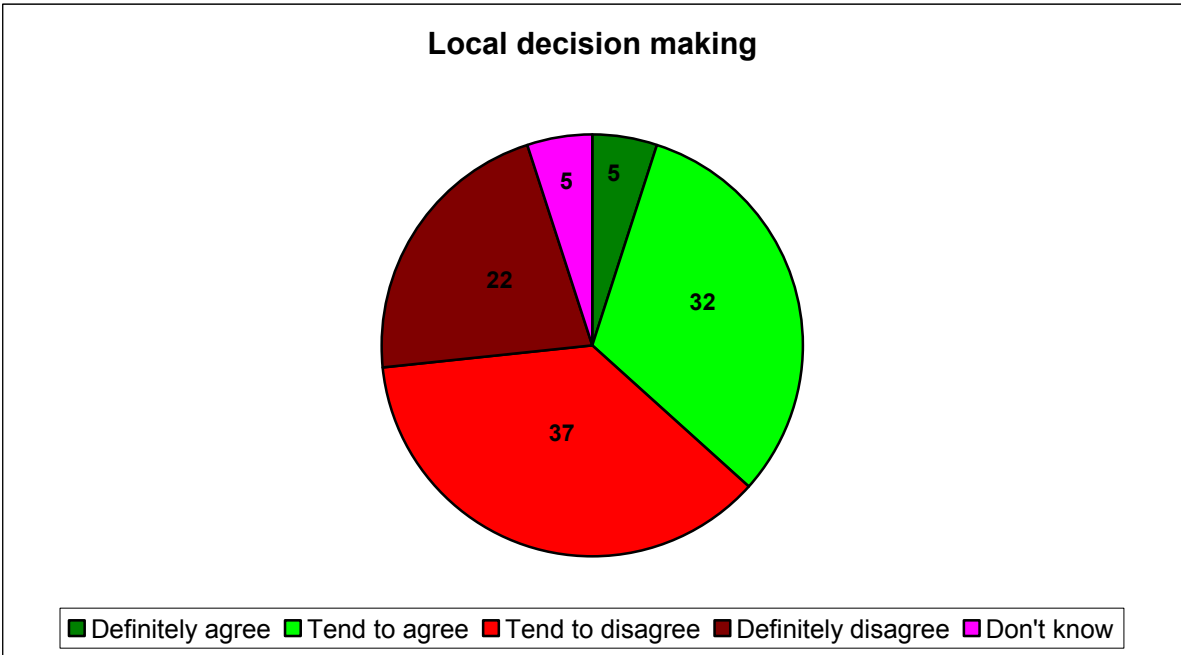


22.1 Three percent of Kent residents have been involved in groups making decisions locally tackling crime as well as tenants' and regeneration groups.

22.2 Four percent have been members of groups making decisions on health and five percent of groups making decisions about young people's issues. One percent reported having been a member of their local council and 7% had been members of other groups making decisions on community services.

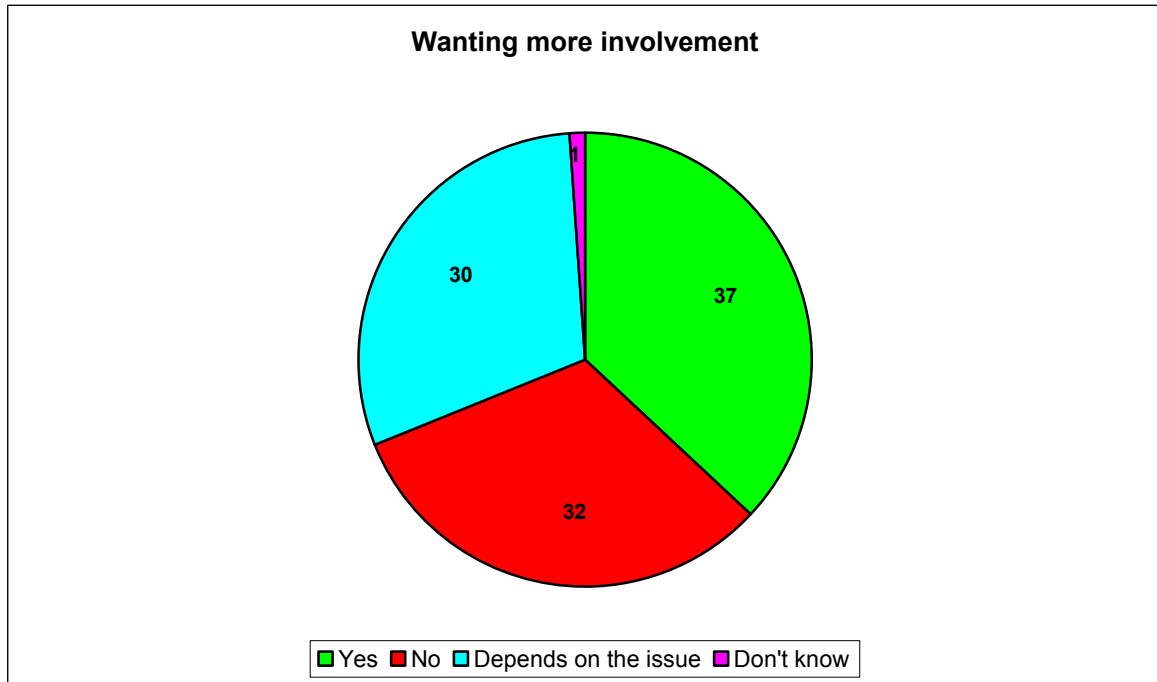
22.3 Adding the different groups together provides an aggregate score for NI 3 of 15% for KCC, which compares with 14% as a national average, 14% as a south east average and 13% as an average for Kent Districts.

**23. Influencing decisions**



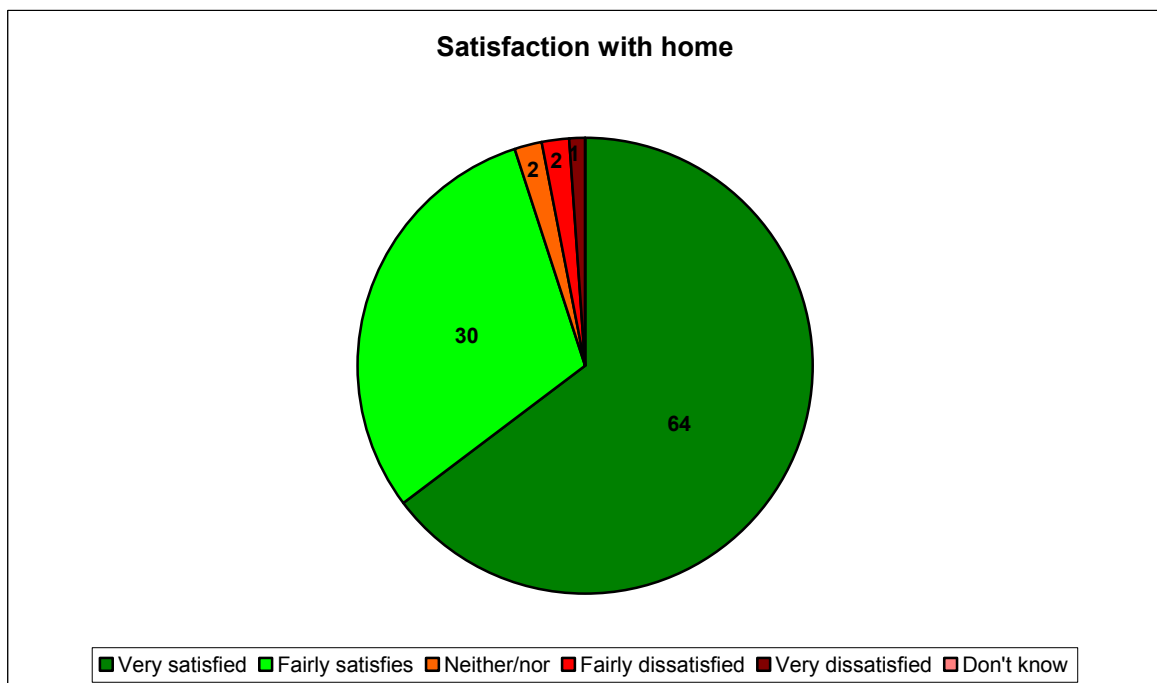
23.1 Nearly two fifths (39%) of Kent residents agree they can influence decisions in their local area and this compares with a national average of 29%, a south east average of 27% and a Kent Districts average of 27%. Three fifths (59%) of Kent residents disagreed that they could influence local decision making.

## 24. More involvement



24.1 When asked if they would like to be more involved in the decisions that affect their local area well over a third (37%) of Kent residents say yes with just under a third (32%) saying no. A further three in ten (30%) say that more involvement was possible but would depend on the issue.

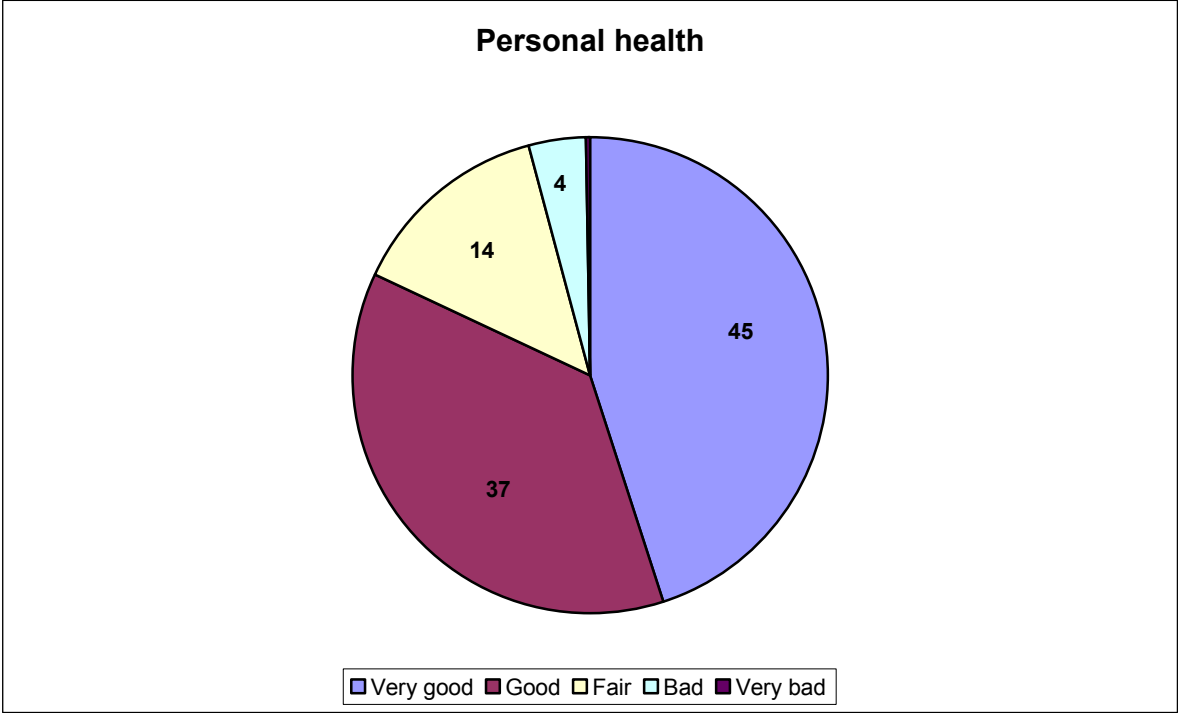
## 25. Satisfaction with home



25.1 Most Kent residents are very happy with their own accommodation. Over nine in ten (94%) say they are at least fairly satisfied with their home as a place to live, with almost two in three (64%) very satisfied. Only 3% express discontent.

25.2 The proportion of residents who are very satisfied is highest in Sevenoaks (75%) and Canterbury (73%) and lowest in Swale (53%). It is also considerably higher among people in rural locations compared with built-up areas (85% compared with 63%) and among residents of the most affluent places compared with those in the most deprived (69% compared with 59%).

**26. Self reported state of health**



26.1 When asked how their health was in general, over four fifths (82%) reported it good or very good, compared with less than one in 20 (4%) who reported bad or very bad.

26.2 Older residents are more likely to rate their health as fair or bad than younger residents. Still more than seven in ten of those aged 65+ consider their health to be either good or very good.

**27. Summarised findings from Ipsos MORI’s report of KCC’s Place Survey are:**

27.1 Kent residents are satisfied with their local area as a place to live – the 89% positive rating represents a small improvement since the question was last asked in 2006.

27.2 More are satisfied with their home – most Kent residents (94%) are very or fairly satisfied with their home and only 3% express dissatisfaction.

27.3 Over eight in ten regard their health as good – 45% of Kent residents rate their health as being very good and 37% as fairly good, making a 82% good compared with only 4% considering it to be bad or very bad.

27.4 Residents prioritise respect and roads – although the level of crime is seen as something that requires improvement locally, road issues (cited as repairs and congestion levels) feature more prominently as major areas for improvement.

27.5 Residents satisfied with public services – satisfaction with public services in Kent is very positive and with regard to health and police services compares well with national benchmarks.

27.6 KCC is viewed positively – with just over half satisfied with the way KCC runs things, but ratings of KCC have fallen and more are now dissatisfied.

27.7 Public less positive about the extent to which services work for people – while generally satisfied with health, police and local government services, residents are less positive about the way public services work for, and involve people.

27.8 Looking ahead – KCC and partners will face the challenge of engaging residents while also delivering timely and relevant communications about what it is doing. Communications success will be complicated by the recent trend for public scepticism about data and statistics.

27.9 For the future – KCC will need to work with the twin challenges of falling satisfaction with its performance and a changing and more difficult economic backdrop.

### **Recommendations:**

CPOSC is asked to:

- a) Note KCC's Place Survey scores as produced by the Ipsos MORI face to face survey, the national comparison scores and the commentary as to what the scores mean.
- b) Identify any further reports the CPOSC may require analysing in further detail any aspect of Kent residents' views, perceptions and priorities and KCC's services, satisfaction and reputation.

**Accountable officer:** Robert Hardy, Director of Performance, Improvement and Engagement – CED Tel: 7000 1343

### **Background documents**

Place Survey Manual, Department of Communities and Local Government, January 2009

Kent Place Survey 2008 Summary report, Ipsos MORI, March 2009

Place Survey 2008, England, Department of Communities and Local Government, Local Government Statistical Release. June 2009

Place Survey 2008, England, Department of Communities and Local Government, Local Government Statistical Release. September 2009

## Appendix 1 – KCC Place Survey 2008 NI results

Using the methods prescribed by the Department of Communities and Local Government (CLG) for calculating the results, the NI scores for KCC are as shown in the following table, together with the national average, the south east authorities' average and the average for the 12 Kent District Councils for comparison purposes. All scores are given rounded to the nearest whole number, following the convention used in the national publication.

NI	Topic - Definition	KCC score	National average	South east average	Kent Districts' average
1	Social cohesion - % of people who believe people from different backgrounds get on well together in their local area	77%	78%	79%	76%
2	Belonging - % of people who feel that they belong to their neighbourhood	74%	60%	58%	59%
3	Making decisions - % who have been involved in decisions that affect the local area in the past 12 months	15%	14%	14%	13%
4	Influence - % of people who agree they can influence decisions in their locality	39%	29%	27%	27%
5	Overall / general satisfaction with local area	89%	81%	83%	80%
6	Participation in regular volunteering	23%	24%	25%	23%
17	Perceptions of anti-social behaviour	NA	20%	16%	19%
21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	40%	27%	26%	25%
22	Perceptions of parents taking responsibility for the behaviour of their children in the area	34%	30%	31%	27%
23	Respect - Perceptions that people in the area treat one another with respect and consideration	36%	31%	28%	33%
27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	31%	25%	24%	24%
37	Awareness of civil protection arrangements in the local area	23%	16%	16%	17%
41	Perceptions of drunk or rowdy behaviour as a problem	25%	29%	27%	28%
42	Perceptions of drug use or drug dealing as a problem	22%	31%	24%	26%
119	Self-reported measure of people's overall health and wellbeing	82%	77%	79%	76%
138	Satisfaction of people over 65 with both home and neighbourhood	NA	84%	NA	84%
139	The extent to which older people receive the support they need to live independently at home	42%	30%	28%	30%
140	Fair treatment by local services	77%	74%	76%	74%

## Appendix 2 - KCC Place Survey 2008 non-NI results

The results of Place Survey questions which were not based on NIs are shown below, with an indication of the results from the 2006 BVPI survey, if asked, for comparison purposes.

Question	Place Survey 2008	BVPI survey 2006
Which things are most important to make a place good to live in	Level of crime Clean streets Health services Parks and open spaces Level of traffic congestion Public transport Education provision	Level of crime Health services Clean streets Affordable decent housing Education provision Level of traffic congestion
Which things most need improving in the local area	Road and pavement repairs Activities for teenagers The level of traffic congestion The level of crime Clean streets Job prospects	Activities for teenagers The level of traffic congestion Road and pavement repairs The level of crime Public transport Affordable decent housing
Agreement with statements about local public services	Work to make area safer 65% Work to make area cleaner 68% Promote interests of locals 42% Act on concerns of residents 45% Treat all types of people fairly 66%	46% 54% 36% 33% 40%
Satisfaction with local public services – Police, Fire, GP, local hospital and dentist	Kent Police 57% satisfaction Kent Fire 67% satisfaction GP 84% satisfaction Hospital 67% satisfaction Dentist 58% satisfaction	Not asked
Satisfaction with particular public services including local tips, bus services, libraries, parks	Local tips 75% satisfaction Public transport info 40% satisfaction Local bus services 43% satisfaction Sports 47% satisfaction Libraries 63% satisfaction Galleries 26% satisfaction Arts activities 37% satisfaction Country parks 79% satisfaction Education 57% satisfaction Social care 26% satisfaction Highways 43% satisfaction BUT 41% dissatisfaction	88% 46% 51% 55% 70% 37% 42% 74% 31% 21% Not asked
Extent of agreement that KCC provides value for money	40% agree National average 33%	31% agree
Overall satisfaction with KCC	51% satisfied National average 45% satisfied	46% satisfied
How well informed residents feel about specific issues and overall about local public services	How ... to vote 86% well informed ...Council Tax is spent 64% well informed ...to get involved ... 35% well informed ...standards to expect 41% well informed ...services perform 38% well informed ...to complain 41% well informed Public services overall 47% well informed	90% 57% but different wording 35% 48% 33% but different wording 46% 40% but different wording
Residents wanting to be more involved in local decision making	37% want to be more involved with a further 30% wanting to depending on the issue	21% and 51% wanted to be more involved, but the Q wording was different
Feelings of safety outside in local area after dark	23% feel very safe and 41% feel safe outside after dark = 64% overall National average = 51% overall	Not asked
Feelings of safety outside in local area during the day	72% feel very safe and 25% feel safe outside during the day = 97% overall National average = 88% overall	Not asked

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**By:** Roger Gough –Cabinet Member for Corporate Support  
Services and Performance Management

Peter Gilroy – Chief Executive

**To:** Corporate Policy Overview Committee

**Subject:** The review of Kent TV

**Classification:** Unrestricted

**Summary:** The paper is intended to inform members of the Corporate Policy Overview Committee of the results of the Kent TV review as conducted by CapGemini.

## Introduction

Kent TV was launched in September 2007 and was designed to be a community broadband channel. The channel was intended to be a platform for local authorities and businesses to place information on and a place where the community could showcase their own views and talents. Since its launch Kent TV has received over 2.3 million visits and to date there are over 2000 videos with a wide range of topics all from a Kent perspective. In the past year the service has seen an increase in engagement from the public with over 360 videos being submitted from outside organisations and members of the public.

### 1. The Review

- 1.1 In the summer the decision was made to extend the contract to March 2010; in order to conduct a review into the service. The review was conducted to determine Kent TV's successes and identify areas for development against the original cabinet paper written in April 2007.
- 1.2 The decision to continue Kent TV beyond March 2010 has not yet been taken.
- 1.3 The review was used to inform the tender specifications of Kent TV.
- 1.4 During July and August, CapGemini spoke to key stakeholders including Members and representatives from the Board of Governors, as well as businesses, charities, chambers of commerce and individuals who had used the service.
- 1.5 Participants were asked their views on the service and what they felt Kent TV could do better on; they were also asked what they would like to see from Kent TV in the future.
- 1.6 36 people took part in the questionnaire.
- 1.7 CapGemini also looked into the wider context of the digital world and looked at what we could be doing to improve the current service.

1.8 Following the review, various suggestions such as hosting webinars/debates, engaging with schools and young people through their own channel and working with international partners have been included in the specifications sent out to prospective tenderers.

## **2. Conclusion**

The committee are asked to note, review and offer comments.

### **Other Useful Information:**

Review of Kent TV as conducted by CapGemini

### **Author Contact Details**

Tanya Oliver – Director of Strategic Development and Public Access

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# Kent TV Review

28 August 2009

Main Findings

**FOR DISCUSSION**



# Contents

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- The Context
- Executive Summary
- Detailed Findings
- The Changing Landscape
- Appendix

## The Context

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The Kent TV pilot launched in September 2007 and was designed to be a community broadband channel covering a range of topics and issues relevant to Kent

It is the first public funded broadband TV channel in Europe and recognises the need for local government to interact with the public through new, convenient channels

This commission reviewed the progress of the pilot against the objectives outlined in the original Cabinet paper and describes how the landscape of public media channels is forecast to move increasingly towards a model of converged Broadband and Digital TV

The study highlights how Kent TV has made significant progress in engaging with young people and remaining at the forefront of technological progress. To this end, stakeholders recognise that, whilst there are areas for consideration, Kent TV has been a truly innovative development in the use of broadband by local government

# Executive Summary

# This study has used focus interviews and data analysis to review the progress of Kent TV during the pilot phase

**1 Three Main Objectives**

1. Review the achievements of the Kent TV pilot against the objectives in the Cabinet paper
2. Provide a snapshot of the wider digital world, including other broadband channels (with particular emphasis on public sector channels or content), and any other contextual information that is relevant
3. Suggest areas for focus in the post pilot phase

**2 We reviewed Board reports, viewing figures and published articles...**

- Original Cabinet Paper
- Board Reports:
  - Fourth Quarter 2007
  - First Quarter 2008
  - Second Quarter 2008
  - Second and Third Quarters 2009
- Website viewing figures, video play figures and breakdown of programme source
- Comparison of Kent TV to other UK county councils' use of broadband and digital TV channels

**3 ...As well as speaking to 36 people from 5 stakeholder groups**

- Kent CC**
  - Pascale Blackburn
  - Tanya Oliver
  - Jane Clarke
- KTV**
  - Alex Connock, CEO Ten Alps
  - Nigel Dacre
  - John McGhie
- KCC Cabinet**
  - Paul Carter, Conservative Leader (yet to finalise)
  - Leslie Christie, Labour Leader
  - Trudy Dean, Liberal Democrat Leader
  - Roger Gough, Current portfolio holder
  - Alex King, Conservative Deputy Leader
- Kent TV Board of Governors**
  - Cheryl Armitage, Consultant
  - Charlie Hendry, Chief Fire Officer
  - Martin Jackson, Media Consultant
  - Phil Wookley, CEO, Locate in Kent
  - Geoff Miles, Maidstone Studios
- Other Stakeholders**
  - Andrew Bethell, Teachers TV\*
  - Tony Buddin, Marketing Director, Business Link Kent
  - Miranda Chapman, Pillary Barn\*
  - Duncan Lesley – Hever Castle
  - Simon Davies, Sevenoaks District Council, Walk Leader
  - Denise Garrett, English Heritage SE
  - Luke Griffiths, Kent Youth County Councillor
  - Colin Hill, Lupofresh
  - Peter Hobbs, CEO, Channel Chamber of Commerce
  - Jo James, CEO, Invicta Chamber of Commerce
  - Tracy Manley, CEO, Thames Chamber Commerce
  - Michelle Moulararak, Canterbury City Council
  - Sandra Matthews Marsh, MD, Visit Kent
  - Krystyna Matyjaszkiewicz, Canterbury Roman Museum
  - Matthew Nicks, Chief Superintendent of Kent Police
  - Adrian Oliver, Cycle Age
  - Mark Parry, Porchlight
  - Dr Bruce Pollington, Medical Director, Heart of Kent Hospice
  - Simon Reed, Campaign for Real Ale
  - Neil Webster, MD, Heart Kent FM

**These ran in parallel to KCC's ongoing public questionnaire**



## The general response to the Kent TV pilot is positive.....

"Kent TV has been a resounding success"

"The MI is awful...the targets should be more measurable"

"The marketing of the site is dreadful...it needs a sustained clever advertising campaign"

"The schools work sounds really impressive – very powerful"

"So far, I have the impression that it is very insular"

"It's successfully moved from a paper plan to a vibrant community online site"

"I think they are highly professional and have lots of passion"

"The board is confused as to its meaning and its set up is bizarre"

"It's widened peoples thinking within KCC of how we can communicate with the public"

"I was thinking over the weekend, here's a resource that we have not been taking advantage of..."

"I love anything that they do on us"

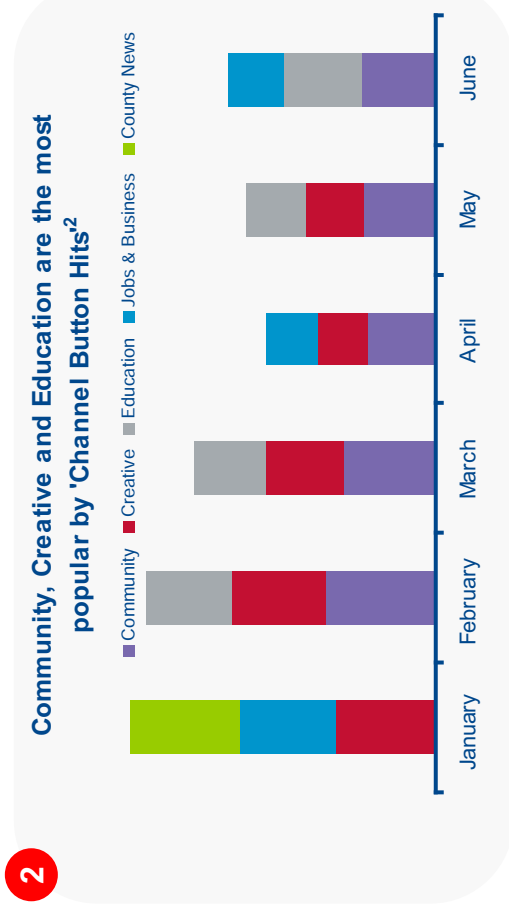
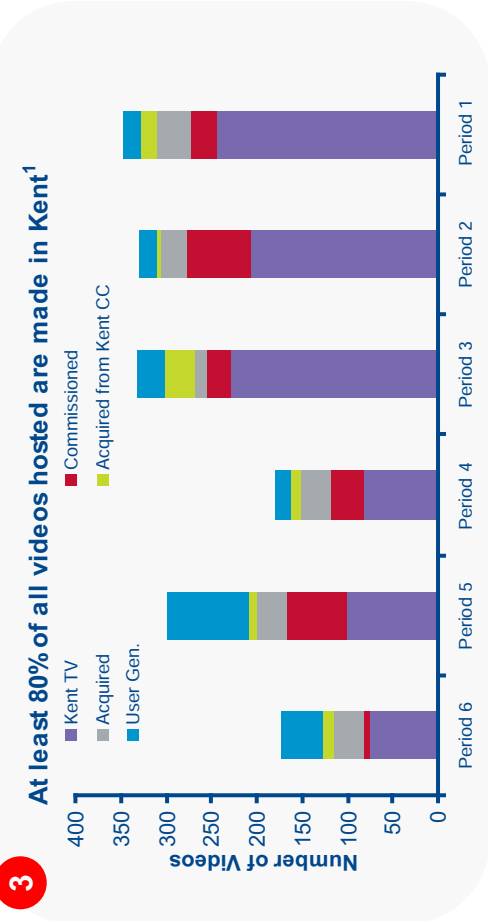
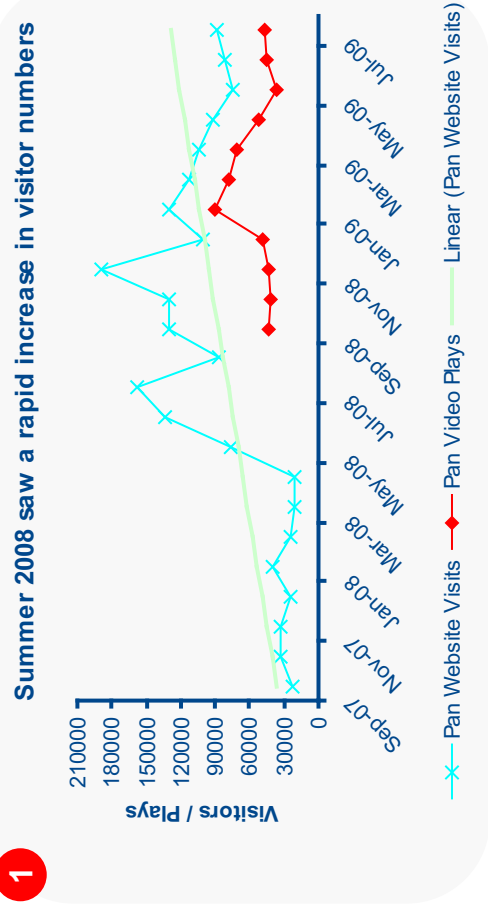
"Kids are one of the biggest opportunities for KTV...get them uploading their stuff and accessing others ..."

"No-one I have asked has seen the website"

"I hope it continues"



# The viewing figures are above forecast and demonstrate the role of Kent TV in publicising local events such as 20:20 and Big Day Out



**4** **Commentary**

- During the pilot, there was considerable discussion on the most meaningful way to track users of the website
  - From Sept '08 it has been possible to track the number of video plays. This is seen as 'truest' measure of user interaction with the site
- There is, however, limited means to track the relative popularity of each channel
  - Graph 2 is simply the total number of clicks on the most popular three channel buttons shown on the left hand side of the web page
- There is clear evidence from the 2008 data that well publicised, multi channel events such as Business 20:20, Big Day Out and the Housing Debate contributed to an increase in visitor numbers
  - There may be a lag of approx. 1 month between the event and viewing figures increasing

Notes: (1) Period 1: 17/11/07 – 15/03/08; Period 2: 16/03/08 – 01/06/08; Period 3: 02/06/08 – Sept 08; Period 4: Sept 08 – Dec 08; Period 5 Jan 09 – 27/03/09; Period 6: 28/03/09 – June 09; (2) See Appendix for limitations of "Channel Button Hit" metrics



# Assessment: the main areas for future focus are governance, partnership working, and supporting education / training

Objective Category	RAG <sup>1</sup>	Commentary
Local Content (obj. 3, 16 *)	Green	At least 80% of videos hosted on the website were produced in Kent
Board Governance (17)	Orange	The constitution and purpose of the Board needs to be reviewed post pilot
Widening Participation (2; 4)	Green	Events such as "Sound Clash" and the Housing Debate have reached out well to the under 30s
Increased After School Educational Opportunities (8)	Orange	Initial progress made with schools was slow but recent events such as "animate / create" have been popular. The potential to host vocational training material on the site should further develop this area.
Increased School Educational Opportunities (9)	Orange	
Technological Innovation (14, 45)	Green	This has been a strong area during the pilot, as demonstrated by, e.g. Kent TV Player and <a href="http://KentTV.mobi">KentTV.mobi</a>
Commercial Benefits (5; 6; 7; 11; 12)	Green	Whilst very difficult to quantify, the exclusive use of Kent film companies and success of business events such as Backing Kent Business and 20:20 suggest progress in this area is significant
Partnership Working (13; 18)	Orange	There is potential to further develop networks with the business community, especially Chambers of Commerce
Employment (1)	Green	All except one member of Kent TV lives in Kent and employment will have benefited from the drivers of "Commercial Benefits"
Reduce paper use (10)	Orange	Kent TV has contributed to wider savings in KCC of £200,000 last financial year and will help towards savings of £1 million during this financial year.

Green: Quantified evidence or strong qualitative evidence of the objective having been achieved

Orange: Some evidence of progress having been made towards this objective but not sufficient for it to be achieved

Red: Quantified evidence or strong qualitative evidence that the objective has not been achieved

**Original KTV objective numbers shown. Grouped for study purposes**



# Recommended actions ...

# FOR DISCUSSION

1. Define Post-Pilot Governance Model
2. Research expected trends in Local Government media channels
3. Develop a limited number of 'could be' business models of the future state of Kent TV
4. Agree commercial model and agree resourcing mechanism
5. Clarify and strengthen partnerships
6. Focus on increasing Kent TV visibility
7. Refresh targets & metrics, and processes for benefits tracking

## Headline

- Revisit the purpose and constitution of the Board.
- Introduce a greater proportion of non political / customer group / stakeholder representatives
- Gain an informed detailed understanding of how Broadband and Digital TV channels, and other technologies will develop over the medium term. Determine the type and scale of investment needed for Kent TV
- Develop future models of Kent TV that follow the above trends; adjusting emphasis on target audience, news/current affairs, channel focus, etc
- Conduct high level value analysis of each model to determine the preferred option
- Explore potential sources of resource; be they direct funding from sponsorship or advertising; partner funding based; committed resource from collaborators for content; incentive mechanisms to increase viewer content
- Explore untapped synergies with public partners; institutions and associations; and private enterprises
- Identify all means to increase visibility, particularly in target customer groups; through engagement; earlier alerting to events; support to training of film makers in exchange for e.g. event tickets; co-production; engagement in schools; KTV in public places; (e.g. doctors surgeries; ...)
- Define new set of targets and mechanism to monitor and deliver them

## Detailed Findings






## In those areas assessed quantitatively, greatest progress was perceived in 'Local Content' whilst 'Education' was considered least advanced

Category <sup>1</sup>	Mean score <sup>2</sup>	Range	Sample Size	Typical Quotes
Local Content	4	2 - 5	12	<ul style="list-style-type: none"> <li>"Everything on the web site is to do with Kent"</li> <li>"All content has been produced / directed in Kent by Kent based companies"</li> </ul>
Board Governance	3	2 - 5	12	<ul style="list-style-type: none"> <li>"I have not seen any real evidence of governors playing a role"</li> <li>"The composition of the Board should be looked at so it is not dominated by the public sector"</li> </ul>
Widening Participation	3	1 - 4	12	<ul style="list-style-type: none"> <li>"Sound Clash had great take up; Invicta played it on their breakfast show"</li> <li>"Kent is becoming a destination for older people so it should show them as well what's on"</li> </ul>
Increased After School Educational Opportunities	3	2 - 4	10	<ul style="list-style-type: none"> <li>"The How To section is good at certain elements of adult education"</li> <li>"From professional education perspective, it is good at liaising with universities"</li> </ul>
Increased School Educational Opportunities	3	3 - 5	8	<ul style="list-style-type: none"> <li>"We struggled to engage with schools at the beginning"</li> <li>"Lots of work in this space since the new MD joined, e.g. imminent Youth Channel"</li> </ul>

The range of scores, whilst from a small sample size, suggests inconsistent understanding, especially between different groups of stakeholders.

1) See Appendix for mapping of Objectives to Categories; 2) 1 poor, 5 high

# Qualitative evidence suggests that technological innovation is strong but commercial and employment impact is difficult to quantify

Category	Progress	Observations	Typical Quotes
<b>Technological Innovation</b>		There has been demonstrable progress in this area that is in line with the objectives. This covers both user interfaces, e.g. links with Facebook, Twitter and accessibility by mobile internet as well as its reliable back end performance	<ul style="list-style-type: none"> <li>▪ "Technically, it is excellent"</li> <li>▪ "Behind the scenes it runs very well"</li> </ul>
<b>Commercial Benefits</b>		Whilst there have been a number of successful events with the business community there are acknowledged opportunities to work more closely with the both SMEs and larger organisations from the private sector	<ul style="list-style-type: none"> <li>▪ "We knocked on their [Pfizer's] door early on but they didn't know who we were but probably would now"</li> <li>▪ "[Kent TV] were superb with the 20:20"</li> </ul>
<b>Partnership Working</b>		There are recognised opportunities to improve the level of partnership working with media organisations, international affiliates of Kent Chambers of Commerce and large public sector organisations	<ul style="list-style-type: none"> <li>▪ "There are always more [organisations] that we can work with"</li> <li>▪ "We want to pitch ourselves as an organisation that can liaise with other organisations"</li> </ul>
<b>Employment</b>		Whilst local employment has been directly supported through Kent TV and commercial activities, we have not proven that it has "created employment by stimulating the local creative industry" <sup>1</sup>	<ul style="list-style-type: none"> <li>▪ "By the end of the pilot we will have spent £260,000 on 27 independent film companies, all of whom are exclusively in Kent"</li> </ul>
<b>Reduce paper use<sup>2</sup></b>		In 2008/9 there was a £200,000 saving target in the publication budget for KCC. Kent TV will have contributed significantly to this. However, we have not measured its specific impact	

**There is a strong link between improving performance in 'Employment' and 'Commercial Benefits'.**

1) Taken from Objective 1 in the Cabinet Paper; 2) No interviewees could provide more information on this category than that that shown in this panel. Therefore, no further analysis has been done.



# Whilst initial progress in education was slow, Kent TV is now a media diploma partner and will benefit from the future 'Youth Channel'

## Education

### Strengths

- There "has been lots of work in this space since the new MD moved here":
  - Animate / Create
  - Housing Debate with Canterbury University
  - Work experience placements for college students with Kent TV
- In addition, Kent TV has become an industry partner for the media diploma which will be awarded through work experience placements. Currently, Kent TV is working with 12 schools in this area
- The educational videos on the website "enhance what they're learning" rather than provide specific content around the schools' curriculum

### Weaknesses

- There is a feeling of having to make up for lost time in this area given "we struggled to engage with schools at the beginning"
- There is a perceived need for "greater interactivity and debate around educational issues"

### Opportunities

- This area is seen as one of the "biggest opportunities for Kent TV"
- The Youth Channel pilot that will be launched in October. It will involve the Schools Network and Youth Centres and so is expected to increase youth awareness of Kent TV and encourage them to upload videos. In the pilot phase it will be run with 10 schools
- Engagement may improve by having "champions in the sector who would highlight the potential of Kent TV"
- There is scope for greater focus on "those going down the vocational route - vocational colleges and apprenticeships"
- There may be scope for greater involvement with "Teachers' TV"

### Concerns

- There is a concern that those involved in Adult education "haven't cottoned on at all"

# Kent TV has successfully engaged with the under 30s and there is perceived potential for further engagement with the retired population

## Widening Participation

### Strengths

- There have been a number of very positive events aimed at the under 30s:
  - Sound Clash a "battle of the bands" competition
  - A housing debate featuring local university students
  - Coverage of the Radio 1 festival at Maidstone
  - Animate / Create
- In addition, a new serial "Holly Would..." where people can select alternative endings to stories should increase appeal
  - There is an embedded educational message in the content
- The embedded links with YouTube, Twitter and Facebook have helped signpost Kent TV from these popular sites

### Weaknesses

- Engagement with this section of the population has been adversely affected by the limited impact on schools

### Opportunities

- Develop our presence in and targeting of schools
- The plan for Kent TV to work in Youth Centres to give young people a platform in which they can upload their own work and network with one another in a safe environment
- Given that Kent is becoming a "destination for retired people", there is an opportunity to target them with information on what is available to "entertain and support them"

### Concerns

- We can never be certain "who is on the other end" and therefore accurately measuring our impact in this area is difficult
- There is still a suspicion amongst some that "we're just propaganda for KCC" which may limit our appeal to young people

# The site has been very successful in using local content; the limiting factor will be the size of the team in covering local issues and events

## Local Content

Strengths
<ul style="list-style-type: none"> <li>All commissioned films are made using local production companies and actors</li> <li>In the year to June 2009, over 80% of all uploaded videos were locally produced</li> <li>Planet Thanet was a success at overcoming local resistance by using locally produced media to create jobs in a "green company" and relatively deprived area</li> <li>In addition, some of the news coverage around new power stations was good and got picked up by the BBC</li> </ul>

Weaknesses
<ul style="list-style-type: none"> <li>Whilst recognising that the majority of material is locally produced, one interviewee suggested that it "lacks imagination" because of a "lack of involvement of the independent sector" and no regime of "bold, new measures"</li> </ul>

Opportunities
<ul style="list-style-type: none"> <li>Work more closely with community liaison managers and local county council committees in the periphery of Kent to ensure that they are aware of Kent TV and are encouraging its use</li> <li>Work more closely with independent production companies for support in coming up with new ideas</li> <li>Improve the ease with which local people can upload videos               <ul style="list-style-type: none"> <li>This may extend as far as Kent TV providing training sessions for the community at large on making and distributing videos</li> </ul> </li> <li>The demise of analogue local current affairs programmes may provide scope for Kent TV to increase its focus in these areas</li> </ul>

Concerns
<ul style="list-style-type: none"> <li>The small scale of Kent TV means that it is impossible to cover all areas in Kent and their many events: "with only four editors we can't do everything"</li> <li>The high quality of Kent TV videos ("far better than You Tube") may deter some more amateur film makers from uploading their content</li> </ul>

# Whilst there are mixed views on board performance, common concerns are its constitution and the lack of a defined role

## Governance

### Strengths

- The board does provide a “good check and balance”

### Weaknesses

- The main weaknesses with the current system were described as:
  - Lack of clarity on what is the role of the Board: *“we need a really clear focus and coherent direction on what is the board’s purpose”*
  - Low attendance: typically running at 50%
  - Inappropriate constitution which contributes to the *“political bickering”* and *“not getting the idea of Kent TV”*
  - The chair should not also be the CEO of KCC<sup>1</sup>
  - Whilst Kent TV may listen to the recommendations of the Board, there is a feeling that *“the debates are dominated by those with a background in media but no challenge or action taken by Kent TV on our recommendations”*

### Opportunities

- The opportunities suggested include:
  - Make the chair independent
  - Employ more people with a media background and be more representative of the county: *“the county is not all white middle aged males”*
  - Introduce more people from academics and business
  - Provide a clearer remit
    - Should it have an executive function?
    - Should it monitor performance?
    - Should it set strategy?
    - Should it act as a place of final dispute resolution?
    - Should members be independent (and therefore require payment)
    - Should the board be paid?

### Concerns

- The main concern was the lack of readily available “best practice” governance model for this type of organisation that they can work towards

The BBC model of Board of Governors and Executive Committee has been mooted as a possible option

<sup>1</sup>) It is important to note that the CEO of KCC offered to stand down as Chair during this pilot phase but at the request of other Board members continued his dual role. He will not Chair the Board should Kent TV continue after the pilot.

# Kent TV has fully embraced the potential of technology and is linked to a number of external websites and launched itself on a mobile platform

## Technological Innovation

### Strengths

- Successful development of Kent TV player which can be used by external sites (such as the Kent Wildlife Trust) but is branded 'Kent TV' and contains a link back to the site
- Particularly strong progress was made in the second and third quarters of 2008:
  - Launch of Kent TV on a mobile platform: [www.kenttv.mobi](http://www.kenttv.mobi)
  - Successful embedding of content in a range of external sites: YouTube, MetaCafe, Daily Motion, Yahoo, MySpace, Facebook, Twitter
  - Launch of Blue Fox which allows venues to automatically upload information about their events

### Weaknesses

- N / A

### Opportunities

- The main areas of opportunity include:
  - Devise a voting system, e.g. for Sound Clash and "Holly Would..."
  - Make more material available on a big screen: *"this requires some technical ingenuity"*
  - Improve the sophistication with which viewers are measured and tracked
  - Incorporate developments in broadband technology (e.g. through Digital TV set top boxes and games consoles) whilst still maintaining simple user operability)
- Digital Britain is seen as a good source of ideas for planning the next two years of Kent TV. Indeed, *"we are interested in piloting anything that the government thinks is worth piloting"*

### Concerns

- The main consideration for future innovation is to ensure that the *"site is mainstream and elegant; there is no need to be overly hi tech"*

# Events such as Backing Kent Business have engaged local business and there is a clear appetite for such support in similar events

## Commercial Benefits

### Strengths

- Tourism is a major source of revenue for Kent. To support this, Kent TV has worked with Visit Kent to publicise the "Big Day Out" and subsequently host videos of people visiting the attractions.
  - In addition, it has shown Kent TV videos on 'big screen TV' in Dover and a tourism video is shown on Norfolk Line Ferries to show what's on in the county
- It has also supported local businesses through specific events such as Backing Kent Business and 20:20. In supporting these events, Kent TV has been described as "superb, 5/5"
- There is progress being made towards attracting 2012 athletes to stay and train in Kent, as well as encouraging the Olympic torch to pass through Dover

### Weaknesses

- Whilst justified and deliberate decision, Kent TV has not generated the sponsorship and advertising revenue that was proposed in the Cabinet paper<sup>1</sup>
- There is a feeling that Kent TV is currently "very insular" and should "be more gregarious" in its interaction with the local business community

### Opportunities

- Introduce Webinars focussing on business perspectives or topics that people can discuss and come to with pre-prepared questions
- Work more closely with Visit Kent to better realise the synergies between the two web sites and sources of information
- Optimise search results by identifying the top 5 buzz words from each dept and ensuring a Kent TV video is shown on the first results page of this search

### Concerns

- Future commercial decisions will need to address the question of whether Kent TV should show news: "it is not advisable to half do news"
- There will need to be a strong focus on fully integrating the technology of KCC web site with that of Kent TV
- There may be need to be a greater focus on the level of "appointment viewing" on the web site in order to maximise commercial benefits
  - This would involve introducing regular updates of certain themes / channels that people become familiar with and so know when to look for new events in area x, for example.

1) The decision not to pursue sponsorship and advertising revenues was taken to avoid competing with existing local media companies and reducing their potential advertising revenue

# The impact on the voluntary sector has been significant and there is scope for greater partnership with large public and private organisations

## Partnership Working

### Strengths

- Effective partnership working with a range of partners from the voluntary sector, including Demelza and Porch Light: *"Voluntary Sectors videos are not always the most popular but their impact on the charities is huge"*
- There is also strong working with other council organisations such as the Fire and Health services: *"We want to pitch ourselves as an organisation that can liaise with other organisations"*
- Whilst there are rival organisations such as *"Your Kent"*, there is a certain loyalty to Kent TV as it is free of charge and seen more as a partner than supplier: *"its just another job to them [alternative media partners]"*

### Weaknesses

- There is scope for working more closely with Chambers of Commerce: *"I was thinking over the weekend, here is an organisation [Kent TV] that we have not been taking advantage of..."* It is recognised that the responsibility for developing this closer working lies with both the Chambers of Commerce and Kent TV
- Work with large public sector organisations is seen as suboptimal but *"discussions will be in place to help move this along"*
  - The potential to develop these relationships has been understandably limited by Kent TV's status as a 'pilot'

### Opportunities

- Increase the recorded footprint of Kent TV videos by providing its content free of charge to *"reputable external organisations"* such as the BBC, Sky News etc
- Discuss with departments such as Fire, Police, Health etc, the possibility of allocating some of their marketing budget to Kent TV who can then develop suitable videos to host on the web site. In the longer term this could reduce the overall marketing spend of the council
- There is scope to work more effectively with media partners such as Kent on Sunday, Heart Kent FM and Visit Kent
- There may also be scope for international working with the twinned cities and organisations or KCC

### Concerns

- The negative publicity of Kent TV from other media companies may deter some organisations from proactively seeking partnership

# Employment has benefited from the exclusive use of Kent based production companies but indirect impact is difficult to track

## Employment

Strengths
<ul style="list-style-type: none"><li>▪ Kent TV has let 42 short term or day contracts since its launch</li><li>- 11 of these have been work experience students</li><li>▪ By the end of the pilot, it will have spent £260k on 27 independent film companies, all of whom are exclusively in Kent</li><li>▪ All but one employee of Kent TV lives in Kent</li><li>▪ Anecdotally, there is evidence of stimulating the local economy.</li><li>- A Korean company using the 'What's On' section to understand more about the county when deciding where to invest</li><li>▪ Measuring the indirect effect is more difficult.</li></ul>

Weaknesses
<ul style="list-style-type: none"><li>▪ The 11 actual FTEs created has been described by one interviewee as "unimpressive"</li></ul>

Opportunities
<ul style="list-style-type: none"><li>▪ It is expected that as the awareness of Kent TV increases amongst the community, its impact on job creation will increase; in part since it "differentiates Kent from other counties".</li></ul>

Concerns
<ul style="list-style-type: none"><li>▪ The difficulty in measuring indirect employment creation means that tracking progress against this objective will be heavily estimated</li></ul>

# At the level of each objective, the opportunities centre on partnership, governance and tracking economic impact

Objective	RAG <sup>1</sup>
1. Kent TV will create employment both directly by the provider company and by stimulating the local creative industry, there will be indirect employment. The successful company delivering Kent TV will employ mainly local residents.	Green
2. The opportunities for Kent TV to enhance the democratic process are significant. KCC will be able to reach out to the people of Kent with information, particularly those in the younger age-bracket of 18-32, where the voting percentage is lowest and explore new ways of engaging in council processes	Green
3. The channel will maximise local produced content, e.g. from schools, universities and colleges as well as user-generated content from individuals, community groups etc.	Green
4. Kent TV can provide an outlet for a range of local talent, from music to acting and from journalism to presenting.	Green
5. Kent TV will showcase the best of Kent, particularly for tourism and inward investment purposes, working closely with organisations such as Kent Tourism Alliance and Locate in Kent. This medium will enable us to reach out to Kent residents and to people all over the world.	Green
6. It will enable us to maximise the benefits to Kent of major events, such as 2012 Olympics.	Green
7. Kent TV will provide a showcase opportunity for local businesses.	Green
8. Increased educational opportunities are key to this channel. With over 600 schools, the potential for shared learning and master-classes focussing on particular topics is being explored with education colleagues. This medium can open up a whole new range of opportunities for children at school and outside school.	Orange
9. Sharing professional training opportunities is also possible, e.g. social work or teaching.	Green
10. Critical to the longer-term funding of Kent TV, over time it will reduce KCC's reliance on paper communications, thereby saving money and supporting our green agenda.	Orange
11. The potential for advertising and sponsorship revenue is significant.	Orange
12. Viewing figures are hard to predict accurately with such a new channel, but 50,000 viewers per month is felt to be achievable within the first few months, increasing thereafter. The channel is aimed at all ages.	Green
13. The schedule will be varied but will focus on tourism, education, information, news, user-generated content, democratic participation etc. Any news element will be delivered independently from KCC. The channel will also maximise existing content where possible, both from KCC and other organisations where this is appropriate.	Green
14. As well as a live streaming option, viewers will be able to utilise a range of video on demand options from an archive that will increase over time.	Green
15. The channel will maximise the use of current and emerging technologies, such as podcasts on mobile phones, ipods and other MP4 players. There is also the potential for Kent TV to be streamed on television screens in KCC buildings that the public access, e.g. libraries and schools, and in public places, such as shopping malls.	Green
16. There will also be a moderating process for all user-generated content, which will be run by the provider company.	Green
17. To ensure the independence of the channel, particularly in terms of content, a Board of Governors will be established that will consist of representatives with an interest or level of expertise in Kent and/or the media. The role of the Board will be to essentially represent the interests of everyone in the county by monitoring the channel's performance against targets and standards, ensuring the channel delivers good value to the people of Kent, ensuring the channel is impartial and arbitrating on complaints from viewers in the last resort.	Orange
18. KCC will work with a range of partners in order to deliver Kent TV and maximise its benefits to Kent and beyond, including other public sector organisations such as Kent Police, Kent Fire & Rescue, NHS, voluntary organisations, district and borough councils etc., along with private sector partners.	Orange

Green Quantified evidence or strong qualitative evidence of the objective having been achieved

Orange Some evidence of progress having been made towards this objective but not sufficient for it to be achieved

Red Quantified evidence or strong qualitative evidence that the objective has not been achieved

Notes: (1) RAG: Red, Amber, Green



# The Landscape is Changing

# The next 'big thing' in media channel development is the convergence of Broadband and Digital TV



**Outcome expected to be fully integrated Broadband and Digital TV**  
*"You can watch your soap on ITV and then switch to surf YouTube"*<sup>14</sup>

1) [www.pressgazette.co.uk](http://www.pressgazette.co.uk); 2) <http://www.webcredible.co.uk/about-us/pdfs/townhall-jun08.pdf>; 3) This project is the result of the July 2008 Communities and Local Government launch of Communities in Control: Real People, Real Power; 4) Expected around 2014 – 2015, Discussion with Capgemini Subject Matter Expert; 5) [http://www.bbc.co.uk/bbc/trust/news/press\\_releases/2009/project\\_canvas.html](http://www.bbc.co.uk/bbc/trust/news/press_releases/2009/project_canvas.html)



# The rise of Broadband and Digital TV is being fuelled by the decline of analogue TV channels and greater acceptance among the public

## Drivers of new media channel

- Imminent shut down of analogue TV
- Growing diversity of media channels: *"We live in the e-mail and YouTube age so it's only right that we should try any technology that might help us improve the way we communicate with citizens."*<sup>1</sup>
- Increasing appetite from the public: *"The trial is in response to public surveys showing how a large majority of residents wanted to be kept better informed about what their local council was doing and would welcome more experimental forms of communication which make use of the latest technology."*<sup>2</sup>

## Digital TV Channels

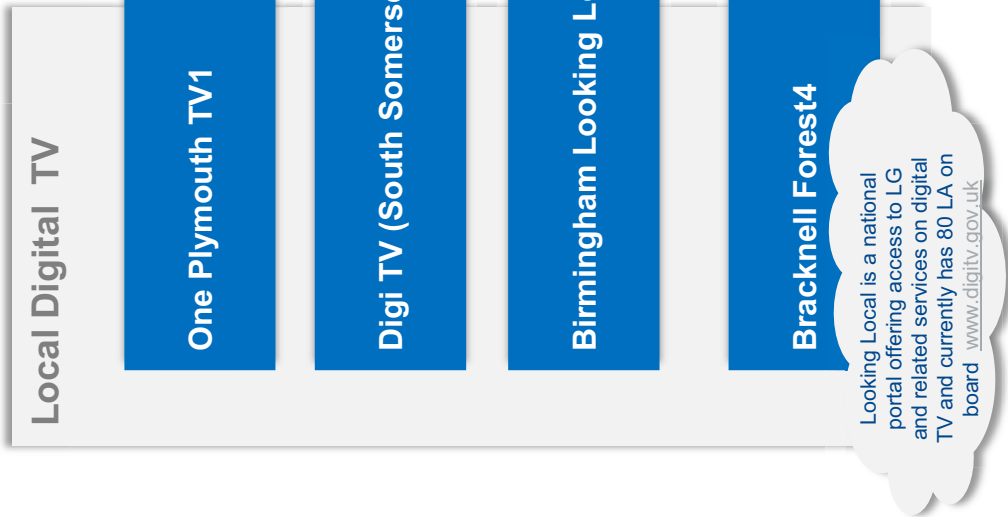
- Approximately 80 councils in the UK have taken on Digital TV
- Local Digital TV is supported by the Conservatives who claim it is possible to "set up 81 new television stations covering four fifths of the country after 2012"<sup>2</sup>
- These would be run by new local multi-media companies (LMCs) could be created in the UK, likely to be owned or part-owned by a handful of existing newspaper groups. A typical LMC would cover a single city or group of towns and would combine the media formats of television, radio, print and websites.

## Community Broadband

- A significant proportion of the Digital TV stations have online functionality, either through associated websites or access to the TV station through IPTV
- The Government's Timely Information to Citizens scheme<sup>3</sup> provided £620,000 to pilot schemes that provide better local information to residents of nine local councils.
- These pilots are expected to involve community websites "that will enable local people to influence the planning and delivering of services"<sup>3</sup>

1) Brian Greenslade, Devon Council Leader; 2) "Tories plan 80 city-based TV stations for local news", The Times, 16 July 2009; 3) This project is the result of the July 2008 Communities and Local Government launch of Communities in Control: Real People, Real Power, which set out the case for improving citizens' access to, and use of, information on local services and performance, to empower them to hold local service providers to account

# Digital TV is seen as a way to provide services 24/7 and target those who do not have access to broadband

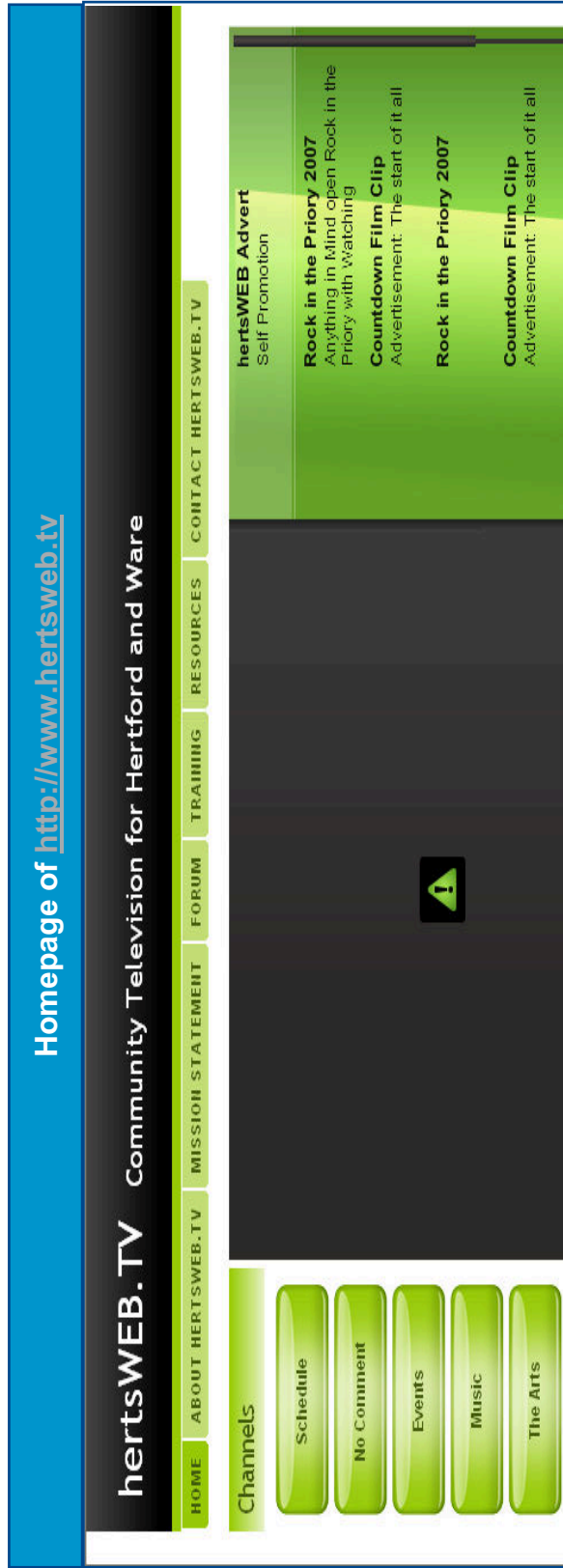


- A local TV station dedicated to local entertainment, sport and major events.
  - It received its broadcasting license in Feb 2007 and broadcasting started in Sept 2007
  - "Two half-hour programmes a night and ten minutes of local news will be produced at the studios and as many as 25 outside broadcasts a year are planned"
- A digital TV channel where people "can find out answers to popular questions such as what needs planning permission and how to apply for benefits, request for leaflets to be sent to their home address and search for local bus times or job vacancies"
  - The site received over 8,000 hits in 2008
- The channel, developed by Digital Birmingham and available through interactive digital television (idTV), allows residents to access a range of council and other local services
  - The service, launched in 2007, is the most popular council TV service in the country
  - "The new service will revolutionise the way people deal with the council and provide support for citizens who need it most."
- Through the service, users can find out what's on, search for a job, check bus and train timetables and book a doctor's appointment
  - The service is available on Sky, cable, broadband and Freeview.
  - "We hope this digital TV channel will help more residents [i.e. those without broadband] to access our services when it is convenient to them."

1) "Launch of City's very own television station", Western Morning News, 5 February 2007; 2) "Improved digital TV service launched by council", Yeovil Express, 3 July 2009; 3) "Birmingham's digi-TV service is most popular in the country", Birmingham Post, 4 August 2008; 4) BRACKNELL FOREST GETS NEW TV SERVICE, Press Association Regional Newswire - South East, 21 September 2007



# A visit to hertsWeb.tv, which covers Hertfordshire and Ware, indicates a far more limited breadth and depth of coverage than Kent TV



- Launch Date: N / A
- Viewing Figures: N / A
- It shows content produced by local individuals or groups covering local issues and will support the community in the production of content
- Training is given in the use of standard industry equipment and it will help people make professional looking productions. It will host news stories, short films or animations.
- Equipment and editing facilities are offered to community groups to encourage production of interesting, local films.

# myDevon.tv is more focussed on public service provision than cultural and entertainment video hosting



- Launched in May 2008

- Viewing Figures N / A

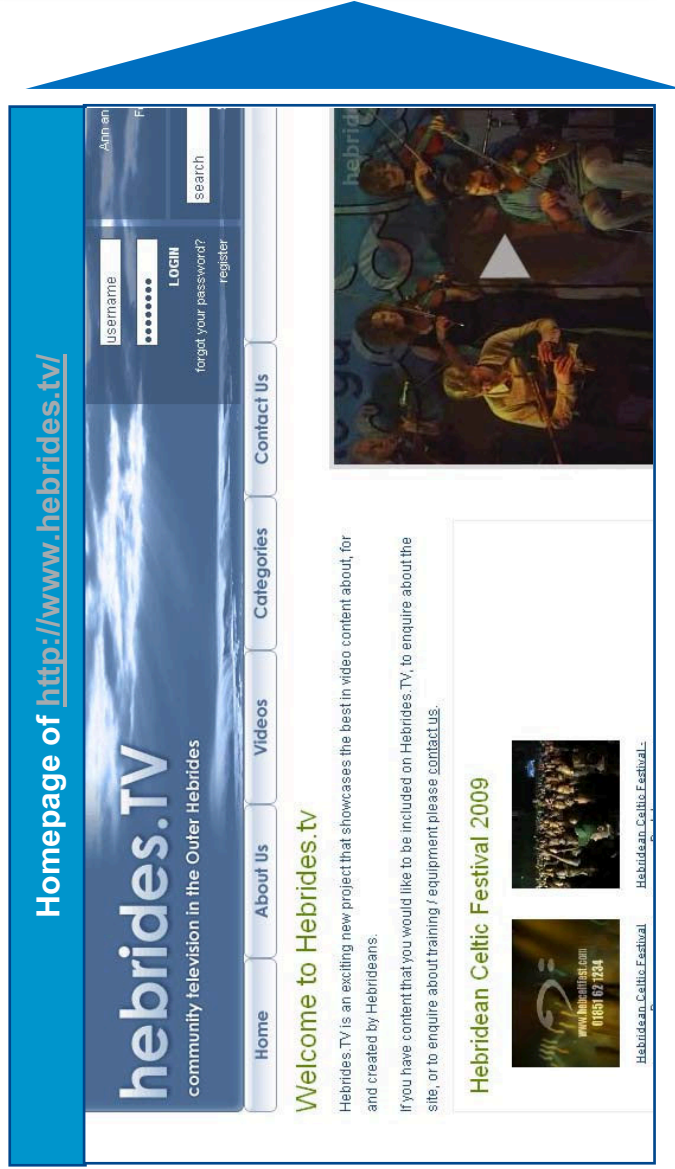
- According to press releases at the time:

- *"The trial of a video-bulletin is in response to public surveys showing how a large majority of residents wanted to be kept better informed about what their local council was doing and would welcome more experimental forms of communication which make use of the latest technology."*

- *"Council Leader Brian Greenslade said "We live in the e-mail and YouTube age so it's only right that we should try any technology that might help us improve the way we communicate with citizens."*

- In the July edition of the bulletin, the video selection included nine videos covering 'Post Offices' to 'Boundary Committees'

# Hebrides.TV is more to Kent TV in content but it lacks regular contribution and “What’s On” features



- Launched in summer of 2007 with an £80,000 grant from the European Union, Western Isles Council and Western Isles Enterprise.
- Its mission statements is to “provide a positive and friendly place to post “Hebridean” content”
- It is seen as “an opportunity for young people to demonstrate their creativity through video content. It is an opportunity for local creative businesses to promote there creative products. It is an opportunity to really showcase the islands as a creative place emphasizing Gaelic language and cultural heritage.”<sup>1</sup>
- It now contains 16 categories of video covering “Arts and Culture” through to “Public Information”
- Whilst this content is more similar to Kent TV than that of myDevon.tv and hertsWeb.tv, there is no “What’s On” feature
- There is no date tag of the videos hosted, but a small sample of those that do have dates provided in the commentary or description are from 2007

## Visitor comparison to Kent TV<sup>2</sup>

- Between July 2008 and 2009 Hebrides TV recorded 4,560 visits and Kent TV 1,476,323
- Per head of local population, this equates to 0.17 and 0.9 visits respectively and so highlights the greater momentum behind Kent TV

## Focus on Management Information (MI):

- Google Analytics creates a regular 6 page report for Hebrides TV, graphically outlining key MI in a structured template
- For example, it shows continuous tracking of visits over time and counts page views, views per visit, % of new visits and average time on site. In addition, it provides the source of visit (e.g. search engine, referring site or direct traffic) and the geographic location of the user
- Post pilot, Kent TV may wish to consider introducing a similarly structured report, albeit using different data sources that shows the key information graphically

1) “Creative Industries in the Outer Hebrides”, Presentation to the Community Cultural Network event, Tarbert, Isle of Harris, 1 December 2007; 2) Population of Kent 1,646,900 (2007), Population of Outer Hebrides 26,502 (2001), Kent TV visits measured using AWStats, Hebrides TV measured using Google Analytics

# Appendix

# How the 18 objectives were categorised into nine categories

Theme	Objective
<b>Employment</b>	1. Kent TV will create employment both directly by the provider company and by stimulating the local creative industry, there will be indirect employment. The successful company delivering Kent TV will employ mainly local residents.
<b>Widening Participation</b>	2. The opportunities for Kent TV to enhance the democratic process are significant. KCC will be able to reach out to the people of Kent with information, particularly those in the younger age-bracket of 18-32, where the voting percentage is lowest and explore new ways of engaging in council processes 4. Kent TV can provide an outlet for a range of local talent, from music to acting and from journalism to presenting.
<b>Local Content</b>	3. The channel will maximise local produced content, e.g. from schools, universities and colleges as well as user-generated content from individuals, community groups etc. 16. There will also be a moderating process for all user-generated content, which will be run by the provider company.
<b>Commercial Benefits</b>	5. Kent TV will showcase the best of Kent, particularly for tourism and inward investment purposes, working closely with organisations such as Kent Tourism Alliance and Locate in Kent. This medium will enable us to reach out to Kent residents and to people all over the world. 6. It will enable us to maximise the benefits to Kent of major events, such as 2012 Olympics. 7. Kent TV will provide a showcase opportunity for local businesses. 11. The potential for advertising and sponsorship revenue is significant. 12. Viewing figures are hard to predict accurately with such a new channel, but 50,000 viewers per month is felt to be achievable within the first few months, increasing thereafter. The channel is aimed at all ages.
<b>Education</b>	8. Increased educational opportunities are key to this channel. With over 600 schools, the potential for shared learning and master-classes focussing on particular topics is being explored with education colleagues. This medium can open up a whole new range of opportunities for children at school and outside school. 9. Sharing professional training opportunities is also possible, e.g. social work or teaching.
<b>Reduce Paper Consumption</b>	10. Critical to the longer-term funding of Kent TV, over time it will reduce KCC's reliance on paper communications, thereby saving money and supporting our green agenda.
<b>Partnership Working</b>	13. The schedule will be varied but will focus on tourism, education, information, news, user-generated content, democratic participation etc. Any news element will be delivered independently from KCC. The channel will also maximise existing content where possible, both from KCC and other organisations where this is appropriate. 18. KCC will work with a range of partners in order to deliver Kent TV and maximise its benefits to Kent and beyond, including other public sector organisations such as Kent Police, Kent Fire & Rescue, NHS, voluntary organisations, district and borough councils etc., along with private sector partners.
<b>Governance</b>	17. To ensure the independence of the channel, particularly in terms of content, a Board of Governors will be established that will consist of representatives with an interest or level of expertise in Kent and/or the media. The role of the Board will be to essentially represent the interests of everyone in the county by monitoring the channel's performance against targets and standards, ensuring the channel delivers good value to the people of Kent, ensuring the channel is impartial and arbitrating on complaints from viewers in the last resort.
<b>Technological Innovation</b>	14. As well as a live streaming option, viewers will be able to utilise a range of video on demand options from an archive that will increase over time. 15. The channel will maximise the use of current and emerging technologies, such as podcasts on mobile phones, ipods and other MP4 players. There is also the potential for Kent TV to be streamed on television screens in KCC buildings that the public access, e.g. libraries and schools, and in public places, such as shopping malls.



## Limitations of “Channel Button Hit” metrics

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- The figures on Panel 6 are sourced from Google Analytics. It simply records the number of clicks on each channel button on the left hand side of the homepage
- Limitations include:
  - Google analytics does not record viewers with cookies turned off. It is widely accepted that this underreports statistics by up to ten percent and for a site the size of Kent TV we suspect this percentage will be a lot higher.
  - In addition, it does not record traffic arriving into channels from:
    - **The Kent TV search facility:** Most web users are now familiar with on site search and this is increasingly the way people are finding films on the site. Each film when published is allocated a set of keywords that allow people to find the films easier by using the Kent TV search facility.
    - **Search engine traffic:** Each film is search optimised for the web using the metadata and outbound links within the synopses. This helps search engines such as Google pick up the films and recommend to their search users. However, hits coming directly from search results from, e.g. Google, will not be recorded in this data
    - **Inbound links:** There have been approx. 22,393 inbound links to the site since February 2008. This includes regular text hyperlinks, the embed players hyperlinked dog and more recently shortened URL’s which with the introduction of social media network such as Twitter, which allows people to easily pass on our films in a viral manner.
- Despite these limitations, it is currently the only means by which the relative popularity of channels can be estimated

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By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview and Scrutiny Committee  
13 November 2009

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the process with establishing a Select Committee work programme.

### Select Committee Topic Review Work Programme

1. (1) At its meeting on 16 October 2009 the Policy Overview Co-ordinating Committee (POCC) considered all the suggestions put forward by Members and Officers for possible Select Committee topic reviews. The proposers of the review, Officers and the Cabinet Member or their Deputy's were given the opportunity to put forward their views on the proposals.

(2) POCC agreed that the following topics would form part of the work programme for 2009/10:-

- Extended Schools
- Renewable energy – what should Kent's role be?
- Dementia
- Educational attainment of pupils and schools in areas of high deprivation

If resources allow there may be a short piece of work on Intergenerational interaction, a topic suggested at a meeting of this Committee.

#### Recommendations

2. Members are asked to note the topics to be included in the new Select Committee work programme.

Denise Fitch  
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Background Information: *Nil*

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