



AGENDA

SELECTION AND MEMBER SERVICES COMMITTEE

Friday, 4th July, 2008, at 10.00 am
Stour Room - Sessions House, County Hall,
Maidstone

Ask for: **Mary Cooper**

Telephone **(01622) 694354**

Tea/Coffee will be available 15 minutes prior to the meeting in the meeting room.

UNRESTRICTED ITEMS

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

1. Substitutes
2. Declarations of Interests
3. Minutes - 14 March 2008 (Pages 1 - 2)
4. Interim Report from the IMG on Member Information (Pages 3 - 22)
5. Modernising Democratic Services and Local Leadership (Pages 23 - 32)
6. Additional Resources for the Civic Office - Legal and Democratic Services (Pages 33 - 38)
7. Members' Allowances 2007/08 (Pages 39 - 44)
8. Retirement Certificates for Members (Oral)
9. Draft Protocol for consideration of late nominations for LEA appointed Governors by the Governor Appointments Panel (Pages 45 - 46)
10. Appointments to Management Committees of Pupil Referral Units (PRUs) (Pages 47 - 52)
11. Representation on South East Employers (Pages 53 - 54)

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, 26 June 2008

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

SELECTION AND MEMBER SERVICES COMMITTEE

MINUTES of a meeting of the Selection and Member Services Committee held at Sessions House, Maidstone on Friday, 14 March 2008.

PRESENT: Mrs P A V Stockell (Chairman), Mrs A D Allen (substitute for Mr J A Davies), Mrs T Dean, Dr M R Eddy, Mr G Gibbens (substitute for Mr P B Carter), Ms A Harrison, and Mr R Parry (substitute for Mr A J King, MBE).

OFFICERS: Mr G Wild, Director of Law and Governance, Mr S C Ballard, Head of Democratic Services and Mrs M E Cooper, Democratic Services Manager.

UNRESTRICTED ITEMS

7. Minutes
(Item 3)

RESOLVED that the Minutes of the meeting held on 16 January 2008 are correctly recorded and that they be signed by the Chairman.

8. Modernising Democratic Services and Local Leadership
(Item 4)

(1) As requested at the Corporate Policy Overview Committee on 25 January 2008 this report set out the ongoing modernisation programme for the Democratic Services and Local Leadership Unit and the engagement of Members and other stakeholders in order to bring about an excellent and continually improving service.

(2) RESOLVED that:-

- (a) the report be noted;
- (b) a questionnaire on Members' needs and how the Democratic Services and Local Leadership Unit might meet these needs be prepared for consideration at the Committee's next meeting; and
- (c) a "Member Development" Seminar be arranged for all Members during June and the agreed questionnaire be completed by Members following the Seminar.

9. Member Development Policy
(Item 5)

(1) Mrs T Dean moved, seconded by Mrs P Stockell, that the Member Development Policy Statement be approved, subject to the Terms of Reference for the IMG on Member Development being circulated to the Committee.

For 5; Against 2. Carried

(2) RESOLVED that:-

- (a) the progress in working towards the South East Employers Member Development Charter be noted;
- (b) agreement be given to the Elected Member Development Policy Statement being submitted to the County Council for approval; and
- (c) a report be submitted to the next meeting giving details of the Member Training Budget.

10. Update on the work of the Informal Member Group: Member Information
(Item 6)

RESOLVED that:-

- (a) the report and progress made be noted; and
- (b) the draft questionnaire on Member Information be circulated to all Members of the Committee for comment by Monday 17 March 2008.

By: Chairman of IMG on Members Information
To: Selection & Members Services Committee – 4 July 2008
Subject: Interim Report from the IMG on Member Information
Classification: Unrestricted

Summary: This report provides a progress report on the work of the IMG on Members Information

Introduction

The IMG was created as a result of member dissatisfaction about the quality of information which they receive, particularly in relation to activities within their own electoral divisions. Its Terms of Reference are attached at Appendix A. And are aimed at putting into effect the Council's resolution of 23rd March 2006 that:

'the Information Point (should) coordinate a Member Information Service across the County Council.'

Whilst the IMG was appointed on 10 October 2007, its work has been delayed awaiting the outcome of consultancy work into the way KCC currently deals with Information Management; RSe Consulting expect to make their report at the beginning of July. In the interim, the IMG has visited other authorities, viewed alternative systems, interviewed officers from within ISG, and initiated a member survey of information sources and preferred ways of receiving information. (See Appendix F for work programme.)

We have come to a number of preliminary conclusions.

Conclusions

Responsibility For Information Management.

There is no single officer within KCC who is responsible for the Management of Information held by KCC, or local and central Government information relevant to Members. Mrs Dean attended an LGC Conference on Information Management at which it became apparent that a number of authorities have such an officers, variously titled as Head of Information, Head of Knowledge (Audit Commission) Head of Information and Knowledge Management (Leeds City Council), Head of Research and Innovation, Head of Information and Analysis, Knowledge and Learning Team (IDeA) etc.

Lee Hemsworth, Head of Information and Knowledge Management at Leeds City Council suggested that the title 'Head of Information' was too restrictive and the chosen title needed to reflect the ethos of information as corporate resource.

As mentioned at the beginning of this report, the Information Point has been identified as the primary Member Information resource. Currently, the Information

Point officers sit within the Chief Executive's department.

However, there has been no capacity within the Democratic Services to manage 'information services' for Members and the service has been historically managed by the Libraries and Information Services unit within the Communities Directorate.

This results in:

1.1 The absence of a culture or system which places informing and consulting local members at the heart of decision making. Members frequently complain that they discover events and projects taking place in their divisions far too late to inform or consult with residents and thereby influence policy and activity to suit local needs.

1.2 The lack of a system of information and knowledge management which enables members to identify research, documents and all staff within the authority who are working in the same area of interest, and thereby ensure they are working cooperatively. The IMG has frequently had to retrace its steps on discovering relevant information almost by accident (e.g. the discovery that KCC had already purchased an IT programme known as Sharepoint used extensively by Westminster City Council to improve information to its members). There is no directory of staff identifying what they do. Quote from a senior member "It's almost impossible to find out within this authority who is working on what." We believe from evidence given to us by officers that they experience similar difficulties.

1.3 The lack of an identified officer with sufficient seniority and independence to ensure that information required by members is made available in a timely and user-friendly manner, and only withheld for proper reasons. Constant reference to the Director of Legal Services/Monitoring Officer is an inefficient use of his time.

We note that the CPA Inspection Report makes the following observations particularly with regard to non Cabinet members,

'In the Council's membership, better-supported and earlier engagement of opposition and backbench Councillors in decision-making and performance monitoring is needed, to build trust and openness and to ensure the views of all communities are fully heard before decisions are made.'

'Officers' capacity to support overview and scrutiny appears unusually small and can be a limiting factor in pre-decision debate. As a result opposition views are formulated and considered too late in the process to help the robust and inclusive development of policy and priorities.'

'Presentation of performance monitoring information to Councillors outside the Cabinet, while it has increased recently, remains unusually limited. Policy Overview Committees have in recent months taken on a six-monthly performance monitoring role, although their approach to and rigour in this is, so far, inconsistent. This is the only formal mechanism for presenting backbenchers with in-year performance information. There is no electronic 'dashboard' or regular reports for backbench and senior opposition members to monitor areas of individual interest, or performance more generally. The ability of backbench and opposition Councillors to be alerted at an early stage to areas meriting scrutiny and challenge is therefore hampered. The new IT system will put the Council in a position to remedy this.'

'The Council provides good leadership on community safety and is innovative and creative but backbench Councillors and opposition leaders are not kept as well-informed as they need to be to be fully-engaged.')

Recommendations:

We recommend that:

R1. A head of Information Management is appointed reporting to the Chief Executive.

This is essential and should happen without delay.

We are told that each department has an Information Officer, but discover that this officer performs different functions in different departments, sometimes limited to issues of Data Protection and Freedom of Information requests rather than the facilitating of information flows and analysis which is what is needed.

We note that a post is being advertised within the Corporate Policy unit for which the job description contains the following paragraph.

'Direct the activity in...:

- *Research and development – establish a shared evidence base for informed policy making throughout KCC, delivered through a small corporate resource and teams in Directorates using a service level agreement approach.*
- *2. Co-ordinate the research work across KCC acting as the setter of standards and client for the work done. Ensure there is no duplication of effort and that cutting-edge techniques and technologies are applied and information is shared and used appropriately to inform policy development'.*

This post is intended to act as the key client on behalf of the policy function. This reflects the kind of officer we envisage, but with responsibility for policy and operations across the whole authority.

There appear to be two options for the structure supporting Information Management. One option would be to ensure that all officers with Information Management responsibilities work as a corporate team by removing them from Departments into a corporate unit under the Head of Information. The second option would be to ensure expertise and commitment remains by leaving officers within departments. Having taken evidence from a number of witnesses in this field, this second structure our preferred option. However we wish to make it clear that within this option it will be essential that the Head of Information Management ensures corporate working, and in particular that members receive in a timely and user friendly manner the information they require to carry out their jobs.

R2. It is recommended that to address the complex nature of Member Information, a collaborative management board for the Information Point be set up - comprising a Member from each political party, a library manager and the Head of Democratic Services. Staff within the Information Point should ideally be dedicated posts, seconded into the Democratic Service Unit from Library and Information Services - to ensure the continuity of training and professional support links currently available from the Libraries Unit are

maintained. Line Management should sit with the Head of Democratic Services.

A Service Level Agreement should also be put in place between the Chief Executive and the Libraries Service to ensure that:

- The public library catalogue can still be used to record all materials held at the Information Point and thus facilitating continued access to the catalogue from any pc with the Internet.
- All library databases and subscriptions, currently used, can be accessed by the Information Point staff.

Members Survey

2. The results of the members' survey are contained in *Appendix B*. The survey revealed that though many members use a wide variety of sources of information, there is a need to do the following:-

2.1 to remove duplication between the work of The Information Point, the Departments, the Media Centre and outside sources of information. Westminster City Council have created an Information Protocol which sets out what information is required to be placed on the members database, and which officer within the relevant department is responsible for providing and updating it. The House of Commons Library has a protocol which identifies which documents and information should be placed in the Members Library (and therefore available electronically also) as a matter of routine.

2.2 to provide more analysis of information so that members can easily identify which items they wish to explore further and which can be discarded.

2.3 on induction, members should receive a directory of, and training in what services are available to members at the Information Point. This should be reinforced by permanent displays in the members lounge. A summary of the services provided by Information Point are attached at *Appendix C*.

(Staff at the House of Commons Library told us they overcame this problem by regular 1:1 visits to MPs and their support staff, often in their constituencies. Tower Hamlets created their Information System essentially to store all the latest existing information from a variety of sources in one place so that it could be retrieved and analysed easily and quickly. However comparatively low use of the system by members has suggested that a review is now needed of how far the system falls short of what members require. Westminster City Council set up two Member Focus Groups to consider the information needs of members and to trial the system as it was being created to ensure it met their needs.)

2.4 to discuss with individual members who do not wish to use computer access to information how their needs can be met.

We recommend that:

R3. An urgent audit of staff engaged in Information Management across the authority be carried out, and duplication between them eliminated. RSe consultants have been asked to suggest how this could best be done in view of the varied responsibilities of officers.

R4. Time released in eliminating duplication is invested in increased analysis of information to assist members.

R5. Members' induction should encompass the rights of members to information, and the services available at the Information Point in depth, and interviews with each member arranged.

R6. A rolling programme of interviews with members should be arranged such that each member is contacted by Information Point at least bi-annually.

R7. An Information Protocol is prepared which sets out what information members require continuously 'on tap', and provides contact details for named individuals within the Directorates who are responsible for providing and updating it, and sets out how this fits in with the work of the Information Point.

R8 A Members focus group be set up to produce a list of information members require and to trial any IT system subsequently set up to deliver this to ensure the information system meets members needs.

R9. We believe such a system would be of value to colleagues in other Kent authorities and that a subscription service should be marketed.

3. Information Technology

The existing system

3.1 There has been much criticism from members of KNet and the www.kent.gov.uk website (to a lesser degree) with regard to their lack of usefulness to members and the lack of an adequate search engine and index.

3.2 There is no method by which members can insert their electoral division or Postcodes and discover what activity is going on within that area. Robin Harris of Tower Hamlets used the phrase 'one click councillor' to describe the aim to provide members with the information they need by only one mouse click on the portal.

3.3 Officers do not appear to be prompted in any way to alert local members when they are working on projects in which local members have an interest.

3.4 Seminars for members are provided regularly and attendance is often low due to members' commitments elsewhere, but no electronic record is made of these sessions for use by members in their own time, or indeed sale to other authorities who are all expensively reinventing the wheel.

3.5 The current review of member training will result in a programme which is better focussed on members needs; research skills need to be part of this programme. Stephen Dale (IDeA) highlighted the move away from using search engines such as Google which are insensitive to the needs of the user, to more

focussed social networks such as the IDeA Communities of Practice. These networks link organisations and individuals with common needs and interests so that the pool of information and network of informants searched is more focussed and therefore more likely to produce better quality, more relevant responses which in turn contribute to the learning of the network.

3.6 Westminster City Council as a Unitary Authority has already made available to members a wide range of information by map and by written list, including planning applications and their progress through the system, (now overtaken by the government planning portal) street lights and schedule of repairs, road repairs needed and scheduled, road closures, locations of schools, social service centres, bus stops, etc. In addition, the Police have provided crime statistics, and indicators of deprivation and health are also available on the same property based maps. Tower Hamlets have a similar system which enables members to search for information within any area for which they can choose the boundaries.

3.7 It is clear that members would benefit hugely from such a map based system which could provide a wide range of information on their divisions. Much of the information they require lies within the Environment and Regeneration Directorate who are currently working on improving the information available in Kent View (<http://extranet7.kent.gov.uk/kentview/>) We are surprised that this work has not been drawn to members attention for their input. Much work remains to be done but it clearly forms the basis of what members need.

3.8 We understand that the Kent Partnership Board has discussed in principle the sharing of information between the partners through a common portal. It seems to us that this is an essential development where increasingly the Council as a whole and individual members will be achieving outcomes for their divisions through partnerships and pooled budgets of other Kent based bodies. We understand that the cost of such a shared database would be considerable...in excess of £1.5 million. However, clearly sharing this cost between the members would both reduce the cost to each member of providing their own dedicated system, and eliminate the possibility of using incompatible systems. Where partners share information the principle becomes *'input once, use many times'*, the possibility of errors should be reduced, and systems should enable automatic updating, Lee Hemsworth said that "the aim was to have a single version of the truth"(Membership of Kent Partnership Board is available at *Appendix E*).

Tower Hamlets Council set up their system driven by the requirement of their LAA partners to have access to one another's information. This included the London Assembly, Police and CDRPs, Fire Service, Health including GP practices, Housing Associations. Voluntary Organisations and the and the FE Sector. The system initially focussed on the Performance Indicators to be delivered by the LAA, and information can be searched by reference to the five corporate priorities of the council. Robin Harris reported that the sharing of information also brought the partners closer together and encouraged corporate working; health organisations in particular were pleased to have access to council social and demographic information to enable them to target campaigns effectively. The results of consultations and survey work by any of the partners is shared and the Council wants to develop real time tracking of activity by the partners eg to measure whether health campaigns are being reflected by a change in the pattern of visits to GP practices.

Warwickshire have created the Warwickshire Observatory bringing together information from the County Council, District Councils, PCTs, Police, and Birmingham City Council).

We recommend that:

R10. A Members portal is developed which provides:

- all information as set out in the Information Protocol which will include the requests formulated initially by the Members Focus Group;
- where appropriate information should be available in map and list form, by development of Kent View if appropriate, to enable the easy comparison of data from a variety of sources;
- an easy reference screen or 'dashboard' on which details of events/ projects being worked on in each County division are listed;
- a current directory of officers names and contact details by function;

R11. An electronic prompt be devised to remind officers when local members need to be consulted and informed;

R12. All training sessions for members should be recorded, made available at any time via the portal, and marketed to other interested bodies.

R13. The Kent Partnership Board be encouraged as a matter of urgency to progress work on sharing of information and use of compatible systems to facilitate this. If this were to be agreed, the partners would then contribute to the Information Protocol described above at R7.

R14. This IMG or a successor body be charged with driving through the actions agreed from this report, and that quarterly reports are submitted to the Selection and Member Services Committee on progress.

IMG on Members Information Terms of Reference:

- The Steering Group gave consideration to its terms of reference which were agreed as follows:-
- To explore what facilities Members require (in terms of information) to enable each Member to discharge their role as a County Councillor;
- Exploring best practice elsewhere in the United Kingdom in information management; and
- To recommend to the Selection and Member Services Committee how County Council Policy can best be implemented, to ensure the Information Point is the focal point for Member Information.

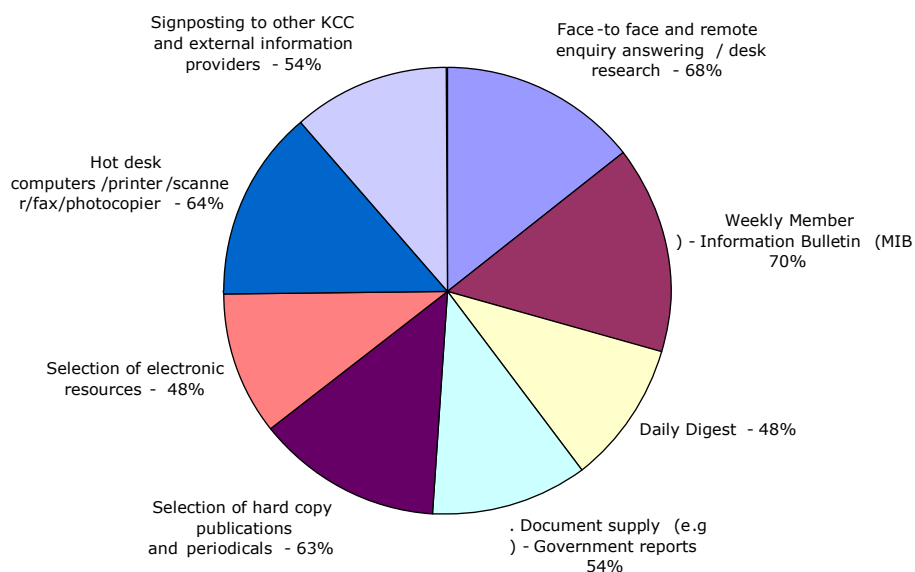
Members Information Survey Analysis & Results (May 2008):

Analysis of the data from the 56 returned questionnaires indicates awareness of the information resources on offer and the role and activities of the Information Point are not fully understood

1. *The Information Point, which is based in Sessions, supports the business of the authority, individual Members, committees and the officers who support them through the provision of library and information services.*

The following services are currently available via the Information Point	Which are you aware of? %	Already use %	Don't use %	Would use %
Face-to face and remote enquiry answering/ desk research	67.86	55.36	17.86	12.50
Weekly Member Information Bulletin (MIB)	69.64	82.14	12.50	5.36
Daily Digest	48.21	39.29	28.57	14.29
Document supply (e.g. Government reports)	53.57	42.86	26.79	19.64
Selection of hard copy publications and periodicals	62.50	50.00	25.00	12.50
Selection of electronic resources	48.21	33.93	19.64	19.64
Hot Desk computers/printer/scanner/fax/ photocopier	64.29	41.07	35.71	7.14
Signposting to other KCC and external information providers	53.57	37.50	26.79	19.64

Which Information Point services are you aware of?



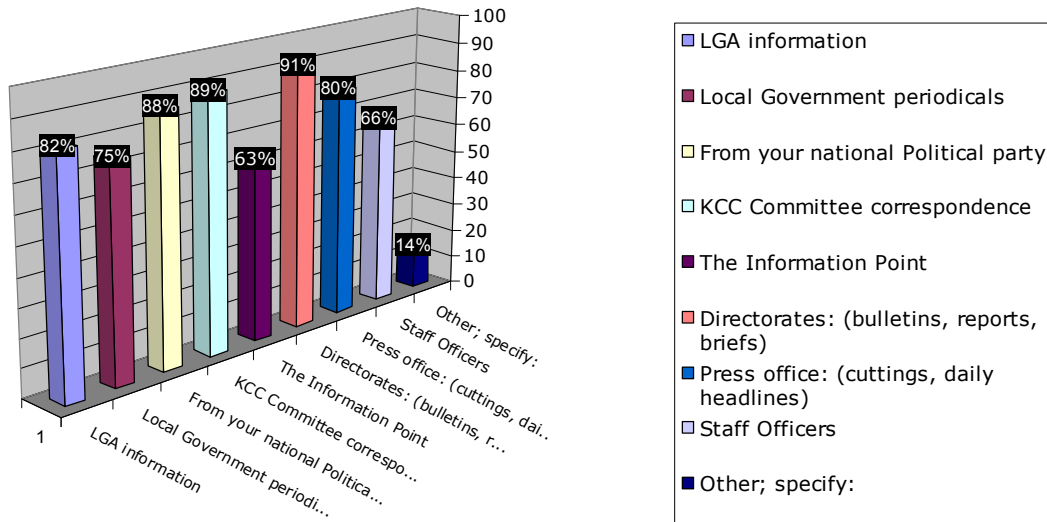
A high number of the people who are aware of the services provided by The information Point use them already or would use them.

However a significant number of people do not use the service pointing to a lack of awareness of the range and nature of the services available.

2. How do you source your information?

Source:	Use: (Yes/No*) (* if 'no' go to column 2)		If 'no' would you like to access (%):		Preferred format: Electronic (E) / Paper (P) (%):		Average response: Usefulness rating: (1: useless – 10: excellent)
	Yes (%)	No (%)	Yes (%)	No (%)	E (%)	P (%)	
LGA information	82	9	5	2	38	27	6
Local Government periodicals	75	13	2	5	18	38	6
From your national Political party	88	5	4	2	43	21	7
KCC Committee correspondence	89	5	5	2	32	41	7
The Information Point	63	13	7	7	30	25	7
Directorates: (bulletins, reports, briefs)	91	4	5	0	39	36	7
Press office: (cuttings, daily headlines)	80	13	11	2	34	36	7
Staff Officers	66	7	5	0	30	20	8
Other:	14	0	0	0	4	9	8

How do you source your information?



Members use a wide range of sources of information with that received from Directorate being the most common. Although The Information Point is currently the least used of the sources listed, satisfaction is proportionately high.

Additional sources of information mentioned include the media (newspapers, radio, TV), the Internet, professional publications, MP/parish/district, individual KCC officers and member portfolio information.

There is no clear preference for either paper or electronic with both formats garnering similar amount of votes.

3. *What type of additional information would you like to be able to access? (For example, something you have used in a different role, internal or external).*

A large amount of people did not fill this section. Those who did asked for agendas and minutes of meetings, specific statistics/ data and reports, information relevant to their division.

Several people complained about receiving large amounts of irrelevant materials and requested information in a more concise format.

4. Which particular areas of policy are you interested in?

Environment	68%	Planning	64%
Social Care	55%	Education	63%
Health	50%	Regeneration	66%
Children & Family	55%	Culture	45%
Tourism	48%	Transport	75%

5. Do you currently use?

The KNet (KCC Intranet)				The KCC website	www.kent.gov.uk		
Daily	Weekly	Monthly	Less	Daily	Weekly	Monthly	Less
16%	21%	11%	28.57%	21%	36%	6%	13%
Too difficult to use	7.14%			Too difficult to use	5.4%		
I cannot access it	7.14%			I cannot access it	0%		
Nothing of interest for me	1.79%			Nothing of interest for me	4%		

The KCC website is better used than the KNet but overall both media are still underused possibly due to lack of awareness of the information contained within and how to access it.

6. *What further help do you need? e.g. IT training; access to resources available in a previous role (which); more analysis; how to use KNet/KCC website; awareness of available resources (paper and electronic).*

IT training (from basic 'crib sheets' to specific applications e.g. PowerPoint). There also were requests for training relating to facilitation, leadership, time management and admin support.

The Information Point

'Supports *the business of the authority, individual Members, committees and the officers who support them - through the provision of library and information services*'.

Services

The service currently offers:

- **Remote and face-to-face enquiry answering.** The majority can be answered at point of contact, within at least 48hrs - or by negotiation.

The enquiry point is available Monday to Friday 9am-5pm; extended remotely until 6pm and on Saturdays 9am – 5pm via *Ask a Kent Librarian*, the sister general public service based at Springfield.

- **Current Awareness monitoring** (for example - *Local Government and Public Involvement in Health Bill*) - which includes e-mail Bulletins.

- Periodicals (hardcopy & electronic) & newspapers.
- Selection of quick reference, reports and statistical data.
- Document supply - i.e. Government Reports.
- Material researching and purchasing service
- Signposting to other KCC providers of information
- Hot-desk PCs and study space.
- The service also manages the Legal Services collections.

- **Access to Kent library resources** (print and electronic) - including:

- Over 2 million books
- UK and European legislation
- Market research
- Company information (inc. searches)

- Access to electronic subscriptions from your desktop at: <http://www.kent.gov.uk/onlinelibrary>. This includes texts such as 'Who's Who', newspaper articles and Information on subjects such as business or health from commercial databases or tried and tested free-web sources.

Information Flows:

Current awareness email 'bulletins'.

The Information Point compiles and disseminates current awareness bulletins on a daily and weekly basis. It can also monitor and alert you on specific subject areas.

A **Digest** is produced on a daily basis. This is similar to the news sheet that the House of Commons Library produces. It includes government and national press releases, recent publications and parliamentary monitoring (Hansard).

- **The Member Information Bulletin (MIB)** - is produced weekly and is a synopsis of selected government and national press releases, recent publications, parliamentary monitoring and other information relevant to local government. It also contains KCC Member Decisions.

They currently also produce versions of the MIB for the *NHS Overview & Scrutiny Committee*, the Communities Directorate, one for the Press and one for the Kent Partnership.

Internal Bulletins/Alerts

In addition there are various **Internal Bulletins/Alerts** produced by different units within Directorates.

1. **Children, Families and Education (CFE)** produces a current awareness sheet that is loaded onto the Education Cluster Web.

2. **Communities** have a 'bulletin' compiled and distributed by the Information Point.

3. **Corporate Communication** distributes a *National News Headlines* bulletin twice daily and a hard copy press cuttings service.

4. The **Environment and Regeneration Analysis & Information Team (AIT)** produces Bulletins on seven main topics:

- | | |
|--------------------------------------|-----------------|
| 1. 2001 Census | 2. Population |
| 3. The Economy and the Labour market | 4. Deprivation |
| 5. Retail and Town Centres | 6. Housing Land |
| 7. Employment Land Use | |

5. **The Social Services Library and Research Centre** produces several different 'Bulletins'.

This page has been left blank prior to the conclusions of the Focus Group (as detailed in R8).

Kent Partnership

The Kent Partnership is made up of representatives from the public, private, voluntary and community sector:

- Graham Badman, Managing Director, Children, Families, Health and Education Kent County Council
- Andrew Bowles, Leader, Swale Borough Council
- Harvey Bradshaw, Area Manager, for Kent Environment Agency
- Roy Bullock, Leader, Tunbridge Wells Borough Council
- Jim Cameron, Group IT Director, Saga
- Rob Cameron, Natural England
- Chris Capron, Chief Executive, Kent Invicta Chamber of Commerce
- Paul Carter, Leader, Kent County Council
- Barry Clout, Kent Council for Voluntary Youth Services
- Lesley Davies, Area Director Learning and Skills Council
- Roger De Haan, Chairman, Creative Foundation
- Dr Annette Doherty, Senior Vice President, Pfizer
- Clair Fisher, Area Lead for Kent and Medway Government Office for the South East
- Michael Fuller, Chief Constable, Kent Police
- Peter Gilroy, Chief Executive, Kent County Council
- Bob Goldfied, Chief Executive, Port of Dover
- Professor Julia Goodfellow, Vice Chancellor, University of Kent
- Charlie Hendry, Chief Fire Officer, Kent Fire and Rescue Service
- Roger House, Regional Chairman, Federation of Small Businesses
- David Hughes, Chief Executive, Tonbridge and Malling Borough Council

- Megan McKibbin, Executive Director, Kent Economic Board
- Brendan O' Connor, Interim Representative West Kent Primary Care Trust
- Sir Graeme Odgers, Chairman, Kent Economic Board
- Meradin Peachey, Director of Public Health, Kent County Council
- Steve Phoenix, Chief Executive, West Kent Primary Care Trust
- Susan Priest, Area Director, for Kent and Medway South East England Development Agency
- Robyn Pyle, Director, Land Securities Development
- Lynda Russell, District Manager, Job Centre Plus
- Dev Sharma, Kent Director, North West Kent Racial Equality Council
- Mike Snelling, Leader, Gravesham Borough Council / Thames Gateway Kent Partnership
- Colin Tomson, Chairman, Eastern and Coastal Kent Primary Care Trust
- Bishop Stephen Venner, Bishop in Canterbury Churches Together in Kent
- Paul Watkins, Leader, Dover District Council / East Kent Partnership
- Chris Wells, Cabinet Member, Children Families and Educational Standards Kent County Council
- Nigel Whitburn, Kent Association of Parish Councils
- Yvonne Wilson, LSP Manager, Medway Council
- Christopher Garland, Leader, Maidstone Borough Council
- Rob Woolley, Kent Children's Fund
- Sir Robert Worcester, Founder, MORI and Chancellor, University of Kent

The members of the IMG are grateful to the following people who gave evidence to us.

Officers of the Kent County Council

Kent Connects & ISG, Peter Welsh, Head of Analysis and Information

Kent View, Alan Lloyd, GIS Manager

Outside witnesses

House of Commons Library

- Dora Clark – Head of Reference Services Section
- John Prince – Head of Reference Room
- Rob Clements, Director of Research
- Edward Wood, Director of Information Management
- Bob Twigger, Director of Information Services for Members
- Keith Parry, Senior Library Clerk, Parliament & Constitution Centre
- Brigitte Onyskiw, Executive Assistant to the Librarian House of Commons Library

Westminster City Council (Unitary Authority)

- Rachel Brown – Web Editor Corporate Information Sites
- John Dimmer – Head of Policy

London Borough of Tower Hamlets, Robin Harris, This Borough Manager

By: Head of Democratic Services and Local Leadership
To: Selection and Member Services Committee – 4 July 2008
Subject: Modernising Democratic Services and Local Leadership

Summary: To note the ongoing modernisation programme for the Democratic Services and Local Leadership Unit and the engagement of Members and other stakeholders in order to bring about an excellent and continually improving service.

Unrestricted

Introduction

1. At its previous meeting on 14 March 2008, this Committee considered a report relating to the modernisation programme for Democratic Services Local Leadership in order to engage formally with elected Members as the key customer group for this Unit. The Committee's decisions were as follows:

- (a) the report be noted;
- (b) a questionnaire on Members' needs and how the Democratic Services and Local Leadership Unit might meet these needs be prepared for consideration at the Committee's next meeting; and
- (c) a "Member Development" Seminar be arranged for all Members during June and the agreed questionnaire be completed by Members following the Seminar.

Background

2. Following the retirement of the former Assistant to the Chief Executive and the Head of Democratic Services, the combined unit of Democratic Services and Local Leadership was formed earlier this year, with the new unit head taking up his post on 1 April 2008. There are a number of important challenges that the new Unit must meet in the coming months, all of which will help to deliver increased community engagement and accountability to the residents of Kent through elected Members and the decision making process. This report provides an update on each of the key areas mentioned in the previous report and also includes proposals for moving the service forward in order to provide an even better service to Members in their various roles.

3. The Audit Commission has recently published its final report following the Council's corporate assessment earlier this year. The following specific comments in the report relating to the roles of elected Members and the decision-making process generally need to be addressed:

- (a) Opposition Councillors have fewer opportunities for their views to be heard at a formative stage of policy than is usual (Executive Summary)
- (b) In the Council's membership, better-supported and earlier engagement of backbench councillors in decision-making and performance monitoring is needed, to build trust and openness and to ensure the views of all communities are fully heard before decisions are made (Area for improvement)
- (c) KCC has made some progress with its Going Local agenda but is aware that there is more to do (Ambition section)
- (d) Overview and scrutiny are improving but pre-decision scrutiny is underdeveloped and not independent enough of the executive (Capacity section)
- (e) Scrutiny is improving but there is considerable scope for a more inclusive approach. Policy Overview Committees are now normally attended by Portfolio-holders, which allows more opportunity to hold the Cabinet to account, and they have recently started to get six-monthly performance monitoring reports for their areas. Task and finish Select Committees and working groups are highly valued by councillors of all parties and have made important contributions to policy. But currently Overview is not independent enough of the Executive to be fully-effective in performing a wider scrutiny of policy development and ensuring this work has impact. The constitution is operated to clear the way for Cabinet decisions but in the process dissipates opposition input into over-used, and often ineffective, post-decision call-ins. Officers' capacity to support overview and scrutiny appears unusually small and can be a limiting factor in pre-decision debate. As a result opposition views are formulated and considered too late in the process to help the robust and inclusive development of policy and priorities (Capacity section)
- (f) Performance monitoring by the wider body of councillors is underdeveloped although improving. Presentation of performance monitoring information to councillors outside the Cabinet, while it has increased recently, remains unusually limited. Policy Overview Committees have in recent months taken on a six-monthly performance monitoring role, although their approach to and rigour in this is, so far, inconsistent. This is the only formal mechanism for presenting backbenchers with in-year performance information. There is no electronic 'dashboard' or regular reports for backbench and senior opposition members to monitor areas of individual interest, or performance more generally. The ability of backbench and opposition councillors to be alerted at an early stage to areas meriting scrutiny and challenge is therefore hampered. The new IT system will put the Council in a position to remedy this (Performance Management section).

Taking the Modernisation Forward

Embracing Technology

4. A computerised Committee Management System called modern.gov has been installed and is currently being used to produce agendas and Committee minutes. The system automates many of the tasks associated with the compilation of agendas, minutes, the forward plan etc and is able to publish committee information directly to KNet and KCC's website. Other features include:

- (a) A searchable database of Committee reports and minutes going back to 2001;
- (b) A calendar facility with links to Committee agendas;
- (c) Outlook Calendar integration – meeting dates and links can appear in Members and Officers outlook calendar automatically;
- (d) Members and members of the public can register to receive automatic e-mail alerts when information on a particular topic is published anywhere in the system;
- (e) Some automation of the processing of Cabinet Member decisions with a colour-coded decision tracking system;
- (f) Committee statistics can be produced from the system including records of Members attendance and an email alert if a Member has not attended for a specific period;
- (g) Automatic Committee proportionality calculator.

5. The modern.gov system will drive a great deal of the technological improvements that are needed to the internal workings of the Unit and, once all staff are comfortable with using the system, will help to build capacity to support Members in other areas. We are proceeding with a phased "go live" for the new system, which has already begun and will conclude in September. A handful of stylistic changes to the layout of agenda front sheets and reports are likely, which will provide more information about the Committee, especially to members of the public, most notably the membership of the committee and the quorum (see appended example). It will also be possible to send an electronic version of an entire agenda to the printers, which affords opportunities for both cost and time savings. Member consultation will be undertaken in relation to ceasing the use of coloured paper in agendas in order to realise some of these savings.

6. The extension of webcasting to other key Council meetings will help to spread participation and information about democracy to those people who are able to access the service over the internet. This service is particularly important given the sheer size of the County and the fact that many people would otherwise have to travel a long way to actually be present at meetings taking place at County Hall. There are a handful of minor technical issues that need to be addressed with the company that provides this service for the Council, although the imminent upgrade of the software will help to iron out some of these problems. There is also a balance that needs to be struck

between increasing the streaming speed of the webcast, which will result in a higher quality image, and potentially reducing access to the system by people with a slow broadband connection. There have also been concerns about the use of webcasting for the Planning Applications and Regulation Committees and a decision has been made not to webcast these two meetings at the present time. Discussions with relevant Members and Officers are ongoing.

7. Initial discussions have been held with the webcasting company about exploring links with Kent TV. This could involve a regular, say monthly, feature on local democracy and the decision-making process with a short programme and commentary showing the progress of a particular key issue through the decision-making process, interspersed with extracts from the webcasts of various meetings, e.g. Cabinet, Cabinet Scrutiny and full Council. The programme will help to explain to viewers the reasons why some matters need to be considered by more than one Member-level body and the different perspectives that each type of meeting has on the issue. Care would need to be taken that the content wasn't party political, yet explained these different perspectives. Kent TV could also be used to publicise the outcomes of certain Select Committee reports, once they have been considered by the full Council, such as Alcohol Misuse or Flooding in Kent, to help inform, advise and support our residents.

8. It is also proposed to undertake a complete review of the web pages relating to the decision-making process, including local boards/neighbourhood forums in order to make these important pages more user-friendly and accessible. This will include on-line grant application forms and could also be extended to include e-consultation as part of the scrutiny and policy development processes and e-discussions between the public and elected Members using blog/discussion forum technology. The unit has already trialled video-conferencing with colleagues in Bristol City Council for a Select Committee evidence gathering session and this worked effectively.

Support and Development for Members

9. With County Council elections less than a year away, planning has already begun in relation to the induction arrangements for new Members. The Member Development function sits with the Personnel and Development unit, but the Head of Democratic Services and Local Leadership will seek to influence the induction process and Member Development generally, from his previous experience in other Councils. Feedback from all Members, particularly those who were new KCC Members in 2005 about the induction arrangements will also be acted on. Specifically, it is hoped that there will be more opportunities for Members to visit KCC facilities and meet key staff and service users, as opposed to there being too many classroom-style presentations. Having said that, training on the Member Code of Conduct and ethical standards should be made compulsory for all Members and this has to be delivered in a formal setting, as would one or two other training events, although these would be made as interactive and enjoyable as possible.

10. Member Development needs should be assessed on an individual basis, depending on the Member's own professional and civic experience, which Committees he or she has been appointed to serve on and the various roles that Members have, i.e. decision-making, overview and scrutiny, policy

development, frontline councillor, civic and ceremonial responsibilities. Support to Members in the greater use of technology is also likely to be required to varying degrees. The submission to full Council of the Member Development Policy in September will be a key milestone in the pursuit of excellence in this area and it remains the Council's aim to achieve the South East Employers' Member Development Charter by April 2009.

11. Colleagues in Personnel and Development are in the process of drafting a Member Development Programme, which will be considered initially by the IMG on Member Development. The Committee is also advised that, in addition to the sum of £10,000 that was transferred from Democratic Services to Personnel and Development to fund Member Development from the beginning of the 2008/09 financial year, a bid is likely to be made to increase this budget, to be funded by the underspend on last year's revenue budget. This will be considered by the Cabinet at its meeting on 14 July.

12. The recommendations that are likely to be made by the Member Information Informal Member Group will also be key in improving the overall service to Members in their various roles. Of particular significance is the timeliness of the supply of relevant information to County Members about what is happening in their electoral divisions. A number of Members have commented that they can often find out more about what the County Council is doing in their locality from their District/Borough Council, rather than the County Council itself. Opportunities to reduce the amount of information but increase the targeting of certain information in different forms should also be seized. A discreet Members' area of KNet should be developed with key information about both County and District/Borough services within County electoral divisions. This could also contain demographic information about different parts of the County, a list of frequently asked questions and answers and a number of carefully selected hyperlinks to other parts of the Council's website, such as Committee agendas and reports. An A to Z service directory for Members should also be available, with named officer contacts for Members' enquiries.

13. Benchmarking work is underway to compare the Council's Members' Allowances scheme with our statistical neighbours and other authorities, with a view to preparing a report for the Independent Remuneration Panel in the autumn. The Panel will be asked to consider whether any changes to the current scheme of Members' Allowances are either necessary or appropriate for the beginning of the new Council term from May 2009 onwards. Once the initial benchmarking is completed, the views of the 3 Group Leaders will be sought formally, so that their views feature in the Panel's review. Part of this review will focus on the most appropriate way of providing IT and other equipment for Members.

Overview and Scrutiny

14. The views of the Audit Commission will be important drivers in reflecting on the current structure and operating principles of Overview and Scrutiny within the authority. The Centre for Public Scrutiny (CfPS) toolkit is an excellent starting place to assess the effectiveness of the Council's scrutiny function and benchmark KCC against many other authorities. A seminar is suggested for Members, key partners and senior officers to debate the current arrangements

and whether a slightly different approach is needed in order to respond constructively to the Audit Commission recommendations. If supported, this seminar could be chaired jointly between the authority and an external agency, such as the Improvement and Development Agency (IDeA) or the CfPS.

15. There are a number of key areas worth exploring in further detail:

- The earlier involvement of non-executive Members in policy-making through the Policy Overview Committees
- A more effective pre-decision scrutiny process, perhaps involving a re-alignment of the timing of the Cabinet and Cabinet Scrutiny Committees
- A more consistent and rigorous approach to the consideration of financial and non-financial performance monitoring information, leading to better intelligence about possible future scrutiny activity
- An ongoing assessment of the resources available to support Overview and Scrutiny, particularly given the demand for Select Committee work
- Whether certain aspects of health scrutiny could be done in conjunction with the District/Borough Councils or delegated to them

16. Member Development in relation to scrutiny is also an essential component of any review. A targeted approach to examining chairing skills, questioning techniques for both pre and post decision scrutiny, negotiation and mediation skills should all be available.

Localism

17. The unit will take the lead at officer level in furthering the Council's approach to localism, following the Council decision on 19 June. This will involve the preparation of a specific consultation pack for each District/Borough area to help guide the discussions that will be led by Cabinet Members in developing bespoke solutions for local arrangements.

18. A phased approach to the implementation of the revised models will be pursued, with the aim of completing the review by the end of the current Municipal Year, subject to resources and the appointment process for additional Community Liaison Managers and support staff.

19. As indicated above, a simultaneous review of the web pages for local boards and the grants process is already being undertaken. The revised Member Development programme must also reflect the support needed for Members in their roles as frontline councillors, not just in relation to being members of local boards/neighbourhood forums, but in terms of engaging dynamically with our residents informally through a variety of channels including electronic media.

Internal Management Arrangements

20. A number of work streams are being pursued in relation to improving the internal management of the Unit. There are a number of officers with long service at KCC, particularly within the Democratic Services team. This is positive in terms of the unit having high levels of experience and local knowledge, but less so in terms of the capacity, expertise and exposure of officers at lower levels, and the willingness amongst some to embrace new ideas and approaches. Effective succession planning will be vital to ensure a continuing high quality service to Members in their various roles. The unit head is considering whether further, limited changes to the staffing structure will assist with both the succession and service quality issues.

21. Staff in the Unit already engage, network, and participate in a number of cross Authority working groups throughout the South East. The unit head has a number of connections with local authorities and public sector organisations in London and is looking at these and other areas to establish best practice and innovation, which might be worth exploring for KCC. It is important to not only capture and incorporate the best practice from elsewhere, but to also be able to benchmark KCC's services against that practice, to plot its progress against it using clear, measurable and comparable data. The unit head will lead on a wide range of benchmarking activity over the coming months and the results of these exercises will be reported back to this Committee. The unit head also proposes to review and increase the number of local performance indicators to measure the ongoing effectiveness of the unit.

22. It is a key priority of the unit head to focus on dealing responsibly and effectively with absence management. During 2007/08, the former Democratic Services and Members' Services teams lost a total number of 231 days through absence, which equates to one entire working year. Whilst there will always be unavoidable reasons for absence, the 2007/08 figure included a relatively high proportion of self-certified absence and there will be a specific focus by the unit head and his managers in maintaining an effective focus on supporting staff and managing individual cases in line with KCC policies.

23. It is also proposed to bring together key administrative, secretarial and support staff who are currently responsible for supporting individual teams within the unit to form a business support team to better cope with the frequent variations in workloads across the unit. The new team, comprising existing staff, will be responsible for budget and performance monitoring, processing individual Cabinet Member decisions, the forward plan, and the key business processes needed for the unit to function effectively.

24. The additional staff being employed to support the roll out of the localism arrangements and the scrutiny function will mean a review of office accommodation within the Unit and this is underway.

Raising the Profile of the Unit

25. It is important that the Unit continues to enhance and improve its profile, both internally and externally. By tackling all of the initiatives and objectives mentioned above and excelling in all that the Unit does, our profile and reputation will be enhanced. It is also worth mentioning that the unit is also participating in the Kent Show this year, with a range of information about encouraging people to become better informed and involved in democracy. It is also proposed to seek better publicity for the excellent work done by the local boards and neighbourhood forums, particularly in making grants for local initiatives. Finally, it is also proposed to enhance and extend the Unit's advocacy role within KCC, in terms of assisting colleagues in other Directorates with the rules relating to the Forward Plan, the decision-making process, guidance to officers writing reports etc.

Conclusion

26. The Democratic Services and Local Leadership Unit is in good shape to move forward on the various work streams outlined in this paper, with the ultimate aim of ensuring that the service to Members in their various roles is excellent in all areas and recognised as such both regionally and nationally. The unit had its first away day on 23 June at Oakwood House, where all staff were given the opportunity to express their views on the proposed way forward. The away day was a success and a number of suggestions and ideas were forthcoming that will contribute to the development of the Unit. The continued commitment and support of Members, together with the ongoing investment in the Unit will also be essential if the modernisation programme is to succeed.

Recommendation:

27. The Committee is asked to note the on-going programme to modernise the Democratic Service and Local Leadership Unit and comment accordingly.

Peter Sass
Head of Democratic Services and Local Leadership
01622 694002



ADULT SOCIAL SERVICES POLICY OVERVIEW COMMITTEE

Friday 30 May 2008 at 10.00am

Council Chamber, Sessions House, County Hall Maidstone, Kent ME14 1XQ

QUORUM: 5

Membership (15)

Conservative (10): Mr L B Ridings (Chairman), Mrs A D Allen, Mr M J Angell, Mr J Curwood, Mr C G Findlay, Mr T Gates, Mr C Hibberd, Mr D A Hirst, Mr M J Northey and Dr T R Robinson.

Labour (4): Mr T A Maddison (Vice-Chairman), Mr L Christie, Ms C J Cribbon and Mrs M Newell

Liberal Democrat (1): Mr S J G Koowaree (Spokesman)

**The attendance of the above Members is requested at the above meeting
The agenda for the meeting is overleaf**

**Peter Sass
Head of Democratic Services and Local Leadership
County Hall
Maidstone
Kent
ME14 1XQ
(01622) 694002**

Wednesday, 21 May 2008

For further information please contact Theresa Grayell, Democratic Services Officer, (01622) 694277 or email Theresa.grayell@kent.gov.uk

ADULT SOCIAL SERVICES POLICY OVERVIEW COMMITTEE

Friday 30 May 2008 at 10.00am

Order of Business

Item no	Title of report	Page number
A.COMMITTEE BUSINESS		
A1.	Membership - to note that Mrs S Hohler has replaced Mr P Lake as a Member of this Committee	
A2.	Substitutes	
A3	Declarations of Interests by Members in items on the Agenda for this meeting	
A4	Minutes of the Meeting held on 1 April 2008	1 - 10
B. ITEMS FOR CONSIDERATION		
B1	Consideration of the Draft KCC Annual Plan 2008/09 and Process for Publishing the Final Approved Version	11 - 55
B2	Risk Management - Revised Directorate Risk Register	57 - 65

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)

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.

By: Head of Democratic Services and Local Leadership
To: Selection and Member Services Committee – 4 July 2008
Subject: Additional Resources for the Civic Office – Legal and Democratic Services
Classification: Unrestricted

Summary: Approval is sought for additional resources in the Civic Office to support the work of the Lord Lieutenant and the Chairman and Vice-Chairman of the County Council. The Civic Officer is due to return from maternity leave in August this year on a part-time basis. It is recommended that an additional full time Civic Officer is appointed, resulting in a net increase in staffing resources of 0.5 FTE at Grade KS8 (£15,700)

Background

1. (1) In 2003 the former Chief Executive and former Leader agreed, in consultation with the Lord-Lieutenant, to the establishment of a Civic Office to provide a co-ordinated support service to the Chairman of the County Council and the Lord-Lieutenant. It was agreed at the time that the Civic Office would comprise 2 full-time members of staff – Head of Civic Office (originally Staff Officer to the Chairman) and a new post of Civic Officer. The Civic Officer would be of sufficient seniority to be able not only to act as the Head of Civic Office's assistant but also to deputise for her in her absence. Whilst this was agreed as a policy position at the time, Members should be aware that there is no obligation on the Council to provide services to the Lord Lieutenant.

(2) The Civic Office is the principal mechanism for supporting the Chairman, Vice-Chairman and the Lord-Lieutenant and has, since its inception in 2003, grown significantly to warrant an additional resource to meet the ever increasing demands placed on this office.

County Council Chairmen

2. (1) Since 2003, the Civic Officer has worked with various Chairmen, all of whom have brought different ideals/expectations to the office, together with increasing workloads. The number of events hosted by successive Chairmen and organised by the Civic Office has grown steadily from 10 in 2004/05 to over 40 in 2007/08. During the Chairmanship of Mr Ridings, County Council buffet lunches in the Darent Room were re-introduced, together with a wide range of lunchtime and evening engagements. The Civic Office was also asked by the Leader and Chief Executive's Offices to host events which had not been held before, such as lunch for the Black and Minority Achievement Award winners, lunch for the Kent Award winner and a large Charity Dinner at Turkey Mill.

(2) This was by far the busiest year in the Civic Office to date and looks to have set the trend for future years, with the next Chairman and Vice-Chairman keen to keep up the momentum of raising the profile of the office and making it more visible to the community and of value in terms of raising the profile of the County Council.

(3) The current Chairman already has a busy calendar of events and is planning to host a mix of sit down lunches as well as buffet lunches on County Council days. There are already 11 events booked for the coming year, in addition to the County Council lunches. This is set to increase with a possibility of another Charity Dinner, various lunches plus helping the Events Office manage the CPA Garden parties which are being held in July. The Chairman is also very keen to change the format for the Poppy Appeal Launch and lunch. This will increase the size of the event quite significantly and will generate a great deal of work for the Civic Office in co-ordinating these proposed changes.

Lord-Lieutenant

3. (1) The Head of the Civic Office dedicates 100% of her time to supporting the Lord-Lieutenant, the Vice Lord-Lieutenant and 63 Deputy Lieutenants. In recent years, the workload has become such that the Head of the Civic Office cannot meet the demands of the Lieutenancy within her contracted hours.

(2) Since becoming Lord-Lieutenant back in 2002, Allan Willett has taken it upon himself to completely modernise the Lieutenancy to make it more relevant to as wide a range of people as possible. A number of formal, ceremonial events have continued, but the modernisation process has also involved the Lieutenancy reaching out to the whole community through a series of targeted visits, official openings, tours etc, that seek to recognise achievements and excellence in our communities. Examples of this include 'Community Visits' to different areas around the County, meeting volunteers, young people and Service personnel (including close liaison with the cadet units); presenting The Queen's Awards for Enterprise and The Queen's Awards for Voluntary Service (which also involves helping with the assessment of nominations and encouraging nominations).

Royal Visits

4. (1) It is also the case that Royal Visits have been on the increase over the last few years, as shown below.

2003 – 6 visits
2004 – 9 visits
2005 – 10 visits
2006 – 15 visits
2007 – 12 visits

(2) 2008 is looking set to be another good year, with 7 Royal Visits planned for the first half of the year already. Each Royal Visit will involve the Civic Office working closely with the organisers at each venue to draw up their

programme and giving advice as appropriate in relation to civic involvement, press and protocol issues. The Civic Office is the point of contact, working on behalf of the Royal Office and the Lord Lieutenant, on all aspects of the visit for the organisers. This will start with the initial planning meeting, liaison with the police and other agencies, working through to the "recce" with the Personal Protection Officer and finally, to the actual day of the visit.

(3) All Royal Households tend to work slightly differently and take different approaches to the planning arrangements. It is down to the Civic Office to ascertain these different working practices and to follow through accordingly.

(4) The sense of pride and excitement that a Royal Visit creates within the community is significant and there are also positive benefits accruing to the reputation of the County Council as organisers of these visits.

Lieutenancy Engagements

5. (1) The figures for Lieutenancy engagements have steadily grown over the years. These are engagements taken on by both the Lord-Lieutenant and his Deputies. Records are only available from 2005 and are as follows:

2005 - 220 fixtures
2006 - 410
2007 - 518

(2) It is anticipated that 2008 will far exceed the figure for 2007 with many more events taking place and some large scale, County-wide events, such as the TA 100 Service in Canterbury, generating more work for the Civic Office to deal with.

(3) Each fixture is administered through the Civic Office. Once an invitation has been received, either for the Lord Lieutenant or his Deputy, the Civic Office will seek to find the most appropriate representative. Once a representative has been secured, letters of confirmation will be sent to both the organisation and the Deputy Lieutenant confirming the necessary details. The Civic Office will ensure the Lord Lieutenant and the Deputies are fully briefed on what they should be doing and where and for how long they will be present at each engagement. Sometimes, the Deputy Lieutenant can be put in to direct contact with the organisation itself to sort out any finer details, if this is their preference. However, there are a large number of Deputies, including the Vice Lord Lieutenant, who rely heavily on the Civic Office to establish the detail they will need. Thank you letters are then sent, from the Civic Office, to all the Deputies, following their attendance at each event.

Civic Office Resources

6. (1) As a direct result of the significant increase in workload, as described above, the existing office resource of 2 full time staff is insufficient to meet both existing and projected demand. This increasing imbalance in demand and resources could begin to have an effect on the quality of the services offered, which will ultimately have adverse implications for the

reputation of the offices of the Lord-Lieutenant, the Chairman and Vice-Chairman of the County Council and KCC corporately.

(2) Between them, the Head of the Civic Office and the Civic Officer regularly work up to 40 hours per month over and above their contracted hours. The Council's rules on flexi time mean that both officers have "lost" hours worked in previous months and are not able to always take flexi leave in order to reduce their credited hours because of the demands on the office. The payment of overtime to these officers is possible, but not entirely appropriate given the regularity of the additional work that they are being asked to support.

(3) The permanent Civic Officer is due to return from maternity leave in August of this year and intends to exercise her right to return on a part-time basis. Accordingly, an additional part-time post would have had to be appointed to in any event, merely to maintain the status quo. However, it is considered that there is a strong business case to appoint an additional civic officer on a permanent, full-time basis, after August, which would mean a net increase in resources for the Civic Office of 0.5 FTE at grade KS8, at an estimated cost including on-costs of £15,700.

(4) The Council does not currently receive a contribution from the Lord Lieutenant's Office to help cover the cost of providing services to him. If the Committee is supportive of the request to increase the resource in the Civic Office, the Council could seek a contribution from the Lord Lieutenant, accordingly. Failing or in addition to that, it is possible that this additional cost can be funded by the existing Members' Services budget, which was underspent by approximately £82,500 in 2007/08. However, the overall Democratic Services budget came in on line last year because of a similar level of overspend in the Secretariat. Accordingly, any increase in the Members Services budget to accommodate the additional cost of running the Civic Office will almost certainly lead to an overspend in the Democratic Services and Local Leadership budget in 2008/09 and future years unless the Council agrees to provide additional funding in the budget process.

(5) Subject to this Committee's approval of the proposal, a recruitment process will be organised as soon as possible in order to appoint to the additional post.

(6) There are a number of office accommodation changes already planned to take place along the Chairman's corridor. The office that the Civic Office is due to move into will be large enough to accommodate an additional person.

Conclusion

7. It is not sustainable for the Civic Office to continue at the current level of working for the foreseeable future. The delivery and effectiveness of this office in support of the Chairman, Vice-Chairman and Lord-Lieutenant is crucial and must not in any way diminish. If we are to maintain and further enhance the high standards of this office then the proposed increase in staffing resources needs to be addressed to ensure that service delivery and KCC's reputation is not jeopardised in any way.

Recommendation

8. The Committee is recommended to agree that an additional, full time, permanent Civic Officer is appointed when the Civic Officer returns from maternity leave on a part-time basis in August 2008; the estimated additional cost of this revised staffing arrangement is £15,700, including on-costs, per annum.

Peter Sass
Head of Democratic Services and Local Leadership
Tel: 01622 694002

Background Information:

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By: Democratic Services Manager (Council and Governance)
To: Selection and Member Services Committee – 4 July 2008
Subject: MEMBERS ALLOWANCES 2007/08
Classification: Unrestricted

Summary: The report is to note the annual return for Members' Expenses
FOR INFORMATION

Introduction

1. We have a statutory requirement to publish annually the allowances paid to Members which includes the Basic, Special Responsibility, mileage and carers allowances.
2. This report has been approved by the three Party Whips as agreed at the meeting on 10 October 2007.

Recommendations

3. Members are requested to note this report.

Mary Cooper
Tel No: 01622 694354
e-mail: mary.cooper@kent.gov.uk

Background Information: None

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KENT COUNTY COUNCIL

MEMBER ALLOWANCES 1 APRIL 2007 - 31 MARCH 2008

COUNCIL MEMBER	Mileage	Fares and other	Basic	SRA	Carer's Allowance	Total Allowances
	£	£	£	£	£	£
Mrs A D Allen	3740.67	0.85	12000.00	9020.04		24761.56
Mrs C Angell	2172.99		12000.00	6765.03		20938.02
Mr M J Angell	2415.44	84.10	12000.00	9020.04		23519.58
Mr A R Bassam	938.42		12000.00			12938.42
Mr T J Birkett		282.20	12000.00	751.67		13033.87
Mr A Bliss	704.00		12000.00			12704.00
Mr A Bowles	186.80		12000.00	751.66		12938.46
Mr D L Brazier	1716.40	11.15	12000.00	9020.04		22747.59
Sir Sandy Bruce-Lockhart OBE			12000.00	6304.33		18304.33
Mr J R Bullock MBE	633.60	-21.30	12000.00			12612.30
Mr R B Burgess	1977.60	44.50	12000.00			14022.10
Mr C J Capon		1001.90	12000.00	8850.31		21852.21
Miss S Carey	3044.42	93.53	12000.00	3006.68		18144.63
Mr P B Carter	2873.10	307.00	12000.00	41000.04		56180.14
Mr N J D Chard	3185.60	76.60	12000.00	26649.96		41912.16
Mr A R Chell			12000.00	2739.96		14739.96
Mr I Chittenden (elected 07/07)			8612.90			8612.90
Mr L Christie	964.89	14.30	12000.00	6765.03		19744.22
Mr B R Cope	1530.55		12000.00			13530.55
Mr G Cowen (elected 10/07)	609.84	5.60	6100.00			6715.44
Ms C J Cribbon	570.00	4.10	12000.00	6013.36		18587.46
Mr A D Crowther	2455.52	2.40	12000.00			14457.92
Mr J Curwood	745.29	1.60	12000.00			12746.89
Mrs V J Dagger	1632.68		12000.00			13632.68
Mr D S Daley			12000.00			12000.00

COUNCIL MEMBER	Mileage	Fares and other	Basic	SRA	Carer's Allowance	Total Allowances
	£	£	£	£		£
Mr M C Dance	3857.47	21.00	12000.00	21863.35		37741.82
Mr J A Davies	1222.19	138.81	12000.00			13361.00
Mrs T Dean	234.00	26.00	12000.00			12260.00
Dr M R Eddy	5902.43	195.10	12000.00	20499.96		38597.49
Mrs M E Featherstone (died 05/07)			1000.00	751.67		1751.67
Mr K A Ferrin MBE	3220.07	41.10	12000.00	26649.96		41911.13
Mr C G Findlay	684.18		12000.00	9020.04		21704.22
Mr M J Fittock	3118.78	67.55	12000.00	6765.03		21951.36
Mr J B O Fullarton	2900.94	2.20	12000.00	7055.99		21959.13
Mr T Gates	599.35		12000.00			12599.35
Mr G K Gibbens	2478.30	1664.85	12000.00	26649.96		42793.11
Mr R Gough	3027.86	162.95	12000.00	26649.96		41840.77
Mrs E Green			12000.00			12000.00
Ms A Harrison	1579.69	15.46	12000.00	6522.55		20117.70
Mr M J Harrison	3006.05	17.10	12000.00	9020.04		24043.19
Mr C Hart	2041.60	44.50	12000.00	6522.55		20608.65
Mr W A Hayton	1298.58	2.70	12000.00	2836.95		16138.23
Mr C Hibberd	3291.02	111.07	12000.00			15402.09
Mr P M Hill OBE	4404.27	309.60	12000.00	26649.96		43363.83
Mr D A Hirst	2773.35	20.00	12000.00	2518.06		17311.41
Mrs S V Hohler	1478.59	102.79	12000.00	3249.11		16830.49
Mr G A Horne			12000.00			12000.00
Mr E C Hotson	364.44		12000.00	9020.04		21384.48
Mr I T N Jones	1189.20		12000.00			13189.20
Mr A J King			12000.00	26649.96		38649.96
Mr R E King	1755.20	19.24	12000.00	13530.00		27304.44
Mr S J G Koowaree	2031.20		12000.00	8268.37		22299.57
Mr P W A Lake	1565.18		12000.00	9020.04		22585.22
Mr J Law	2319.93	37.30	12000.00	6401.32		20758.55
Mr J F London	1138.40	29.00	12000.00			13167.40
Mr R Long	1531.05	7.32	12000.00	9020.04		22558.41
Mr K G Lynes	4051.37	645.42	12000.00	26649.96		43346.75
Mr T Maddison	1933.47	16.20	12000.00			13949.67
Mr R F Manning	3120.00	42.05	12000.00	9020.04		24182.09

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By: Director of Law and Governance

To: Selection and Member Services Committee – 4 July 2008

Subject: DRAFT PROTOCOL FOR CONSIDERATION OF LATE NOMINATIONS FOR LEA-APPOINTED GOVERNORS BY THE GOVERNOR APPOINTMENTS PANEL

Classification: Unrestricted

Summary: To consider a draft protocol for consideration of late nominations for LEA-appointed Governors.

FOR DECISION

INTRODUCTION

1. Nominations for LEA appointments to School Governing Bodies are received and processed by the Governor Support Team. Those nominations which are received three weeks before the Governor Appointments Panel meets are included in the agenda papers for the next Panel meeting. Nominations which are received after the deadline are normally held back until the subsequent Panel meeting.
2. The purpose of a deadline is to enable due process to be followed. It regulates the appointment-making process by providing transparency of decision-making and enabling the public to have clear advance notice of who is going to be considered for appointment. For this reason, nominations received after the deadline has passed should only be considered in exceptional circumstances.

EXCEPTIONAL CIRCUMSTANCES

3. There are currently no formal guidelines which set out the kind of circumstances when late nominations can be considered. Such guidelines are important for the very reasons of transparency and accountability that underline the need for a deadline.
4. The suggested protocol set out below attempts to strike the correct balance between adherence to the set deadlines and filling vacancies speedily.
5. This draft protocol was considered by the Governor Appointments Panel on 25 April 2008 and is recommended to the Committee for approval.

DRAFT PROTOCOL

The following protocol for consideration of late nominations was adopted by the Selection and Member Services Committee on (Insert date).

The only nominations which can ordinarily be included in the agenda papers for a meeting of the Governor Appointments Panel are those which have been received by the School Governance Unit at Bishop's Terrace, Maidstone by the set deadline of 5pm, three weeks before the Panel meets.

In exceptional circumstances, the Governor Appointments Panel is entitled to agree to consider any nomination received by the School Governance Unit after the deadline, provided that no other nomination for the same position has already been notified in the agenda papers.

The Panel will continue to consider all cases on their merits, and this might involve a candidate not being appointed if it is considered inappropriate to do so.

RECOMMENDATION

6. The Committee is recommended to approve the draft protocol for the adoption by the Governor Appointments Panel.

Andrew Tait
Democratic Services Officer
Tel: 01622 694342

Background Documents
None.

By: Director of Law and Governance

To: Selection and Member Services Committee – 4 July 2008

Subject: APPOINTMENTS TO MANAGEMENT COMMITTEES OF PUPIL REFERRAL UNITS (PRUs)

Classification: Unrestricted

Summary: To consider arrangements for LEA appointments to the Management Committees of Pupil Referral Units.

FOR DECISION

INTRODUCTION

1. At its meeting on 25 April 2008, the Governor Appointments Panel considered the nominations set out in Appendix 1 to Management Committees of Pupil Referral Units.
2. The Director of Law and Governance had previously advised that the Panel's remit would be limited to making recommendations as there was no provision in the Constitution for it to make such appointments. The Panel therefore recommended all the nominations to this Committee for approval.
3. It would be in keeping with the work of the Governor Appointments Panel for it to be given the power to make such appointments without further reference to this Committee. It is therefore suggested that the necessary amendments should be made to the Constitution. The Director of Law and Governance has advised that the agreement of this Committee will suffice to bring about this change.

RECOMMENDATION

4. The Committee is recommended to:
 - (a) approve the appointments to the Management Committees of Pupil Referral Units as recommended by the Governor Appointments Panel (as set out in the Appendix to this report); and
 - (b) delegate the power to make all such decisions in future to the Governor Appointments Panel.

Andrew Tait
Democratic Services Officer
Tel: 01622 694342

Background Documents
None.

Selection and Member Services Committee

APPENDIX

4 July 2008

Governor Appointments Panel Recommended Appointments

School Name Name of Nominee(s)	Comments
Management Committee of Barn End, The Behaviour Guidance & Support Service – Centre Class, The Phoenix Centre & Dartford & Gravesham AC PRU Miss Joanne Kendall	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of The Cedars, Gatland Education Unit & Maidstone and Malling AC PRU Mrs Julie Stones	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of The Challenger Project & Canterbury and Swale AC PRU Mr Ian LeBrunn	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of Charles Street, West Kent Learning Federation Student Support Centre & Tonbridge, Tunbridge Wells & Sevenoaks AC PRU Mr Mike Thompson	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of East Kent Health Needs Education Service & Grosvenor House PRU Mr Alan Rogers	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of West Kent Health Needs Education Service PRU. Mr John Studley	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.

Page 49

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Selection and Member Services Committee

APPENDIX

4 July 2008

Governor Appointments Panel Recommended Appointments

School Name Name of Nominee(s)	Comments
Management Committee of Barn End, The Behaviour Guidance & Support Service – Centre Class, The Phoenix Centre & Darford & Gravesham AC PRU Miss Joanne Kendall	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of The Cedars, Gatland Education Unit & Maidstone and Malling AC PRU Mrs Julie Stones	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of The Challenger Project & Canterbury and Swale AC PRU Mr Ian LeBrunn	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of Charles Street, West Kent Learning Federation Student Support Centre & Tonbridge, Tunbridge Wells & Sevenoaks AC PRU Mr Mike Thompson	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of East Kent Health Needs Education Service & Grosvenor House PRU Mr Alan Rogers	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.
Management Committee of West Kent Health Needs Education Service PRU. Mr John Studley	This is a Local Authority representative on the Management Committee for a Pupil Referral Unit. The appointment will be subject to ratification by Selection and Member Services Committee.

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By: Head of Democratic Services and Local Leadership
To: Selection and Member Services Committee – 4 July 2008
Subject: REPRESENTATION ON SOUTH EAST EMPLOYERS
Classification: Unrestricted

FOR DECISION

1. At its meeting on 10 October 2007 the Committee nominated Mrs P Stockell, Mr K Lynes and Ms A Harrison to be appointed as representatives on the South East Employers. These representatives were not entitled to serve on any of the South East Employers' Committees as our nominations were not available for their Annual General Meeting which took place on 12 July 2007.
2. The next Annual General Meeting is on Thursday, 10 July 2008 and the South East Employers have written to seek confirmation of our representatives which they require prior to the Annual Meeting.

Recommendation

3. The Committee is asked to confirm that the Members nominated in paragraph 1 should continue to serve on the South East Employers for the period 2008/09.

Mrs M E Cooper
Tel No: 01622 694354
e-mail: mary.cooper@kent.gov.uk

Background Information: None

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