

**CORPORATE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

Friday, 12th November, 2010

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**





AGENDA

CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 12 November 2010 at 10.00 am Ask for: Denise Fitch
Council Chamber, Sessions House, County Telephone: 01622 694269
Hall, Maidstone

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, Mrs J P Law,
Mr S Manion, Mr R J Parry, Mr J E Scholes and Mr M V Snelling

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

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UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Membership
 To note that Mr S Manion has replaced the late Mr R Frayne as a member of this Committee
- A2 Substitutes
- A3 Declaration of Interests by Members in items on the Agenda for this meeting.
- A4 Minutes (Pages 1 - 8)

B. ITEMS FOR CONSIDERATION

- B1 Welfare Pathway (Pages 9 - 46)
Mr Steve Sherry (Chief Executive) and Mr David Jessop (Director of Operations and Human Resources) Royal British Legion Industries have been invited to give a brief presentation.
- The report of the Cabinet Member for Corporate Support Services & Performance Management and the Director of Strategic Development & Public Access is attached.
- B2 Financial Monitoring Report : Corporate Services 2009/10 (Pages 47 - 50)
- B3 Medium Term Financial Plan - 2011-12 to 2013-14 (Pages 51 - 76)
- B4 Connecting with Communities - 2009/10 Annual Report on Engagement Activity to Policy Overview Committee. (Pages 77 - 120)
- B5 Risk Register for CED - 6 month update (Pages 121 - 138)
- B6 "Total Place" update (Pages 139 - 146)
- B7 Access and Assessment (Pages 147 - 168)
- B8 The Leader and Group Managing Directors update (Pages 169 - 180)
To include the transparency programme
- B9 "Change to keep succeeding" - the transformation of the Council's operating framework (Pages 181 - 238)
- B10 Kent Recommitment (Pages 239 - 242)
- B11 Oracle HR and Payroll System Update (Pages 243 - 250)
- B12 Update on the NHS White Paper Liberating the NHS (Pages 251 - 252)

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (Pages 253 - 254)

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, 4 November 2010

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 AND SCRUTINY
COMMITTEE**

MINUTES of a meeting of the Corporate Policy Overview and Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Friday, 24 September 2010.

PRESENT: Mr E E C Hotson (Chairman), Mrs T Dean (Vice-Chairman), Mr R W Bayford, Mr D L Brazier, Mr J R Bullock, MBE, Mrs J P Law, Mr R J Parry, Mr J E Scholes, Mrs J A Rook (Substitute for Mr M V Snelling) and Mrs A D Allen (Substitute for Mr B R Cope)

ALSO PRESENT: Mr P B Carter, Mr R W Gough, Mr A J King, MBE and Mr J D Simmonds

IN ATTENDANCE: Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Mr R Fitzgerald (Performance Monitoring Manager), Ms T Gailey (Public Health Policy Manager), Mrs S Garton (Head of County Performance and Evaluation Manager), Ms J Hill (Performance Manager), Ms K Kerswell (Group Managing Director), Ms L McMullan (Director of Finance), Mrs T Oliver (Director of Strategic Development and Public Access), Mr D Oxlade (Head Of Policy), Mr D Shipton (Finance Strategy Manager), Mr D Smith (Head of Contact Centre), Mr D Tonks (Head of Audit & Risk), Mr D Whittle (Policy Manager) and Ms D Fitch (Assistant Democratic Services Manager (Policy Overview))

UNRESTRICTED ITEMS**63. Minutes - 1 July 2010**
(Item A3)

RESOLVED that the minutes of the meeting held on 1 July 2010 are correctly recorded and that they be published as a correct record.

64. Kent County Council's Contact Centre (Contact Kent and Consumer Direct South East)
(Item B1)

(1) Mrs Oliver and Mr Smith presented a report which provided information for Members on the performance, staffing levels and funding of the Contact Centre and current developments. Mrs Oliver stated that Contact Kent was now connected to all non emergency contact centres in the County giving the ability to directly transfer calls. They were moving towards being able to answer queries without having to transfer the customer. The service was also piloting remote working from Gateways or home. There was a member of staff from Contact Kent in each of the Gateways, this was to help with consistency between Gateways and Contact Kent and also career development for staff. It was important that Members and officers had confidence in the service provided by Contact Kent.

(2) The Chairman referred to a visit, by some of the Members of this Committee, to the Contact Centre before the meeting. He commended the good atmosphere, professionalism of the staff and also the excellent training provided.

(3) In response to a question on the potential to lose the benefits of team working by providing the service remotely, Mr Smith explained that even when staff were working remotely they would need to come back to the office to attend training and team meetings. He agreed that if there was too much remote working there was a danger that the productive culture of the Contact Centre could be lost. They would therefore limit the numbers of working remotely at any time and appreciated the need to keep a balance of remote working and centre based staff. He acknowledged that remote working was a way of retaining specialist staff and also gave additional flexibility during bad weather.

(4) Mr Smith explained that the average waiting time for calls to be answered was checked every week to ensure that it did not disguise excessive waiting times. However, some calls that required an input from skilled staff sometime necessitated a longer waiting time. He emphasised that the key measure was quality of service for the customer.

(5) In relation to the possibility of having a single phone number for all calls, Mr Smith explained that the challenge with this was that there would then need to have an Interactive Voice Response system requiring the caller to select options or to have all customer services staff able to answer every call. Currently the most effective method of filtering calls was to use different numbers, but this was an issue that would continue to be discussed.

(6) Mr Smith confirmed that there was extensive use of mystery shoppers, and that newly trained staff were mystery shopped by other members of staff. Kent Connects was a member of the top 50 contact centres in the Country which involved using 400 mystery shopper calls a month to bench mark against Public and Private sector centres, looking at soft skills and resources.

(7) Ms Oliver explained that the aim was to have as much initial contact in one place to avoid passing customers around the organisation or between organisations. She confirmed that KCC following a change in contract was now receiving income from the 0845 number, which had previously been received by a private company. The aspiration was to move towards a "03" prefix however that would not have income attached.

RESOLVED that: - (a) the current high quality of customer service and performance of the Contact Centre be noted;

(b) the transfer of additional services into and through the contact centre, maximising efficiencies, service quality and customer satisfaction be supported

(c) the direction that assessment undertaken by Contact Kent as 'deep' as possible, reducing the need for future contact as measured by the first contact resolution rate be supported.

65. Financial Monitoring 2010/11

(Item B2)

- (1) Mr Shipton introduced the first quarter's budget monitoring report for 2010/11 which was reported to Cabinet on 13th September 2010.
- (2) It was agreed that in future reports where a post was being deleted it should be made clear if the post had been vacant for some time. Also the importance of graphs and charts being readable in black and white print was emphasised.
- (3) RESOLVED that the projected outturn for the Chief Executive's Department and Financing Items for 2010/11 based on the first quarter's monitoring report to Cabinet be noted.

66. Draft Towards 2010 Annual Report

(Item B4)

- (1) Mrs Garton presented a report which reminded the Committee that the four year term of Towards 2010 would come to an end this month and the closedown report would go to County Council on 14 October 2010. Also circulated was a draft of the County Council report (for the corporate-related targets).
- (2) RESOLVED that the attached draft report be noted.

67. Draft Annual Performance Report 2009/10

(Item B6)

- (1) Mrs Garton introduced a report which provided an overview of the Annual Performance Report 2009/10 and attached a draft of the report for Members' information.
- (2) Officers undertook to pass the comment made on the lack of involvement of Thanet District Council in the opening of the new wind farm to "Backing Kent Businesses".
- (3) RESOLVED that the draft Annual Performance Report and the outcomes achieved in 2009/10 be noted.

68. Core Monitoring

(Item B7)

- (1) Mrs Garton explained that Core Monitoring reports were being considered at all Policy Overview and Scrutiny Committees (POSC's) this cycle, the purpose of these reports was to inform Members on key areas of performance and activity across the authority. She asked for feedback on the presentation of the report. POSC would receive these reports on a quarterly basis with the next one being submitted to the January POSC meetings.

(2) Mrs Dean referred to the excellent system that the Kent Fire and Rescue Authority had for tracking this information and asked that consideration be given to adopting this. Also she requested that a comparison with the family of Local Authorities be included in future reports. In addition comparative national statistics for sickness absence compared with the private sector could also be reported. She suggested additional indicators relating to property and finance including the time taken to pay invoices and targets regarding property disposals. In addition the performance of the Superannuation Fund could also be reported here. In relation to CO2 emissions, KCC's own properties could be reported separately from schools.

(3) Mr Ballard undertook to supply a written response to all POSC Members on the reasons why the footfall figures for the Tunbridge Wells Gateway had gone down in the period April to June 2010 and the definition of a transaction compared to footfall.

(4) RESOLVED that the report and the suggestions made by Members on the presentation of this report be noted.

69. Complaints, Comments and Compliments

(Item B8)

(1) Mrs Hill introduced a report which provided information about complaints against the Council considered by the Local Government Ombudsman; comments on the Council's performance on complaints, comments and compliments under our own performance management (including a detailed report on the Chief Executives Department complaints, comments and compliments); and reports on developments in the Councils complaint handling for 1 April 2009 – 31 March 2010.

(2) A review of Ombudsman complains was being undertaken to see how KCC could be more proactive in future was welcomed. It was agreed that the link between good communication and a reduction in complaints was well made.

(3) In response to a question Mrs Hill explained that the majority of highways complaints were made by phone, but in contrast complaints to Adult Social Services tended to be by letter.

(4) The majority of Ombudsman complaints referred to in the report related to school admissions and the Ombudsman had been involved with staff training to help address some of the main issues.

(5) In response to a question on feedback to complainants, Mrs Hill confirmed that every directorate gave feedback to complainants. Also complaints were invited to become involved in improving the complaints process, by having the opportunity to comment on new leaflets etc. Key to reducing complaints was making sure that people had the right information and understood why the County Council did things in a certain way.

(6) RESOLVED that the report and the comments made be noted.

70. Internal Audit Progress Report

(Item B9)

- (1) Mr Tonks introduced a report which summarised the Internal Audit Programme and how it impacted on the Chief Executives Department. Half of the internal audits carried out fell within this Department.
- (2) Reference was made to the review of the payroll services contract with East Kent and how those in receipt of the service agreed that specific standards were met. Mr Tonks explained that there were two aspects to this, firstly to give the County Council an assurance that they were delivering to a contract and secondly to pick up any aspects of the review that the Districts requested. District Council internal audit teams had been invited carry out reviews but none had taken up this offer.
- (3) There was a discussion on the role of Governance and Audit Committee and the Policy Overview and Scrutiny Committee (POSC) in relation to internal audit reviews. The Chairman emphasised the importance of avoiding duplication between these Committees but he believed that there was a role for the POSC in looking at issues that were relevant to its remit.
- (4) In relation to a question on data backup and data centres, Mr Tonks explained that it was intended that this would look at the back up for our main systems, everyone should be working on a network drive that was backed up.
- (5) Mr Tonks undertook to provide Mr Parry with a copy of the report on Virus protection /Software when it was available.
- (6) RESOLVED that the progress against the 2010/11 audit programme as it impacts on CED be noted.

71. KCC International Activities Annual Report 2009 -10

(Item B10)

- (1) Mr Oxlade presented Kent County Council's International Strategy which highlighted the importance of Members being fully informed about international work in Kent. As part of this commitment, the attached fifth International Activities Annual Report highlighted examples from the range of international work undertaken across KCC and the county over the past year. This year's report reflected continuing emphasis and success in achieving a number of high value EU projects in support of KCC Directorate and Kent priorities and in helping Kent Small and Medium Sized Enterprises to 'internationalise' their business activities. The report also provided an overview of international activities involving young people in the context of developing 'global citizenship' as well as international development work supported by the Commonwealth Local Government Forum (CLGF).
- (2) Mr King made the point that over the past 2 years KCC had attracted £21m of international funding of which £12 m was interreg so access to international funding would not be diminished by the demise of the South East England Development Agency (SEEDA). He emphasised the importance of building Kent's trade in the international context and to learn from best practise worldwide in order to deliver the exceptional value for money that would be needed in the times to come.

(3) Mr Oxlade confirmed that the unit tried to provide a comprehensive service to Kent organisations such as Kent Police. He also explained that the Power Project, which was a low carbon community initiative, was a SEEDA initiative which was being led by the Greener Kent Manager.

(4) The Partnership with Ghana was commended, and it was suggested that consideration should be given to supporting opportunities for young people in Kent to get involved for example via graduate programmes or internships.

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

72. NHS White Paper 'Equality and excellence: liberating the NHS

(Item B11)

(1) In introducing the report Mr Gough explained that he had been asked by the Leader to take on the role of coordinating the response to the "Equality and Excellence: Liberating the NHS" white paper, which was due to be submitted to the Department of Health following approval by the Cabinet on 11 October 2010.

(2) Miss Gailey explained that there were a series of consultation papers and a cross directorate officer group were working with Members to develop responses on behalf of KCC. It was important to persuade the Department of Health not to be too prescriptive and that there was no "one size fits all" solution.

(3) The Leader informed the Committee that Kent had a unique opportunity to work together with health colleagues to find a constructive solution to the proposals. In early November there would be a conference for GP's in Kent, to give them an opportunity to look at how they could organise themselves and how we could support the localism agenda across the county. It was also intended to hold a Members seminar after the GP's conference. He stated that it was important that the 12 Districts and the County of Kent worked together on the community health agenda and that GP's be encouraged to achieve co-terminosity.

(4) It was confirmed that some District Councils had responded to the consultation.

(5) RESOLVED that the report be noted

73. The Leader and Group Managing Directors update

(Item B3)

(1) The Chairman welcomed Ms Kerswell, Group Managing Director, to the meeting. Mr Cater and Ms Kerswell updated Members on the following issues:-

Bold Steps for Kent

(2) The Leader referred to the changes being introduced by the coalition government to health, education, regeneration and the reconfiguration of services following the reductions expected in the Comprehensive Spending review. Bold Steps for Kent was a radically different document to Towards 2010, it would include

the reshaping of the organisation and would also look at partnership working. He stated that there would be a review of partnerships and a Kent re-commitment. The document would set bold parameters and brave targets but there was a need to be mindful that it would need to evolve to take account of changing circumstances.

(3) The lack of any reference to the environment, climate change and the green agenda within Bold Steps for Kent was mentioned and it was requested that there be a reference to climate change within the document.

(4) It was suggested that there should be more clarity around the use of the phrase "Big Society" to ensure that it was meaning for the documents audience. Ms Kerswell referred to work being undertaken by Ms Honey with Members to develop their ideas on the Big Society. There would also be a voluntary sector conference in the autumn.

(5) Mrs Dean put forward the view that Bold Steps should not support free schools without the regulations for these being available. She welcomed further discussion on what was proposed for free schools.

(6) The Leader referred to the move towards joined up District services which would be delivered not by transferring staff but by pooled manpower resources. He hoped to establish two or three pilots for joint commissioning which could be rolled out universally. He assured Members that Elected Members from KCC would be working with their District Council colleagues, whatever their political persuasion, to set specifications for the joint commissioning of services.

(7) The Leader explained that there would be a consultation document for Bold Steps for Kent after 11 October 2010. Whether there would be two versions of the document, one for the residents of Kent and one for staff and partners, was still being considered.

First Bold Steps

(8) The Leader mentioned the recent launch of "First Bold Steps" which started an informal consultation on the re-shaping of the organisation, including the move from a federated to an integrated organisation.

(9) Ms Kerswell stated that KCC was a very successful organisation but there were certain things that could be done better. As part of the informal consultation on First Bold Steps, seven manager meetings had been held and to date over 200 responses received. The majority of comments had been positive about what works and what could be changed.

(10) The Chairman emphasised the importance of engaging with Members on the transformation of the organisation, which would be a cultural change for Members as well.

Transparency and openness policy

(11) The Leader mentioned the recent media launch of the transparency and openness policy, the media had been encouraged to use the information sensibly and with integrity. Regarding the publishing of all invoices over £500, it was

important to minimise the financial burden of generating this information. Members expressed concerns about the low level of this threshold for a large organisation like KCC.

(12) Ms Kerswell stated that she would be sending a message to all staff that afternoon thanking them for the successes they had achieved. She wanted staff to know that they were valued, in light of recent press coverage following the launch of the transparency and openness policy.

(13) RESOLVED that the update be noted

74. Bold Steps for Kent - Update

(Item B5)

(1) Circulated with the papers for the meeting was an update on the timetable and development of the new medium term plan, *Bold Steps for Kent*. During consideration of the previous item the Committee gave their input on the key issues and what the plan might address.

(2) RESOLVED That the report and the comments and feedback on the themes and emerging priorities for Bold Steps for Kent made under minute number 73 above be noted.

75. Select Committees - update

(Item C1)

(1) The Committee received an update on the current topic review programme and were invited to suggest topics for future Select Committee topic reviews.

(2) RESOLVED that the current Select Committee topic review programme noted.

By: Roger Gough, Cabinet Member for Corporate Support Services and Performance Management
Tanya Oliver, Director of Strategic Development and Public Access

To: Corporate Policy Overview & Scrutiny Committee, 12 November 2010

Subject: The Ministry of Defence Welfare Pathway Pilot in Kent

Classification: Unrestricted

Recommendations

1. Members are asked to **NOTE** the progress with the National Pilot to date and **SUPPORT** the proposed actions to take the initiative forward in Kent

2. Introduction

1) In 2009, the Government asked what more could be done to demonstrate the nation's commitment to the armed forces and its gratitude for their service and sacrifice. The Command Paper "The Nation's Commitment: Cross-Government Support to our Armed Forces, their Families and Veterans" was the result of that process and provided a comprehensive framework to address these issues.

2) Two principles underpin the Command Paper:

- Firstly, it is designed to end any disadvantage that armed service imposes on the nation's forces, their families and veterans. It specifically seeks to counter the difficulties that follow from being required to move around the country or the world, and identifies those areas where special treatment is needed to achieve this.
- Secondly, the Paper also set out how as a nation we can better support and recognise those who have been wounded in the service of their country.

3) The Armed Forces Community Welfare Pathway is not a physical but a conceptual pathway, which provides the Armed Forces Community (all service personnel, their families and veterans with a means of more easily and effectively accessing the help and advice they may need. The Pathway does not replace existing signposting mechanisms but is intended to reinforce them by ensuring that people do not slip through the net.

3. Background

1) The Coalition Government has stated that the Armed Forces Covenant is one of their highest priorities. It will be the foundation of how the Government treats the Armed Forces community. The current Covenant was developed for the Army but will be revised to cover all of the Armed Forces.

2) The work includes taking forward the specific commitments made in the Coalition Programme as well as defining the Covenant itself. This work will build on the Service Personnel Command Paper. The Covenant refers to the contract that is assumed to exist between servicemen and women and the civilians on whose behalf they serve. It represents the nation's moral commitment to its Armed Forces. It is an informal understanding, based on convention, custom, and contemporary application, rather than a legally enforceable arrangement but it is nevertheless treated very seriously in the Services. In June it was reported that the Prime Minister had announced plans to enshrine the Covenant in law.

3) The Coalition Government is currently considering how best to fulfil the Covenant in terms of resource allocation, policies and legislation. The Covenant will be taken forward in four key ways:

- The Strategic Defence and Security Review considering the Covenant as a specific workstream.
- Producing the new Armed Forces Covenant
- Developing and delivering the Coalition commitments
- Continuing to develop, deliver and monitor the Service Personnel Command Paper commitments and the Service Families Employment and Skills Taskforce measures.

3) A Covenant Taskforce has been established by the Prime Minister to identify, assess and recommend innovative ways in which the Government can rebuild the Covenant. It includes representatives from the MOD, Cabinet Office and academic institutions and is expected to report its findings in the autumn.

4) Since the General Election earlier this year, the Armed Forces Minister has indicated continuing support for the Welfare Pathway initiative as part of delivering this commitment. The Welfare Pathway Work is currently being conducted both within the MOD and by the Prime Minister's Task Force on the Armed Forces Covenant. The title 'Welfare Pathway' may change in due course, in line with other developments on the Armed Forces Covenant.

5) The Welfare Pathway is being undertaken at present by 3 pilot areas – Hampshire, Wigan and Kent. Kent was chosen as the MoD had heard about the Gateway Programme and approached us to discuss the opportunities. Following a presentation to a MoD conference in 2009 on Gateway by the Director of Strategic Development and Public Access, Kent was selected as a pilot.

6) Representatives of the three initial pilots met with the lead officers at the MoD in September and agreed that the trial period for the pilot schemes should be extended to run from October 2010 to October 2011. This will allow more information to be collected and provide an opportunity to reinvigorate the initiative.

nationally. In addition to the three councils above, further pilots have been established in the North Yorkshire, Fife and Vale of Glamorgan Council areas.

4. Progress To Date

1) One important feature of the Welfare Pathway is a national point of contact telephone number (08000 223366), established by the MoD, which is intended to increase the chances of people getting the help they need - particularly those people who do not know where to turn for advice. Callers following this route would in the first instance be directed either to the dedicated helplines for the Army, Royal Navy or Royal Airforce (if currently serving) or to Veterans UK (for ex-service personnel) who in turn would refer to the pilot area if appropriate.

2) Veterans UK was created by the MOD in 2007 as a new brand for services to veterans. It is part of the Service Personnel & Veterans Agency (SPVA) and is intended to be the first stop for veterans seeking help and advice. Among its many services, it offers advice and help on Pensions & Compensation, works on Armed Forces Day, deals with veterans' discounts, tracing comrades and specialised programmes (for example for those veterans who may experience mental health issues). It also helps with tracing service records and eligibility to medals and badges. Importantly for the Welfare Pathway it offers the Veterans Welfare Service via free helpline and online advice.

3) **Hampshire:** Hampshire County Council (HCC) already had a strong relationship with the Army and the RAF. They recognise that further work is still required to build the same level of relationship with the Royal Navy. Most of their work so far appears to have been focused on serving personnel and their families, given that they have a greater range of armed forces than any other county in the UK with large Army units in Aldershot, Bordon, Middle Wallop, Minley and Winchester; the headquarters of United Kingdom Land Forces in Andover; and the dedicated Army UK at Marchwood. The Royal Navy has its headquarters at Portsmouth, which is also home to two-thirds of the surface fleet, and RAF Odiham is a front line support helicopter station. Altogether there are about 22,000 serving personnel stationed in Hampshire

4) A number of improvements to services had already been made linked to their involvement with the South East Super Garrison Partnership. They had responded to the aims of improving support for all aspects of military life as set out in 'The Nation's Commitment' with a series of initiatives including:

- Improving schools admissions, tracking attainment levels and special educational needs for military families
- Issuing concessionary leisure cards for serving personnel and their families living in Hampshire, and
- Creating an economic board with the Armed Forces in the north-east of the County aimed at assisting training, investment and employment opportunities for people leaving the Forces.

These initiatives and the scale of the military presence in the county led to their invitation to become one of the Government's 'Welfare Pathway' Pilots.

5) As a first step to improving its evidence base, HCC commissioned Ipsos MORI to carry out a survey of Army personnel in Hampshire to inform future policy decisions. Questionnaires were sent to 4,000 Army families seeking their opinions on a range of services available locally. The responses provide assessments of the perceived importance of the services, together with opinions on their quality. The results of the survey have been used to amend some of the County Council services

6) However to date they report that there have only been a few specific Armed Forces Community enquiries for welfare support through the pathway and in most cases, the concerns were the same as the civilian population.

7) **Wigan:** Wigan is a very different area and does not have a serving military presence. They are working with an organisation set up by and for veterans, the Wigan Borough Veterans Council (WBVC). WBVC have established a website - www.wbvc.co.uk – and provide information, advice and guidance, and signposting. WBVC is based in council-funded office accommodation, staffed by volunteers working 5 days a week. They also staff desks in Wigan Borough's Service Centres (their one-stop-shop arrangement) on a weekly basis to help deal with specific veterans-related issues.

8) The Council has enacted the recent legislative changes to allow service personnel to establish a local connection when applying for housing. They are also building links with the charity Combat Stress in order to ensure that service-related mental health issues receive appropriate attention. Similarly, WBVC is engaged with the local NHS LINK, to provide advocacy on behalf of the Armed Forces Community.

9) **Kent:** Gateway operates on the principle of joined-up access, providing coherence across the public sector for the Armed Forces community.

10) Building on the Gateway approach, a dedicated telephone line for the Armed Forces Community In Kent, operated through Contact Kent has been set up – the Armed Forces Community Helpline (08458 247601) and Contact Kent staff are able to direct callers to appropriate services whether they are serving personnel or veterans. This includes advice on national sources of support, as well as local services provided by statutory authorities, armed forces charities and voluntary sector organisations. Similarly, Gateway staff have been briefed to respond to members of the armed forces community and Gateways already incorporate a range of statutory and voluntary partners offering advice and support services, including a Royal British Legion Industries (RBLI) presence in each Gateway

11) A survey has been carried out in Gateways, to establish how people feel about being asked if they are a member of the Armed Forces Community, whether they are happy for this information to be used on an anonymous, aggregate basis to aid the development of services. The survey also aimed to establish the most common types of enquiry.

12) Like the national helpline number there have to date been very few calls to the dedicated helpline. The number of members of the Armed Forces Community captured in the Gateway survey has also been relatively small but

suggests that enquiries tend to relate to housing, benefits, and employment and skills.

13) A Kent Armed Forces Community Group has been established and held its first meeting in July, chaired by Leyland Ridings as the Armed Forces Champion. A further meeting is being arranged for late November or early December. The purpose of the group is to provide a forum for discussion between representatives of the Armed Forces Community (in-service, ex-service, their families and widow(er)s), the Third Sector and the local authority to raise and resolve issues of significant impact or where consistent trends give cause for concern. The terms of reference (attached as Appendix 1) were agreed with some additions to widen the membership including Citizens Advice Bureau, (who actually attended the first meeting) and the Police. Since then we have learned that Job Centre Plus have an Armed Forces Champion for Kent who will be added to the membership along with RBLI based on their frontline experience.

14) A key issue identified at the meeting was in relation to the experiences of Gurkhas. Kent is home to the largest concentration of Gurkhas in the country, with two battalions (1st and 2nd Battalions, Royal Gurkha Rifles) stationed at Shorncliffe Barracks, in Folkestone, and a contingent of the Queen's Gurkha Engineers stationed with 36 Engineer Regiment at Invicta Park Barracks in Maidstone. There are communities of ex-Gurkhas in Maidstone, Ashford, Folkestone and Dover.

15) The Kent Wide Strategic Network on Migration has worked with the United Kingdom Border Agency, the MOD, members of the Gurkha community and others to look at how best to meet the needs of those ex-Gurkhas who may decide to settle permanently in the UK. This work established that the Gurkha Community had little understanding of services available in the UK. A typical case study showed ex-Gurkhas seeking settlement in the UK arriving with no money, nowhere to live, no National Insurance number and therefore no access to health or social care benefits. It is anticipated that this may be a growing problem

16) Two information days targeted at this community have been held in Ashford and Cheriton libraries respectively. A variety of agencies attended, including Education, Adult Education, the Gurkha Welfare Association, Health, District Councils and the DWP and the events were very well attended by approximately 170 Nepalese people. There are plans in place to run more information days and it is also hoped that community volunteers may come forward to act as conduits to services. In addition, the Kent Fire and Rescue Service are going to employ a Nepalese speaking home advocate to advise on home safety issues.

17) The Gurkha Settlement Office in Kathmandu, established a year ago, has produced guidance and a pathway for ex-Gurkhas in conjunction with the Gurkha Welfare Centre in Salisbury. This is intended to ensure that ex-Gurkhas and their families have the information and documentation they need before they leave Nepal. A presentation prepared by the Gurkha Settlement Office is attached as Appendix 2.

5. Next Steps

1) Representatives from the pilots attended a conference hosted by Hampshire County Council in September. The conference was attended by a wide range of participants drawn from, among others, the MOD, the Armed Forces, armed forces charities and veterans' organisations, Health, Probation, Department for Work & Pensions Jobcentre Plus, and Housing.

2) The conference provided a very good opportunity for learning and discussion of how to take the Welfare Pathway initiative forward and included presentations by the MOD, the Commander of South Brigade (Army), Hampshire's Director of Public Health, Hampshire County Council, and the Confederation of British Service and Ex-service Organisations (COBSEO). It also included by way of context a Commander's perspective on Operation Herrick by a Brigadier recently returned from Afghanistan.

3) Based on the experiences to date, there are a number of actions proposed to take the Pathway forward in Kent. These include:

- Updating the briefing for Contact Kent and Gateway staff and re-launching the 08458 247601 helpline number and developing armed forces "champions" in frontline customer service points, to ensure that knowledge and awareness is kept up to date. To publicise the support available and how to get in touch we will investigate setting up an armed forces specific page on the KCC website. We will also be looking for opportunities to for respect/recognition of the armed forces and veterans and using such opportunities to highlight available support.
- Using the links we are developing with the armed forces to gain a better understanding of where there may be issues with public services Health Care, Education, Transport, and Housing; and also to understand the implications of temporary training placements at Kent bases.
- Establishing more information about the health needs of the Armed Forces Community; whether there are substantial differences in Kent and whether as a result healthcare should differ from main stream provision. We are in touch with the Strategic Health Authority, South East Coast, who are currently undertaking some mapping on Veterans and Health work especially in relation to Mental Health. It may be possible to include some specific work on the Armed Forces Community in the Joint Strategic Needs Assessment and this will be investigated further.
- Gaining a better understanding of the contribution that the armed forces make to the local economy in Kent, both in direct spending and through civilian employment and use of local contractors, and to what extent communities rely on direct and indirect employment.
- Ensuring schools admission policies take account of the needs of the children of serving personnel and that schools continue to be aware of needs of children before, during and after deployments, and in the event of bereavement or serious injury.

- Ensuring, in conjunction with District Council colleagues and through Supporting People, that members of the Armed Forces Community have appropriate access to suitable housing.
- Exploring the role of the DWP Job Centre Plus champion and understanding how we can best work together
- Exploring the possibility of developing a strategic partnership with an armed forces based organisation, to increase knowledge, provide mutual training opportunities, and access specialised support.
- Continuing work to ensure that Gurkhas and ex-Gurkhas, and their families, have access to the information they need to make important and informed decisions about their future.

6. Conclusion

1) Service men and women and veterans are a very important part of the wider Kent community and KCC is at the forefront of developing the Welfare Pathway on behalf of the Ministry of Defence and the Government, building on the initiatives we already have in place to provide support and ensure people have access to the right information and services. The Pathway will further strengthen the links between the Armed Forces and public services in Kent and the lessons learned here will inform the intended national rollout of the Welfare pathway from October 2011.

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Peter Brook
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Previous Council/Cabinet/Committee References:

Report to the Corporate Policy Overview and Scrutiny Committee, 8 April 2010
 – Item B5, Ministry of Defence Welfare Pathway Pilot in Kent

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KENT ARMED FORCES COMMUNITY GROUP – TERMS OF REFERENCE

Purpose

1. Kent Armed Forces Community Group (KAFCG) has been established to provide a forum for discussion between representatives of the Armed Forces Community (In-Service, Ex-Service, families and widow(er)s) the Third Sector and the local authority to raise and resolve issues of significant impact or where consistent trends give cause for concern.

Composition

2. The Chairman of the KAFCG shall be the Armed Forces Community Champion and secretariat support will be provided by KCC.

3. KAFCG is to comprise of appropriately empowered local representatives from the following organisations:

Director Adult Social Services (KCC)
 SPVA Veterans Welfare Service Manager
 The Royal British Legion - County Manager
 SSAFA Forces Help – Branch Chairman
 War Pensions Committee
 HIVE
 Primary Care Trust Managers (2)
 2 Brigade Community Engagement Officer

In addition to this core membership additional representatives should be invited to attend to inform discussion of specific agenda items as determined by the Chairman. For a quorum to exist 50% of KAFCG must be present.

Tasks

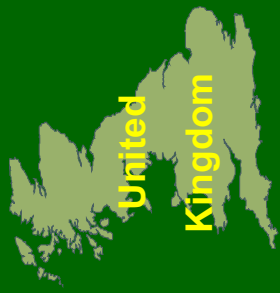
4. KAFCG is to establish and maintain contact with relevant Kent County Council (KCC) partners and boards for the purpose of implementing national policy, rolling out best practice and sharing information on local Armed Forces Community issues.

5. KAFCG is to hold a quarterly meeting with representatives from appropriate KCC partners/boards as dictated by the agenda. The regularity of this meeting should be reviewed after 2 meetings and adjusted as necessary and agreed by all stakeholders. Minutes of these meetings should be forwarded to Pensions, Compensation and Veterans in the MOD.

6. KAFCG is to provide advice to those organisations that offer support to the local Armed Forces Community on matters related to the provision of Local Authority services and, where appropriate, on how to make a formal complaint using the established KCC process.


7. KAFCG is to consider formal complaints from members of the Armed Forces Community to KCC about issues associated with Local Authority services. They should take appropriate action with respect to the complaints including forwarding anonymous data to Pensions, Compensation and Veterans in the MOD.

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GURKHA SETTLEMENT OFFICE


Presentation to Gurkha Veterans



GURKHA SETTLEMENT OFFICE

BACKGROUND

- Originally no settlement rights for Gurkhas
- October 2004 – HM Forces Immigration Rule for service from 1 July 1997
- May 2009 New Immigration Announcement for all ex-Gurkhas with service ending before 1 July 1997, includes eligible dependants



GURKHA SETTLEMENT OFFICE

IMPLICATIONS OF DOING NOTHING

- Large numbers of elderly ex-Gurkhas and their families arriving in the UK with expectations that will not be met
- Ex-Gurkhas becoming homeless, require welfare or medical attention
- They will not have been able to make an informed choice
- They could waste their money in applying for settlement without the knowledge to prepare properly for life in the UK or knowing who was eligible

GURKHA SETTLEMENT

OFFICE



WHO IS ELIGIBLE TO APPLY

- If you have completed at least four years service as a Gurkha with the British Army; or
- You are the legal spouse of the Gurkha applying for settlement; or
- You are a dependant of the Gurkha applying for settlement and under 18 years of age, with both parents settled in the UK or being admitted to the UK at the same time as you; or
- You are the widow of a Gurkha



GURKHA SETTLEMENT OFFICE

WHO IS ELIGIBLE TO APPLY (cont)

- Other Dependant Relatives (ODR), elderly parents or children aged 18 or more, are not eligible under the Settlement arrangements
- ODR have to apply under normal Immigration Rules. Applications have to show exceptional, compelling and compassionate circumstances



GURKHA SETTLEMENT OFFICE

ROLE OF THE GURKHA SETTLEMENT OFFICE


- Provides a registration and help desk/help line support facility for ex-Gurkhas and their dependants wishing to apply for settlement
- Assist applicants applying for settlement with form filling, advise on process, provide checklists for the required documentation
- The role of the settlement office is to provide practical advice and not to influence the decision
- Provide information and record data on settlement arrangements in the UK for those wishing to travel and for those who have made travel arrangements

GURKHA SETTLEMENT OFFICE



ROLE OF THE GURKHA SETTLEMENT OFFICE (cont)


- Produce a checklist for each applicant intending to travel to the UK, and arrange a face to face briefing to ensure former Gurkhas and their dependants have the appropriate documentation and have made preparations for their arrival in the UK
- Register date of intended travel and address on arrival in the UK for the National Insurance Number (NINO) fast track arrangements
- Provide this as regular information to the Gurkha Settlement Office project manager in order to inform the Gurkha Welfare Centre and Department of Work and Pensions when individuals arrive in the UK



GURKHA SETTLEMENT OFFICE

ROLE OF THE GURKHA SETTLEMENT OFFICE (cont)

- Liaise with Record Office Pokhara for service records
- Liaise with Visa application centre to resolve queries
- Provide details of persons arriving in the UK to the Gurkha Welfare Centre
- Liaise with Area Welfare Offices over applicants' queries



United
Kingdom

GURKHA SETTLEMENT OFFICE

ROLE OF THE GURKHA SETTLEMENT OFFICE (cont)

- All of this is free
- And is to allow ex-Gurkhas to make an informed choice about whether or not they decide to apply for settlement in the UK

GURKHA SETTLEMENT


OFFICE



United
Kingdom

ROLE OF THE GURKHA WELFARE CENTRE


- Located in Salisbury with a Forward Base in Aldershot
- Acts as the UK focus for all ex-Gurkha welfare issues
- Provides regional network with details of incoming ex-Gurkhas to prepare local authorities and services
- Provides Government departments with information to fast track arrangements for benefits



GURKHA SETTLEMENT OFFICE

HOUSING IN THE UK

- Critical to have a UK address to go to before leaving Nepal
- Housing is expensive and two months rent in advance is required
- The Internet is useful as a guide for regional costs but do not pay any money for accommodation without you (or a trusted friend) having seen and inspected the property first
- You will have to sign a contract that will guarantee you accommodation and security for at least six months, provided you pay your rent in advance monthly



GURKHA SETTLEMENT OFFICE

HOUSING IN THE UK (Cont)

- You will be required to pay a monthly amount for Council Tax depending on the size of the property
- Government sponsored social housing is scarce and the waiting lists are long, running, in some areas, to several years

GURKHA SETTLEMENT

OFFICE



OTHER COSTS

- You will be required to pay your own utility bills – electricity, gas and water
- You will have to furnish your rented accommodation; furnished properties are available but will cost more
- You will need money to pay for food and clothing
- You will have to pay the costs for a tenancy agreement and preparing an inventory
- You will need to pay for travel by bus or train, although if you are over 60 in some areas, travel cards are available to give you free travel on buses

GURKHA SETTLEMENT OFFICE



FINDING WORK

- The Gurkha Welfare Centre can provide details of local job centres
- You will need a National Insurance Number (NINO) to work or enable you to claim, if you are entitled, allowances and benefits
- The Gurkha Settlement Office in Kathmandu can help to fast track you if you request a NINO before leaving Nepal
- If you register for NINO fast track and the application form does not arrive within a week then contact the Gurkha Welfare Centre for help

GURKHA SETTLEMENT

OFFICE



WELFARE BENEFITS AVAILABLE

- You must have a National Insurance Number (NINO)
- See booklet for details of benefits available to those of you who qualify


GURKHA SETTLEMENT

OFFICE



HEALTH CARE

- National Health Service (NHS) provides free medical and dental treatment [dental treatment is not free for everyone]
- You will need to register with a local doctor (General Practitioner)
- You need an address to do this
- Take your medical documents and records and medicines to the UK with you



United
Kingdom

GURKHA SETTLEMENT OFFICE

TAX

- You will be liable for tax on your income including your Gurkha pension
- If you are under 65 you will pay National Insurance Contributions (NIC) on earned income, but not your pension

GURKHA SETTLEMENT

OFFICE



EDUCATION

- Education is compulsory and free for children under 18
- You need to register your child's name and address with the local authority in which you live
- Your children will need to speak English as will you
- The over 18 dependants are not entitled to financial assistance for higher education until they have spent over 3 years in the UK

GURKHA SETTLEMENT OFFICE

United
Kingdom

PREPARING TO GO TO THE UK

- Essential to register with the Gurkha Settlement Office in Kathmandu
- Date of travel and address will be needed to fast track arrangements for National Insurance Number (NINO) and local arrangements
- Gurkha Settlement Office will provide checklist to help ex-Gurkhas with arrangements
- Gurkha Settlement Office will contact the Gurkha Welfare Centre to get local information for you
- Documentation essential in the UK, so you need to take with you medical notes, medicines, details of your income and details of any property you own, including valuation



GURKHA SETTLEMENT OFFICE

DOCUMENTS REQUIRED FOR VISA APPLICATION

- Completed Visa Application Form and Appendix
- Lal Book (AF B108)
- Valid Passport
- Kindred Roll from Record Office
- Marriage Certificate
- Birth Certificate
- Photos
- Visa Fee

GURKHA SETTLEMENT OFFICE



ARRIVING IN THE UK

- Very important to have an address to stay at on arrival in the UK
- Someone will need to meet you at the airport (London, Heathrow)
- Contact the Gurkha Welfare Centre on arrival if you need help

GURKHA SETTLEMENT

OFFICE



SUMMARY

- Decide before you apply who is eligible to go to the UK
- A big family decision as some may be left behind
- Essential to consider cost of living in the UK and how you will manage
- An address to stay at in the UK will be needed before you travel
- Registration at the Gurkha Settlement Office will help with the application process and checklist for travel
- The Gurkha Settlement Office can help with fast tracking for National Insurance Number (NINO) and regional connections for when you arrive in the UK
- Contact the Gurkha Welfare Centre on arrival in the UK if you get into difficulty

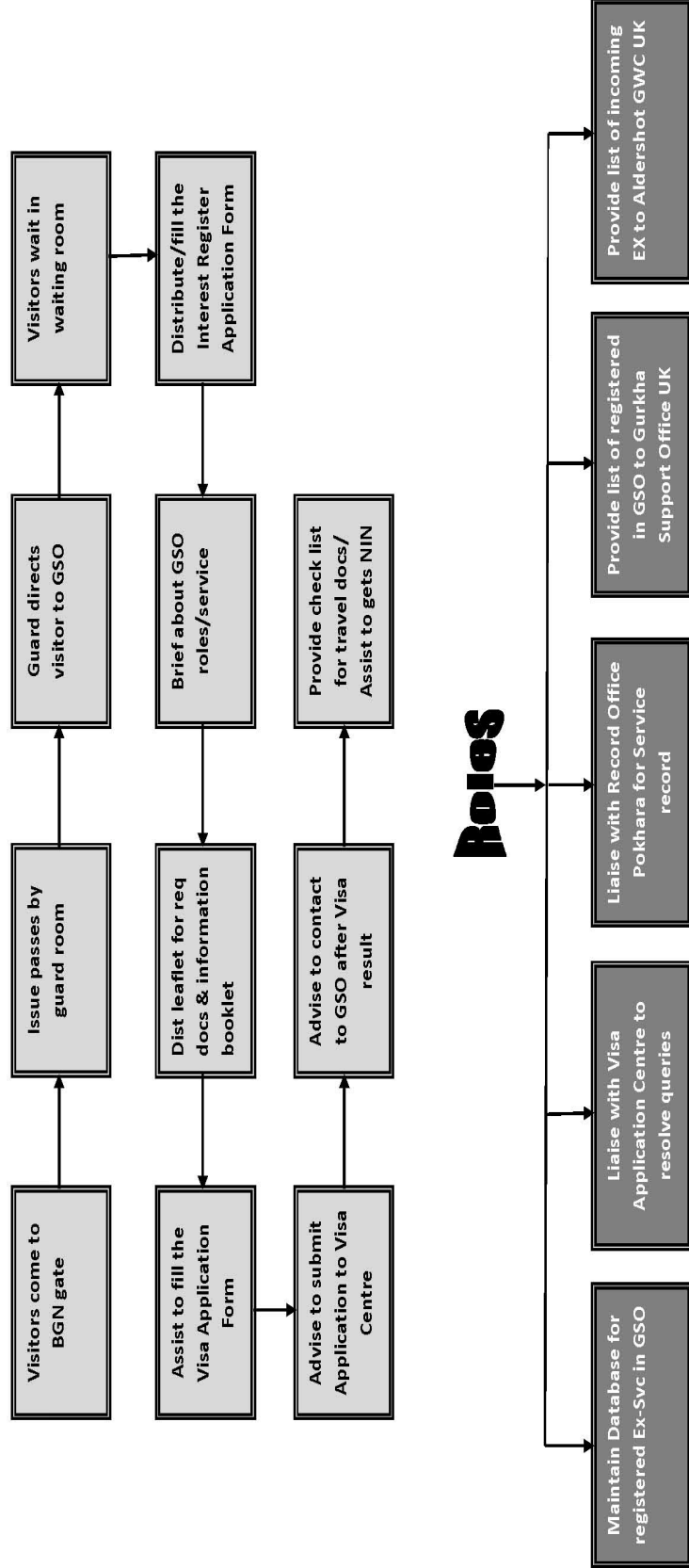
GURKHA SETTLEMENT

OFFICE

United Kingdom

GURKHA SETTLEMENT OFFICE

Working Procedure



This form is for GSO registration purposes only and it is only necessary to fill out the name, service number and point of contact to obtain a GSO appointment.

GURKHA SETTLEMENT OFFICE KATHMANDU

REGISTRATION FORM

| | |
|---|-------------------|
| EX-GURKHA'S DETAILS | |
| Army No. | Rank |
| First Name | Middle Name |
| Last Name | |
| Unit | Date of Birth |
| Date of Enlistment | Date of Discharge |
| Soldier's Name (if different to AF B 108) | Passport Number |

| | | | |
|--|----------|--|-------------------|
| NAME OF APPLICANT (OTHER THAN EX-GURKHAS) | | | |
| Name | Relation | Date of Birth | Date of Marriage |
| APPLICABLE FOR ONLY WIDOW OR ORPHAN | | Date of Death | Death in Service? |
| Husband/Father's Name | | <input type="checkbox"/> Yes <input type="checkbox"/> No | |

| | | | |
|----------------------------|-----------|------------------|--|
| DEPENDANTS' DETAILS | | | |
| Name | Relation | Date of Birth | |
| | | | |
| | | | |
| | | | |
| ADDRESS | | Municipality/GBS | |
| Ward No. | Tole/Area | Telephone No. | |
| District | Zone | | |
| Email | | | |

NAME OF REPRESENTATIVE (WHO YOU ARE HAPPY TO ALLOW US TO SHARE INFORMATION)

| | |
|------|----------|
| Name | Relation |
| | |

CONTACT DETAILS OF REPRESENTATIVE

| | | |
|----------|-----------|------------------|
| Ward No. | Tole/Area | Municipality/GBS |
| District | Zone | Telephone No. |
| Email | | |

WILL DEPENDANTS BE APPLYING FOR VISA? Yes No

| | |
|------------------------------|--|
| Address in the UK (if known) | Job/occupation planning to undertake in UK |
| | |
| | |
| | |

| | |
|---|----------------------------------|
| Indication of date may wish to submit application | Date of intended to travel to UK |
| | |

I authorise the staff in the GSO to use the information I supply to act on my behalf in dealing with my application.

| | |
|---------------------|-----------------------|
| Date of Registered: | Applicant's Signature |
| | |

FOR GURKHA SETTLEMENT OFFICE USE ONLY

| |
|---|
| Visa Application Form Completed on: Number of Visits of Applicant: 1 / 2 / 3 / 4 / 5 / 6 Visa Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No Date of Visa Approved: Visa Number: Where Visa issued: If No, reason for rejected: Actual date of travel to UK: |
|---|



GURKHA SETTLEMENT

OFFICE

GSO Task

- **General Brief**
- **Register with GSO**
- **Assist on Visa Application Form**
- **Provide Check list for applicant intending to travel to the UK.**

GURKHA SETTLEMENT



OFFICE

**Opening Hours:
08:30 to 16:00 –
Queries/Registration
General Briefing:**

09:30

11:30

14:30

GURKHA SETTLEMENT

OFFICE



ANY QUESTIONS?

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**TO: Corporate Policy Overview & Scrutiny Committee –
12th November 2010**

**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 &
Innovation
Katherine Kerswell, Group Managing Director**

SUBJECT: Financial Monitoring 2010/11

Classification: Unrestricted

Summary:

Members of the POSC are asked to note the budget monitoring exception report, based on the monitoring returns for August, as reported to Cabinet on 11th October 2010.

FOR INFORMATION

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn for Chief Executive's Department and Financing Items budgets within 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 POSCs 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.

2.2 The first full monitoring report for 2010-11 was presented to Cabinet in September. The position for the Chief Executive's Department and Financing Items was reported to this POSC at its last meeting. This report is based on the exception report to Cabinet on 11th October.

3. Revenue

3.1 Finance portfolio:

A £152k underspend is forecast this month on leasing costs. However, we have received an application from Contemporary Coast, the working title for the Creative Foundation and Turner Contemporary partnership, for funding to develop their joint marketing plan to position East Kent as an exciting destination and maximise opportunities to attract new contemporary art audiences to Margate and Folkestone. Cabinet has approved that £75k of the underspend within the Finance portfolio is vired to the Arts Unit within the Communities portfolio to contribute towards the Contemporary Coast marketing campaign.

3.2 At this stage, no new variances have been identified within CED revenue budgets since the last report to this POSC on 24th September 2010.

4. Capital

4.1 Corporate Support & Performance Management portfolio:

The forecast for the portfolio has moved by -£1.458m since last month. The main variances are detailed below:

- Sustaining Kent – Maintaining the Infrastructure (-£1.076m rephasing): Unified Communications contract will be let later this year. The capital expenditure will not be made until 2011-12 as the solution requires extensive set-up and testing by the contractor prior to our acceptance of the solution and delivery of the hardware.
- Oracle Self Service (-£0.125m rephasing): the delivery timescales for continued development of manager self service and additional employee self service functions have had to be re-profiled as a result of all available resources being used for the Oracle Release 12 implementation.
- Oracle Release 12 (-£0.300m rephasing): the 'go live' date for the upgrade of Oracle (Financials/HR/Payroll) to Version 12 is still scheduled for the end of October/beginning of November 2010 but because of issues with the delivered software upgrade provided by Oracle it has been necessary to reschedule some of the associated work. This work is to ensure that KCC derives the full benefit of the improved functionality of the upgraded system and reduce maintenance costs associated with current bespokeing of some of the modules.

- Workplace Transformation (formerly Better Workplaces) (+£0.106m rephasing): At this stage, it appears that additional capital spend will be needed in 2010-11 in order to relocate displaced staff from 17 Kings Hill Avenue.

Overall this leaves a residual balance of -£0.063m.

5. Recommendations

- 5.1 Members of the POSC are asked to note the forecast budget variances for the Chief Executive's Department for 2010/11 based on the August exception monitoring report to Cabinet.

Officer Contact
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dave.shipton@kent.gov.uk

Background Documents:

Cabinet 11th October 2010; Revenue & Capital Budget Monitoring Exception Report

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To: Corporate Policy Overview & Scrutiny Committee –12th
November 2010

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 & Innovation
Katherine Kerswell, Group Managing Director

**Subject: BUDGET 2011/12 AND MEDIUM TERM FINANCIAL PLAN
2011/12 TO 2012/13**

Classification: Unrestricted

Summary:

This report identifies the proposed strategy for determining next year's budget and the financial plans for the following years. This includes an initial analysis of Spending Review 2010, the likely impact on the overall funding for KCC, the indicative cash limits for the Chief Executive's Department and Financing Items budgets within the Corporate Services portfolios and the latest indications of likely pressures facing these portfolios.

Recommendation:

Members are asked to review and comment on the pressures outlined for the Chief Executive's Department and Financing Items Portfolios and to identify their priorities in order to meet the indicative cash limits.

FOR COMMENT

1. Introduction

- 1.1 The Autumn Budget Statement is due to be presented to Cabinet on 29th November 2010 and will set out the proposed budget strategy following the Spending Review announcement on 20th October. Even after the Spending Review announcement we will not know the full impact on the County Council's grants until we get the provisional Local Government Finance settlement. Indications are that we will not receive this settlement information until early December.
- 1.2 The Spending Review and Local Government Finance announcements will give us the final detail but we have been planning based on a likely scenario of a 5% per annum reduction in cash terms in Government grants. This assumption was based on the Chancellor's statement in his emergency budget that unprotected spending departments should plan for a 25% reduction in real terms from the forthcoming spending review.

- 1.3 The overall position for the County Council was that we estimated the combination of reduced grant allocations and demands for budget pressures would amount to a gap of £340m over the next four years. The gap for the next two years was estimated at £136m.

2. Background

- 2.1 Provisional cash limits for 2011/12 and 2012/13 were approved by the County Council on 18th February 2010 in the Medium Term Plan (MTP) for 2009/12. The approved MTP for the Chief Executive's Department and Financing Items portfolios are included as appendix 1. These provisional cash limits will be updated for known changes such as transfers of activities or staff between portfolios and identified as base budget adjustments in monitoring reports.
- 2.2 We are proposing that the provisional cash limits are updated for unavoidable pressures. These may be new pressures, changes to pressures identified in the existing published MTP, or resisting previously identified pressures. In all cases the amounts included as budget pressures have been thoroughly scrutinised to ensure only legitimate unavoidable pressures have been included in cash limits. Any pressures arising from individual portfolio proposals which are not unavoidable will have to be met within existing cash limits through corresponding savings elsewhere in the portfolio.
- 2.3 Portfolios have been set targets for budget savings via the indicative cash limits on a priority-led basis to target savings according to highest relative spend and KCC priorities for services as outlined in the consultative document "Bold Steps for Kent". In setting these targets we have been clear that we need to drive out as much as possible from efficiency savings. These indicative cash limits are intended to give members and officers an indication of the magnitude of the savings needed in order to close the £136m gap and will be revised before the draft budget is published to take account of the specific proposals contained therein.
- 2.4 The revised indicative cash limits for the Chief Executive's Department and Financing Items portfolios are summarised in table 1 below.

| Table 1 | 2011/12 £000's | 2012/13 £000's | Total £000's |
|--|-------------------|-------------------|--------------|
| Public Health & Innovation Portfolio | | | |
| Existing Approved MTP | | | |
| Base | 561 | 480 | 561 |
| Base Adjustments | 0 | 0 | 0 |
| Pressures | 0 | 0 | 0 |
| Grants | 0 | 0 | 0 |
| Savings & Income | 0 | 0 | 0 |
| Total Existing MTP | 561 | 480 | |
| | | | |
| New Base Adjustments | 0 | 0 | 0 |
| New & Changed Pressures | 0 | 0 | 0 |
| Savings Target | -81 | -134 | -215 |
| Proposed Cash Limit | 480 | 346 | 346 |
| Localism & Partnerships Portfolio | | | |
| Existing Approved MTP | | | |
| Base | 7,367 | 7,804 | 7,367 |
| Base Adjustments | 8 | 0 | 8 |
| Pressures | 0 | 0 | 0 |
| Grants | 0 | 0 | 0 |
| Savings & Income | -192 | -156 | -348 |
| Total Existing MTP | 7,183 | 7,648 | |
| | | | |
| New Base Adjustments | 419 | 0 | 419 |
| New & Changed Pressures | 319 | 0 | 319 |
| Savings Target | -118 | -83 | -200 |
| Proposed Cash Limit | 7,804 | 7,565 | 7,565 |
| Corporate Support Services & Performance Management Portfolio | | | |
| Existing Approved MTP | | | |
| Base | 11,111 | 9,705 | 11,111 |
| Base Adjustments | -107 | -4 | -111 |
| Pressures | 3,088 | 557 | 3,645 |
| Grants | 0 | 0 | 0 |
| Savings & Income | -743 | -684 | -1,427 |
| Total Existing MTP | 13,349 | 9,574 | |
| | | | |
| New Base Adjustments | -700 | 0 | -700 |
| New & Changed Pressures | 250 | 337 | 587 |
| Savings Target | -3,194 | -5,928 | -9,122 |
| Proposed Cash Limit | 9,705 | 3,983 | 3,983 |

| Table 1 | 2011/12 £000's | 2012/13 £000's | Total £000's |
|--------------------------|-------------------|-------------------|-----------------|
| Finance Portfolio | | | |
| Existing Approved MTP | | | |
| Base | 121,032 | 127,548 | 121,032 |
| Base Adjustments | 652 | 7 | 659 |
| Pressures | 20,471 | 24,288 | 44,759 |
| Grants | 1,500 | 0 | 1,500 |
| Savings & Income | 3,015 | 0 | 3,015 |
| Total Existing MTP | 146,670 | 151,843 | |
| | | | |
| New Base Adjustments | -350 | 0 | -350 |
| New & Changed Pressures | -12,190 | -15,000 | -27,190 |
| Savings Target | -6,582 | -4,840 | -11,422 |
| Proposed Cash Limit | 127,548 | 132,003 | 132,003 |

2.5 These indicative cash limits reflect pressures and savings targets before revisions to delegated budgets. Final budgets and plans will need to reflect delegations to service portfolios.

3. Latest Developments: National Context

3.1 The outcome of the Spending Review 2010 was announced on 20th October and set out the Government's **national spending plans** for 2011/15. The Spending Review gives us an overall indication of the Government's spending priorities by department but does not give us detailed grant settlements. We are anticipating provisional grant settlements in early December.

3.2 The overall spending plans are in line with the reductions outlined in the emergency budget in June and the spending review just gives us a clearer indication which departments are to be protected and when reductions will start to bite for different Government departments. The announcements on Formula Grant for local authorities show that the reductions are front loaded with the biggest reductions in 2011/12.

3.3 Other than Formula Grant (which now includes the transfer of Area Based and specific grants into the Formula Grant) we do not have any information on the scale of reductions in other government grants or when the reductions might hit. At this stage we are assuming these reductions will be in line with ministerial statements on the average reduction although the actual reductions could be greater and there is still the potential that these too could be front loaded.

3.4 The Spending Review announcement includes a confusing comparison of cash reductions in Government Department spending (referred to Department Expenditure Limits) and quoted real terms reductions in grants. Ministers have stated that councils will face an average loss of grant of 7.25% in real terms in each of the next 4 years, although we are

concerned that the front loading of reductions in Formula Grant will mean that this average could disguise in year differences. The impact of distributional changes as Area Based and specific grants are transferred into the formula (as well as changes to the formula methodology) are also likely to result in further variations from this average for individual authorities.

3.5 As outlined in paragraph 3.2 we do know the cash reductions in Formula Grant. This shows a reduction of £4.1bn over the next two years (14.4%) and £5.6bn over the four years (19.6%). These reductions **include** the extra £1bn for personal social services and the £0.7bn Council Tax Freeze Grant.

3.6 In summary the Spending Review has confirmed the following changes to the national funding arrangements for local government:

- The overall reduction in grants to councils of an average of 7.25% in real terms in each of the next 4 years.
- Reduction in the baseline Formula Grant of £7.2bn reduction in cash terms over the next four years but with savings front loaded into 2011/12. This equates to a 29.2% reduction in cash terms (35.6% real terms) over four years with 22.4% cash reduction (25.6% real terms) in the first 2 years
- Transfer of £3.4bn of Area Based and Specific Grants into Formula grant. These transferred grants are subject to differential increases or reductions over the two/four year period which marginally change the overall reductions
- The allocation of a new £1bn grant for Social Services within the Formula Grant (with a further £1bn to be administered as a specific grant from Department of Health)
- The allocation of a new £0.7bn grant to honour the pledge to support councils in freezing Council tax increases for 2011/12. This grant provides funding for the four year period and thus earlier fears that a freeze would not be sustainable have been alleviated for this spending review period.

3.7 Over the last 2 years inflation initially declined in the wake of the recession in autumn 2008/winter spring 2009 but has been rising since autumn 2009 and has only recently started to marginally decline. Throughout the period other than for a brief period in summer 2009 inflation has exceeded the Government's 2% target for CPI. Inflation remains as one of the most significant pressures on our budgets and resisting inflationary pressures through negotiating with suppliers remains a key strategy to balance the budget

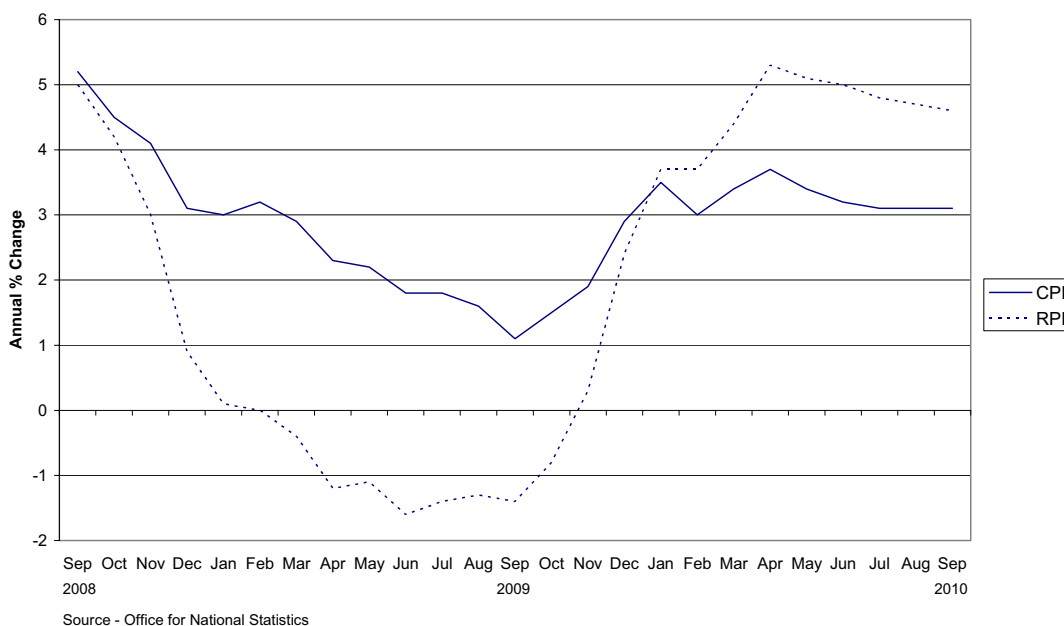
3.8 There are different indices used to measure inflation which enable an annual rate of underlying inflation to be calculated:

Retail Price Index (RPI) – This is the traditionally accepted measure for inflation and has been calculated continuously since June 1947. In the past it is used by the government to update pensions, benefits and index-linked gilts. However, in his Emergency Budget the Chancellor announced that in future all benefits, tax credits and public sector would be updated by CPI rather than RPI (with a guaranteed increase of at least 2.5% for state pensions). RPI is still commonly used to update contracts, and is often taken into account in wage bargaining

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.

Beneath the headline figures for RPI and CPI there are detailed indices for individual areas of spending such as energy, housing, food, etc. We use projections of the detailed indices in determining inflationary pressures rather than the general all items index (for some contracts we use specific indices where these are written into the contract terms).

3.9 The chart below shows the changes in the all items indices of inflation over the last 2 years.



4. Revenue Budget Strategy

- 4.1 Following the Spending Review announcement we have reviewed our assumptions about the overall gap. We remain confident at this stage that our overall strategy for a gap of £340m over four years is still realistic. However, in light of the front loading of the reductions in Formula Grant we are now estimating that the magnitude of savings needed to balance estimated grant reductions and pressures for 2011/12 and 2012/13 is £153m. At this stage this revision to the targets for the first two years has not been reflected in the indicative cash limits subject to confirmation of provisional grant settlements in early December.
- 4.2 We have identified any unavoidable pressures (mainly due to impact of inflation) and any service improvements to meet the Authority's corporate policy objectives. Those pressures affecting Directorate support activities will need to be added to delegated budgets
- 4.3 In determining possible areas for efficiency savings we have looked at spending on both support and corporate functions and identified targets for those areas with the highest relative spend compared to performance. Portfolio holders and Directors are charged with identifying options to meet these targets. In the case of support activity budgets which are delegated, savings options will need to be discussed and agreed with Directorates and the savings reflected in Service portfolios via reduced charges from CED.
- 4.4 In addition to efficiency savings on support functions we have also allocated a target to reflect the downsizing of support in line with the downsizing of the Authority. As with efficiency savings these will need to be agreed with Service portfolios and Directorates.
- 4.5 Within Financing Items our strategy includes covering the base budget implications of the reversal of one-off savings in 2010/11 as well as covering the cost of financing the capital programme.
- 4.6 Attached as Appendix 1 is the current published medium term financial plan.

5. The current budget and medium term priorities

- 5.1 The current budget for the portfolio(s) under the oversight of this POSC is as follows:

| | Gross spend £'000 | Income £'000 | Net spend £'000 |
|---|----------------------|-----------------|--------------------|
| Localism & Partnerships | 8,362 | -86 | 8,276 |
| Finance (inc. Fin. Items) | 139,880 | -14,089 | 125,791 |
| Corporate Support Services & Performance Management (inc. Fin. Items) | 55,680 | -45,413 | 10,267 |
| Public Health & Innovation | 944 | -377 | 567 |
| Total | 204,866 | -59,965 | 144,901 |

Since the start of the year the cash limits used for budget monitoring vary for the allocation of rollover from 2009/10 (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. transfer in of staffing budgets to reflect the Staff Officer restructure.

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 and Contact Centre.
- 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 are currently no pressures which are not covered by an equal amount of additional income

Further detail is outlined in Appendix 3.

5.4 As outlined in the proposed cash limits we are proposing to provide total additional funding of £11.938m for 2011/12 (of which £8.306m is Financing Items) and £10.182m for 2012/13 (of which £9.288m is Financing Items) to cover unavoidable pressures including the following:

Price increases on contracts of £195k for 2011/12 and £203k for 2012/13

Gateways £550k 2011/12 and £300k 2012/13

Revenue contribution to extend asset maintenance reserve to server environment supporting business systems £1,853k 2011/12

CED prudential borrowing costs of £782k 2011/12

Further detail of the proposed additional pressures are outlined in Appendix 4.

6. Recommendation

6.1 Members are asked to

- (i) note the latest information arising from the Spending Review 2010
- (ii) comment on the proposed additional funding for pressures included in the indicative cash limits and outlined in paragraph 5.4
- (iii) identify priorities for delivering the indicative cash limits

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Appendix 1 – Existing published 2010/13 Medium Term Plan and 2010/11 published Revenue Budget

Medium Term Plan

| Public Health & Innovation Portfolio Revenue Budget | | | | |
|--|---|------------------|------------------|------------------|
| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
| Base budget | | 680 | 561 | 561 |
| Base Budget Adjustments- External | | 1 | 0 | 0 |
| Revised Base Budget | | 681 | 561 | 561 |
| <u>PRESSURES:</u> | | | | |
| Total Pressures | | 0 | 0 | 0 |
| <u>SAVINGS AND INCOME:</u> | | | | |
| Savings and Mitigations: | | | | |
| Pub Health | Efficiencies on Public Health Campaigns | -18 | 0 | 0 |
| Pub Health | Reduce funding for Health Watch | -100 | 0 | 0 |
| Pub Health | Purchasing | -2 | 0 | 0 |
| Total Savings and Mitigations | | -120 | 0 | 0 |
| Total Savings and Income | | -120 | 0 | 0 |
| Budget controlled by this portfolio | | 561 | 561 | 561 |

Corporate Support Services & Performance Management Portfolio

| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
|---|--|------------------|------------------|------------------|
| Base budget | | 9,396 | 11,111 | 13,349 |
| Base Budget Adjustments - Internal | | -674 | -107 | -4 |
| Revised Base Budget | | 8,722 | 11,004 | 13,345 |
| <u>PRESSURES:</u> | | | | |
| Prices: | | | | |
| All | Gas & Electricity | -48 | 135 | 203 |
| All | Rent | 15 | 60 | 0 |
| | | -33 | 195 | 203 |
| Unavoidable Government/Legislative Pressures: | | | | |
| Property | Change of accounting treatment for some of the staff of Corporate Property Unit | 20 | 30 | 0 |
| Total Unavoidable Government/Legislative Pressures | | 20 | 30 | 0 |
| Demand/Demographic Led: | | | | |
| Property | Dilapidations | 925 | 79 | -88 |
| Total Demand/Demographic Led | | 925 | 79 | -88 |
| Service Strategies & Improvements: | | | | |
| SDU | Gateways | 300 | 300 | 0 |
| CMB | Tapering of PFI Grant | 25 | 24 | 23 |
| Contact Centre | Replacement of previous one-off funding used 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 |
| All | Prudential borrowing costs for CS&PM Capital Programme | 1008 | 782 | 419 |
| Property | Better Workplaces - new running costs | 501 | 0 | 0 |
| Policy | Kent Agreement 3 - need for detailed analysis of performance data | 50 | 0 | 0 |
| ICT | ISG base budget pressure from directorates | 600 | 0 | 0 |
| ICT | Improved eMail resilience | 250 | 0 | 0 |

Corporate Support Services & Performance Management Portfolio

| | | Staffing | 2010-11 | 2011-12 | 2012-13 |
|--|--|--------------|---------------|---------------|---------------|
| | | FTE | £'000 | £'000 | £'000 |
| P&D | Self-service functionality | | 0 | 200 | 0 |
| P&D | Change to TCP system | | 300 | -300 | 0 |
| Total Service Strategies & Improvements | | | 3,131 | 2,784 | 442 |
| Total Pressures | | 0.0 | 4,043 | 3,088 | 557 |
| <u>SAVINGS AND INCOME:</u> | | | | | |
| Income Generation: | | | | | |
| Comm Servs | Increased dividend from Commercial Services | | -500 | 0 | 0 |
| Total Income Generation | | | -500 | 0 | 0 |
| Savings and Mitigations: | | | | | |
| P&D | Staff efficiency savings & income generation | -22.0 | -305 | -194 | -233 |
| Strategy & ICT | Staff restructure & downsizing unit in line with Directorate savings | -14.0 | -56 | -435 | 0 |
| Legal | Efficiency from increased external income at no detriment to Directorate support | | -83 | -83 | 0 |
| Corp Comms | Regradings of posts & increased advertising income | | -15 | -16 | 0 |
| Audit & Proc | Staff reduction | -1.0 | -20 | -20 | 0 |
| SDU | Savings on Graduate Programme & recruitment | -2.0 | -144 | 0 | 0 |
| SDU | End of Kent TV Pilot | | -400 | 0 | 0 |
| Contact Centre | Efficiency savings from integrating call centres & income generation | | -54 | -249 | -24 |
| Chief Executive | Review of support functions | -2.0 | -61 | -25 | 0 |
| Property | Staff restructuring | -6.0 | -129 | -129 | 0 |
| All | Purchasing gross saving | | -131 | -81 | -146 |
| All | Further review of communications spend | | -250 | 0 | 0 |
| All | Better targeting of spend on Property Maintenance | | -114 | 0 | 0 |
| CED Delegated | | | | | |
| Directorates | Share of savings delegated to Directorates | | 608 | 329 | 83 |
| Target reduction in net spend | | | 0 | 160 | -364 |
| Total Savings and Mitigations | | | -1154 | -743 | -684 |
| Total Savings and Income | | -47.0 | -1,654 | -743 | -684 |
| Budget controlled by this portfolio | | -47.0 | 11,111 | 13,349 | 13,218 |

Finance Portfolio Revenue Budget

| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
|---|---|------------------|------------------|------------------|
| Base budget | | 103,453 | 121,032 | 111,988 |
| Base Budget Adjustments - Internal | | 1,763 | 911 | 7 |
| Base Budget adjustments- External | | -2,455 | -259 | 0 |
| Total Base Adjustments | | -692 | 652 | 7 |
| Revised Base Budget | | 102,761 | 121,684 | 111,995 |
| <u>PRESSURES:</u> | | | | |
| Unavoidable Government/Legislative Pressures: | | | | |
| Fin.Items | Employers NI 1% increase | 0 | 2,800 | 0 |
| Total Unavoidable Government/Legislative Pressures | | 0 | 2,800 | 0 |
| Demand/Demographic Led: | | | | |
| Fin.Items | Increase in Employer's Pension Contribution | 0 | 4,000 | 0 |
| Insurance | Increase in Insurance claims | 500 | 0 | 0 |
| Total Demand/Demographic Led | | 500 | 4,000 | 0 |
| Service Strategies & Improvements: | | | | |
| Fin.Items | Fall-out of PRG Income committed to other portfolio spend | 1,977 | 0 | 0 |
| Fin. Grp | Support, testing & implementation for Oracle Release 12 | 0 | -25 | 0 |
| Fin.Items | Borrowing costs of PEF2 | 128 | 36 | 252 |
| Fin.Items | Modernisation of the Council | 2,500 | 0 | -500 |
| Fin.Items | Financing the Capital Programme | 8,121 | 4,762 | 9,788 |
| Fin.Items | Drawdown from Prudential Equalisation Reserve | -128 | -36 | -252 |
| Fin.Items | Reduction in Environment Agency Levy | -15 | 0 | 0 |
| Fin.Items | Contribution to Reserves | 1,603 | -1,166 | 0 |
| Fin.Items | Full year impact of revised treasury policy and changes in interest rates | 500 | -500 | 0 |
| Total Service Strategies & Improvements | | 14,686 | 3,071 | 9,288 |
| Emerging Pressures | | 0 | 10,600 | 15,000 |
| Total Pressures | 0.0 | 15,186 | 20,471 | 24,288 |

Finance Portfolio Revenue Budget

| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
|--|---|------------------|------------------|------------------|
| <u>SAVINGS AND INCOME:</u> | | | | |
| Grant Increases: | | | | |
| Fin.Items | Final expected PRG | -1,500 | 1,500 | 0 |
| Total Grant Increases | | -1,500 | 1,500 | 0 |
| Savings and Mitigations: | | | | |
| Fin.Items | Fall-out of debt rephasing saving | 2,700 | 0 | 0 |
| Fin.Items | Fall-out of one-off saving from Insurance review | -500 | 1,500 | 0 |
| Fin. Grp | Restructure of teams and rationalisation of "units" to deliver efficiencies | -5.0 | -176 | -42 |
| Fin.Items | Roll-forward of 2009/10 underspend on Financing | -1,570 | 1,570 | 0 |
| Fin. Grp | Reduction in specialist fees | 0 | -50 | 0 |
| Fin.Items | Fall-out of one year savings from use of 2008/09 underspend | 4,069 | 0 | 0 |
| CED Delegated | | | | |
| | Share of savings delegated to directorates | 62 | 37 | 25 |
| | Target reduction in net spend | | -34,682 | -38,651 |
| Total Savings and Mitigations | | 4,585 | -31,667 | -38,651 |
| Total Savings and Income | | -5.0 | 3,085 | -30,167 |
| Budget controlled by this portfolio | | -5.0 | 121,032 | 111,988 |
| | | | 97,632 | |

Localism & Partnerships Portfolio Revenue Budget

| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
|--|-----------------|------------------|------------------|------------------|
| Base budget | | 7,458 | 7,367 | 7,183 |
| Base Budget Adjustments - Internal | | -5 | 8 | 0 |
| Revised Base Budget | | 7,453 | 7,375 | 7,183 |
| <u>PRESSURES:</u> | | | | |
| Service Strategies & Improvements: | | | | |
| Dem. Serv. Members Allowances | | 110 | 0 | 0 |
| | | 110 | 0 | 0 |
| Total Service Strategies & Improvements | | 110 | 0 | 0 |
| Total Pressures | 0.0 | 110 | 0 | 0 |
| <u>SAVINGS AND INCOME:</u> | | | | |
| Savings and Mitigations: | | | | |
| Partner-ships Re-focus core activity in light of review of county-wide delivery | -2.0 | -39 | -41 | 0 |
| Dem. Serv. Re-tender Webcasting Service | | -20 | -1 | -6 |
| Dem. Serv. Review of staff officers, business support, and delivery of core democratic support | -3.0 | -137 | 0 | 0 |
| Dem. Serv. Target reduction in net spend | | 0 | -150 | -150 |
| Total Savings and Mitigations | | -196 | -192 | -156 |
| Total Savings and Income | -5.0 | -196 | -192 | -156 |
| Budget controlled by this portfolio | -5.0 | 7,367 | 7,183 | 7,027 |

Appendix 2

| <u>Original Published Corporate Budgets 2010-11</u> | | | | | | | | | | |
|---|----------------------|-------------|----------------|------------------|-----------------|------------------|--------------------------------------|-----------------|--------------------|----------------|
| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | Income Total | Net Total CED | LESS Delegated to Directorates | NET Core CED | Financing Items | Total |
| | | | Employees | Running Costs | | | | | | |
| Localism & Partnerships | | | | | | | | | | |
| | | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Democratic Services | GW | | | | | | | | | |
| Secretariat | | 21.7 | 941.3 | 95.3 | 1,036.6 | -3.3 | 1,033.3 | 1,033.3 | | 1,033.3 |
| Member Services | | 3.0 | 84.0 | 2,451.9 | 2,535.9 | 0.0 | 2,535.9 | 2,535.9 | | 2,535.9 |
| Data Protection | | 3.0 | 98.4 | 12.6 | 111.0 | 0.0 | 111.0 | 111.0 | | 111.0 |
| Appeals | | 2.1 | 92.0 | 168.0 | 260.0 | 0.0 | 260.0 | 260.0 | | 0.0 |
| Local Boards | | 11.5 | 549.6 | 69.0 | 618.6 | 0.0 | 618.6 | 618.6 | | 618.6 |
| Total Democratic Servs | | 41.3 | 1,765.3 | 2,796.8 | 4,562.1 | -3.3 | 4,558.8 | 4,298.8 | | 4,298.8 |
| International Affairs | | | | | | | | | | |
| Group | | 7.0 | 395.6 | 176.2 | 571.8 | -35.0 | 536.8 | 536.8 | | 536.8 |
| Kent Partnership | DC | 5.0 | 282.5 | 131.7 | 414.2 | -48.2 | 366.0 | 366.0 | | 366.0 |
| County Council Elections | | | | 255.0 | 255.0 | 0.0 | 255.0 | 255.0 | | 255.0 |
| Public Consultation | | | | 100.0 | 100.0 | 0.0 | 100.0 | 100.0 | | 100.0 |
| Member Community Grants | | | | 840.0 | 840.0 | 0.0 | 840.0 | 840.0 | | 840.0 |
| Local Scheme Spending | | | | 400.0 | 400.0 | 0.0 | 400.0 | 400.0 | | 400.0 |
| District Grants | | | | 570.0 | 570.0 | 0.0 | 570.0 | 570.0 | | 570.0 |
| TOTAL L & P | | 53.3 | 2,443.4 | 5,269.7 | 7,713.1 | -86.5 | 7,626.6 | 260.0 | 0.0 | 7,366.6 |

| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | | Income Total | Net Total CED | LESS Delegated to Directorates | NET Core CED | Financing Items | Total |
|--|----------------------|--------------|----------------|------------------|----------------|-----------------|------------------|--------------------------------------|-----------------|--------------------|------------------|
| | | | Employees | Running Costs | Total | | | | | | |
| | | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | |
| Finance Group | LM | | | | | | | | | | |
| County Finance | | 7.1 | 884.3 | 324.8 | 1,209.1 | -160.5 | 1,048.6 | 1,048.6 | | 1,048.6 | |
| Insurance & Risk | | 16.5 | 601.5 | 40.1 | 641.6 | -714.8 | -73.2 | -73.2 | | -73.2 | |
| Pensions\Treasury\Investments | | 64.3 | 2,039.4 | 886.9 | 2,926.3 | -3,023.9 | -97.6 | -97.6 | | -97.6 | |
| Exchequer Services | | 28.3 | 779.4 | 101.7 | 881.1 | -24.6 | 856.5 | 0.0 | | 0.0 | |
| Finance Support Team | | 5.0 | 207.9 | 6.5 | 214.4 | -3.5 | 210.9 | 210.9 | | 210.9 | |
| Monitoring, Accounting & Taxation Team | | 11.4 | 551.7 | 662.6 | 1,214.3 | -118.0 | 1,096.3 | 484.3 | | 484.3 | |
| Finance Strategy Team | | 5.0 | 252.7 | 43.4 | 296.1 | 0.0 | 296.1 | 296.1 | | 296.1 | |
| External Funding Team | | 1.0 | 84.1 | 24.6 | 108.7 | 0.0 | 108.7 | 0.0 | | 0.0 | |
| Total Finance Group | | 138.6 | 5,401.0 | 2,090.6 | 7,491.6 | -4,045.3 | 3,446.3 | 1,869.1 | | 1,869.1 | |
| Insurance Fund | | | | | | | | | 3,479.0 | 3,479.0 | |
| Workforce Reduction Fund | | | | | | | | | 4,000.0 | 4,000.0 | |
| Environment Agency Levy | | | | | | | | | 344.0 | 344.0 | |
| Kent & Essex Joint Sea Fisheries levy | | | | | | | | | 264.0 | 264.0 | |
| Interest on Cash Balances | | | | | | | | | -1,500.0 | -1,500.0 | |
| Debt charges | | | | | | | | | 117,005.0 | 117,005.0 | |
| Transferred Services | | | | | | | | | 22.0 | 22.0 | |
| Pensions | | | | | | | | | | | |
| Performance Reward | | | | | | | | | -1,500.0 | -1,500.0 | |
| Contribution to/from Reserves | | | | | | | | | -3,461.0 | -3,461.0 | |
| ABG Safer Stronger Communities | | | | | | | | | 1,510.0 | 1,510.0 | |
| Draw down from Kings Hill reserves | | | | | | | | | -1,000.0 | -1,000.0 | |
| TOTAL FINANCE | | 138.6 | 5,401.0 | 2,090.6 | 7,491.6 | -4,045.3 | 3,446.3 | 1,577.2 | 1,869.1 | 119,163.0 | 121,032.1 |

| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | | Income Total | Net Total CED | LESS Delegated to Directorates | NET Core CED | Financing Items | Total |
|--|----------------------|--------------|----------------|------------------|-----------------|-----------------|------------------|--------------------------------------|-----------------|--------------------|----------------|
| | | | Employees | Running Costs | Total | | | | | | |
| Corporate Support Services & Performance Management | | | | | | | | | | | |
| Personnel & Development | AB | | | | | | | | | | |
| Schools Personnel Service | | 72.3 | 2,680.3 | 445.1 | 3,125.4 | -3,239.2 | -113.8 | -113.8 | | | -113.8 |
| Communities, E&R, CED Personnel Service | | 17.0 | 747.7 | 23.8 | 771.5 | -136.0 | 635.5 | 0.0 | | | 0.0 |
| Employee Relations Unit | | 3.1 | 110.9 | 21.1 | 132.0 | 0.0 | 132.0 | 132.0 | | | 132.0 |
| Pay and Rewards team | | 5.9 | 299.6 | 57.0 | 356.6 | -103.4 | 253.2 | 0.0 | | | 0.0 |
| Employee Services | | 81.0 | 2,285.2 | 116.2 | 2,401.4 | -574.4 | 1,827.0 | 0.0 | | | 0.0 |
| Kent Reward Scheme | | 2.0 | 49.0 | 251.0 | 300.0 | 0.0 | 300.0 | 300.0 | | | 0.0 |
| Personnel & Information Services | | 11.8 | 479.1 | -71.4 | 407.7 | 0.0 | 407.7 | 0.0 | | | 0.0 |
| Corporate Diversity Team | | 0.8 | 70.2 | 29.3 | 99.5 | 0.0 | 99.5 | 0.0 | | | 0.0 |
| Employee Wellbeing | | | | 20.0 | 20.0 | 0.0 | 20.0 | 0.0 | | | 0.0 |
| Staff Care Services | | 0.0 | 0.0 | 716.5 | 716.5 | -385.7 | 330.8 | 0.0 | | | 0.0 |
| Wellbeing Healthchecks | | 0.0 | 0.0 | 75.0 | 75.0 | 0.0 | 75.0 | 75.0 | | | 75.0 |
| P&D Management | | 8.0 | 533.9 | 114.3 | 648.2 | 0.0 | 648.2 | 648.2 | | | 648.2 |
| Learning & Development | | 17.2 | 667.3 | 858.4 | 1,525.7 | -1,201.5 | 324.2 | 0.0 | | | 0.0 |
| Health & Safety | | 4.0 | 208.6 | 21.8 | 230.4 | 0.0 | 230.4 | 230.4 | | | 230.4 |
| Strategy 4 Staff | | 0.0 | 31.3 | 245.6 | 276.9 | 0.0 | 276.9 | 166.3 | | | 166.3 |
| Rewards Strategy | | 0.0 | 0.0 | 46.0 | 46.0 | 0.0 | 46.0 | 46.0 | | | 46.0 |
| Total P&D | | 223.1 | 8,163.1 | 2,969.7 | 11,132.8 | -5,640.2 | 5,492.6 | 1,484.1 | 4,008.5 | | 1,484.1 |
| Information Services | DC | | | | | | | | | | |
| Non-service catalogue & projects | | | 5,795.0 | 2,815.4 | 8,610.4 | -6,645.2 | 1,965.2 | 1,300.7 | 664.5 | | 1,300.7 |
| Desktop | | | 4,434.9 | 1,062.9 | 5,497.8 | -1,597.7 | 3,900.1 | 129.7 | 3,770.4 | | 129.7 |
| Network - data | | | 1,031.6 | 3,974.1 | 5,005.7 | -250.2 | 4,755.5 | 52.7 | 4,702.8 | | 52.7 |
| Network - voice | | | 282.3 | 253.3 | 535.6 | 0.0 | 535.6 | 0.0 | 535.6 | | 0.0 |
| Data centre | | | 313.3 | 292.3 | 605.6 | -45.0 | 560.6 | 0.0 | 560.6 | | 0.0 |

| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | | Income Total | Net Total CED | LESS Delegated to Directorates | NET Core CED | Financing Items | Total |
|---|----------------------|--------------|-----------------|------------------|-----------------|-----------------|------------------|--------------------------------------|-----------------|--------------------|-------|
| | | | Employees | Running Costs | Total | | | | | | |
| Applications - KSSIP | | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | |
| Applications - Others | | | 1,913.9 | 134.3 | 2,048.2 | -225.0 | 1,823.2 | 0.0 | | 0.0 | |
| BS&P Core Team | | | 2,018.0 | 1,079.0 | 3,097.0 | 0.0 | 3,097.0 | 24.7 | | 24.7 | |
| Total ISG | | 334.1 | 476.5 | 131.7 | 608.2 | 0.0 | 608.2 | 608.2 | | 608.2 | |
| | | | 16,265.5 | 9,743.0 | 26,008.5 | -8,763.1 | 17,245.4 | 2,116.0 | | 2,116.0 | |
| Central Policy | DC | 11.3 | 703.5 | 33.3 | 736.8 | -80.9 | 655.9 | 655.9 | | 655.9 | |
| Performance | DC | 11.0 | 742.6 | -51.5 | 691.1 | 0.0 | 691.1 | 691.1 | | 691.1 | |
| Improvement & Engagement | | | | | | | | | | | |
| | | | | | | | | | | | |
| Property Group | DL | | | | | | | | | | |
| Brussels Office | | 1.0 | 37.0 | 131.6 | 168.6 | -168.6 | 0.0 | 0.0 | | 0.0 | |
| Meeting Room Lettings | | 4.1 | 102.7 | 265.4 | 368.1 | -368.1 | 0.0 | 0.0 | | 0.0 | |
| Disposals | | | 209.6 | -209.6 | 0.0 | 0.0 | 0.0 | 0.0 | | 0.0 | |
| Estates Team | | 15.3 | 554.1 | 24.8 | 578.9 | -105.0 | 473.9 | 473.9 | | 0.0 | |
| Landlord Maintenance | | 0.0 | 187.5 | 187.5 | 187.5 | 0.0 | 187.5 | 187.5 | | 0.0 | |
| County Wide Offices | | 1.5 | 58.7 | 6,564.7 | 6,623.4 | -1,680.1 | 4,943.3 | 4,943.3 | | 0.0 | |
| BWP Savings Lyons | | 0.0 | | -67.5 | -67.5 | 0.0 | -67.5 | 0.0 | | 0.0 | |
| BWP Savings Camb | | 0.0 | | -54.0 | -54.0 | 0.0 | -54.0 | 0.0 | | 0.0 | |
| BWP Savings Castle | | 0.0 | | -40.0 | -40.0 | 0.0 | -40.0 | 0.0 | | 0.0 | |
| Maintenance & Minor Work | | 8.0 | 349.6 | 13.0 | 362.6 | -362.6 | 0.0 | 0.0 | | 0.0 | |
| Contract Performance & Financial Monitoring | | 8.0 | 213.5 | 1.2 | 214.7 | -214.7 | 0.0 | 0.0 | | 0.0 | |
| Capital Projects | | 30.6 | 1,288.2 | 69.9 | 1,358.1 | -1,358.1 | 0.0 | 0.0 | | 0.0 | |
| Betterwork Places | | 1.0 | 65.0 | 230.4 | 295.4 | 0.0 | 295.4 | 295.4 | | 295.4 | |
| Resources | | 6.6 | 259.7 | 167.2 | 426.9 | 0.0 | 426.9 | 426.9 | | 426.9 | |
| Terrier Team | | 3.5 | 146.3 | 5.9 | 152.2 | 0.0 | 152.2 | 152.2 | | 152.2 | |
| Legionella & Statutory Testing | | 0.0 | | 77.0 | 77.0 | 0.0 | 77.0 | 77.0 | | 77.0 | |
| Director, Policy & Strategy | | 4.5 | 420.9 | 86.7 | 507.6 | -136.0 | 371.6 | 371.6 | | 371.6 | |
| Total Property Group | | 84.1 | 3,705.3 | 7,454.2 | 11,159.5 | -4,393.2 | 6,766.3 | 5,443.2 | | 1,323.1 | |

| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | | Income Total | Net Total CED | LESS Delegated to Directorates | NET Core CED | Financing Items | Total |
|-----------------------------------|----------------------|--------------|----------------|------------------|----------------|-----------------|------------------|--------------------------------------|-----------------|--------------------|----------------|
| | | | Employees | Running Costs | Total | | | | | | |
| Legal | GW | | | | | | | | | | |
| Commercial Team | | 40.0 | 1,894.9 | 80.9 | 1,975.8 | -2,696.9 | -721.1 | -721.1 | | | -721.1 |
| Community Team | | 59.1 | 2,658.1 | 151.4 | 2,809.5 | -3,560.4 | -750.9 | -750.9 | | | -750.9 |
| Disbursements | | 0.0 | | 1,500.0 | 1,500.0 | -1,500.0 | 0.0 | 0.0 | | | 0.0 |
| Administration | | 11.4 | 442.1 | 76.1 | 518.2 | -6.5 | 511.7 | 511.7 | | | 511.7 |
| Total Legal | | 110.5 | 4,995.1 | 1,808.4 | 6,803.5 | -7,763.8 | 0.0 | -960.3 | | | -960.3 |
| Corporate Communications | JC | | | | | | | | | | |
| Corporate | | 23.0 | 1,075.7 | -38.2 | 1,037.5 | -77.5 | 960.0 | 960.0 | | | 960.0 |
| Kent County Show | | | 0.0 | 108.0 | 108.0 | -56.2 | 51.8 | 51.8 | | | 51.8 |
| Around Kent | | | | 236.6 | 236.6 | -83.8 | 152.8 | 152.8 | | | 152.8 |
| Total Corporate Comms | | 23.0 | 1,075.7 | 306.4 | 1,382.1 | -217.5 | 1,164.6 | 1,164.6 | | | 1,164.6 |
| Strategic Development Unit | TO | | | | | | | | | | |
| Strategic Development | | 7.0 | 372.5 | 48.2 | 420.7 | -40.0 | 380.7 | 380.7 | | | 380.7 |
| Gateways | | 10.5 | 270.0 | 1,722.2 | 1,992.2 | -716.0 | 1,276.2 | 1,276.2 | | | 1,276.2 |
| Kent TV | | 0.0 | | 300.0 | 300.0 | -38.9 | 261.1 | 261.1 | | | 261.1 |
| Kent Graduate Programme | | 8.0 | 294.5 | 51.4 | 345.9 | -17.0 | 328.9 | 328.9 | | | 328.9 |
| Contact Centre | | 132.8 | 3,133.3 | 735.7 | 3,869.0 | -752.0 | 3,117.0 | 3,117.0 | | | 3,117.0 |
| Consumer Direct | | 42.1 | 1,210.6 | 285.4 | 1,496.0 | -1,496.0 | 0.0 | 0.0 | | | 0.0 |
| Total SDU | | 200.4 | 5,280.9 | 3,142.9 | 8,423.8 | -3,059.9 | 5,363.9 | 5,363.9 | | | 5,363.9 |
| Finance | LM | | | | | | | | | | |
| Internal Audit | | 13.1 | 559.8 | 208.7 | 768.5 | -34.0 | 734.5 | 0.0 | | | 0.0 |
| Procurement | | 5.0 | 256.4 | 29.6 | 286.0 | 0.0 | 286.0 | 286.0 | | | 286.0 |
| Total Finance | | 18.1 | 816.2 | 238.3 | 1,054.5 | -34.0 | 1,020.5 | 286.0 | | | 286.0 |
| Strategic Management | PG | 9.0 | 590.3 | 13.1 | 603.4 | 0.0 | 603.4 | 603.4 | | | 603.4 |
| Kent Works | PG | | | | 0.0 | 0.0 | 0.0 | 0.0 | | | 0.0 |

| Portfolio, Unit and Activity | Director/ Manager | FTE | Expenditure | | | Income Total | Net Total CED £000 | LESS Delegated to Directorates £000 | NET Core CED £000 | Financing Items £000 | Total £000 |
|--|----------------------|----------------|-------------------|--------------------------|-----------------|------------------|--------------------------|--|-------------------------|----------------------------|---------------|
| | | | Employees £000 | Running Costs £000 | Total £000 | | | | | | |
| Centrally Managed Budgets | | 0.0 | | 7,304.9 | 7,304.9 | -183.5 | 7,121.4 | 7,121.4 | | 7,121.4 | |
| PFI Grant | | | | | | -605.0 | -605.0 | -605.0 | | -605.0 | |
| Dedicated Schools Grant | | | | | | -4,289.0 | -4,289.0 | -4,289.0 | | -4,289.0 | |
| Contribution from Commercial Services | | | | | | | | | -6,960.0 | -6,960.0 | |
| Contribution to/from IT asset maintenance reserve | | | | | | | | | 2,352.0 | 2,352.0 | |
| Audit Fees & Subscriptions | | | | | | | | | 764.0 | 764.0 | |
| TOTAL CSS & PM | | 1,024.6 | 42,338.2 | 32,962.7 | 75,300.9 | -35,030.1 | 40,270.8 | 14,955.2 | -3,844.0 | 11,111.2 | |
| Public Health & Innovation | | | | | | | | | | | |
| Public Health Unit | MP | | | | | | | | | | |
| Towards 2010 Target 50 | | | | 150.0 | 150.0 | 0.0 | 150.0 | 150.0 | | 150.0 | |
| Healthwatch | | | 50.0 | 150.0 | 200.0 | 0.0 | 200.0 | 200.0 | | 200.0 | |
| Public Health Team | | 5.0 | 212.5 | 125.3 | 337.8 | -126.8 | 211.0 | 211.0 | | 211.0 | |
| Public Health | | 5.0 | 262.5 | 425.3 | 687.8 | -126.8 | 561.0 | 561.0 | 0.0 | 561.0 | |
| Total CED Portfolios | | 1,221.6 | 50,445.1 | 40,748.3 | 91,193.4 | -39,288.7 | 51,904.7 | 27,152.8 | 115,319.0 | 140,070.9 | |

Appendix 3 – Current budget monitoring details

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|--------------|------------|--------------|-----------|------------|----------|---|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Localism & Partnerships portfolio | | | | | | | |
| Democratic Services: | | | | | | 0 | |
| - core service | 4,892 | -3 | 4,889 | 5 | -5 | 0 | |
| - support to directorates | 260 | -260 | 0 | 0 | 0 | 0 | |
| TOTAL Democratic Services | 5,152 | -263 | 4,889 | 5 | -5 | 0 | |
| International Affairs Group | 572 | -35 | 537 | 13 | -13 | 0 | |
| Kent Partnerships | 414 | -48 | 366 | -1 | 1 | 0 | |
| County Council Elections | 255 | | 255 | 0 | 0 | 0 | |
| Public Consultation | 100 | | 100 | 0 | 0 | 0 | |
| Provision for Member Community Grants | 853 | | 853 | 0 | 0 | 0 | |
| Local Scheme Spending recommended by Local Boards | 468 | | 468 | 0 | 0 | 0 | |
| District Grants for Local Priorities | 808 | | 808 | 0 | 0 | 0 | |
| Budget Managed by this portfolio | 8,622 | -346 | 8,276 | 17 | -17 | 0 | |
| Less Support Costs delegated to Service Directorates | -260 | 260 | 0 | 0 | 0 | 0 | |
| Total L&P portfolio | 8,362 | -86 | 8,276 | 17 | -17 | 0 | |
| Corporate Support & Performance Management portfolio | | | | | | | |
| Personnel & Development: | | | | | | 0 | |
| - core service & PAYG activity | 6,912 | -5,254 | 1,658 | 83 | -83 | 0 | |
| - support to directorates | 3,679 | -3,679 | 0 | 0 | 0 | 0 | |
| TOTAL P&D | 10,591 | -8,933 | 1,658 | 83 | -83 | 0 | |
| Business Solutions & Policy: | | | | | | | |
| - ISG core service & PAYG activity | 14,857 | -12,741 | 2,116 | 664 | -664 | 0 | IT project contractors funded by income |
| - ISG support to directorates | 15,130 | -15,130 | 0 | 0 | 0 | 0 | |
| - Central Policy | 656 | 0 | 656 | 0 | 0 | 0 | |
| - Performance, Improvement & Engagement | 691 | | 691 | 17 | -17 | 0 | |
| TOTAL Business Solutions | 31,334 | -27,871 | 3,463 | 681 | -681 | 0 | |
| Finance Group: | | | | | | 0 | |
| - Procurement & Audit | 320 | -34 | 286 | 2 | -4 | -2 | |
| - Audit support to directorates | 735 | -735 | 0 | 0 | 0 | 0 | |
| TOTAL Audit & Procurement | 1,055 | -769 | 286 | 2 | -4 | -2 | |
| Property Group: | | | | | | | |
| - core service | 5,870 | -4,430 | 1,440 | 87 | -87 | 0 | Saving on 17 KHA rent offset by costs for redeployments |
| - support to directorates | 5,443 | -5,443 | 0 | 0 | 0 | 0 | |
| TOTAL Property Group | 11,313 | -9,873 | 1,440 | 87 | -87 | 0 | |
| Legal Services | 6,789 | -7,764 | -975 | 579 | -797 | -218 | £390k disbursements costs & income; addt costs & income from trading activities |
| Strategic Management Unit | 430 | | 430 | 0 | 0 | 0 | |
| Kent Works | 0 | 0 | 0 | 6 | 1 | 7 | |
| Corporate Communications | 1,423 | -217 | 1,206 | -83 | 83 | 0 | |
| Strategic Development Unit | 2,804 | -687 | 2,117 | -21 | 21 | 0 | |

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|---------------|----------------|---------------|--------------|---------------|-------------|---|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Contact Kent | 5,517 | -2,248 | 3,269 | -144 | 144 | 0 | Consumer Direct vacancies off-set by reduced income |
| Centrally Managed Budgets | 2,201 | -184 | 2,017 | 20 | -22 | -2 | |
| Support Services purchased from CED | 4,094 | | 4,094 | 0 | 0 | 0 | |
| PFI Grant | | -605 | -605 | 0 | 0 | 0 | |
| Dedicated Schools Grant | | -4,289 | -4,289 | 0 | 0 | 0 | |
| Budget Managed by this portfolio | 77,551 | -63,440 | 14,111 | 1,208 | -1,421 | -213 | |
| Less Support Costs delegated to Service Directorates | -24,987 | 24,987 | 0 | 0 | 0 | 0 | |
| Total CS&PM | 52,564 | -38,453 | 14,111 | 1,208 | -1,421 | -213 | |
| Finance Portfolio | | | | | | | |
| Finance Group: | | | | | | | |
| - core service | 6,015 | -4,046 | 1,969 | -280 | 280 | 0 | Vacancies held & reduced drawdown from Funds |
| - support to directorates | 1,577 | -1,577 | 0 | 0 | 0 | 0 | |
| TOTAL Finance Group | 7,592 | -5,623 | 1,969 | -280 | 280 | 0 | |
| Less Support Costs delegated to Service Directorates | -1,577 | 1,577 | 0 | 0 | 0 | 0 | |
| Total Finance portfolio | 6,015 | -4,046 | 1,969 | -280 | 280 | 0 | |
| TOTAL CORPORATE POC | 66,941 | -42,585 | 24,356 | 945 | -1,158 | -213 | |
| Public Health & Innovation portfolio | | | | | | | |
| Kent Department of Public Health | 944 | -377 | 567 | 31 | -31 | 0 | |
| Total Public Health & Innovation portfolio | 944 | -377 | 567 | 31 | -31 | 0 | |
| Total Directorate Controllable | 67,885 | -42,962 | 24,923 | 976 | -1,189 | -213 | |

| | G | I | N | G | I | N | |
|-----------------------------------|--------|--------|--------|------------|---------------|-------------|--|
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Assumed Management Action: | | | | | | | |
| - L&P portfolio | | | | | | 0 | |
| - CS&PM portfolio | | | | | | 0 | |
| - Finance portfolio | | | | | | 0 | |
| - PH&I portfolio | | | | | | 0 | |
| Forecast after Mgmt Action | | | | 976 | -1,189 | -213 | |

Financing Items

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|----------------|----------------|----------------|----------|----------|----------|---|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Corporate Support & Performance Management portfolio | | | | | | | |
| Contribution to IT Asset Maintenance Reserve | 2,352 | | 2,352 | | | 0 | |
| Audit Fees & Subscriptions | 764 | | 764 | | | 0 | |
| Contribution from Commercial Services | | -6,960 | -6,960 | | | 0 | |
| Total Corporate Support & PM | 3,116 | -6,960 | -3,844 | 0 | 0 | 0 | |
| Finance Portfolio | | | | | | | |
| Insurance Fund | 3,479 | | 3,479 | | | 0 | |
| Modernisation of the Council | 3,928 | | 3,928 | | | 0 | |
| Environment Agency Levy | 344 | | 344 | | | 0 | |
| Joint Sea Fisheries | 264 | | 264 | | | 0 | |
| Interest on Cash Balances / Debt Charges | 126,290 | -10,043 | 116,247 | -1,016 | | -1,016 | 2010-11 write down of discount saving from 2008-09 debt restructuring |
| Transferred Services Pensions | 22 | | 22 | | | 0 | |
| PRG | -1,500 | 0 | -1,500 | | | 0 | |
| Contribution to/from Reserves | 1,948 | | 1,948 | 1,016 | | 1,016 | transfer of 10-11 write down of discount saving from 08-09 debt restructuring to reserves |
| Drawdown from Kings Hill reserve | -1,000 | | -1,000 | | | 0 | |
| ABG Centrally Held Allocations | 90 | | 90 | | | 0 | |
| Total Finance | 133,865 | -10,043 | 123,822 | 0 | 0 | 0 | |
| Total Controllable | 136,981 | -17,003 | 119,978 | 0 | 0 | 0 | |

Appendix 4 – Current mtfp pressure details

DETAILS OF CED TOTAL PRESSURES

| Public Health & Innovation Portfolio Revenue Budget | | | | |
|---|-----------------|------------------|------------------|------------------|
| | Staffing FTE | 2011-12 £'000 | 2012-13 £'000 | 2013-14 £'000 |
| Total Pressures | | 0 | 0 | 0 |

| Corporate Support Services & Performance Management Portfolio Revenue Budget | | | | |
|--|--|------------------|------------------|------------------|
| | Staffing FTE | 2011-12 £'000 | 2012-13 £'000 | 2013-14 £'000 |
| Prices: | | | | |
| All | Gas & Electricity | 135 | 203 | |
| All | Rent | 60 | | 0 |
| | | 195 | 203 | 0 |
| Unavoidable Government/Legislative Pressures: | | | | |
| Property | Change of accounting treatment for some of the staff of Corporate Property Unit | 30 | | 0 |
| Total Unavoidable Government/Legislative Pressures | | 30 | 0 | 0 |
| Demand/Demographic Led: | | | | |
| Property | Dilapidations | 79 | -88 | 0 |
| Total Demand/Demographic Led | | 79 | -88 | 0 |
| Service Strategies & Improvements: | | | | |
| SDU | Gateways | 550 | 300 | |
| CMB | Tapering of PFI Grant | 24 | 23 | |
| P&D | Support & testing for Oracle Release 12 | -50 | | |
| P&D | KCC Staff Survey | -25 | | |
| ICT | Revenue contribution to extend asset maintenance reserve to server environment supporting business systems | 1,853 | | |
| All | Prudential borrowing costs for Portfolio Capital Programmes | 775 | 415 | 179 |
| ICT | Prudential borrowing costs for Connecting Kent | 7 | 41 | |
| P&D | Self-service functionality | 200 | | |
| P&D | Change to TCP system | -300 | | |
| | | 3,034 | 779 | 179 |
| Total Pressures | 0.0 | 3,338 | 894 | 179 |

| Finance Portfolio Revenue Budget | | | | |
|---|---|------------------|------------------|------------------|
| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
| Unavoidable Government/Legislative Pressures: | | | | |
| Fin.Items | Employers NI 1% increase | 900 | | |
| Total Unavoidable Government/Legislative Pressures | | 900 | 0 | 0 |
| Demand/Demographic Led | | | | |
| Fin.Items | Increase in Employer's Pension Contribution | 4,000 | | |
| Total Demand/Demographic Led | | 4,000 | 0 | 0 |
| Service Strategies & Improvements: | | | | |
| Fin.Items | Borrowing costs of PEF2 | 36 | 252 | |
| Fin.Items | Modernisation of the Council | | -500 | |
| Fin.Items | Financing the existing Capital Programme | 5,109 | 9,788 | |
| Fin.Items | Financing for new capital programme | | | 8000 |
| Fin.Items | Drawdown from Prudential Equalisation Reserve | -36 | -252 | |
| Fin.Items | Contribution to Reserves | -1,203 | | |
| Fin.Items | Full year impact of revised treasury policy and changes in interest rates | -500 | | |
| Fin Grp | Support & testing for Oracle Release 12 | -25 | | |
| Total Service Strategies & Improvements | | 3,381 | 9,288 | 8,000 |
| Total Pressures | | 8,281 | 9,288 | 8,000 |

| Localism & Partnerships Portfolio Revenue Budget | | | | |
|---|------------------------------|------------------|------------------|------------------|
| | Staffing FTE | 2010-11 £'000 | 2011-12 £'000 | 2012-13 £'000 |
| Demand/Demographic Led | | | | |
| Dem Serv | Democratic Services Staffing | 175 | | |
| Dem Serv | Additional CLM's | 144 | | |
| Total Demand/Demographic Led | | 319 | 0 | 0 |
| Total Pressures | | 319 | 0 | 0 |

By Roger Gough, Cabinet Member for Corporate Support
Services & Performance Management
Alex King, Cabinet Member for Localism and
Partnerships
Katherine Kerswell, Group Managing Director

To: Corporate Services Policy Overview Committee

Date: 12 November 2010

Subject: Connecting with Communities – 2009/10 Annual Report on
Engagement Activity to Policy Overview Committee.

Classification: Unrestricted

Summary: The purpose of this report is to update Members with
developments regarding consultation, engagement and
involvement within the authority from 1 April 2009 – 31 March
2010

1. INTRODUCTION

This is the Council's second Annual Report on consultation, engagement and involvement. The purpose of this report is to provide information on the main aspects of consultation, engagement and involvement across the authority from 1 April 2009 – 31 March 2010, and highlights how we are further embedding the engagement processes within our services.

The information is presented in the following three sections:

- Consultation, engagement and involvement activity continuing from 2008/09
- New consultation, engagement and involvement activity in 2009/10
- Consultation, engagement and involvement activity continuing into 2010/11.

and supplemented with two appendices:

- Appendix 1 – List of consultation, engagement and involvement activities 2009/10
- Appendix 2 - Forward plan of consultation, engagement and involvement activities for 2010/11.

2. CONSULTATION, ENGAGEMENT AND INVOLVEMENT ACTIVITY CONTINUING FROM 2008/09

2(1) Customer Insight

It is important that we target our information and use our resources in the most cost efficient way. KCC has used customer insight to ensure that we provide information in a way that suits people best.

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 for example 'MOSAIC' to provide insight into the background and lifestyles of residents across the whole of Kent.

Getting an insight into how customers are interacting with KCC, what they want and who they are is crucial to improving access to services. This insight can help KCC to predict what people will want and need in future. We can also find out who is or isn't interacting with the Council as well as over/under provision and over/under utilisation

In 2008/09, Kent Gateway successfully bid for European funding to develop customer insight. Experian with their MOSAIC software tool were chosen as the geodemographic solution provider. Five district/boroughs (Canterbury, Gravesend, Kent, Swale, Thanet and Tunbridge Wells) and KCC worked with Experian to tailor the off the shelf public sector MOSAIC product to reflect the Kent population. The project is rolling forward in phases and all Kent authorities now have licenses and tools. Strong links are also being established with Kent Police, Fire and Rescue, and the NHS health observatory.

2(2) Hard to reach groups

A Black and Minority Ethnic summit was held in Gravesend in March 2010. The summit was a joint event with the Primary Care Trust and was attended by 129 people including people from minority communities, KASS staff, the PCT and other organisations. The Summit was part of the ongoing dialogue with minority communities and the event was the next step in the process, listening to all service users is a customer care issue, developing approaches that meets their needs is the way that we are moving forward in line with the personalisation agenda. The learning from this event informed the planning and structure of the follow up workshops held in June 2010 as part of the Safeguarding and Carers awareness week.

2(3) SILK

Kent's Social Innovation Lab (SILK) was set up in 2007 to test the effectiveness of gathering in-depth insight into customers. The best solutions come from the people who are closest to the problem, be that service users, residents or staff. This goes much further than community consultation and involves people being actively engaged in the design of services that they are going to use or deliver. SILK focuses on connecting the right people with the right projects to ensure that the correct people are in place to create services that are useful for the people who will be using them. Further information on their projects can be found in Appendix 1.

2(4) House

The Kent Youth Service working with the Public Health team and other partners have continued to develop the successful and innovative 'House' model which went live in December 2008. 'House' is a space aimed at young people aged 13 to 19 years old, giving them somewhere to 'chill out', where they can get informal lifestyle information to suit them in a relaxed and unthreatening environment.

The results have been phenomenal. By January 2010, 'House' had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, including many young people who are currently unknown to and do not access existing services.

'House' is now continuing and engagement with young people produced the design brief for a mobile facility that is able to reach into local communities themselves, rather than town centres. 'House' activities can therefore be taken directly into the estates and communities that can most benefit. The new facility launched in March 2010.

2(5) Information Delivery

The way we communicate is changing, fast. Some people now prefer to use the internet as their main source of information and all KCC information is available on kent.gov.uk but we also use all the communication channels. Examples of how we "inform representatives of local persons" using channels other than websites are:

2(5)(a) Face to Face

- Community Wardens talk to and engage local residents, often informing them about services available (signposting)
- Wedding Fairs and related events to promote Kent as a venue for wedding ceremonies
- Summits and conferences (such as the Cultural Summit, and the Community Safety conference)
- Festivals and events (such as the Kent Theatre Festival, the Kent Show and Alcohol Awareness Week).

2(5)(b) Email

- Alerts service (Trading Standards email alerts, giving alerts about scams and rogue trader activities)
- Subscriptions services (such as the newsletters that Libraries and Sports Development operate).

2(5)(c) Print / on-site

- Posters (such as Children's centres and Libraries giving information about local events and feedback on consultation)
- Cards and flyers (such as Country Parks comment cards, library bookmarks, Active Lives postcards, and Alcohol Awareness Week "scratchcards")
- Leaflets and brochures
- Special info signage (such as information boards on the fence around the Kent and Library History Centre to inform local residents about what is being built on the site).

2(5)(d) Media

- Around Kent is a magazine distributed to over 610,000 homes across the county. With two editions a year, it is devoted to keeping the public informed about our services
- local media: e.g. Kent Messenger, Kent on Sunday, We also seek to contribute to other people's publications e.g. The Orchid, Kent Life, EK One, BR One, Kent Profile, Inside Kent, where it fits with the needs of our work and the audience preferences
- Radio programmes (for example the regular slots that Trading Standards officers have on Radio Kent to inform people about consumer safety issues).

2(5)(e) Social media

- Facebook - Libraries, Adult Education, Youth Service and Sports Development are all in early stages of setting up a Facebook group / page to engage new audiences, especially younger ones
- Twitter - We can use the corporate account to tweet messages and some units are looking at creating their own dedicated feed
- Podcast
- We are also currently looking at ways we can use texting / SMS to get mass messages out to groups of young people (KYCC initially).

3. NEW CONSULTATION, ENGAGEMENT AND INVOLVEMENT ACTIVITY IN 2009/10

3(1) The duty to involve

The duty to involve was introduced from April 2009 and intended to embed a culture of engagement. This means that the Council considers, as a matter of course, the possibilities for provision of information to, consultation with and involvement of local people across all authority functions. This principle should be central to service delivery, policy development and decision making.

Engagement involves a continuous dialogue and a two-way flow of information and views, together with opportunities to get involved. By giving local people the information they need to make informed choices and then consulting and engaging with them effectively we will:

- Better understand and respond to the needs of local people
- Plan and deliver better services
- Make more efficient use of public resources
- Take transparent decisions based on strong evidence
- Build strong and positive relationships within and between local communities –help people to understand and share their views and expectations
- Test out ideas and explore emerging issues
- Measure the performance of the Council in delivering services.

and the local community will:

- Become better informed about the Council's work
- Become better informed about the way their money is being spent
- Have a greater say and informed choice in the design and delivery of future local services.

3(2) Equalities and Diversity

During 2009/10 the Research & Intelligence Team has used Mosaic Origins to provide local data for five of the seven equality characteristics currently protected by discrimination law. Currently there is no data set on transgender or sexual orientation at a local level and for this reason information on these two characteristics is not presented. Mosaic Origins has been used in the following in 2009/10:

- Assisting the Kent Wide Strategic Network on Migration in understanding non-British communities and their location
- Customer profiling of KASS Direct Payment and Domiciliary Care clients.

3(3) Consultation, Engagement and Involvement opportunities

In 2009/10 KCC has provided 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. The Highways Tracker Survey, the Children & Young People of Kent survey and the Country Parks Visitor survey)
- User groups and forums (e.g. East Kent Adult Social Care Focus Group)
- Special interest networks, groups and forums (e.g. The Kent Reference Panel and the Kent Countryside Access Forum)
- Workshops and focus groups (e.g. Annual Budget & Council Tax Consultation, The Coastal Action Network workshop)
- Feedback cards (e.g. comment cards in country parks and Libraries)
- Complaints, Compliments and Comments (all units)
- Formal consultation documents (e.g. Learning Disabilities Day Opportunities_Consultation)
- Stakeholder events (e.g. 'Growth without Gridlock')
- Collaborative working and partnerships (e.g. Kent Children's Trust)
- Participation (e.g. youth service interview panel)
- Civic engagement (e.g. Neighbourhood Forums and Kent Youth County Council)
- Delegated decision making (e.g. Youth Opportunities / Capital Funds)
- The use of online social media (e.g. Explore Kent's use of Twitter and Facebook)
- Market research (e.g. Libraries).

3(4) KCC has used several groups to consult and engage in 2009/10:

3(4)(a) 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.

3(4)(b) Kent Primary Children School Council

Earlier this year members of the KYCC assisted with an event for younger children with 60 primary age children and help set up a council for primary age children.

3(4)(c) Kent Children in Care Council

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.

3(4)(d) Liaison with Age Concern

There has been a significant amount of work done recently with the 30 Age Concerns across Kent in 2009/10 with the aim of working in a more joined up way and this is ongoing at present.

3(4)(e) Carer Groups

The membership of this group is open and it is made up of Carers from across Kent. The role of carers is beginning to get the recognition it deserves. During the last couple of years there have been a series of developments in ensuring the carers views are fully heard and reflected in the development of services. In recognition of this the Kent Carers' Strategy, written with carers, and based on the key aims of the National Carers' Strategy, was launched in July 2009. The overwhelming feedback from those who use services and the public at large is that, carers views need to feed into the design of new services. Kent Carers Annual Report 2009/10 at <http://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=11907>

3(4)(f) Focus groups

Focus groups took place in 2009/10 with children and young people who are seldom heard /hard to reach (the groups included disabled children, children with English as an Additional Language, children with health problems and children excluded from mainstream school) and with vulnerable young people and the parents of young people involved in risk taking behaviour. The findings from these focus groups will inform the Needs Assessment and the next children and young people's plan.

This information will be used extensively across KCC and with our partners to ensure the voices of children and young people are heard in assessment of need, consideration of options for improvement, and how we evaluate if we are making a difference.

3(4)(g) Kent & Medway Citizens' Panel

The Kent and Medway Citizens' Panel (KMCP) was established in February 2008 as a joint initiative between the Kent Messenger (KM) and KCC. The KMCP was designed with Medway Council as the third partner but it was unable to commit financially to the initiative and has not engaged in any research using the Panel. The KMCP gives residents of Kent the opportunity to give feedback on ideas, services and products, by responding to three or four questionnaire based surveys each year. The KMCP marked a first in that it was the only citizens' panel in the country to be run jointly by a local newspaper and a local authority. As a result of the economic climate, however, KM has withdrawn from funding any further research using the KMCP.

One survey was conducted by telephone by KMCP contractor Ipsos MORI in July 2009, covering:

- Satisfaction with Kent as a place to live
- Optimism for British economy
- Priorities for local area
- Satisfaction with KCC
- Use and rating of KCC services
- Operation Stack lorry park proposal
- Further education, career guidance, apprenticeships and post-16 education funding proposal.

The results concerning Operation Stack together with those on further education, career guidance, apprenticeships and post-16 education informed and supported KCC's bid in August 2009 under the Sustainable Communities Act 2007, for which the KMCP is the reference panel.

The KMCP has its own website www.kmcp.co.uk where new panellists can join and existing panellists can see the results from the surveys they responded to.

We are currently reviewing the cost effectiveness of the panel arrangements with particular reference to the number of active panellists and research partners.

3(5) Partnership working

The Council has been actively working with partners on consultation and engagement to improve the ways in which activities are joined up for the benefit of local people and communities.

3(5)(a) The Voluntary Sector

There are over 4,500 voluntary and community groups in Kent and within each district there is a Local Infrastructure Organisation which is used to consult and engage.

3(5)(b) Neighbourhood Forums

Working closely with our partners over the past four years KCC has been piloting a range of models of community engagement bringing together the

three tiers of local government - County, District and Parish Councils - and in some models the Police, Primary Care Trusts and voluntary sector.

There has been neighbourhood forums embracing all three tiers of local government since 2006 in Dover and 2008 in Gravesham. Although joint neighbourhood forums and KCC local boards have existed for a number of years now, the Gravesham neighbourhood forums are looking at new ways to engage with local residents and arrangements are being made to establish neighbourhood forums in Shepway.

Meetings of the Gravesham Neighbourhood Forums have been webcast between January – June 2010. This has enabled local residents who are unable to attend the meetings to be involved by providing not only the facility to watch online but also ask questions and get answers during the meetings.

In Swale, local engagement forums have been established which include the PCT and Police. Canterbury City Council has Area Member Panels and Tonbridge and Malling Borough Council has a Tonbridge Forum and Parish Partnership Panel in which County Council members are participating.

Partners continue to work together to develop a range of models of community engagement and Maidstone will soon see four new Neighbourhood Forums across the borough starting in October 2010. Meanwhile, agreement has been reached in 2010 with partners to refine the arrangements for the operation of the Dover Neighbourhood Forums so that it is more responsive to a “community of interest” need. Other models which are at an early stage of development include the use of technology to develop an electronic civic space online where communities of interest express their views. The first meeting in Deal which was webcast in January 2010 was well attended with in excess of 100 people present and over 50 people watching online.

3(5)(c) Kent Partnership

Several consultations have taken place on behalf of the Kent Partnership including the Integrated Transport Strategy Consultation: ‘Growth without Gridlock’ in November 2009. Further details are included in Appendix 1.

3(5)(d) Kent Children’s Trust

The Kent Children’s Trust is a partnership of key agencies who are committed to improving the lives of children, young people and families 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.

There is a County Board which provides strategic direction by agreeing the Kent Children and Young People’s Plan. Each district has a local Children’s Trust Board who make sure that services respond to local needs. Our ambition is that children and young people are listened to and are able to influence decisions made about them. Early involvement and dialogue means that parents, children and young people are already engaged with services which will result in their being active partners in commissioning, delivery and the de-commissioning of services rather than just recipients.

3(5)(e) Kent Local Involvement Network (LINK)

A Local Involvement Network (LINK) has been set up in Kent in 2008 to give people a stronger voice in how their health and social care services are delivered. It is made of individuals and community groups, who work together, to find out what people want from their local services, investigate issues and use their powers to hold services to account.

In 2009 the Kent LINK was asked to carry out a project involving Age Concern Day Care Services commissioned by Kent Adult Social Services. The aim of the project was to identify the views and experiences of current and potential service users.

<http://www.thekentlink.co.uk/>

3(5)(f) Engaging local citizens and service users in transforming local services

Held on 29 April 2010 at Oakwood House this was an event attended by representatives from Kent County Council, District and Borough Councils, Kent Police, Kent Fire and Rescue Service, NHS PCT's and Jobcentre Plus. The day looked at how we could use customer insight and profiling as the basis for a shared approach to shaping future service delivery, if customer insight and segmentation has a practical role in engaging citizens and service users and how to use the duty to involve as a real opportunity to work together and engage.

3(5)(g) Consultation Institute Special Interest Group for Local Government:

The Council is also involved in the Consultation Institute Special Interest Group for Local Government. The network has been established to share best practice and to discuss current developments nationally. This will help us to improve what we do further and to promote the good initiatives being undertaken in Kent.

3(6) Improving access and awareness in 2009/10

Throughout 2009/10 we have continued to develop the access to and awareness of our consultation and engagement activity. Some services are now using sophisticated segmentation and profiling tools, especially MOSIAC to increase their understanding of customers, and how they can adapt services to better meet the needs of those who could be benefiting from them.

The **Have Your Say** area of the Council website has continued to develop as a key way of improving the awareness of the wide range of consultations and engagement activity carried out by the Council and making it easier to take part in them. The site now includes:

3(6)(a) The Consultation Register

A new online register showing the Council's current, past and future consultations is available. Relevant officers have undertaken training in how to use the register, and all services are required to update their entries in the database regularly to ensure that the public are accessing the most up to date and complete record of information on our consultations. Local people and community groups can sign up to be automatically notified by email when a new consultation is added to the register.

3(6)(b) Links to other local and national consultations This allows people to access as many consultations affecting the local area as possible from one place.

3(6)(c) Petitions

The Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns. A scheme for e-petitions was agreed by the County Council in July 2010 which now allows the community to petition KCC on-line on issues of concern.

3(6)(d) Get involved – join us at a local community meeting

KCC's team of Community Engagement Managers provides a key link between local people, local organisations 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. These meetings are an opportunity for local leaders to listen to the views of their communities and for local people to have their say. What's going on and the feedback from these meetings can be found here.

3(6)(e) Complaints, Comments and Compliments

The KCC website been revised to make it easier to make an online compliment and comment as well as a complaint.

3(6)(f) Community and Seldom Heard Groups

Community and Seldom Heard Groups can sign up to be involved in our engagement activities.

3(6)(g) Kent Health Watch

Kent Health Watch is a 24 hour helpline for people to call about any worries they have about health or social care. Any time of the day or night, 365 days a year, there is a real person ready to listen and respond to any concerns, complaints or compliments patients or their families have.

4. CONSULTATION, ENGAGEMENT AND INVOLVEMENT ACTIVITY CONTINUING INTO 2010/11

Though good progress has been made there is still scope for further improvement and consistency in consultation and engagement practice across the Council. We need to make it easier still for local people to have their say and we also need to use their views and suggestions more effectively and, crucially, ensure we publicise what difference those views made when a final decision was taken. We will continue to explore how digital technologies could be better deployed to make engagement work, cheaper, quicker, more responsive, more relevant and more convenient for residents and businesses.

An overarching corporate involvement strategy is currently being developed and will link with each directorate's own strategy. Specific work has been commissioned around "seldom heard" or "hard to reach" groups. Adult Social Services has reviewed its existing Public Involvement Strategy in October 2009 with two events held in the county to gather feedback from the public. Further

meetings were held between November 2009 and April 2010 to gather views from various groups across the county – both known and previously unknown to the Directorate. Over 30 groups were visited and have contributed to the new strategy. The core objectives within the existing document remain relevant and this was reinforced from the feedback received during the review. Specific work has been commissioned around “seldom heard” or “hard to reach” groups.

Adult Social Services introduced ***Roles and Relationships*** for the public in July 2010. This operates on a similar basis as ***Roles and Relationships*** with staff, whereby the Managing Director and key Strategic Management Team Members meet with members of the public at arranged events twice a year. The events will enable people to have access to senior staff, which is something they have requested, to feed their views directly to the “decision makers”. The format for the events is likely to focus on specific topics that either the public or the Directorate put forward. The agenda will be planned in advance to ensure that people benefit from the discussions.

The development of the new Children and Young Peoples’ plan will require significant engagement both in relation to agreeing the priorities in the plan and its delivery. The view of Children young people, their parents and carers, key stakeholders and partners will be sought in 2010/11 in order to decide what the major priorities are for children and young people in Kent over the next few years.

The establishment of a disabled children’s council is planned in 2011 in order to ensure that young people with disabilities are not marginalised and are able to actively participate in the decision that affect the services they need and to influence the broader policy. This will also equip them with key skills which will enable them to fully participate in civic society as they grow into adulthood.

Consultations across all directorates will feedback 12 weeks after completion. This will meet the need to give timely and appropriate feedback, which is often a criticism when people have been consulted and do not receive details of the outcome of that involvement.

4 (1) Employee Engagement

KCC has introduced an employee engagement strategy in September 2010. Employee Engagement aims to provide the optimal conditions for staff commitment, motivation and satisfaction - and in doing so produce improved organisational performance. Ensuring that we have the understanding, involvement and commitment of our retained staff will be essential in maintaining our high levels of achievement.

<http://democracy.kent.gov.uk/ieListDocuments.aspx?CId=129&MId=3059&Ver=4>

A full list of planned engagement activity in 2010/11 is included in Appendix 2 available

[http://democracy.kent.gov.uk/Published/StdDataDocs/2/7/0/1/SD00001072/\\$20102011CONSULTATIONS.doc.pdf](http://democracy.kent.gov.uk/Published/StdDataDocs/2/7/0/1/SD00001072/$20102011CONSULTATIONS.doc.pdf)

5. CONCLUSION

This report highlights how we have informed, consulted and involved and how we have used this information to take decisions and improve the services we provide. There continues to be a need for setting and supporting coherent standards, challenging under-performance and creating the framework for work with partners on this agenda and it forms an integral part of planning, procurement and performance review activity.

During 2010/11 we aim to:

(a) Resources

Add to our consultation and engagement resources by refreshing our residents panel approach and building on our e-consultation tools

(b) Awareness

Raise awareness of the opportunities to get involved and increase participation amongst local people, through our service led engagement activity and increased working with representative organisations such as parish councils, residents and tenants associations, voluntary and community groups

(c) Efficiency

Identify and further reduce any remaining duplication on consultation and engagement within the Council and increase joint working with partners

(d) Inclusivity

Improve the inclusivity of our activities by continuing to make sure we do even better at consulting in ways that make it easier for all sections of the community to have their say.

RECOMMENDATIONS

Corporate Policy Overview & Scrutiny Committee is asked to **NOTE** and **COMMENT** on the contents of this report.

Background Documents:

Kent Adult Social Services Policy Overview & Scrutiny Committee – Public involvement and consultations report 21 September 2010

Communities Directorate Policy Overview & Scrutiny Committee - Consultation, Involvement and Complaints report 2009/10, 16 September 2010

Environment, Highways & Waste Policy Overview and Scrutiny Committee Connecting with Communities – Annual report on EHW engagement activities, 14 September 2010

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WHAT THE COUNCIL ASKED LOCAL PEOPLE'S VIEWS ON AND HOW THESE VIEWS MADE A DIFFERENCE

1. Influencing strategy and policy development

1(1) 2010/11 Budget and Medium Term Plan (MTP) Consultation Process

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

A workshop was held on 10 October 2009 organised by Ipsos MORI. This is the fifth year that such a workshop has taken place in order to seek views from a representative sample of Kent residents about spending priorities and levels of Council Tax. The priorities and Council Tax levels identified by the representative groups closely match those in the draft Budget proposals.

A similar workshop session was undertaken with representatives from the Kent Youth County Council (KYCC) on 27 October 2009. As with the public event KYCC members were given the opportunity to express what their spending priorities would be and suggest an appropriate level of Council Tax.

A forum was held with Kent business leaders on 26 January 2010. This forum focussed on the proposed 2010/11 Budget and MTP 2010/13 with a particular emphasis on the benefits and implications for businesses in Kent.

Full details for each of the consultations are available at:

<http://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=9734>

1(2) Participatory budgeting events

The Community Liaison Managers Team supported four very successful Participatory budgeting events; nearly £70,000 of community funding has been allocated through a bidding process scored by members of the public. In addition to the public allocation of funding the participatory budgeting events have allowed individuals and organisations within a community to network and explore with each other ways in which they can work together more effectively for the benefit of the community.

1(3) Revised Complaints and Have Your Say Leaflet

Consultation on the new complaints booklet was carried out with ex complainants and members of the KASS participation group in East Kent. The feedback led to a revised combined complaints and 'Have your say' leaflet.

2. Influencing delivery and planning of "universal" services

2(1) Libraries and Archives

Libraries and Archives carried out its annual public satisfaction survey across 11 libraries - Ashford, Birchington, Hadlow, Marling Cross, Ramsgate, Sevenoaks, Sheerness, Swanley, Teynham, Tenterden and Tonbridge. The questionnaire asked customers (split into two groups – adults and children/young people) about overall service, the quality and condition of the

books, information services, access to the library and the condition of the libraries both externally and internally.

Each of the district teams has used this information in a localised action plan where improvements and changes to service points are being carried out or that have now been completed. These include changes to the layout and counter in Libraries, book exchanges at various libraries and improvements to ICT facilities.

All of the information has been fed back to customers using "*you said....we did...*" posters which are displayed in the libraries, some of this information is also posted onto the Kent Libraries Service's kent.gov.uk web pages.

The "Ask a Kent Librarian" survey evaluates user satisfaction with the service. A 25% random sample of the customers who used the service was surveyed. Looking at results over several years, general satisfaction with the service is fairly stable and at a consistently high level. A slow but steady decrease in satisfaction with the timeliness of responses (though still high at around 90%) was identified. The service's customer base was much smaller five years ago and enquiries could be dealt with much faster. The drop reflects the fact that the team is now dealing with enquiries coming in from two service points (A Kent Librarian and The Information Point) and with a higher level of demand, especially for information services for businesses since it has been provided for free to local companies. To address this trend, staffing patterns have been adapted to better meet demand.

2(2) Library open access and postal loan customer surveys:

Customer satisfaction and general feedback was sought through surveys to help with planning stock purchases and to help define the direction of the service. A percentage of the customers were surveyed over the phone and sometimes spoken with in person if staff were visiting them for any reason. Results were fed back to the Libraries and Archives business support team and to the senior management team. Where recommendations arose for a particular team, such as our transport team, then that was fed back to them directly. Information about stock choices is also given direct to publishers of audio books and large print books to help inform them as to future choices of published materials. Each year a targeted customer newsletter is produced and this includes information about what the service did in response to the information gathered through the surveys. The next newsletter is due in autumn 2010.

http://www.kent.gov.uk/leisure_and_culture/libraries/using_the_library/customer_surveys.aspx

2(3) Registrations and ceremonies

Registrations and ceremonies regularly collect satisfaction survey data from customers about the services they receive. Results are routinely shared with their senior management team. The results of the surveys have influenced several aspects of the units operations, as well as confirming a consistently high level of customer satisfaction. Posters showing quarterly results are displayed in waiting areas.

Surveys were posted to a selection of customers who married or had a civil partnership with the Registration Service in 2009. Overall the results of this survey were very encouraging and a full report was submitted to the Strategic and Operational Leadership Teams. Various decisions have been made as a result of the consultation. For example, one major event was cut from the annual schedule and the service is looking at amalgamating several publications. Surveys provided in the packs given to the new citizens at their citizenship ceremonies gave extremely positive responses with few (if any) negative comments.

2(4) Kent Trading Standards

Kent Trading Standards continued to run regular satisfaction surveys with both consumers and businesses. Last year (2009/10) businesses were largely complimentary about its services though some were unhappy about unannounced visits.

Consumers said their top priorities are around: ensuring that traders don't persistently deny consumers' rights, scams and doorstep criminals. Dissatisfaction amongst consumers arises mainly because Trading Standards adopts an "intelligence led" approach to focus resources and so does not investigate each individual consumer problem reported to it. Such results have influenced the Trading Standards approach to communications which is now considering more effective ways to get across the message that it does use the complaints it receives to inform its "intelligence led" approach towards targeting campaigns and enforcement activity.

The service's Buy With Confidence scheme achieved a very high satisfaction level (98% overall) with the vast majority of customers very happy with the service received from traders in the scheme. Customers have also been recommending traders for inclusion onto the scheme (based on their own good experiences) and several new Members have joined the scheme as a result.

Trading standards also ran an underage purchases survey to find out how easy or difficult it is for underage young people to buy age-restricted products such as alcohol or cigarettes and where they get them from. The results suggested that most underage young people buy their alcohol & cigarettes through older friends and family members, but the survey was not representative so future activity will be done via connexions rather than volunteer schools.

Trading Standards also tested satisfaction levels with its Alerts service (email messages to community group representatives) to help identify areas where improvements could be made. A third of recipients reported feedback about the messages indicating 100% consider the messages useful; 96% say messages informative. Warnings about scams and doorstep criminals considered most useful. Majority of messages passed on to others. Some improvements in layout and format were identified and current messages are now also published in full on the Kent Trading Standards website.

2(5) Country Parks

The Country Parks Service commissioned a survey of park users to find out who their customers are, what activities they like to see at the Parks and what their views of the country parks are. Visitors were interviewed to find out their demographic profile, where they lived, what they thought of the service including management, catering, retail offer and events. An external organisation was commissioned to develop a small research project interviewing visitors at three different parks on different days of the week, and analysing and reporting on the results.

The information has been used to inform the Country Parks Plan and also marketing activities to increase visitor numbers. A review of events is currently under way and a range of options is being costed. Comments on catering at Shorne Woods have resulted in a review of the café layout and a new system for service is in place. Comments on retail have resulted in a review of retail policy.

Visitors were asked if they would like to receive feedback and this has been provided where they agreed. An e-newsletter is being developed to provide news online, with the first edition scheduled for September 2010. The Country Parks Annual Report now includes a section on how information gathered from visitor feedback has been used to improve the service.

2(6) Countryside Access Service

The Countryside Access Improvement Plan includes a series of key objectives to improve the rights of way network, with linked priorities concerned with improved quality of life in Kent.

The Sheppey Cycle Routes project is highlighted in the plan, and is linked to the health and wellbeing of Sheppey residents and to increase tourism opportunities. A consultation took place in February and March 2010, with the objective of obtaining views on the proposed routes. Responses were returned via a questionnaire on the KCC website, and through meetings in the Gateway at Sheerness and at the parish hall in Leysdown, facilitated with partners. An update of the project and responses to the consultation have been included within local newsletters and made available on the Explore Kent website.

http://www.kent.gov.uk/environment_and_planning/countryside_access/countryside_access_improvement/highlighted_projects.aspx

Explore Kent undertook a customer survey to obtain feedback from their readers about the magazine. The feedback has provided a better understanding of what distribution methods are effective, what information is useful, and what improvements the readers want to see. Questionnaires were included in issues 17 & 18 of the magazine, and 230 responses were received. Findings are reported back to readers in subsequent editions of the magazine, and information received is used to improve the website. There were no additional costs to undertake this survey, as the questionnaire was printed with the magazine.

2(7) Household Waste Recycling Centres (HWRC)

During 2009/10 HWRC established a mechanism for monitoring customer satisfaction of contractor performance in relation to set criteria. Feedback obtained will provide data for Key Performance Indicators in relation to contracts management. The system being established will allow Waste Services Officers to obtain data directly from site users whilst they are undertaking their routine inspections of the sites in relation to other contractual obligations. An online survey on customer satisfaction with HWRC is being made available on the KCC website, to give users additional means of telling us how well the HWRC are serving their needs.

The results of the customer satisfaction surveys feed into an existing contract report detailing overall performance on a site-by-site basis, which is shared with the contractors at high level meetings.

2(8) The Highway Tracker Survey

This is an annual satisfaction survey to gauge perception of the highway service. Carried out in November and December 2009, it sought views from residents, County Members, Parish/Town Councils and for the second time, District Members. The survey is conducted by an independent market research company called BMG and the information is used by the Director and Senior Management Team to identify actions to help improve service delivery.

A significant issue highlighted in the 2009 survey has been the reduction in satisfaction of residents with minor roads (rural and residential). As a result, an additional £6.4 million has been invested in the 'Find and Fix' campaign for minor roads where the extreme winter weather caused a great deal of damage. The Tracker Survey links to the regular key performance monitoring for the average time to repair a pothole. It also confirms the internal reporting mechanisms that demonstrate improved performance on street-lighting issues.

A summary of results is available on:

http://www.kent.gov.uk/roads_and_transport/highway_maintenance/fault_reporting/how_we_will_respond_to_you/residents_satisfaction_survey.aspx

2(9) The Kent Highway Services Call-back survey

This is a monthly 'temperature-check' to obtain customer feedback on requests for service from the highway-using public. Contact Centre agents call back 100 customers from those who have logged requests for service. Calls are made in the same proportion to the volume of calls received i.e. if 25% of calls relate to street-lighting, 25% of the calls are made to customers who have logged street-lighting requests. The caller is asked if they were happy or not with the overall level of service they received and this is reported in the core monitoring report to Cabinet. It is discussed at the monthly balanced scorecard meeting with the Director and reported each month to Team-leaders. Customers are also encouraged to provide qualitative feedback on the level of service received.

The information is used to inform month by month service improvements as well as longer-term strategy via the business plan process. This work forms an integral part of the service level agreement between KHS and the Contact Centre, and analysis, review and action are essential elements of KHS management activity.

2(10) Kent Design - To test how effectively the Guide is used, where it is not used and the barriers. There was a very poor response to this consultation, but those received confirmed that the main Kent Design Guide and the Interim Guidance Notes are used when needed. However, the daughter Technical Appendices and the Making It Happen documents are not. The exercise was very useful in building a better working relationship with all the LPA's and representatives from each (including Medway) now sit on the Kent Design Initiative (KDI) Steering Group, and have a direct influence and input into the KDI annual action plans.

2(11) Parish Council Liaison

Kent Highway Services engages systematically with communities via the Parish Council network. The Head of Community Operations meets bi-monthly with representatives of Kent Association of Local Councils (KALC), where highways issues of particular interest or concern can be addressed. Community Liaison Officers (CLOs) are linked to specific parishes and County Members. Their remit is to build and maintain close working relationships, and be the first point of contact on any highway-related issue. Parishes have a responsibility for reporting routine fault matters direct either by phone to the Contact Centre single number or via the online fault reporting process.

Community Liaison Officers systematically report to their County Members on a monthly basis, and provide a daily contact facility for parishes. Twice a year (or by agreement with individual parishes) CLOs visit each parish in their area. They also handle correspondence, complaints and compliments, governed by KCC guidelines.

My Kent Highways Online is a dedicated website for parish councils and Members. It has password access to highways information and data. Users are able to report faults, track progress and look at programmes / schedules of work etc. Work is currently under way to upgrade this facility and extend it to District Council members. The engagement approach is consistently appreciated by parishes, and feedback is typically provided in the form of compliments.

2(12) Maintenance scheme consultation and after scheme surveys

Positive engagement with residents is essential to ensure that local maintenance schemes are carried out effectively, and with the minimum impact on local communities. Kent Highway Services notifies affected residents, businesses and also local County Members of the purpose, nature, timing and potential impact of road maintenance schemes that are planned for their locality. This is done via letter, which is delivered two weeks in advance of the start date for the works.

In addition to informing the local community in respect of the project, the letter also seeks to identify residents who may have special requirements in term of access so that arrangements can be made to mitigate the effect of the works. Details of such measures are communicated to those affected.

To assess customer satisfaction with works once completed, a system was set up in 2009/10 based on survey cards to stakeholders: A total of 15 schemes received feedback for resurfacing. The average satisfaction rate was high at 89%. Where residents were dissatisfied with an element of the scheme it was more often due to the quality of information that was provided, although there were also examples of residents unhappy with the timescales and quality of work.

Scheme comments and major points of feedback both positive and negative, are returned to the engineers in charge and managers were made aware of any issues that arose, or negative comments relating to schemes (e.g. night work). The value of this feedback was recognised and from April 2010, this data is now captured electronically via 'My Kent Highways Online', and, using the 'Balanced Scorecard', is systematically fed into KHS' monthly reporting process to assess customer satisfaction levels and improve the way things are done.

2(13) Major Road Projects Scheme consultation

When major road projects are carried out, an essential part of managing the contract is engagement with local communities. This activity enables project managers to integrate local needs and also equality considerations into project plans, to minimise adverse impact. In 2009/10, the major schemes have included 'East Kent Access', the Sittingbourne Northern Relief Road, Victoria Way, Ashford and the A2 slips, Canterbury.

Engineers involve a range of stakeholders in consultation activities connected with the schemes, starting with the local county Member. They also attend regular meetings of parish councils and residents' groups to discuss traffic management and to provide updates on the progress of the scheme. They discuss land-take and mitigation works. In some cases, engineers visit local schools to raise awareness about site-dangers.

2(14) Archaeology and community engagement:

The East Kent Access scheme is being developed across an area of Kent which is very rich in archaeology, and as part of the works package, the entire length of the site is being excavated at a cost of £6m. This is the largest excavation in Britain in 2010, covering approximately 40 hectares. This package provided great opportunities for community engagement, with community digs and group visits to the site from schools and community groups. Many local volunteers worked on the site under supervision of KCC's Heritage team, and their activities have been fully documented on the site blog. When the scale of volunteering activity was analysed following the community digs, 91 individual volunteers had taken part, many of whom spent two or more days working on the excavations. Eighteen school and community groups made visits, a total of just under 400 people.

2(15) Section 38 – Quality of residential developments

KHS systematically surveys housing sites following completion and road adoption based on four basic criteria: attractiveness and friendliness, safety and satisfaction with parking. Sites that have been surveyed to date for this Key Performance Indicator (KPI) were designed as much as 10 years ago. As such, they are a form of benchmark for developments that are currently in the design phase and that are not likely to be surveyed for at least two years. In addition to these KPI sites, which relate to the street adoption process, over 200 other streets or entire sites have been surveyed.

Attractiveness and friendliness achieve high to moderate levels of satisfaction in almost all of the KPI sites. Feedback from customers provides valuable qualitative data for homebuilders, planning authorities and design professionals.

In general, safety is not so well rated, but safety concerns often relate to perceptions of speeding and parking problems. Parking is the only issue of any significant concern, with nearly half of the sites being negatively rated.

The impact of adopted guidance on quality audits and residential parking will be assessed as sites designed from mid 2009 onwards reach substantial completion and are surveyed as part of this KPI or within the wider survey regime.

2(16) Kent Reference Panel and Access Group liaison

The Sustainable Transport Group in KHS routinely attend stakeholder group meetings to listen and take action to adjust scheduling to improve connectivity, where this is possible, and subject to budget availability. For example:

When the Chalkwell bus company took over the operation of the commercial London-bound commuter coaches from New Enterprise, they opted to revise the route and timetable. The changes Chalkwell made adversely affected passengers travelling from Maidstone, specifically those from the Loose area where the coach would no longer serve. KHS was able to revise the times of the early morning 89 bus service funded by KCC between Coxheath, Loose and Maidstone, to enable passengers to make connections with London-bound commuter coaches.

The Kent Reference Panel is set up to enable systematic communication between KHS and disabled groups in Kent with the objective of improving accessibility for all to our transport network.

2(17) Sport, Leisure and Olympics planning.

The Sport, Leisure and Olympics Service worked closely with partners and stakeholders, through established and well-maintained networks, to make sure its business plan fully reflected their priorities and needs, and avoided duplication of work across the county.

Regular contact with groups and organisations at local, regional and national level enables the service to be aware of developments in policy as well as gaining invaluable ongoing feedback on partner requirements. In September 2009, staff in the service began to identify potential future priority areas of work for the following year (2010/11) at a Planning Day, based on the knowledge gained through these networks. Between October and December 2009, Senior Managers then held a series of individual meetings with district councils (as these are key partners). This enabled the Service to "profile" each of the districts and to discuss both their priorities and the future priorities that the Service had identified.

Districts said that the priorities the Service had identified were appropriate and that they complemented and supported their own local priorities, whilst not duplicating work. The individual district meetings on the overall direction of work were felt to be extremely valuable by the district councils and it has been decided that these should take place on an annual basis at the same time of year to assist both ourselves and the Districts to understand each other's priorities and to review the district "profiles".

2(18) The Country Parks Service

The Country Parks service organised focus group meetings with young people to find out more information about how much young people use country parks, the reasons for non-use and to understand ways of encouraging them to use our country parks more. Most of the young people who attended had not heard of the country parks, and could not easily access them because of the lack of good transport links. Improved methods of communication were discussed and also the types of activities that young people might prefer. The information was used to inform the Country Parks' communication Plan and the Parks' Activity programmes. As a result:

- The Country Parks' web pages have been updated and improved
- Social media training has been undertaken by the Country Parks Communication Officer
- Geocaching¹ has been rolled out at all the country parks
- Outdoor theatre productions have been staged at Shorne Woods Country Park
- Food and ice-cream are now available at Teston Bridge and Manor Park Country Parks
- Bush-craft activities have been piloted at Parkwood Wildlife Site
- A Halloween event is scheduled at Manor Park Country Park

¹ Geocaching was identified as one of the activities that would encourage young people to visit Country Parks. It is a countryside treasure hunt involving the use of hand-held GPS receivers. There is a global network of 'caches' with coordinates publicised via the internet.

2(19) Integrated Transport Strategy Consultation: 'Growth without Gridlock'. This consultation was carried out on behalf of the Kent Partnership to find out stakeholders' views of the draft Integrated Transport Strategy and identify any major concerns with the vision, objectives and measures outlined. Stakeholders were contacted in one of two ways: The draft consultation document with a questionnaire was uploaded to the KCC website, and stakeholders were contacted by email with a link to the consultation page. In addition to this, a series of meetings was held with the 12 district and borough councils, with Medway Council, and also via presentations to various bodies (Kent Economic Board, CPRE, Kent Association of Local Councils (KALC)). 150 responses were received and the main comments received were:

- the pursuit of growth is overriding all other considerations
- the focus is still on more road building
- the ITS gives little indication of how measures are to be prioritised

The consultation draft is now being revised and the launch is planned for autumn 2010. In the meantime, more information is available on: http://kent.gov.uk/roads_and_transport/highway_improvements/our_transport_vision/integrated_transport_strategy.aspx

2(20) Cultural Strategy

The stakeholder consultation for the Kent Cultural Strategy was undertaken primarily with a group of selected delegates who attended three Cultural Summits over the course of a year. These Delegates were selected to reflect the range of partners who the strategy is aimed at – i.e. those with the strategic authority to influence decision making. At the third Summit (April 2010) the draft strategy was presented to delegates who debated the content, led by key cultural leaders. One of the participants proposed altering 'Intention 2' of the draft to a commitment to stewardship (and not custodianship). The change was supported by all delegates and adopted. Delegates were then given an online consultation tool to feedback in detail. Some feedback was used verbatim in the strategy document. The action plan is to remain a live e-document to allow for an ongoing consultation with partners on the delivery of the strategy.

http://www.kent.gov.uk/leisure_and_culture/arts_development/cultural_summit.aspx

2(21) The Archive and Local History Strategy

The consultation centred on a key document produced for the purpose called '*Understanding Our Past, Changing Our Future*'. This document highlighted the potential of the service to work in new and different ways with different audiences. Individuals, customers and groups were engaged at meetings, promotional events, visits, tours and talks and questionnaires and comment cards were also used.

Information and comments from the consultation has been used to inform the archive and local history strategy and the new Kent History and Library Centre, especially in relation to collections, access, digitisation, partnerships and outreach. It is also informing the layout and design of the new centre. A

key theme from the consultation was more access to historic material from the collections locally. This is already being worked on, by scanning and copying historic documents and making them available to local groups, in local libraries and on the internet.

Consultees (who gave their contact details) are being kept up to date on the progress of the strategic plan and this will continue once the development plan is in place and underway. This is being done through the website, the Herald Newsletter, press releases and appearances in the media, and includes regular updates on progress with the Kent Library and History Centre. This document is due for publication at the end of November 2010.

2(22) The Kent Approach to Literacy and Reading: a strategy to engage the whole community

The Kent Approach to Reading and Literacy strategy aims to engage the whole community and will help underpin the work of schools, Kent's Regeneration Framework and the Children and Young People's Plan. A survey in Kent, disseminated by the Kent Partnership and Children's Trust, highlighted some of the barriers to success which will help to target future action. These barriers include:

- Lack of confidence of parents and practitioners around knowing what steps they could take to access help and support for literacy
- Attitudes of staff in some sectors which come into contact with adults with low literacy skills, including 'not my responsibility'
- A lack of effective signposting and referral.

This document is still being developed and is due for publication April/May 2011.

2(23) KCC Community Wardens

KCC Community Wardens provide a reassuring visible presence in 128 communities across Kent. They deal with low level crime and anti social behaviour working with partner agencies to make Kent a safer place to live. Much of their work involves engagement activities with local residents, often helping communities solve local problems themselves. They can have a real and lasting impact on the lives of the residents in their communities, as they have the time to listen to people, they can offer help and advice and are committed to finding solutions to their problems.

In 2009/10, KCC Community Wardens spent over 75% of their time on visible presence activities within their communities which included more than 34,000 interactions with the public and approx. 17,000 incidents relating to the environment (for example, highways, littering, dog fouling, flytipping). An example:

A warden received a high number of complaints from local residents regarding parking around school gates resulting in driveways being blocked and cars double parked. Children were also being noisy and rude, running over gardens and breaking down fencing. The warden with the local police, held a meeting for all residents to discuss the issues. The result was that a

Neighbourhood Watch has now been set up, community members are communicating, parking issues have been resolved and this was gained through engagement rather than enforcement.

Restorative Neighbourhoods Pilot (Community Safety) was implemented in Maidstone Borough and Shepway District in January 2009 to address the community's priority concerns by bringing victims, offenders and communities together (if appropriate) to decide on a response to a particular crime/issue. The pilot area was extended in November 2009 to the Tunbridge Wells Borough, to involve all frontline officers including KCC Community Wardens. An independent evaluation study (which will include an element of consultation) is currently underway.

2(24) The Kent Cultural Baton

Public and stakeholder involvement was used to shape the Cultural Baton project. The public were asked for their views on the Baton candidates based on a shortlist prepared by the Selection Panel. The Panel was a group of experts in the arts and culture field formed to decide which idea should be taken forward. The panel took into account all the views expressed by the public when making their decision. The successful candidate was also the public's preferred choice. The public can nominate places for the Baton to stop at during its journey up to the 2012 Games in London.

2(25) The Sport, Leisure & Olympics Service Customer Satisfaction Survey

This survey was run in autumn 2009 to ascertain the satisfaction levels of partners and customers, covering all of the key functions of the Service. Views were sought on the overall impression of the service, staff friendliness and helpfulness, accessibility of staff, clarity of forms and communication, usefulness of promotional material, quality of support and advice given, efficiency of dealing with requests and usefulness of the website. Partners and contacts expressed clear satisfaction with the service, with 96.7% of partners stating that they were either satisfied or very satisfied with the service.

http://www.kentsport.org/news_customer_satisfaction_survey_feb10.cfm

2(26) Kent Scientific Services

Kent Scientific Services provides analytical and calibration services. The analytical section mainly serves local authority enforcement agencies. The calibration service is also open to the private sector. Therefore its consultation activities tend to be directly with existing clients, and aims to establish how services can be improved. Regular review meetings were undertaken and were usually positive, constructive and complimentary on quality and service delivery. A joint Client Forum took place with Hampshire Scientific Services. As a result of this sort of activity, new procedures were developed to meet client needs, such as melamine in foods, drugs of abuse screening and sample collection courier routes.

2(27) Around Kent publication

Around Kent, Autumn / Winter 2009 edition asked:

- *Would you like to get your district and county council news in one publication?* - 27 were positive, with some responses noting that this should be done “where it will keep costs down”. We have responded by continuing to pilot joint editions of Around Kent where there is will and it is financially viable to do so. We do a joint edition with Dover District Council
- *What’s missing from Around Kent?* Responses were mixed but a few of the comments highlighted included: entertainment (not just children’s) and more information on social services and sustainability. We have since worked to make sure that the entertainment listings are balanced and would appeal to a cross section of the community, including features on events at the Quarterhouse, Folkestone. We have also worked to balance articles to appeal to as many people as possible, including some features recently on adult social services
- *What is the best thing about this edition of Around Kent?* People liked the contact list at the front of the magazine as well as the walks and what’s on information. All of this content has been retained and improved
- *Is there anything that this edition of Around Kent could do without?* There weren’t very many responses to question four, those received were in the main specific issues relating to particular stories in that issue.

3. Influencing delivery and planning of Children and Young People’s Services

Children and young People have been involved in a number of initiatives over 2009/10 where their views are being used to shape decisions and policy:

3(1) Anti-Bullying: “Safe at School” Online Survey

The aim of this survey was to gain valuable information from children and young people about their perceptions and experiences of bullying. The survey is anonymous and provides schools with an excellent way to involve their pupils (Year 4 and above), raise awareness and produce valuable information. Participation has increased with targeting of under represented groups, including educated at home and those excluded and educated in Pupil Referral Units. Over 8,500 young people participated.

| | Nov 2006 | Nov 2007 | Nov 2008 | Nov 2009 |
|--|----------|----------|----------|----------|
| Pupil responses | 6,017 | 6,419 | 8,246 | 8,475 |
| Schools taking part | 230 | 146 | 239 | 171 |
| % of pupils who enjoy school | 80 | 81 | 83 | 80 |
| % of pupils who have ever been bullied | 55 | 51 | 50 | 47 |
| % of pupils who were still bullied | 29 | 25 | 12 | 22 |
| % of pupils who thought their school was good at dealing with bullying | 76 | 77 | 85 | 80 |

3(2) Survey of children with statements in respect of the secondary transition process

The experiences of disabled children who were moving from year 6 to 7 were sought in order to gain an understanding of the transition process that they had just been through and to improve experiences for future children and young people.

All children who had been through the process in 2009 were given the opportunity to participate. A low percentage of young people attended their Annual Reviews but most young people visited their new school, had a least half a day as a 'taster' day and met at least one member of staff before the start of the term.

An example of one key finding is that Children and young people transferring to a mainstream secondary school were more likely to feel "nervous" or "scared". The Special Educational Needs & Resources Unit will work with other colleagues in Children Families & Education to support schools to make the annual review process more inclusive for disabled children.

3(3) Parental Satisfaction Survey Educational Psychology Service

A sample of parents and carers of those whose children have received a service from the Educational Psychology Service are surveyed to find out how satisfied they were with the service. The information is used to review and modify practice. The survey indicated that 92% of the respondents agreed that the involvement of an Educational Psychologist was positive across all indicators measured.

3(4) Kent Family Group Conferencing (Kent FGC)

Kent FGC Service continues to offer on line feedback questionnaires to all family members attending FGCs. There is an active family members group that this year has taken part in the recruitment, training and leaflet re-design. Feedback remains positive with constructive suggestions being implemented in the development of the FGC Service.

3(5) Participation in Children in Need (CIN), Child Protection (CP) and Looked After Children (LAC) reviews

Children are encouraged to participate in the Children in Need, Child Protection and Looked after children reviews and process. This includes the opportunity for children to prepare their own reports for conference if they do not want to/cannot attend.

There has been a significant improvement in the percentage of children involved. 94% of children participated and communicated their views in their Looked After Children reviews in 2009. Kent's performance remains above national (87%) and comparator (86%) averages.

3(6) Voice of Foster Carers

Events were set up to allow fostering teams to hear directly the views and experiences of fostered children within Kent County Council Foster Homes. This information will influence the recruitment of future foster care.

The fostering teams, with the recruitment co-ordinator, encourage input to the newsletters by children & carers. A newsletter is distributed 4 times a year. Newsletters are now distributed on line.

Teams have run fun days for Looked After Children and Foster carers own children. Feedback indicated that the young people enjoyed the opportunity to get together in an informal “activity” based way.

3(7) The Youth Service’s ‘non-user survey’

The Youth Service’s ‘non-user survey’ used a short questionnaire asking (over 600) young people across Kent about why they do not take part in Youth Service positive activities. Rates of participation in positive activities found in our survey corresponded well with TellUs 4 at around 63%. The biggest barriers to participation were a lack of interest and being too busy with education or part-time work. Results were published and distributed to Youth Service managers and then taken to area meetings to produce some specific, localised actions. A report was also distributed to partners via the Youth Advisory Groups who were asked to propose specific local responses and action plans.

3(8) The Youth Service’s Peer Inspection programme

This covered the Ashford and Shepway areas in January – February 2010. Results were fed back to Area Teams and partners in a number of workshops. The report highlighted some specific areas for development such as an increased focus on curriculum delivery and improved planning and evaluation. The inspection involved a team of Youth Service staff from around the county along with some young people visiting and assessing the range of provision across the area and producing an Ofsted style report. Several specific pieces of work have taken place as a result of this work. For example family sports days focused on encouraging young people from the Nepalese community to engage with provision in Ashford have been very successful.

3(9) Youth Service Sub Group

A small group of young people (known as the Youth Service Sub Group) from across the county met together on several occasions to consult on the review of Kent Youth Service and the general service planning and direction.

3(10) The Youth Opportunities Fund and Youth Capital Fund

The Youth Opportunities Fund and Youth Capital Fund have supported young people’s engagement in positive activities since 2008. Last year (2009/10) nearly £1.4 million was awarded by young people to their peers across Kent. Panels of young people decide which projects get money from the funds. They have supported projects like the Maidstone Peace One Day Festival, the Skatepark refurbishment in Swanley and the East Kent Young Beekeepers’ Project.

3(11) Kent Youth Theatre Network

The county wide Network met regularly and is an important mechanism for learning about immediate needs and aspirations. Input from the Network

informed plans for the 2010 Youth Theatre Festival. New ideas and insights as a result of this two-way dialogue are shared on an informal and ongoing basis around the Network.

3(12) House

The Kent Youth Service working with the Public Health team and other partners have continued to develop the successful and innovative 'House' model which went live in December 2008. 'House' is a space aimed at young people aged 13 to 19 years old, giving them somewhere to 'chill out', where they can get informal lifestyle information to suit them in a relaxed and unthreatening environment. Its objective is to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex.

'House' has not been advertised conventionally and relies on 'viral' marketing (using pre-existing social networks) and word of mouth only. 'House' soon became a brand name among young people and has been successful because it is not immediately associated with agencies and services and the information and messages provided are discrete and offered on young people's terms.

The results have been phenomenal. By January 2010, 'House' had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, including many young people who are currently unknown to and do not access existing services. Up to 150 young people visited the Maidstone 'House' per day with queues of young people to see the sexual health nurse for Chlamydia tests.

'House' is now continuing and engagement with young people produced the design brief for a mobile facility that is able to reach into local communities themselves, rather than town centres. 'House' activities can therefore be taken directly into the estates and communities that can most benefit. The new facility launched in March 2010.

3(13) Positive Ticketing Pilot

Positive Ticketing Pilot (Community Safety) was implemented in Sherwood, Tunbridge Wells in April 2009 and is an engagement tool that provides a gateway to better relationships between authority figures and young people by rewarding good or improved behaviour. An independent evaluation study (which will include an element of consultation) is currently underway.

3(14) KEY Training

Satisfaction surveys were completed during 2009/10 (as part of KEY Training's self assessment process). Quality Improvement Plans were completed as a result of the self assessment process so responses that required action would be included in the overall actions in this plan.

Accessibility surveys of KEY Training premises were undertaken at quarterly intervals with the full annual surveys, to include detailed Disability Discrimination Act checks to be completed in October 2010.

3(15) Children and Young People of Kent Survey (NFER)

The 'Children and Young People of Kent Survey' was conducted again in 2009/10 in order to enable KCC to see if any major trends had developed. Nearly 40,000 children and young people participated (which represented a slight decline on the response rate of the previous year) in the survey. The majority of responses were from primary age children.

The 2009/10 survey was the third Children and Young People of Kent Survey (NFER). It has produced very useful trend information and identified many areas of progress in services for children and young people in Kent. Given the current budget pressures, it has been decided not to conduct the survey in 2010/11. However consideration will be given to a survey in 2011/12. The "Tellus" surveys, conducted with a small sample of schools on behalf of DfE, will no longer be taking place.

http://www.kent.gov.uk/news_and_events/news_archive/kents_cyp_survey.aspx

3(16) The Kent Youth County Council (KYCC)

KYCC gives young people the opportunity to have their say on important issues and to get involved in making a difference to the lives of young residents. Members play a vital part in helping KCC politicians and staff to understand youth issues and concerns. In 2009, the KYCC elections saw 106 candidates standing and 170 schools, projects and town centres registering as polling stations. A total of 27,473 votes were cast and the young people elected were announced at the Results Day, at Session House, County Hall on Saturday 28 November.

Examples of the Kent Youth County Council activity include:

- Positive Activities Select Committee - KYCC members joined the county councillors in the chamber to discuss and advise on the provision of activities from young people around Kent
- The Kent Cultural Summit invited KYCC to share and exchange views on the strengths and needs of culture in the county, as well as agree on the process of working with other agencies
- Intergenerational Cohesion Seminar with 30 EU commissioners and members of the European parliament, KCC officers and researchers from the University of Kent. KYCC were invited to discuss the relationships between young and older people and how they can be developed.

3(17) Kent Primary Children School Council

The KPSCC is attended by 69 Year 5 and 6 pupils twice a year and is chaired by KYCC. Recent KPSCC meetings have debated the topics of Children's Rights and environmental issues. Information gained from this event is used to inform the work of Extended Services.

3(18) Kent Children's Trust 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 have an opportunity to raise their concerns and issues with the Children's Trust.

The Panels have been consulted on specific issues such as experiences of childhood in Kent, safety and access to services which has fed into the development of establishing the priorities of new Children and Young People's Plan and the improvement of services through Kent Children's Trust Activity.

One of the major changes in 2010 is the de-commissioning of the parent and children's panel. It was felt that the group was too narrow in relation to representation and also costly in relation to the outcomes delivered. The panels however did allow KCT partners to establish a way of working which involved gaining the view of children, young people and their families, and it is on this that future models will be based and developed.

3(19) Childcare Sufficiency Survey

This survey has become a requirement under the Childcare Act 2006, and was mainly carried out as a consultation with parents to give their views on early education and their childcare needs. The act specifies that it is the responsibility of all local authorities to make sure there is sufficient childcare in every community for all those who need it to enter work or training. It also states that analysis must be conducted at least every three years and preferably annually.

The report gives a description of the data that has been collected and analysed during the sufficiency assessment process. It identifies the gaps that exist and provides interested groups with an opportunity to comment on the assessment and highlight any issues they may have

Full copies of the Childcare Sufficiency Assessment (CSA) are held in libraries and on the Kent County Council website.

http://www.kent.gov.uk/education_and_learning/childcare_and_pre-school/choosing_childcare/monitoring_childcare_in_kent.aspx

3(20) Parent Participation Strategy

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.

http://www.kent.gov.uk/childrens_social_services/disabled_children/short_breaks.aspx

The strategy will aim to develop a structure for parent participation which is sustainable beyond the next three years. This strategy is now operational.

http://www.kenttrustweb.org.uk/Children/aenr_parent_cyp.cfm

Consultation events have been held across the county over the past two years, in partnership with Partnership with Parents. The Kent Parent Participation Network has been set up with a Department for Children Schools and Families, grant under Aiming High for Disabled Children. The network is working on a consistent, inclusive approach to parent representation on decision-making fora.

3(21) Young Carers strategy

Kent's Young Carers' Strategy was written following extensive consultation with young carers who identified the key themes around which the document focuses. During this year, consultation has taken place with young carers to evaluate the impact of the strategy. The consultation, based on the views of 68 young carers across the county (a 10% sample of the 600 known at time of commissioning) identified that:

- Support in school is most important element of the strategy for young carers. 44% of the young carers interviewed had a named worker, but all felt that support in school could be improved. Only seven young people stated that no-one in school knew about their caring status
- Young carers see support for the person for whom they care as the major consideration when seeking support for themselves. If the cared for person is not getting the support they need young carers are unlikely to seek or accept support themselves
- Young carers felt strongly that professionals from both Adult and Children's services, those within schools and in the community still do not understand the role that they undertake. They think more training and information should be made available to them.

The full consultation is being made available to Local Children's Services Partnership Staff and Children's Social Services District Managers, in order that young carers' views may inform and improve local delivery and commissioning of services. The new Preventative Service Managers will lead on this from September 2010 within the new local arrangements.

Our consultation with young carers provides a positive overview of what has been achieved in the last two years. However, the document does provide a salutary reminder that some professionals are unaware of the needs of young carers and that support for them, the person for whom they care and their family remains variable.

3(22) Resettlement of Young Offenders

Building on the participation work it carried out in 2008/09, the Youth Offending Service held a workshop in May 2009 to identify a best practice model for resettlement provision. The workshop, held between YOT staff and Cookham YOI staff explored some of the recommendations made in the report of the original resettlement study. This then subsequently led to a bid being made to the Youth Justice Board for funding for an Integrated Resettlement Service.

3(23) Apprenticeships

Supporting Independence Programme business and employer events were held to promote business involvement with apprenticeship schemes, in particular, and to find out more about what information businesses would want; what would incentivise them to engage in the scheme and what support they might need for example in setting down policies and strategies within their own organisations. This consultation covered private sector organisations, non-KCC public sector organisations and Kent schools.

Feedback was generally positive with delegates saying that they had found the information sessions useful and would consider taking on an apprentice. The information gathered was shared with strategic partners, The National Apprenticeship Service (NAS) and The Kent Association of Training Organisations (KATO). The information has shown that it is increasingly important to promote the benefits of Apprenticeship to employers.

Following the relatively low attendance at these meetings and briefings (largely due to work conflicts and traffic problems) the service has responded by getting out on the road with an “Apprenticeships Bus” and also acted on other requests for additional information. Some were also assigned a training provider to meet with them on a 1:1 basis and support them in recruiting an apprentice.

4. Influencing delivery and planning of health and adult social care services

Users, carers and interested parties have been involved in a wide range of activities to improve and develop services for health and adult social services over 2009/10. These include:

4(1) Homecare Survey

This is a Department of Health survey to measure the experience of those people receiving a home care service. Kent agreed to participate in the extended version of the survey and the results were analysed by the Personal Social Service Research Unit (PSSRU) from the University of Kent.

- 59.1% of people were either extremely or very satisfied with the help received from [Social Services] in their own home (England 58.4%)
- 33% of people were quite satisfied (England 32.1%)
- 70.4% of people were always happy with the way their care workers treated them (England 67.1%)
- 31.6% of people felt in control of their life (England 25.5%)

The final report and spreadsheets were published by the Department of Health in December 2009 and is available on the web at:

<http://www.ic.nhs.uk/statistics-and-data-collections/social-care/adult-social-care-information/personal-social-services-care-users-aged-65-or-over-england-2008-09-survey>.

4(2) Carers Survey

The national (voluntary) Carers Survey was undertaken in November 2009. The development of the national survey for 2009 was based upon the Kent Carers Survey in 2007 (Kent County Council (KCC) and the Department of Health commissioned the Personal Social Services Research Unit, University of Kent, to design a self-completion carers' survey for local use in Kent). The results show an increased use of services as well as an increase in satisfaction levels with services.

The percentage of people reporting the top level of service quality increased in all areas and in some this was statistically significant (being involved in decision making, ease of finding information). More carers reported that services made their lives easier.

What is clear in the comparison between 2008/09 and 2009/10 is that there are some smaller differences and the direction of change here is positive.

The results of the survey were published by the Department of Health on 30 June 2010 and are available on the web at:

<http://www.ic.nhs.uk/pubs/psscscarersurvey0910>

4(3) Community Equipment

The national Community Equipment Survey is a survey of people in receipt of community equipment or minor adaptations between 1 September 2009 and 31 December 2009. A questionnaire was sent out to a sample of users in each Council to gain an understanding of their experience of the service they receive.

A provisional report and spreadsheets were published by the Department of Health in September 2010 and is available on the web at:

<http://www.ic.nhs.uk/statistics-and-data-collections/social-care/adult-social-care-information/personal-social-services-survey-of-adults-receiving-community-equipment-and-minor-adaptations-england-2009-10-provisional-council-data>

Results will be published in a national public report in December 2010.

4(4) Shaping the personalisation modernisation programme

The Self Directed Support Planning User Groups met to look at the support planning template and factsheets. Revisions were made after the group felt the templates needed to be made simpler to use and the language needed to be less 'jargonistic' and in plain language.

4(5) East Kent Adult Social Care Focus Group

In February 2009, East Kent Customer Care held its first Focus group, with the purpose of reviewing the public involvement participation form and discussing possible design options for adverts of the new form. The focus group were presented with five different options for possible adverts and were asked to identify what they liked and did not like about each one. As a result, the final version was agreed and approved by the group. A copy of the final version was sent out to all participants

4(6) Learning Disabilities Day Opportunities - Maidstone

We have been consulting since January 2010 about the future of Maidstone Day Services since major roofing problems in November 2009, meant that the main day service building was no longer safe to use and there was no option other than to transfer all services to community locations.

Overall the result of the consultation found out that people would prefer to see time and resources put in to community buildings/activities and not at Boughton Mount. People said they preferred being in more central locations, as Boughton Mount was difficult to get to and at times made getting to events in the community hard.

The Cabinet Member for Adult Services agreed that Maidstone Day Service should continue to be provided in the community and move away from the Boughton Mount site completely. This means that the Boughton Mount site will be closed and sold, with the money received being put back into services for people with learning disabilities.

A full report is available at:

http://www.kent.gov.uk/adult_social_services/get_involved_and_have_your_say/surveys_and_consultations/ld_consultation_in_maidstone.aspx

4(7) Development of sign language interpreting service

Deaf and Deafblind service users took part in an ongoing steering group developing the Tender for the new sign language interpreting service. These service users were involved in the short listing and interviewing of potential service providers and the final selection of Royal Association for Deaf people (RAD). A group of Deaf people were also brought together to look at what they considered important from any new service - information from this group was used to help draft the service specification.

4(8) Lift Maintenance User experience survey

Service Users were consulted on the service they had received with regard to lift maintenance. 65% rated the current services as excellent, 34% good & 1% poor. 100% felt the Service Engineers were polite & courteous, with 97% advising they knew in advance when the Engineer would be visiting. 100% said the Engineers left their home clean & tidy after works were completed. When making contact with the Property Service Desk to report breakdowns 20% felt this service was excellent, 42% good, & 2 % poor. 36% had no cause to call presumably because their lift remained reliable. We remain satisfied that Service Users are in receipt of a valued & reliable lift maintenance and repair service to enable them to live independently in their own homes. The outcome has been fed back to the Service Provider as part of the continuous improvement process and contract monitoring.

4(9) Review process for engaging service users and carers in commissioning process and Service user evaluation of tenders for service

In East Kent, some Informal Day services were re-provided and consultations took place to inform the outcome. Service users participated in a review of the service user and carers role in Joint Commissioning Boards. This led to a well

received paper with proposals written by User Involvement Support Workers, along with proposals from the council of East Kent Service User Forums in mental health. These informed the changes that were made.

4(10) Focus group for deaf Mental Health service users

Meetings have been held with Deaf mental health service users, supported by colleagues in Sensory Services, which resulted in a series of training sessions for GPs in East Kent and the re-provision of some specialist mental health services for deaf people from London to Canterbury and Maidstone locations.

4(11) Sensory Impaired

The Supporting Independence Programme (SIP) and KASS Kent Sensory Services team identified a gap in information for and about sensory impaired people living in Kent and a conference was held to promote existing services, gain the views of Kent residents and take forward a number of actions from the conference. An event planning group was established involving two blind and three deaf clients who met on a monthly basis. The conference format involved a panel question and answer session in the morning, a market place area with a variety of organisations demonstrating their products and round table discussions so all delegates could raise their concerns in smaller groups.

Following the panel session and round table discussions feedback was collated into a detailed report. The major issues identified were:

- Provision of services and support whilst attending a doctors appointment or receiving treatment in hospital. Staff are not always aware that the patient is deaf or sight impaired, this in turn can result in patients not understanding the treatment they need to receive or not knowing their food has been brought to their bedside.
- Public transport information, although lots of bus stops and train stations now have automated display boards or loud speakers announcing the next stop etc, this is not currently countywide so improvements need to be made.
- What benefits sensory impaired people are entitled to and the limits to personal budgets for purchasing specialist equipment, which is often life changing.
- Advertising boards ("A" frames) obstructing many of the pavements in towns across Kent.

This report is still in the development stages and once finalised will be shared in order to see how outcomes can be taken forward and actions taken to resolve the issues raised by Kent residents.

4(12) Adult Social Services Public Involvement Strategy

A review of the existing Public Involvement Strategy commenced in October 2009 with two events held in the county to gather feedback from the public. Further meetings were held between November 2009 and April 2010 to gather

views from various groups across the county – both known and previously unknown to the Directorate. Over 30 Groups were visited and have contributed to the new strategy, which is to be presented to the Senior Management Team in September 2010. The core objectives within the existing document remain relevant and this was reinforced from the feedback received during the review.

An overarching corporate involvement strategy is currently being developed and will link with each directorate's own strategy. Specific work has been commissioned around "seldom heard" or "hard to reach" groups, although the intelligence gathered to date does not differ from the feedback received when reviewing the Directorate's public involvement strategy.

4(13) Implementation of Deafblind strategy

Consultation on the involvement strategy d/Deaf, deafblind people took place on 28 April 2010 as a one day conference. The remit of which was expanded to include the opportunity for service users to hear about key issues from public services and present their issues to key providers. A user involvement questionnaire was provided and is currently being analysed for development of the strategy.

4(14) Community Learning and Skills (CLS) Strategy

Because of the nature of its business, Community Learning and Skills (formerly Kent Adult Education and KEY services) is increasingly developing a market research approach. Successfully operating in a competitive market place, while still having clear social drivers underpinning its activities are the twin goals.

A CLS Learner Involvement Strategy was introduced last year to foster and promote a culture of learner involvement throughout CLS. This is being achieved by supporting learners to be more actively involved in teaching and learning, the wider CLS community and quality improvement procedures. Clear information on the findings and subsequent actions taken in response is being provided. The first CLS Learner Forum was launched at the end of 2009 using paper and online surveys as well as informal focus groups (available if learners stated that this type of learner involvement was preferred to completing surveys). Top-up courses were rated highly and there was some interest in creating/attending own class or interest group (Learning Revolution Agenda). There is a high level of returners to the service which emphasises the need to maintain high levels of learner satisfaction to retain students. Learner Forum information was fed back to Programme Managers and district-specific feedback was fed back to District Staff.

Adults with learning disabilities were involved in developing a short version of the Adult Education Service's Disability statement because some student information was too wordy and not easy for everyone to understand - especially those with low literacy skills. Learners who attended Independent Living Skills courses wrote the text and chose the graphics for a statement. This document is now available in all centres and on our website. They have

also helped to develop a short version of our Student Charter and this will be available later this year.

4(15) Kent Alcohol Strategy for Kent 2010-13

The Kent Action on Alcohol Steering Group developed an Alcohol Strategy for Kent (2010-13) in consultation with a broad range of stakeholders and interest groups. A partnership approach was adopted in creating the strategy, as such an approach was considered essential for an effective response to alcohol. The strategy built on the Report of Kent County Council's (KCC) Select Committee on Alcohol Misuse¹, which was developed around an extensive consultation with key stakeholders including service user representation, local councils, service providers and national experts.

http://www.kdaat.co.uk/about_kdaat/why_and_how/kent_alcohol_strategy-1.aspx

4(16) Hidden Harm Strategy

As part of the development of this strategy, a user-led Hidden Harm Focus Group was established which has informed the cross-organisational Hidden Harm strategy. The strategy itself also sets, as a priority for action: "Service user involvement in the implementation of the Hidden Harm strategy and to involvement of children, parents and families in the commissioning system.

The Kent Drug and Alcohol Action Team's Hidden Harm Focus Group involves people who have been affected by substance misuse. Their aim is to raise awareness amongst service users, health professionals, social services and the criminal justice system of the harms to children and young people caused by a parent's substance misuse. To help achieve this they developed and implemented a public information campaign: "You Use – Your Children Lose?" It aims to encourage parents to question the effect of their substance misuse on their children.

http://kdaat.co.uk/about_kdaat/why_and_how/kent_hidden_harm_strategy-1.aspx

4(17) Substance misuse services:

The Kent Drug and Alcohol Action Team (KDAAT) runs two permanent expert groups to bring together experience and opinions from both "sides" of the treatment system. Those receiving treatment are represented by the Service User Expert Panel. Those working in substance misuse services in Kent contribute to the Service Provider Expert Group. These two groups ensure that the Operations Team is able to make informed decisions on current issues and on the shape of future services.

The Service User Expert Panel meets on a monthly basis and membership of the group is by nomination or invitation in order to maintain an even balance of service users from across Kent and the different service providers. KDAAT staff are present and consult the group on different aspects of their work. External organisations, such as Job Centre Plus, often join the group to discuss areas of their operations. The group acts as a reference panel, provides independent views and feedback on local substance misuse issues.

Following a presentation at a Panel meeting by a Job Centre Plus adviser, the group was able to suggest more effective places where Job Centre Plus information could be displayed e.g. substance misuse agencies, supermarkets and amongst service user groups. The Panel's members also advised on the redevelopment of KDAAT's website. Their input influenced the information available on the site (which went live in July 2010), including:

- Where to find help should be easy to find - only 3 clicks away - services to be listed in town order
- Links to the service centres' websites where the individual could click on a map and directions on how to get there plus transport links
- Information needs to be blunt - not pink and fluffy. The addition of a few testimonies of people who have sought help would be encouraging for people to read.

Service user experts visited Gateways in March and provided feedback on the service from a KDAAT service user perspective.

The Kent Drug and Alcohol Action Team Needs Assessment 2009/10 was completed in November 2009. The needs assessment informed the development of the KDAAT Partnership's 2010/11 Adult Treatment Plan.

KDAAT also ran several programmes to involve young people in the development of services. These activities were focused on particular themes including ADHD, needs of families and kin carers, and risk taking behaviours. All provided a deeper understanding of perceptions and factors affecting young people affected by substance misuse and their families.

4(18) Supporting People five year strategy:

To ensure that the strategy is fit for purpose the team consulted with all statutory partners to gain a thorough understanding of their priorities.

Consultations employed a range of mechanisms:

- Face to face meetings with officers and elected members of all districts / boroughs, and representatives of Kent Adult Social Services, PCTs in east and west Kent and 26 providers
- 14 focus groups involving 72 service users
- Electronic surveys submitted by 250 service users and 6 providers
- Workshop for members of the Commissioning Body
- Consultation conference for members of the Commissioning Body, Core Strategy Development Group, Executive Board of Providers and service user panel.

The consultation process involved asking some critical questions about the services, the way the programme had been shaped and the potential challenges for the future. A Service User Day took place at the end of 2009. Through their own experiences panel members were able to help identify ways that the programme can be improved and gave valuable insight into how

effective the support they have received has been. The material gained through all these processes and activities were analysed and fed into the strategy development process. Details of views and suggestions provided were included in the strategy document as an Appendix.

http://www.kent.gov.uk/community_and_living/housing-related_support/policies_and_strategy.aspx

'Walk to Win'

The aim of the 'Walk to Win' campaign is to bring about behavioural change that results in the target audiences living in NHS primary target wards in East Kent exercising more and living healthier lifestyles by accessing the countryside and coast near to where they live.

The campaign, which was funded by the NHS, is being delivered by Explore Kent, part of the Countryside Access group. Mosaic profiling data was used to target patients in deprived wards identified by the GPs registered with the project. Using communication methodologies recommended by MOSAIC, the audiences were given advice about improving their diet and about walking to improve fitness in order to help them develop healthier lifestyles. Around 600 people registered for the project, which is in the process of being evaluated.

5. Influencing other functions, services, investment and initiatives

5(1) Houses as Homes: Resettlement of Offenders

SILK have undertaken a project exploring the issue of housing for offenders, from the perspective of ex-offenders themselves, with a view to identifying solutions to reduce re-offending rates. The issue had been identified as critical by extended networks across Kent, including the Kent Housing Group (KHG) and the Kent-wide Joint Policy and Planning Board (JPPB).

SILK worked on this project with a wide range of partners including County and District Councils, Primary Care Trusts, Mental Health Trust, Supporting People, HM Prison, Probation, Registered Social Landlords, St. Giles Trust and Kent Police.

In this project we jointly commissioned ethnographic researchers, ESRO, to look holistically at individual customer journeys of offenders by mapping their lives and the services they have come into contact with, to see where there are system tensions and gaps. ESRO carried out three place ethnographies and seven individual ethnographies – the genuine real-life experiences of the offenders, the challenges they faced and the people trying to support them make for insightful reading.

The findings from the research were presented back to the core-team in January 2010. Workshop exercises were carried out that looked at where services could have been improved during the offenders' life and what kind of service interventions could have taken place that might have been more effective for the individual.

This project is moving into the next phase to define tangible solutions with practitioners and offenders, which compliment existing activity that is already being taken forward across Kent notably by the Joint Policy and Planning Board.

Houses as Homes: Rethinking Resettlement has been used to inform the Kent and Medway Leaders Housing Strategy which sits within the Kent-wide Regeneration Framework, making an important contribution to wider accommodation issues across Kent. The report is currently being enhanced to include additional solutions identified alongside the Offender sub-group of joint Policy and Planning Board; anticipate redrafted report end of November.

5(2) Parkwood R Shop Bulk-Buy and Timebank

This is a resident led project which was launched in May 2009 with a multi-agency team including residents. The idea for the Bulk Buying project came from a Parkwood mother as a solution to the day to day challenge and expense of taking her five children on the bus to the nearest supermarket. Those living on the estate who don't have access to a car find it difficult to benefit from the lower prices that supermarkets offer and often find that carrying bulky items, e.g. washing powder and nappies, back to the estate on public transport or by foot is a stressful experience. Bulk Buying was voted as a favourite idea by residents at a community 'user testing' event and SILK have supported those residents in setting up the project.

SILK co-ordinated the first phase of the project where residents gathered local intelligence about shopping habits and items that people would like to buy. Residents presented their business case to take forward the project and it was officially handed over in October 2009. SILK have continued to play a facilitator and advisory role, connecting people into services as required for example Adult Education and Trading Standards.

The project has been renamed 'R Shop' by the community and provides residents with local access to lower priced bulky items. The core team of residents take requests from the community about what products they would like to buy from the scheme and then source the item at the best price. R Shop was donated a disused kitchen within the local primary school which was refurbished by the team to become a Community Room. This provides Parkwood residents with a hub for community led activity including a resident led Mums and Dads group. The group now invite service providers into the room during designated times – for example a dental nurse. They have filmed themselves setting up the project and keen to share their ideas: they are working with Camden / Holy Cross Centre Trust (HCCT) Timebank to exchange ideas and practice.

SILK are working with Maidstone District Council and Parkwood Community to support asset transfer of local facility to community ownership;

5(3) Future Jobs Fund

Future Jobs fund (FJF) engaged with local business to support the development of employment opportunities through the fund. Different types of

business were approached and FJF was explained to them and interested in joining the scheme was established.

Businesses have shown their interest by signing a service level agreement to provide an employment opportunity - 64 companies signed up generating 758 job opportunities. Following meetings with managers and businesses, the way starts are recorded have been changed to look at wider issues. DWP only wanted to know starts and leavers; but this was amended to show *where* a leaver has gone i.e. to go back to Job Centre Plus, into employment, going into education & other. Working with Job Centre Plus the referral process was changed to improve efficiency and respond to the needs of clients to improve turn around time.

5(4) Margate Old Town Parking Access

Analysis of parking habits and opinions of different groups on current parking provision to develop a broader action plan to improve provision.

Results were inconclusive with extremely low sample rate (managed by local action group who completely over-estimated the local strength of feeling) and no clear way forward. No further action is proposed. Results were reported to Margate Renewal Partnership Board and the project abandoned. Local Action Group informed of position.

5(5) Sea Change Project

Preparation of cultural strategy and input to cable car and public realm projects.

- Cultural strategy – consultation period June to August 2009. Approx 200 interviews with residents and businesses. Strategy report just completed (June 2010) and will be fed back to consultees/wider public throughout July/August 2010
- Esplanade – consultation with general public through July to October 2009. Exhibition in Discovery Centre Dover and at Dover Castle and then formal consultation in Dover Gateway on 1 & 2 October by Jacobs with approx. 50 respondents.

5(6) Gravesend Old Town Hall

There has been ongoing consultation with the original partner organisation Fit Voices (now Whole Community Works - WCW) a multi faith charity. The initial vision was to create a place for the Gravesend Community to come together to support each other and in particular vulnerable people within it. Formal consultation has been provided via six workshops with invited stakeholders from the faith, arts and local history groups as well as representation from all ethnic communities in the Gravesend area and age groups. The purpose was to develop a vision for the building and to determine the likely uses of the restored Old Town Hall building and in turn to shape the final phases of this work. A Management Committee was formed from the most active of these stakeholders which continued to develop the vision further. A Memorandum of Understanding between KCC as building owners and WCW is now being drafted to establish usage of the building and to deliver the shared vision.

5(7) Kent Library and History Centre:

Consultation is ongoing and channels have been open during the intervening period (2009/10). However, the project is now moving into a new phase where feedback and views on the internal design, layout and services are being sought and used to shape plans.

Archive-related consultation has been with users, community archive groups, local and family history groups and District Councils who deposit their records with the service. This is informing the development plan for the service as a whole as well as the building itself. Library Service staff also took the opportunity to engage young people in the project and get their views by talking to them at the Maidstone HOUSE. Not only did the experience give useful insights on what sorts of things young people would value in the new centre, but it also reinforced the importance of engagement and involvement in the design and development of library services for young people generally. HOUSE is a branded campaign developed to raise awareness and change risky behaviours amongst young people, based on the principles of social marketing.

5(8) Ashford Gateway Plus

The consultation for Ashford is very similar to Kent History and Library Centre in that there was a major burst of activity about the external design for the building (in 2008) and now consultation on the internal layout, design and public services consultation is underway.

While channels of communications and opportunities to contact us with ideas and views remain open (for example through the dedicated project web page) there will be “spikes” of activity keeping pace with the various phases of the construction project. Current public consultation is taking place using display materials in Ashford’s County Square shopping centre, all the key service locations, local children’s and community centres and with the community partnership for adults with learning and physical difficulties. The Ashford Access Group was also consulted. These banners, plus those for the Kent History and Library Centre, were on display at the 2010 County Show.

Material generated through consultation activities is collated and analysed and fed in the appropriate decision-making process. As with the Kent History and Library Centre, posters are used to keep customers and other interested people informed about the feedback and queries received.

5(9) Gravesend Library

A Community Development Librarian is regularly visiting a vast array of community groups including the Gravesham Access Group, Kings Farm and Northfleet Forum. The role is twofold: to ask for views about the project and to feed back to communities and interested groups about progress with the project.

There has also been a display in Gravesend Library on which customers can post comments, and the Community Development Librarian has also been out

on Gravesend High Street to talk directly to the general public about the project (both providing information and asking for views/comments). All this information is collected on a central spreadsheet which all of the project team can access. Key themes and views are fed back to the board at regular intervals.

A good example of how our consultation work has led to changes with this project is that the original design for the new facade received a great deal of negative criticism from the public. So the architects were asked to go “back to the drawing board” and the new design they produced (which is the one being used) was received much more positively.

5(10) Housing-related support

The Supporting People team have actively encouraged service users to really get involved in helping to develop the Supporting People services and people who use or have used the services have offered help and advice in a number of ways including, for example:

- Improving information leaflets
- Writing policies on reimbursing expenses to service users
- Designing the Support Services Directory
- Helping us to decide what services might be needed in the future.

There is also a Service User Panel which is made up of people who are currently receiving support and who also attend one of their own support provider involvement groups. Members of the panel, attend meetings every six weeks for a maximum of one year. Each meeting has an agenda with a specific topic area and members get involved in a range of issues such as designing and amending policies; conference planning and recently the Panel compiled the Supporting People Service User Charter.

5(11) Turner Contemporary

Turner Contemporary works closely with the local business community, through the Margate Town Partnership, to understand local business needs and to coordinate activities to maximise benefits for the local community.

TOOL, an intergenerational project run by Turner Contemporary with a number of partners was established in direct response to requests from members of our young people’s and senior citizen’s group. It will help inform a future exhibition to be run in the gallery during 2011.

The Access Group were consulted during the design stages of the Turner Contemporary gallery and helped to inform the design of the building and its fixtures, fittings and signage. Cultural Ambassadors is run in collaboration with the University for Creative Arts and enables people with low or no qualifications to follow an accredited course exploring cultural regeneration. Cultural Ambassadors from past years now help us to recruit new participants and play a central role in delivering and shaping the course.

5(12) The Kent Coastal Network

The Kent Coastal Network was established by KCC in 2004 to improve communication between Kent's coastal stakeholders and raise awareness of the many activities taking place around the coast. A proposal to develop an Integrated Coastal Action Plan (ICAP) was considered by stakeholders through a consultation exercise and workshop with network members during 2009/10, but a decision was taken not to develop the ICAP at this stage, but to review it at a later date. In the meanwhile, very valuable partnership working has been established in the form of the Integrated Coastal Action Working Group and the Coastal Project Register developed. This resource will aid integration and is free for everyone to use. Stakeholders are informed and updated through the Kent Coastal Network website. <http://coastalkent.net/index.php>

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

To: Policy, Overview & Scrutiny Committee – 15th November 2010

Subject: **UPDATE TO CED RISK REGISTER**

Classification: Unrestricted

Summary: To report on the updated CED risk register

FOR INFORMATION

INTRODUCTION

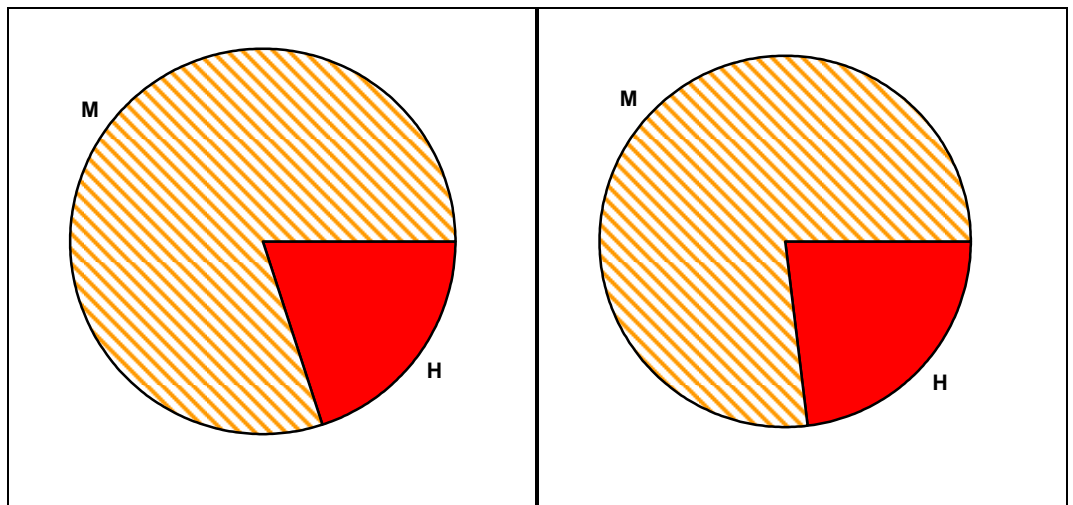
1. The CED risk register is maintained by the Corporate Risk and Insurance team on behalf of CED. The content has been updated by the identified risk owners within the department and is presented for information. Should the proposals set out for Council-wide restructure be taken forward, then this will be the last revision of this register. Revised governance arrangements for risk will be developed in parallel with the proposed re-organisation and this will include which risk registers are to be maintained. The detailed risks themselves will be transferred across to the new registers so that they continue to be managed.
2. The residual risk ratings shown within the register have been assigned by risk owners based upon the stated current controls having been implemented and known to be working.

CONTENT OF THE UPDATED RISK REGISTER

3. The CED risk register currently contains 25 risks. This is a reduction of one from the previous version, although new risks have been escalated, including four from the “Change to Keep Succeeding” transformation project risk register previously reported to Cabinet and monitored by CMT.
4. Table 1 below gives the breakdown of the risk register by risk rating, and shows a steady risk profile for CED, although there have been some movement in the risk ratings since April. Although CED does not currently have a defined risk appetite that sets the maximum level of risk that will be tolerated at any one time, the Committee may wish to assess whether the current level of risk shown is acceptable. Whilst some of the risks (for example those in relation to organisational transformation) have actions that will reduce the risk rating, others may require additional attention. It should be noted that to keep the number of risks reported to the Committee to a manageable level, only those risks scored with a residual rating of 9 or higher are escalated from lower level registers.
5. Changes to CED’s risk profile is analysed fully in annex 1, while annex 2 contains the full detail of those risks graded as medium or high.

Table 1

| | | November 2010 | April 2010 |
|--------|------------------------|----------------------|-------------------|
| | Residual Rating | Risks | Risks |
| High | 25 | 0 | 0 |
| | 20 | 2 | 4 |
| | 16 | 3 | 2 |
| Medium | 15 | 7 | 8 |
| | 12 | 9 | 10 |
| | 10 | 1 | 0 |
| | 9 | 3 | 2 |








RECOMMENDATION

Members are asked to:






- (1) Approve the changes to the CED risk register.
- (2) Decide whether additional actions are required to reduce the overall risk profile of the department.

David Tonks
Head of Audit & Risk
☎ 01622 694614

Annex 1: Changes to the CED Risk Register

| Risk No. | Short Description of risk | Current risk rating & direction of change | Reason(s) for change |
|----------|--|--|---|
| CED 8 | Annual special grants significantly scaled back by government | Deleted | This risk has been realised. Residual element of risk merged into CED 25 and re-scored based on initial outcome of CSR. |
| CED 25 | Outcome of Comprehensive Spending Review 2010 | Medium 15  | The high level implications of the government comprehensive spending review are known. Initial mapping against the assumptions made in the Council's Medium Term Financial Plan show that the reductions in funding were largely anticipated, although there remain challenges with regard to distribution and timing of funding. The risk was reduced as a result. |
| CED 10 | Icelandic Deposits - Potential loss of principal sum | Medium 8  | The likelihood of the loss of the principle sum invested with Icelandic banks has been re-evaluated as unlikely and therefore the risk rating has reduced. |
| CED 24 | Consequences of the current UK economy on wider society. | High 16  | The likelihood of this being realised has been reduced from "very likely" to "likely" based on recent economic projections and results, although the overall risk remains high. |
| CED 1 | Partnership working | Medium 8  | Specific risks in relation to partnerships considered less likely to materialise therefore risk reassessed. |
| CED 30 | Funding risk to Kent TV | Deleted | Risk realised. |
| CED 19 | Performance of Superannuation fund | Medium 8  | The impact should the risk be realised is considered less due to recent and probable future public sector pension reforms. |
| CED 2 | KCC receives negative Audit criticism of its data collection procedures | Deleted | The change in the Audit Commission regulatory regime means that this risk is no longer relevant. |

Annex 1: Changes to the CED Risk Register

| Risk No. | Short Description of risk | Current risk rating & direction of change | Reason(s) for change |
|----------|--|---|---|
| RA1 | Capacity to deliver multiple pressures | High 20  | This is a new risk escalated from the “Change to keep succeeding” project risk register. |
| RA8 | Amendments to the financial accounting framework in response to council restructure | High 20  | This is a new risk escalated from the “Change to keep succeeding” project risk register. |
| New | Suspension of BSF Programme | Medium 12  | This is a new risk identified in response to changes announced to the Building Schools for the Future programme by the Coalition Government |
| RA2 | Cabinet or Council delay a decision on the new operational framework | Medium 10  | This is a new risk escalated from the “Change to keep succeeding” project risk register. |
| RA12 | Changes to IT in response to council restructure may not be made in time | Medium 9  | This is a new risk escalated from the “Change to keep succeeding” project risk register. |

CHIEF EXECUTIVE'S DEPARTMENT RISK REGISTER

DATE: Revised October 2010

This register summarises the notable risks within the Chief Executive's Department.
The matrix used to assess the level of likelihood and impact is provided for information.

This register has been updated by Business Units.

RISK MATRIX

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

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----|----------------------------|---|-----------------|--------------------------------------|--|---|---------|-------------------------------------|--------------------------------------|
| RA8 | County Council restructure | Required amendments to the financial accounting framework will not be delivered by 1st April or other statutory requirements will not be met as a result of a lack of appropriate capacity resulting in compromised financial management and critique from statutory regulators. | Manage | Transformation Project Manager / FSB | <input type="checkbox"/> No commitment has been made to this course of action, nor will any commitment be made until the impact has been assessed, and appropriate mitigation and controls put in place | <input type="checkbox"/> Corporate Finance is developing a project plan to deliver the required amendments <input type="checkbox"/> Extra resources to be provided to Corporate Finance if required <input type="checkbox"/> Amendments to the current reporting deadlines (such as those for the annual accounts) will be reviewed. <input type="checkbox"/> Discussions to be held with the Audit Commission | Ongoing | I = 5 L = 4 R =20 HIGH | I = 5 L = 4 R = 20 HIGH |
| RA1 | County Council restructure | Key aspects of medium term financial plan and other corporate projects in response to internal and external changes are not delivered as available management capacity in exceeded, or projects are deemed no longer viable, resulting in adverse financial standing, service or policy failure in the short to medium term | Manage | Transformation Project Manager | <input type="checkbox"/> No commitment has been made to this course of action, nor will any commitment be made until the impact has been assessed, and appropriate mitigation and controls put in place <input type="checkbox"/> A project plan and time line are in place, a project team established, risks are identified and mitigation steps already taken <input type="checkbox"/> Weekly reports to CMT | <input type="checkbox"/> Transition planning is taking place and a detailed transition plan is being developed <input type="checkbox"/> CMT will monitor a programme plan to incorporate "Change to Keep Succeeding" actions, budget outcomes, efficiency and de-prioritisation changes and all other truly significant projects. | Ongoing | I = 5 L = 4 R =20 HIGH | I = 5 L = 4 R = 20 HIGH |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------|---|--|-----------------|---|---|--|---------|-----------------------------------|-----------------------------------|
| CED 24 | Consequences of the current UK economy on wider society . | Financial and economic deterioration of the UK wide economy spills over into wider fabric of society resulting in a reduction in Council Tax collection and other significant income streams of the Council. | Manage | Director of Finance (permeates across the council so CX, all of CMT too) | <input type="checkbox"/> Robust MTP supported by business planning. including 1) Peer review of pressures and savings 2) Political prioritisation and decision making <input type="checkbox"/> Economic development and regeneration activity <input type="checkbox"/> Properly understanding the council's cost drivers and responding to the background indicators of poverty on the County. <input type="checkbox"/> Flexible arrangements exist within services to enable quick adjustment of the cost base to changes in demand | <input type="checkbox"/> Continued lobbying of Government <input type="checkbox"/> Policy led budgeting approach <input type="checkbox"/> Refocusing of priorities to target action to address financial, health wider socio-economic impacts of major recession <input type="checkbox"/> Establishment of SE Local Enterprise Partnership. <input type="checkbox"/> KCC's new medium term plan "Bold Steps" includes the aim "to help the Kent economy grow". | Ongoing | I= 4 L= 5 R= 20 HIGH | I= 4 L= 4 R= 16 HIGH |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|--------------|--|--|---|---|--|---|---------|--------------------------------------|--------------------------------------|
| CED 27 | Review of Dedicated Schools Grant Formula and associated matters results in adverse settlement for KCC | <p>Current DSG insufficient to cover pressures both in schools given lower minimum funding guarantee and in LEA retained services (Early Years, EWOs, Attendance and Behaviour etc.)</p> <p>By 2010 all funding for 16-19 year olds transfers from LSC to LEA</p> <p>DSG formula review underway for use in 2011-12 DSG settlement</p> <p>Danger that any or all of the above result in large scale resource distribution between areas</p> <p>Significant risk that KCC will lose grant</p> | Manage | Director of Finance (in conjunction with CFE Director, Finance and Corporate Services) | <input type="checkbox"/> Lobbying of Central Government <input type="checkbox"/> Input to DCSF <input type="checkbox"/> Robust MTP | <input type="checkbox"/> Continued lobbying of Government and DSCF in particular | Ongoing | I = 4 L = 5 R = 20 HIGH | I = 4 L = 4 R = 16 HIGH |
| CED 3 (c) | KCC has a statutory responsibility to maintain the health & safety of employees, service users and contractors | <p>Failure to prevent and avert major accidents / breaches of legislation may result in an inability to deliver services and trade.</p> <p>Severe breaches would result in legal action against KCC</p> | <p>Assess likelihood & manage</p> <p>Compliance with legislation</p> <p>Effective H&S practice and a managed safe working environment</p> | Commercial Services Director | <input type="checkbox"/> Local H&S risk assessments <input type="checkbox"/> Use of lost time/ accident KPI at SMT | <input type="checkbox"/> Continued focus supported by SMT leadership and improved CSD wide communications and briefings | Ongoing | I = 5 L = 4 R = 20 HIGH | I = 4 L = 4 R = 16 HIGH |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------|--|---|---|---|---|--|--|-----------------------------------|----------------------------------|
| CED 20 | Developer contributions are intended to ensure that developers make appropriate provision for additional facilities and services, that are required to mitigate the impact of a development (Financial) | Failure to secure developer contributions towards infrastructure to help deliver sustainable communities | To secure development contributions to support delivery of community facilities | Head of Development Investment | <input type="checkbox"/> Co-ordinate on behalf of service providers representations to Districts on LDF process <input type="checkbox"/> Team leads identified for each project/major sites <input type="checkbox"/> Development of joint negotiation strategies with Districts for major site developments <input type="checkbox"/> Quarterly monitoring reports to Cabinet, COG and FSB <input type="checkbox"/> Developer's Guide linked to Community Strategy <input type="checkbox"/> Appeal hearings supporting methodologies in the Developers Guide <input type="checkbox"/> Use of in-house demographical model for identifying provision required from developers <input type="checkbox"/> Seek for a full range of KCC services <input type="checkbox"/> Use of external contractor to assist team <input type="checkbox"/> Use of virtual multi-disciplinary teams on major site developments <input type="checkbox"/> Training provided to team members on specific issues as part of development sessions <input type="checkbox"/> Continued liaison with AIT on service mapping | <input type="checkbox"/> Continue series of training workshops <input type="checkbox"/> Continued work programming schedules prepared by team leads <input type="checkbox"/> Consultation on service provider local development framework packs and adopt as KCC planning guidance <input type="checkbox"/> Lead revision of Developers Guide in readiness for adoption of SEP, possible implementation of CIL and other local tariff / charging regimes <input type="checkbox"/> Financial modelling work for capital infrastructure projects | Ongoing Ongoing Mar 2011 Mar 2011 Dec 2010 | I= 5 L= 4 R= 20 HIGH | I= 5 L= 3 R= 15 MED |
| CED 29 | Economic Downturn | This would have an impact on service delivery with regards but not exclusively to Amount of filming taking place, training opportunities and individual projects such as movie map. | Manage | Director of Strategic Development And Public Access | <input type="checkbox"/> Development fund in place to offer funding to filming taking place in Kent, this will in turn impact on ability to provide training opportunities and facilitate the movie map. | <input type="checkbox"/> Secure funding. Create board which can advise on which projects to invest in. | Ongoing | I= 4 L= 5 R= 20 HIGH | I= 3 L= 5 R= 15 MED |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'able manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------------|---|--|--|---------------------------|---|---|---------|----------------------------------|----------------------------------|
| CED 21 | Major strategic projects | Delivery of major projects with appropriate management of financial and borrowing risks to - Manston - Eastern Quarry - London Array - Ashford development | Project objectives delivered within budget | CMT | <input type="checkbox"/> Existing project plans <input type="checkbox"/> Governance of projects <input type="checkbox"/> Financial planning of projects | <input type="checkbox"/> Proactive financial input to projects <input type="checkbox"/> Evaluation of risks | Ongoing | I= 3 L= 5 R= 15 MED | I= 3 L= 5 R= 15 MED |
| CED 22 | Growth agenda | Impact of Thames Gateway and Ashford on KCC services South east Plan | Manage | CMT | <input type="checkbox"/> 20 year financial model | | Ongoing | I= 3 L= 5 R= 15 MED | I= 3 L= 5 R= 15 MED |
| CED 18 | Central Government setting a range of technical and service standards | Mandated use of central government solutions less efficient than current systems. | Manage | Head of ICT Commissioning | <input type="checkbox"/> Participation of KCC officers in development of national ICT strategy. | | Ongoing | I= 3 L= 5 R= 15 MED | I= 3 L= 5 R= 15 MED |
| New Page 131 | Suspension of BSF Programme | The suspension of the BSF programme may lead to a significant affordability gap for the council and increased potential for litigation against the council by existing PFI contractors for loss of profit. | Manager | CMT | <input type="checkbox"/> PFI credit letter issued by Government Department promises specified stream of payments over term of contract <input type="checkbox"/> Robust budgeting and financial planning <input type="checkbox"/> Existing robust contractual arrangements | <input type="checkbox"/> Continually update PFI models to ensure that sufficient funds are budgeted for to meet the affordability gaps on existing PFI contracts <input type="checkbox"/> Lobbying Central Government to provide financial support to Local Authorities in more flexible ways than PFI credits in the future | Ongoing | I= 5 L= 3 R= 15 MED | I= 4 L= 3 R= 12 MED |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------|---|--|-----------------|---|--|---|---------|-----------------------------------|----------------------------------|
| CED 13 | The development and maintenance of ICT support and infrastructure services required by the organization to deliver its objectives | Increased reliance and demand on technology in the delivery of direct service not matched by increased investment in capacity and resilience of ICT infrastructure | Manage | Heads of ICT Commissioning and Operations | <input type="checkbox"/> Medium term plan for technology agreed by COG and Cabinet. <input type="checkbox"/> Contingency planning – in consultation with the business. <input type="checkbox"/> Disaster Recovery considered on a system by system basis. <input type="checkbox"/> Regular interface/liason with resource directors. <input type="checkbox"/> Change management process includes risk assessment and handover requirements. <input type="checkbox"/> Provision of professional advice to facilitate the assessment of risk. | <input type="checkbox"/> Monitor implementation of agreed medium term plan for technology. <input type="checkbox"/> Maintain key business needs as identified by all business units. <input type="checkbox"/> Regular reassessment of business risk as a consequence of systems failure. <input type="checkbox"/> Review options for sourcing of DR provision. | Ongoing | I= 4 L= 5 R= 20 HIGH | I= 3 L= 4 R= 12 MED |

Annex 2: Detailed CED Risk Register

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

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------|---|---|-----------------|---------------------|---|---|---------|--------------------------------------|-------------------------------------|
| CED 26 | Review of formula grant for new formula plus update for data changes (e.g. Census 2011) results in adverse settlement for KCC in 2013/2014. | <p>Changes to methodology - Especially Area Cost Adjustment and Resource Equalisation</p> <p>Changes to data following Census results in redistribution of resource away from KCC</p> <p>New formula may mean KCC never sees the money owed due to "negative damping" under current formula</p> | Manage | Director of Finance | <input type="checkbox"/> Lobbying of Central Government <input type="checkbox"/> Input to Settlement Working Group <input type="checkbox"/> Input to CCN working group <input type="checkbox"/> Input to South East Counties Treasurers working group <input type="checkbox"/> Robust MTP | <input type="checkbox"/> Continued lobbying of Government | Ongoing | I = 4 L = 4 R = 16 HIGH | I = 4 L = 3 R = 12 MED |

Annex 2: Detailed CED Risk Register

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

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|-----------|--|---|-----------------|------------------------------------|--|---|---------|--------------------------------------|-------------------------------------|
| CED 31 | KCC holds large amounts of personal and sensitive data about employees and others. People/ Security | Failure to manage data effectively could result in a breach of security, leading to risk to individual employees, their families and to KCC | Manage | Director of Personnel & Devel'ment | <input type="checkbox"/> P&D Protocol on the Transfer of Sensitive Personal Data <input type="checkbox"/> System administration roles and responsibilities <input type="checkbox"/> System exception reports & related checking <input type="checkbox"/> Oracle HR Procedures Manual – section on security issues <input type="checkbox"/> Oracle Audit Logs <input type="checkbox"/> Oracle report that lists changes to Personnel staff records <input type="checkbox"/> Communication and Training on security issues – particularly within Induction process <input type="checkbox"/> The Electronic Communications Use Policy and the Responsible User Policy (Knet) <input type="checkbox"/> Relevant Procurement contract references to handling of sensitive data <input type="checkbox"/> KCC Terms and Conditions of Employment Handbook (the Blue Book) references to handling of confidential data <input type="checkbox"/> Procedural guides for Schools Personnel and Employee Services staff <input type="checkbox"/> Staff with remote access to Oracle system are advised of their duty of care in writing | <input type="checkbox"/> Discussions with teams and raising awareness by team meetings <input type="checkbox"/> Detailed briefings regarding identified security breaches <input type="checkbox"/> Liaison with partners/government bodies re secure transfer of sensitive data for Statutory Reporting | Ongoing | I = 4 L = 4 R = 16 HIGH | I = 4 L = 3 R = 12 MED |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|------------------|---|---|--|--|---|--|----------|--------------------------------------|-------------------------------------|
| CED 11 (a) | KCC has an extensive property portfolio from which services are provided Financial | Property portfolio not 'fit for purpose'/does not provide adequate platform for KCC service delivery Budget on maintenance not consistent with need, leading to building failure | <input type="checkbox"/> Programme of condition surveys of assets to assess/quantify backlog underway <input type="checkbox"/> Programme of suitability surveys underway <input type="checkbox"/> Monitor spend against baseline and target for reducing backlog | Director of property through Directorate resource managers | <input type="checkbox"/> Corporate Asset Management Plan in place <input type="checkbox"/> Education (LA) Asset Management Plan in place <input type="checkbox"/> Performance indicators in place <input type="checkbox"/> Medium Term Service Planning including linking with client service plans and partnership approach with customers <input type="checkbox"/> Maintenance strategy in place <input type="checkbox"/> Ongoing assessment of key areas: <input type="checkbox"/> Suitability <input type="checkbox"/> Sufficiency <input type="checkbox"/> Condition | <input type="checkbox"/> Revise Corporate Asset Management Plan <input type="checkbox"/> <i>Continue to develop Work plans for each Directorate</i> <input type="checkbox"/> Support the asset management process throughout the authority <input type="checkbox"/> Report direct to Property Board on progress <input type="checkbox"/> Monitor backlog figures <input type="checkbox"/> Office rationalization programme <input type="checkbox"/> Assumption that KCC does not renew leased properties where 'KCC are tenants' | Ongoing | I = 4 L = 3 R = 12 MED | I = 4 L = 3 R = 12 MED |
| CED 17 | Page 137 Reliance is placed upon good quality and timely information to inform direction and decisions | Economic downturn and credit crunch could create previously unknown or unexpected risks. Inspections may provide false assurances or fail to highlight potential weaknesses | Manage | CMT | <input type="checkbox"/> Inspections and Audits <input type="checkbox"/> Links with external advisors, peer and national groups | <input type="checkbox"/> Sense check of services | Ongoing | I = 4 L = 3 R = 12 MED | I = 4 L = 3 R = 12 MED |
| RA2 | County Council restructure | Cabinet or Council delay a decision on the new operational framework proposal, or reject the proposal outright. | Manage | Transformation Project Manager | <input type="checkbox"/> Cabinet and Members, including opposition Members are being briefed and kept abreast of development and progress <input type="checkbox"/> Informal consultation with managers and staff on the need for change has already taken place to gauge their views | <input type="checkbox"/> Scrutiny to play a role in assessing the draft proposals at the outset and then during the process to ensure the proposals made are relevant and appropriate to our future success | Dec 2010 | I = 5 L = 4 R = 20 HIGH | I = 5 L = 2 R = 10 MED |
| RA12 | County Council restructure | Changes to IT may not be made in time | Manager | Transformation Project Manager | <input type="checkbox"/> IT are working with HR and finance to identify changes to systems, and examining changes to IT support systems <input type="checkbox"/> | <input type="checkbox"/> Identify whether, as a result of the new structure, staff need access to additional applications | Mar 2011 | I = 5 L = 3 R = 15 MED | I = 3 L = 3 R = 9 MED |

Annex 2: Detailed CED Risk Register

| Ref | Source | Event | Planned Outcome | Acc'table manager | Existing controls | New tasks / action plans | Date | Inherent rating | Residual rating |
|--------------|--|--|--|--|--|---|---------|-------------------------------------|------------------------------------|
| CED 3 (a) | KCC has a statutory responsibility to maintain the health & safety of employees, service users and contractors | Failure to prevent and avert major accidents / breaches of legislation may result in an inability to deliver services and trade. Severe breaches would result in legal action against KCC | Assess likelihood & manage Compliance with legislation Effective H&S practice and a managed safe working environment | Director of Personnel & Development | <input type="checkbox"/> Corporate Policy <input type="checkbox"/> Corporate H&S action plan <input type="checkbox"/> Monitoring <input type="checkbox"/> Training & Development <input type="checkbox"/> Corporate H&S Board + KCC Jt H&S Committees <input type="checkbox"/> Dedicated H&S staff corporately + within directorates <input type="checkbox"/> Directorate H&S groups <input type="checkbox"/> Risk Assessments <input type="checkbox"/> Public notices | | Ongoing | I = 5 L = 3 R = 15 MED | I = 3 L = 3 R = 9 MED |
| 3 (b) | As above | As above | | Director of Property for property / assets | <input type="checkbox"/> Construction Design & Management Regulations <input type="checkbox"/> Asbestos policy <input type="checkbox"/> Asbestos central register developed <input type="checkbox"/> Legionella policy in place | <input type="checkbox"/> Legionella register to be fully populated (62% of properties in Enterprise currently have a legionella survey available) | | I = 5 L = 3 R = 15 MED | I = 3 L = 3 R = 9 MED |

By: Roger Gough, Cabinet Member for Corporate Support Services
& Performance Management
Tanya Oliver, Director of Strategic Development & Public Access

To: Corporate Policy Overview & Scrutiny Committee

Subject: *Total Place* Update

Classification: Unrestricted

Summary: This report updates Members on progress to date and future plans for the original Total Place work streams (Margate Task Force, Gateway and Asset Management).

1. Introduction

Since February 2010 when Kent submitted its Total Place Final Report to Central Government and the pilot phase ended much activity has been carried out to maintain momentum and continue to achieve the ambitious savings and rationalisation targets set out in Kent's report. A Total Place Members Seminar was held in early September and this report aims to follow on from that. Total Place activity is contributing to KCC's £14m access and assessment savings target and the £10m asset savings target. There are several other work streams (besides Margate Task Force, Gateway and Asset Management) within KCC that have developed under a 'Total Place' heading, these will be reported on through individual service reports.

2. Background

2.1 The overarching aim of Margate Task Force is to address the significant socio-economic disadvantage experienced by the population in Margate Central and Cliftonville West and the wider impact on Thanet district through a number of priority work strands. These include housing regeneration, tackling low skills and worklessness, addressing significant health inequalities, reducing out of area placements of vulnerable people, and transforming multi-agency delivery of services. A Task Force Team was set up to underpin this work by strong community engagement through a core team.

2.2 The Gateway Multi-Channel Programme is transforming public services across the county, reducing costs and benefiting citizens. Gateway offers a convenient public service point in a retail-based location using the latest innovative technologies and working with District and Borough councils, Police, Fire, Health, Voluntary Sector, Job Centre Plus, Department of Work & Pensions and a range of other partners, including the private sector. The objective is to redesign services to be more efficient, more responsive to local issues and to fit customer needs more appropriately. Access to public services should be simple, friendly and effective. Gateway Multi-Channel aims to join-up access across face to face, telephone and web channels. The aim is to develop a single access and assessment process delivered through a single physical service point under the Gateway brand, supported by a single non-emergency telephone number and a single web portal maximising personal choice and convenience for citizens.

This approach will enable public sector organisations to rationalise front office estates, and drive back office process improvements that will deliver cashable savings in the short and longer term.

2.3 The drive for a joined-up approach to the management of public sector assets came to the fore through the Final Report of the Operational Efficiency Programme (OEP) which accompanied the Government Budget Report of April 2009. The importance of optimising the use of property assets in supporting the delivery of public services has been recognised by the Government. This led to a specific asset management work stream within the Total Place Initiative to be set up at HM Treasury. Against the background of Total Place and the need to make major revenue savings, KCC made a budget assumption that the £46m non school property running costs can be reduced by £5m in 2011/12 rising to £10m in 2012/13. Rationalisation of property assets is directly connected to policy review and business process rationalisation. Whilst it is possible to rationalise the KCC estate, the greatest sustainable savings will be achieved through a Total Place multi-agency rationalisation of both assets and processes.

3. Work stream updates

3.1 Margate Task Force

Margate was selected as one of four locations nationally for a Top 200 visit by senior Civil Servants on 28 July 2010. A report summarising the findings of the national visit has recently been produced and further follow up action is being agreed by KCC, Thanet District Council and partners.

As well as the Top 200, the Margate Task Force has attracted several ministerial visits from both the previous and current administrations, enabling this work to be linked directly into central government policy with potential for negotiation of freedoms and exceptions. The programme presents a 'test-bed' opportunity through which the successes and lessons learned will inform future organisation and delivery of public services across Kent. Improved integration and targeting of remodelled statutory services at a locality level, community-led priorities and the stimulation of third sector resources and social enterprise within a Big Society framework looks to be the key shape of public services in the future.

The impact of intervention in the two wards, if successful, will have significant long term benefits for Thanet and Kent more widely in terms of reduced public sector expenditure, improved quality of life for many of its residents where inequality gaps have been dramatically reduced or eradicated, and a more prosperous, sustainable economy and population. Outcomes are difficult to measure during the implementation stage but will be monitored closely to ensure the long term projected benefits are realised.

3.1.1 Update on Operational and Strategic Priorities

a) Placements of Looked After Children and Vulnerable Adults

Negotiations to control out-of-area placements of Looked After Children have progressed. Rosalind Turner has written to and met with all London Boroughs and high placing local authorities across the South East and Midlands to ask what action they are taking to reduce out of area placements.

Laura Sandys, MP for Thanet South, met with Tim Loughton, Minister for Looked After Children on 8th September 2010 to highlight concerns for Thanet and further follow up action is being planned. This includes implementation of statutory guidance on the 'sufficiency duty' requiring local authorities to have sufficient accommodation for looked-after children and not to place out of their own area.

b) Housing Intervention

A housing enforcement delivery plan has been completed demonstrating how existing TDC resources involved in regulating private sector landlords will be enhanced with the use of £0.5m Performance Related Grant funding provided by KCC.

A key element of the housing regulation is the need to integrate this with other enforcement and regulatory activities undertaken by the council including, Environmental Health, Community Safety, and Planning as well as partner agencies such as Police, Fire and Rescue Service, KCC and the UK Border Agency.

Implementation of a Selective Licensing Scheme for landlords is also currently under consultation. The proposal is that the scheme will be declared in December 2010, starting operation in April 2011 for 5 years until December 2015. There will be a charge of £525 per licence per unit payable by the landlord; where there is non-compliance legal action will ensue with use of fines and in certain cases compulsory purchase orders.

Work is underway to establish a new method of intervention to take control of housing in Cliftonville West; fundamentally changing the environmental and demographic mix and increasing demand and house values. A report by DTZ linked with the Kent and Medway Housing Strategy will explore various options and benefits/risks of implementation.

c) Work and Skills

Recent research by Experian which focused on the economic impact of a decreasing public sector highlighted Thanet's significant vulnerability in the face of economic recession. Data released by the Office of National Statistics in October 2010 places Margate Central seventh in the national rankings of wards with the highest levels of benefits dependency.

Further analysis of employment and skills conditions by Thanet Works, KCC and SEEDA has been completed. This analysis estimates a shortfall of 5,000 jobs in Thanet district.

Following a meeting with Paul Carter and Lord David Freud (the Government's Minister leading on Welfare Reform), an officer team was established to develop a Prospectus for Change for the area which is focused on tackling key barriers and developing a mechanism for adding value to the new national 'Work Programme'.

At an operational level, Jobcentre Plus are working closely as a Task Force partner, exploring new ways of working with partners to reach those people who have the greatest barriers to developing skills and accessing training and work.

d) Health Inequalities

Eastern & Coastal Kent NHS Triple Aim initiative is a key strand of the work to tackle health inequalities in Thanet and in particular in Margate Central and Cliftonville West. Key aims of Triple Aim are to reduce teenage pregnancy, premature mortality from cancer and circulatory disorders and tackling the high cost of those which frequently return to Accident and Emergency and GP practices.

It is important that mental health is recognised as a key issue (745 people are on incapacity benefits and are diagnosed with mental health conditions within the area). Thanet is a pilot area for the 'Fit for Work' service and this is clearly linked to the Employment strand. Local GPs are being consulted about and linked in to this work to improve knowledge of health needs at a street level within Cliftonville.

e) Transformation of Public Services through Place Based Delivery

Development of a multi-agency action plan and a fully operational multi-agency Task Force team co-ordinated by the Programme Manager is now nearing completion. This currently includes: Community Safety Officer, Housing Team Leader (overseeing 4 Housing Improvement Officers), Police Sergeant (overseeing 6 PCs and 6 PCSOs), Family Intervention Worker, Social Work Assistant, Youth Offending Worker, Detached Youth Worker, Community Engagement Officer, Fire Safety Officer and Administrative Assistant.

The core team has a coordinating and deployment role across the services which operate in the locality.

Key principles include an 'invest to save' approach focused on prevention, better use of resources and customised multi-agency services. The business plan for the first year will be informed by a range of current work strands including the investigations into High Cost Cases; 'Think Family' project led by KCC CFE; and the Community Engagement Plan. An Operational Management Group of multi-agency partners meets every six weeks.

A direct outcome and achievement from the activity within the Margate Task Force has resulted in Kent being chosen along with 15 other places by HM Treasury and the Department of Communities and Local Government to be part of the first phase of single 'Community Budgets' which will initially focus on supporting families with complex needs beginning in April 2011 as announced as part of the Spending Review in October.

The Government has promised that in order to free up local areas, funding to local authorities and delivery bodies will be radically simplified, giving them greater choice over how to use their money to meet the needs of local people. The Government will devolve significant financial control to local authorities. Ringfencing of all local government revenue grants will end from 2011-12, (except simplified schools grants and a new public health grant).

3.2 Gateway Multi Channel

The Gateway approach is based on the principle that services should reflect local customer need, and through active collaboration, service agencies are beginning to provide a more coherent response to issues affecting people in the place where they live. Compared to traditional one stop shops it offers convenient physical access to front line customer advisors and officers representing over 30 different agencies /delivery partners covering central and local government and voluntary sector.

Gateway Multi-Channel programme is closely aligned with other key strategies such as WorkPlace Transformation, Place Based Budgeting, Access & Assessment and Bold Steps for Kent.

Nationally, CSR 2010 has set-out a sober and challenging future for public sector funding. Gateway partners are committed to achieving cost reductions through increased efficiency. More effective use of technology and improved processes can deliver major savings in staff and transaction costs.

Locally, KCC has a mandate to encourage the joining up of public services which is strongly supported and delivered by the Gateway concept. Currently, six district councils are actively engaged in joint service delivery through Gateway, working in partnership with KCC and many statutory and community partners; four further districts have detailed plans for Gateway development, with two districts pending more detailed discussions to identify preferred Gateway locations. Sustained progress is being made under the guidance of the Gateway Programme Delivery Board, an inter-agency stakeholder group comprising representatives from Police, Health, DWP, Voluntary sector, Kent County Council, Medway Unitary and District Council partners.

3.2.1 Update on Operational and Strategic Priorities

a) Job Centre Plus Co-location

A major development following the Kent Total Place report was the appointment of a Total Place Project Manager within JCP. The specific purpose of this role is to explore the potential business and service development opportunities for greater integration between JCP and Gateway. As a result of this appointment and ongoing partnership meetings between JCP and KCC, JCP have committed to having front office presence

within Gateway. This is a real breakthrough with a central government department that we hope to continue to build upon. The 'deep dive' activities (detailed mapping of public sector assets) developed to establish a common approach to asset rationalisation has not so far identified disposals or funding opportunities to support Gateway development but it certainly intends to. There is an obvious tension between the medium to longer term planning required for effective asset management strategies, and the urgency to establish the Gateway network and deliver the service related savings.

b) Customer Insight

Good progress continues to be made through the Interreg IVa cross-border project developing customer insight techniques to shape future service models and drive savings and improvements. Significant work is undertaken during the planning phase for each Gateway including Mosaic analysis and consultation with representatives of local service teams, and service users.

c) Tell Us Once (TUO) National roll-out

Following the successful design and implementation phase of the TUO service model pilot in five districts in the county, Kent, has expanded the service across the county (Kent being the first two tier area to offer the service to all citizens). DWP are currently developing the IT capability to expand TUO to include notification of birth. This is anticipated in May 2011 but depends on Central Government procurement.

d) Benefit Hub

Service development continues to make progress. A project team has been convened to take forward a local work stream looking at quick wins and process improvements and savings, as well as a national work stream which seeks to influence the change agenda with central government departments. In particular, challenging the issues concerning data sharing and service redesign.

e) Business Support Kent Community Interest Company (BSK-CIC)

The training and development requirement of front of house customer service advisors in Gateway are complex. Each Meet & Greet team comprises district council advisors and members of Contact Kent. The knowledge and competencies necessary to use active listening and to identify appropriate service providers, priority referrals, natural referral pathways between agencies, and to maintain the necessary technical competence to navigate and transact a huge range of service functions is critical to the success of the Gateway service model, and to the performance of each participating agency. BSK –CIC is working closely with the Gateway Core project team, the Gateway Manager's group, Kent Customer Service Network Group and key providers to develop the knowledge resources and mechanism required to support individual staff across the network. This will be a desk-top approach complimented by soft skills training. The professional learning community will encourage best practice, identify opportunities to standardise end-to-end processes, and support savings targets and increased uptake of self-service.

f) MoD Welfare Pathway

See separate paper entitled The Ministry of Defence Welfare Pathway Pilot in Kent.

g) Channel Strategy

Gateway multi-channel is an integral delivery component of Kent County Council's ongoing review of access and assessment services and will support the realisation of tangible revenue savings. Part of these savings will be derived through "channel strategy", where by using customer evidence we increase the amount of service activity online and the number of transactions that can be done online. This will complement the quality of face-to-face and telephone access and is not designed to replace those access channels. A coherent, quality service needs to be available for all customer groups. A key outcome already achieved through Gateway multi-channel is the completion of the Virtual Private Network which was a project to link contact centres for partner organisations, enabling calls to be made as if it were an internal line (at no

cost). This has meant that customers can be referred between organisations using the VPN. The VPN is now live with 12 Districts, Kent Fire & Rescue and Kent Police, allowing these partners to transfer customers and make calls between organisations. The VPN has already shown cost benefits as well as other benefits, in particular for Thanet District Council who have incorporated the VPN into their business continuity planning, and can route calls at no cost through the VPN if they experience a technical fault with their own systems.

3.3 Asset Management

KCC has been working with a variety of public agency partners to look at service modernisation and rationalisation that will produce revenue savings from public authority assets. The focused Total place work has been concentrated on Swale, Tunbridge Wells, Ashford and Gravesham. The collaborative work has focused on office rationalisation opportunities and increased working of Gateways but has now expanded to include other opportunistic and collaborative working to enable the release of assets.

As an organisation we are ensuring that we keep abreast of Central Government developments as well as more local opportunities. The 2010 Comprehensive Spending Review announced that the Government will introduce a new system of national property controls across their central civil and operational estate. In addition, the Government believes there could be substantial gains to be made from a more coordinated approach to property asset management in the public sector. It has established a Government Property Unit, which as a first step will set up property vehicles for the Central London and Bristol office estate from 2011-12 under the direction of John McCready as part of the National Shareholder Executive. Kent will remain engaged with Government as this activity develops with the view of exploring opportunities when they arise.

3.3.1 Update on Strategic Priorities

a) Swale

Following the Deep Dive exercise (detailed mapping of public sector assets) in Swale which was carried out as part of the Total Place Pilot, a formal programme has been set up to look at co-location and property rationalisation in Swale. Abdool Kara (Chief Executive at Swale Borough Council) has agreed to sponsor and drive forward the project in collaboration with project management support from KCC. A programme board is being set up with representatives from KCC, Swale Borough Council, Kent Fire and Rescue, Kent Police, JCP, Eastern and Coastal Kent NHS. The board are also looking to engage with the Ambulance Service, the Probation Service and the voluntary sector. The aim of this board is to strategically commission and sponsor projects in the area as and when the opportunity arises with as many partners as possible. Currently all partners are looking at when their building leases end, their space requirements and any spare space they have in line with their service visions. Once this information has been collated (due Nov 2010), the board will meet to identify opportunities for rationalisation. The board will meet virtually bi monthly and have already emphasised their appetite to move this work forwards.

b) Tunbridge Wells

KCC and Tunbridge Wells Borough Council are examining a range of options and opportunities within the area to maximise use of the office estate. Discussions continue around potential opportunities at the existing Land Registry building, but other partner discussions are also taking place.

c) Ashford

In Ashford there is potential for a 'deep dive' exercise comparable to Swale, largely helped by the fact that KCC & Ashford already have a lot of joint service provision. Informal workshops with a number of agencies have been held. These workshops have

identified potential asset rationalisation proposals. John Bunnet Chief Executive at Ashford Borough Council is keen to focus on key achievable projects which will deliver service enhancements and release assets.

d) Gravesham

Work has just commenced with Gravesham Borough Council and a programme of outcomes has been outlined for short, medium and long term property asset rationalisation proposals. The NHS/PCT and other public agencies will be involved in this proposal. The Gravesend Gateway opens shortly.

e) Other districts and partners

A programme to meet with other districts has been agreed with Roger Gough and it is intended there will be 12 'Deep Dive' type programmes in due course. The programme will also dovetail with the proposed community based budget initiative and commissioning of services. Individual organisations are currently re-aligning their services and budgets and in many areas there is a willingness to drive asset rationalisation across partners.

To achieve our projected savings a high level strategic and joined up KCC wide approach to driving out savings is important. Property are working on this and a meeting will be held between directors across KCC and Roger Gough in November to agree a collective KCC approach to 'Deep Dive' asset activity.

f) WorkPlace Transformation (formerly Better WorkPlaces)

KCC is continuing to progress its own programme of change which aims to ensure that we have the right buildings in the right places for the 21st century - for contact with Kent residents and for our staff, in conjunction with partner agencies, and to deliver real efficiencies (including reduced office costs). Staff from both 17 Kings Hill Avenue and Kroner House Annex 5 & 6 are scheduled to move out by the end of the year, generating circa £1.2m savings in revenue costs.

4. Next Steps

Individual work streams will continue to develop as indicated in this report. The name Total Place is being referred to less and less but the importance of the work we have begun is still nationally recognised and endorsed. Notably Kent has been chosen along with 15 other places by HM Treasury and the Department of Communities and Local Government to be part of the first phase of single 'Community Budgets' which will initially focus on supporting families with complex needs beginning in April 2011 as announced as part of the Spending Review in October. This will draw upon the work begun in Margate but will not look exclusively at the Thanet district.

We will maintain the Government relationships we have formed during the pilot stage with Geoff Norris (Government Advisor), Alexis Cleveland (Cabinet Office, Kent Champion) and Stuart Ladds (Director at Government Property Unit) to ensure that Kent are well informed and well positioned when opportunities arise.

Other opportunities that support the principle of Total Place outside the original 3 themes will be ongoing with our partners.

5. Conclusion

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

Background Documents:

Kent Total Place Final Report February 2010
The Ministry of Defence Welfare Pathway Pilot in Kent , included in POSC papers

By: Roger Gough, Cabinet Member for Corporate Support Services & Performance Management
Tanya Oliver, Director of Strategic Development & Public Access

To: Corporate Policy Overview & Scrutiny Committee – 12
November 2010

Subject: Access & Assessment Update

Classification: Unrestricted

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|---|
| <p>Summary: This report updates Members on progress to date on the cross-cutting Access and Assessment programme, which aims to improve the customer experience and deliver significant savings. The Access and Assessment programme builds on and brings together a range of existing activity across Kent County Council and links strongly with our partner agencies.</p> |
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1. Introduction

1.1 The recently launched “Bold Steps for Kent” outlines a new approach to access and assessment. The extracts from this vision that link to Access and Assessment have been brought together into one document (Appendix A) but in summary, they encompass:

- Expanding the Gateway principles to other access points and linking them more strongly to the physical Gateway network
- Ensuring residents can increasingly choose how they access services
- Remove the need for individuals or families to undergo different assessments from different agencies
- The development of a single Gateway website and telephone number to complement the face-to-face Gateways
- A single initial assessment model to speed up access to specialist assessments if required

1.2 This approach builds on existing work but is much bolder in setting out how we will move forward. The Gateway programme has been ongoing since 2005 and there is a range of other activity that supports the vision in Bold Steps, such as the Personalisation agenda in Kent Adult Social Services (KASS), the modernisation of libraries, the Common Assessment Framework in Children, Families and Education, the enhancement of the online “fault reporting” ability in Kent Highways Services and the investment in IT. These are just a few examples.

1.3 Whilst one of the significant motivations for this work is to improve the customer experience and to build on the principles of the Government's "Big Society" initiative, a further motivation is to contribute towards the significant savings KCC and the Kent public sector will be making over the coming years. A saving of £14 million has been identified for Access and Assessment. This will be split across services and a significant proportion of this will be through partnership working.

2. Background

2.1 It is clear that in the current financial climate, we will no longer be able to afford to deliver services in the way we have always done. We know that this is the time for a radical re-think about the way that KCC does business, and for making better use of existing resources. "The First Bold Step" consultation with staff, launched in September this year makes this point, clearly stating that this is "the opportunity to fundamentally reshape ourselves, to create a new organisation fit for the changing times".

2.2 The First Bold Step" also sets out a vision for, and a number of clear principles that have particular relevance to, Access & Assessment: putting the customer first at all times; understanding the process a customer has to go through to get access to our services; and ensuring that the process is clear and simple to follow.

2.3 To make this a reality "The First Bold Step" proposes the introduction of an integrated assessment framework across all KCC services for individuals and families delivered by "a single front line - the Gateway programme which will offer face to face, web and telephone access to people who need any of our services. The Gateway, in short, becomes our front line to public services."

2.4 In order to streamline our processes to both improve the customer experience and make savings, our key aims, therefore, could be summarised as achieving satisfactory resolution at the earliest possible point of contact and enabling people to take as much ownership and control as possible, thereby allowing expensive interventions to be targeted where they are really needed. This will help us to:

- Improve customer experience and confidence in the organisation
- Achieve consistency and high quality outcomes, regardless of the access channel
- Provide responsive and complete 'right first time' services, to published standards
- Shorten resolution time from the citizen's perspective
- Reduce avoidable contacts
- Reduce transactional and process costs
- Increase capacity and flexibility to respond to changing customer needs

2.5 As part of this we should be aiming, wherever it is sensible to do so, to migrate transactions from the more costly face-to-face contact to phone and wherever possible online. This in turn will free up capacity in Contact Kent to enable more complex assessment-based transactions to be carried out by the service helping to reduce the time between contact and resolution.

2.6 When considering the access strategy for the organisation it is important not to consider any form of customer contact in isolation. Access channels should complement one another, making the most of opportunities to

generate cost savings and synergies. There are significant opportunities, particularly for demand-led services, to make better use of online functions, reducing the demand for telephone access channels which are more costly.

2.7 Moving customer contact towards online service transactions undoubtedly has the potential to save significant amounts of money. Contact Kent is able to provide costs for telephone access; SOCITM research conducted in 2008 has been used for the costs of face-to-face and online and shows that by far the lowest cost access channel is online:

- Face to face: £4.83 to £9.62
- Telephone: Average call cost via Contact Kent is £2.50
- Online: £0.22 to £0.56

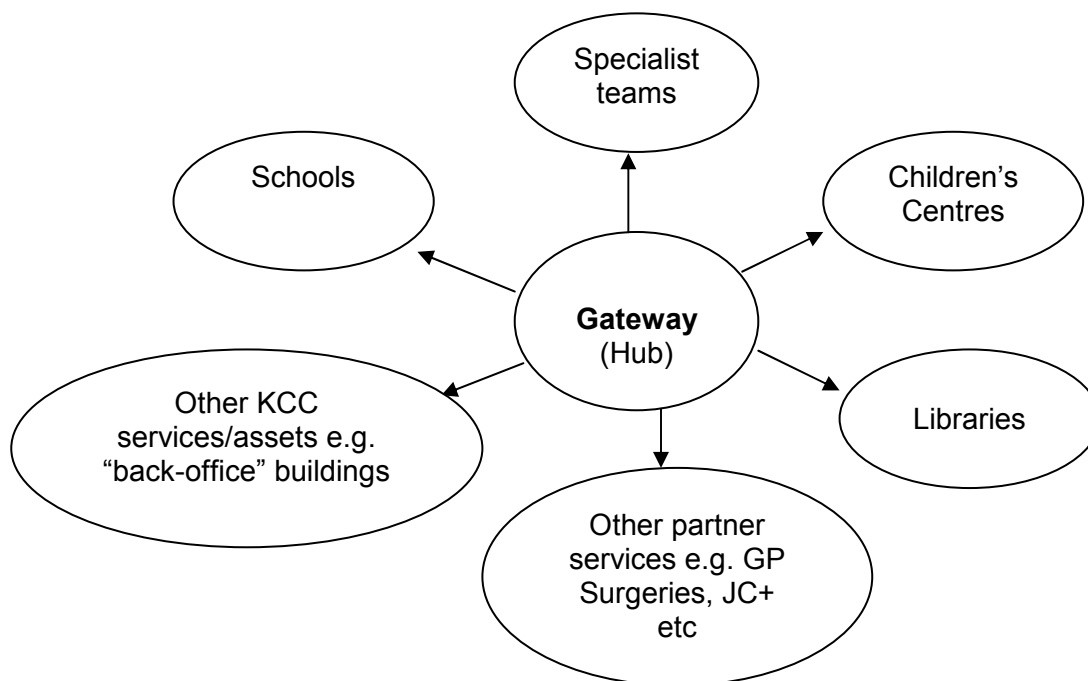
As an example, in 2009/10 Contact Kent handled 184379 calls to check library opening times, book a library PC, renew books online, online Reference Library. If a 50% migration could be achieved through better promotion of the facility on the website and library staff offering demonstrations face-to-face or promoting use of the online service via the phone, the savings would be very substantial.

2.8 It is accepted that it would not be appropriate to see all services moved online. A Channel Strategy is being prepared which will give details of the methodology that can be employed, including use of customer insight and Mosaic data, to understand how customers want to access our services, and how the organisation can shape itself to meet these needs moving forwards. Mosaic analysis will play an important part in identifying services which are accessed by those who traditionally use the internet in their daily lives for example online shopping or banking. By migrating these services on to web first we will be able to build confidence in our web presence enabling us to tackle more complicated transactions.

2.9 A survey analysing the channels used by our residents now is currently being undertaken in Contact Kent, Gateways and Libraries and through District web & phone channels. The survey gives our residents the opportunity to tell us what channels they are using to access our services, whether they use the internet and what they would like to see available online. The data collected will be analysed using Mosaic, to help us understand what we should be moving online and how we can encourage more residents to self-serve where possible.

2.10 Online channel shift options should not be looked at in isolation. They need to be considered as part of a wider multi-channel access strategy to make informed recommendations about the suitability and viability of service delivery. Clearly a mix of access channels will be appropriate for the organisation as a whole and the Channel Strategy will guide the achievement of the appropriate blend.

2.11 To achieve coherence across channels suggests a “Hub and Spoke” model with Gateway as the Hub providing a link to other front-facing service outlets, such as libraries and children’s centres. The diagram below shows how physical services could link (*virtual “hub and spoke”*): *



**Hub=generic services
Spoke = specialist services
(not mutually exclusive - there will be some
specialist services in Hubs and some generic
services in Spokes)*

2.12 . Contact Kent is recognised as providing a quality service but always striving to improve. In addition to handling KCC enquiries and running Consumer Direct South East, Contact Kent also provides business continuity for District Councils, out of hours services for homelessness on behalf of Maidstone and Tunbridge Wells, and have been approached by other County Councils to provide out of hours services, generating additional income for the service. The ability that Contact Kent has to analyse call patterns and adapt its services to ensure customer demand is met, together with the fact that it is available 24/7 are significant factors in wanting to channel all initial contacts through this route.

2.13 Contact Kent Customer Service Advisers are also supporting the Gateway face to face service, using the Contact Kent infrastructure for training, performance management and support. This also underpins the multi-channel delivery by Contact Kent, supporting the channel shift strategy. Contact Kent has a clear role to play in reducing duplication and complexity across the organisation.

2.14 Over time, Contact Kent has developed significant expertise and has already gone a long way in developing the services they offer to the point where it is capable of delivering highly specialised services. It already delivers a wide variety of services on behalf of directorates (a list of the services currently offered was included in the report on Contact Kent to this committee on 24 September this

year). It is well placed to enhance the customer experience by increasing the number of enquiries, questions and issues at the first point of contact.

3. Progress to Date

3.1 In addition to the work already underway within directorates (as referred to above), the following progress has been made:

- Mapped existing assessment activity across KCC and identified potential overlaps both internally and with other organisations (the list of assessment activity is attached as Appendix B)
- Progressed the Benefits Hub work with partners e.g. district and borough councils, NHS, Job Centre Plus etc.
- Progressed the Community Safety Hub work with partners e.g. district and borough councils, Police, Fire etc.
- Begun the reception closure programme, starting with HQ and rolling-out to other offices where more appropriate access points are available (i.e. Gateway).
- Begun a draft Channel and Access Strategy that will be consulted upon (and will come to a Corporate POSC, subject to Member agreement)
- Identified some areas of service activity that could more effectively be done online i.e. Freedom Pass and renewing a higher proportion of library books
- Identified a range of services that could be available online that currently are not
- Continued to develop MOSAIC profiling to ensure we have a good understanding of how our customers wish to access services and how we can target our resources more effectively
- Secured Job Centre Plus commitment to the Gateway Programme through Total Place
- Signed the lease for Sheerness Gateway in October 2010, which will bring together a range of KCC, Swale Borough Council and other partner services
- Identified all the IT and payments systems being used to see where there are opportunities to streamline
- Using the Margate Taskforce to pilot some of the work
- Exploring the potential for using Trusted Assessors
- An internal operational Access and Assessment Board has been established with service representatives across the organisation to ensure KCC is maximising the opportunities presented by this programme of work

3.2 A range of other opportunities and options are being discussed with service units and more details will be available as we progress.

3.3 Kent County Council commissioned Steria Ltd to deliver the proof of concept and blueprint for the Benefits Hub. This project is designed to map existing customer journeys for those individuals and families accessing benefits and redesign these journeys in order to:

- Remove duplication of information (such as validation of identity)
- Reducing the amount of data entry
- Reduce repeat visits
- Reduce multiple-assessments
- Reduce unnecessary referrals
- Enhance the customer experience
- Reducing customer waiting times
- Identify savings

3.4 A range of partners have been involved in this work to maximise the potential improvements. It is clear that many perceived barriers to closer working could be overcome, if organisations are prepared to reconsider their strategies and processes. Many of these barriers are cultural and seeing things from the customer's point of view leads to improvements and savings. Appendix B outlines the "as-is" and "to-be" customer journeys based on retirement and redundancy as an example.

3.5 The Benefit Hub work is nearing its conclusion and we hope to report in January with identified savings for KCC and other organisations and proposals to redesign customer journeys. The Total Place February submission outlines more detail on the Benefits Hub and the initial potential savings.

3.6 A similar approach is being taken with the Community Safety Hub where mapping of relatively simple processes such as that used for abandoned vehicles is showing clear potential to reduce overlap and timescales with a consequent financial saving. The Gateway team and Community Safety team are working with districts and boroughs through the Community Safety Hub to create a single back office form to streamline the process which involves KCC and Districts as well as the Police, with all three conducting separate DVLA checks. Time is currently being lost between the Districts requesting the removal of the vehicle and the owner being given a defined timeline before their car is crushed by KCC. If we were able to 'start the clock ticking' from the first letter sent to owners by Districts notifying them that their vehicle has been identified as abandoned rather than waiting until KCC produces the first letter then we could potentially reduce the amount of time a vehicle spends in a pound and therefore reduce the amount we pay in day rates.

4. Conclusion

4.1 Appendix C attempts to capture the range of online access to KCC services as well as the range of assessments carried out by KCC staff. Clearly there is the potential for collecting the same information a number of times which is costly for the organisation and unsatisfactory for the customer. One potential barrier to further progress is the current lack of a single customer record system (as described in "The First Bold Step") that would enable staff to see in one place the nature of all our involvements with an individual or family. There may therefore need to be an element of invest to save if we are to achieve these aims. The current configuration and capacity of our existing online services is ready to deal with enhanced functionality or large increases in web volumes.

4.2 This is very much work in progress. The Strategic Development unit is working with service directorates to achieve improvements and deliver the savings and there will be more details provided on specific savings as we progress.

5. Recommendation

5.1 Members of the Corporate Policy Overview Committee are asked to **NOTE** the contents of this report.

Background Documents:

Bold Steps for Kent – October 2010

Bold Steps For Kent Medium Term Plan 2014-15 Extracts

| Quote | Reference |
|--|-------------------------|
| leading the personalisation agenda in social care and developing a single front line access to Kent public services through Gateways. | <i>Foreword – Pg 1</i> |
| We will expand the Kent Gateway programme, which provides a single point of access to the full range of public services in a single location, so that the Gateway approach is adopted by all our public facing facilities, and develop a single Gateway website and telephone number. | <i>Exec. Sum – Pg 8</i> |
| KCC has been at the heart of the personalisation agenda, particularly in adult social care, over the last ten years and we will continue to drive this agenda across all our services. Our aim is for residents to increasingly be able to choose how they access services. To this end we will expand the use of the Visa enabled Kent Card preloaded with an individuals' personal budget or cash alternative to KCC service delivery. | <i>Pg 8</i> |
| We will continue to develop early intervention to help and support vulnerable families and save money over the long term, through targeted outreach from our Children's Centres and by better Co-ordinating the support that public agencies including the Police, social workers, housing and health services, provide – ensuring that public services speak with "one voice" and remove the need for families to undergo different assessments from different agencies. | <i>Pg 9</i> |
| Through the Joint Strategic Needs Assessment we will identify where health and social services can better integrate to deliver a more responsive service, reduce duplication and deliver greater value for money for both KCC and the NHS, e.g. through a single assessment model or through joint commissioning of services. We will jointly work with GP consortia to develop the most appropriate model that best fits the needs of Kent. We will also work with the emerging Community Health Service Trusts to identify opportunities where delivery of health service and social services can be better integrated or rationalised to improve services and be delivered more cost effectively, including opening up opportunities for new service providers to enter the market. | <i>Pg 28</i> |
| The Kent public service Gateway(s) have been hugely popular with residents, creating a single point of access to a wide range of public services in convenient town centre locations. This model will be rolled out further to extend coverage, but will also include the development of a single Gateway website and single Gateway telephone number, so residents can access services they wish. Our aim will be to make all KCC services accessible online, so residents can use them at a time and place to suit them. Such services include applying for school places, social care support, transport to schools and college and other payments of fees and charges. This will include moving towards online self assessment for KCC services. | <i>Pg 31</i> |
| The Gateway concept has been hugely successful. However, KCC has a significant number of public facing facilities in local communities, in particular libraries, used by many residents on frequent basis which can also be in a position to offer similar 'gateway' approach solutions, providing the full range of access, information and guidance around services provided by the dedicated Gateway offices. We want the | <i>Pg 31</i> |

Bold Steps For Kent Medium Term Plan 2014-15 Extracts

| | |
|---|-------|
| <p>gateway approach to be embedded across the range of KCC front facing facilities so whichever door the customer walks through; it is always a gateway to KCC being able to help them meet their needs.</p> | |
| <p>Too much time and money is spent on different services duplicating basic assessment processes. This duplication increases costs, adds delay to decision making and frustrates those seeking our help. We will move to a single initial assessment model that will enable customers to understand quickly their entitlement, can signpost them to further advice and guidance, and speed up access to specialist assessment if required. We will also simplify and rationalise assessment processes shared and linked to other public bodies to reduce delay and provide a more integrated and seamless service.</p> <p>We want to support vulnerable families across Kent, enabling parents to better access joined up services including community midwives, health visitors and provision of basic skills training that will help them gain employment.</p> <p>Our focus will be on better coordinating the support of the public agencies including the Police, social workers, housing and health services to support vulnerable families in Kent. This ensures that the agencies speak with “one voice” and will remove the need for families to undergo different assessments from different agencies. Targeted early intervention for vulnerable parents also helps to provide them with the skills to look after their children and will save significant public expenditure by reducing or removing the need to intervene later on.</p> | Pg 39 |
| <p>We will move to integrated initial assessment framework across all services for individuals and families sat behind a single front line (the multi channel Gateway programme physical, web, telephone access) which solves the majority of customer issues at the first point of contact. Our services will be reengineered to deliver these savings as quickly as possible.</p> | Pg 43 |

Gateway Benefits Hub

The two scenarios both concerned leaving work, but for different reasons and in different detailed circumstances. They were intended to cover sufficiently different benefits and advice to give, collectively, a representative and useful view of typical customer experiences and potential savings. The principles of redesign and the outcomes could apply equally to other customer journeys in different scenarios. The chosen scenarios were:

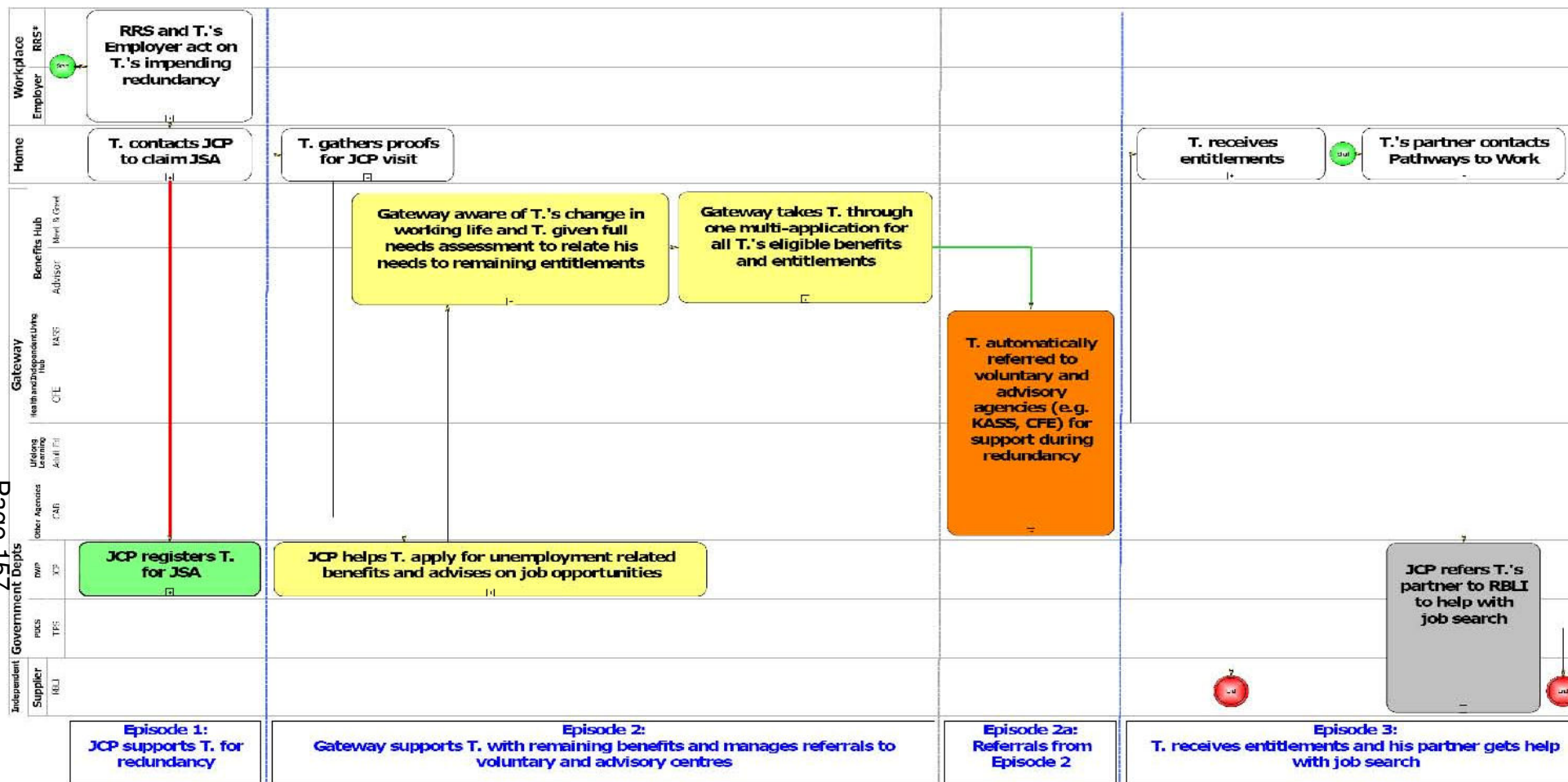
1. Redundancy: Tony has just been made redundant following the closure of a local factory near Ashford, in Kent. He was in full-time employment but on a low income and has been in receipt of Working Tax Credit (WTC). Tony is 46 and married with three children (aged 4, 12 and 14). He also receives Child Tax Credit (CTC). He lives with his family and elderly mother in private rented accommodation. Tony's partner receives long-term Employment & Support Allowance (ESA) but would like to return to work.

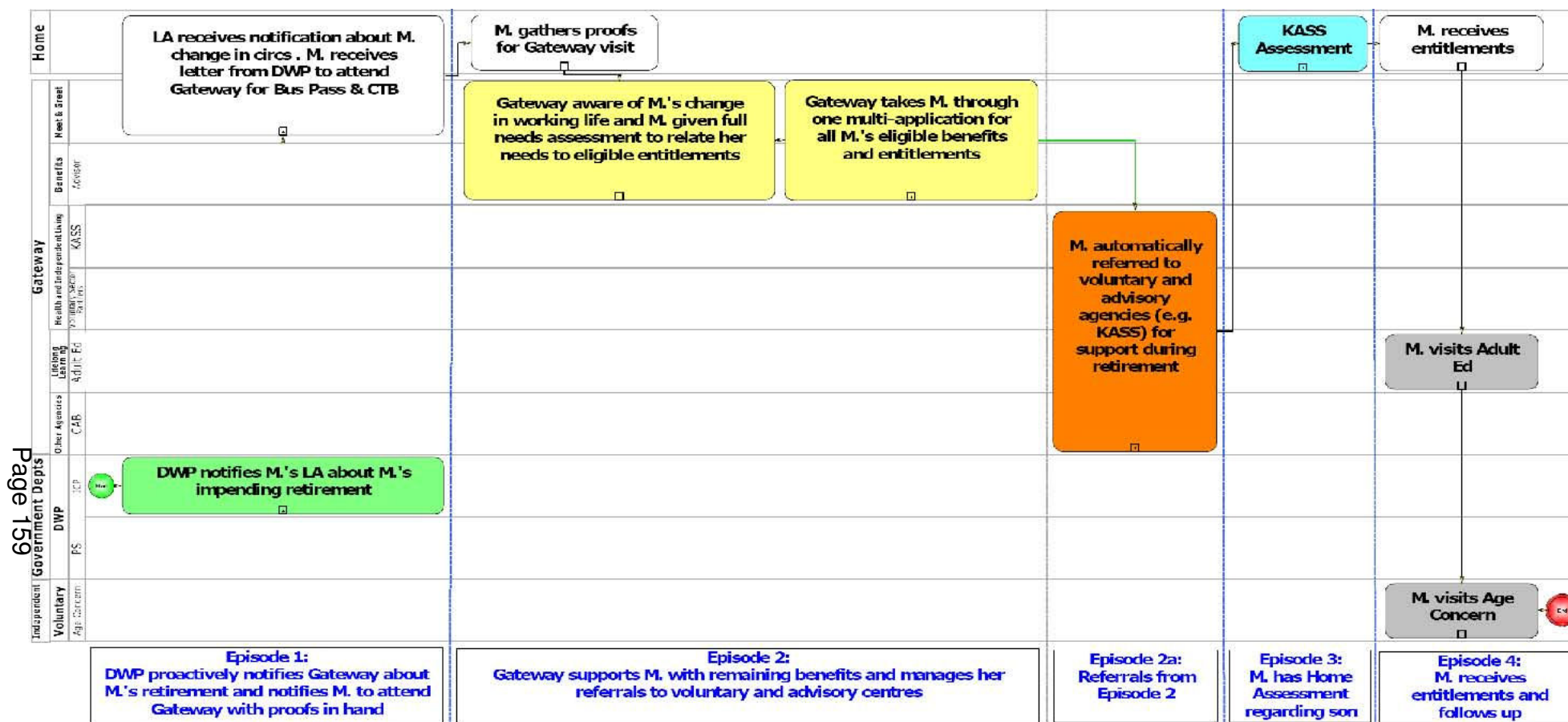
2 Retirement: Maureen is 59 and lives in Maidstone. She is currently working full-time but intends to retire at 60 in two months' time. Maureen receives Working Tax Credit and is a homeowner with an outstanding mortgage and no savings. Her partner, aged 62, works part-time and they have an adult dependent son, aged 35, with learning and physical disabilities still living at home. Maureen has no other family or support and her son currently attends a day centre. The family has no car and does not have a PC at home.

Early intervention is critical to the effectiveness of the redesigned journeys, meaning a shift of emphasis for example to preventing rather than catching fraud; preventing crisis rather than dealing with the aftermath. Streamlined processes and better outcomes for customers and communities are not mutually exclusive.

The project confirmed that partnership and joint working must be defined and documented so that all parties are clear how it will work in practice. An agreed governance framework must be established and all the roles, responsibilities, shared resources and respective investments must be defined as well as the mechanisms for realising and apportioning savings. Although the focus of the project was on the face-to-face contact in Gateways, there are also opportunities to use other channels to drive further improvements and efficiencies. This is the work that Gateway Multi-Channel is undertaking.

The processes were mapped in their current "as is" form and then in their redesigned form. First the redundancy scenario is shown in its current form. It is then shown as a redesigned, streamlined "to be" process in the second diagram. The third diagram shows the "as is" scenario for retirement, followed again by the redesigned, streamlined process.





In summary therefore, the project concluded that there is a clear financial business case for adopting the hub approach to delivery for all types of benefits and an equally clear case in social terms. Earlier intervention and the holistic approach both to assessment and service provision help to prevent crises developing later and would be expected, for example, to reduce incidences of homelessness, long-term unemployment and anti-social behaviour.

| | Transaction | Online Availability? | Access or assessment | Notes/Future developments |
|------------|--|----------------------|----------------------|---|
| CFE | | | | |
| | CFIS database | Online | Access | |
| | Home to College transportation | Paper Form | Access | |
| | School Consultation Enquiries | Email | Access | |
| | School Governor Application form | Paper Form | Access | |
| | Online Survey re SEN school places | Online | Access | Actual SEN assessment requires phone call |
| | Child Performance Licence | Paper Form or Call | Access | |
| | Referral form re concerns about child in entertainment | Paper Form | Assessment | |
| | Schools Admissions | Online | Access/Assessment | Last years intake resulted in an increase in the number of calls to Contact Kent |
| | Child Protection referral form | Paper Form | Assessment | |
| | Adoption Enquiry | Online | Access | Basic information required in the form -looks like it generates a call back from KCC officer |
| | Apply to be foster carer | Phone | Access | |
| | Free School Meals | Paper Form | Access | Potentially a benefit that could be offered by districts already collating data for other benefits. Districts have showed an interest in taking this on |
| CMY | | | | |
| | Join Library | Online | Access | |
| | Renew Library book | Online | Access | |

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| | Adult Education | Online | Access | |
| | Apply for Death/Birth Certificates | Paper Form | Access | Will be transferring online |
| | Book appointment for Birth/Death registration | Online | Access | |
| | Kent on Canvas (paintings for sale) | Online | Access | |
| | Online Reference Library & Ebooks | Online | Access | |
| | Ask a librarian | Online | Access | Offers online chat, online enquiry form or email/phone/SMS |
| | Youth Service Funding applications | Paper form | Access | |
| | Licence a venue for Civil Ceremony | Paper Form | Access | |
| KASS | | | | |
| | Care/support needs (KASS) | Online | Assessment | Online option is at the bottom of the webpage. Telephone number for KCAS at the top |
| | Carer's Assessment | Online | Assessment | Online option is at the bottom of the webpage. Telephone number for KCAS at the top |
| | Floating Support (Supporting People) | Paper Form | Assessment | |
| | Request Care Services Directory | Online | Access | Can also browse directory online |
| | Residential Care Information | Contact local Social Services | Assessment | |
| | Blue Badges | Paper Form/Online | Access/Assessment | Managed by Contact Kent |
| EHW | | | | |

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|--|------------------------------|--------|--|
| Report KHS issues - Potholes, Street lighting, litter, traffic, trees, etc | Online | Access | Phase two will enable Parishes to report faults on mass. |
| Kent Freedom Pass | Paper Form | Access | Due to be automated online |
| Apply for free trees | Paper Form | Access | |
| Season Pass for country park | Prompt to call | Access | Country parks is building an events booking system which may also allow people to buy season tickets. Issue currently with payment option as KCC currently does not have a preferred option. Currently paying for numerous systems |
| E-Skips | Online | | |
| Comment on planning application | Letter or email | Access | |
| Planning application 1APP | Online (National)/paper form | Access | |
| Register land as Village Green | Paper Form | | |
| Common Land Forms x 14 | Paper Form | Access | |
| Report a problem on Public right of way | Email | Access | Can this be intergrated into the Highways report a problem system? |
| Apply to place items on highway (displays, chairs, works to a building) | Online/Email | Access | Fee is the same no matter how you apply. Put it online and offer incentive small reduction of fee |
| Brown Sign application | Paper Form/Email | Access | |
| Application for dropped kerb | Paper form | Access | |
| Reduction on Pass Plus course | Paper Form | Access | |

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| | Speed Awareness Course | Online | Access/Assessment | |
| | Apply for Crash/Accident data | Email | Access | Application goes to Jacobs - contractor for highways |
| | Traffic problems | Online | Access | Updated with any local traffic jams/problems |
| | Highway Public Consultation Feedback | Paper Form | Access | |
| | Flytipping | Email | Access | |
| CED | | | | |
| | Online Shop | Online | | Due to be closed in October. If a payment system could be purchased this may become a source of income. Currently problems with payment reconciliation means that it has to be closed |
| | Job Application | Online | Access | |
| | E-petition | Online | Access | |
| | Complaint | Online | Access | |
| | Filming on Highway | Online | Access | |
| | Join Kent and Medway Citizens Panel | Online | Access | |
| | Become an approved contractor | Online | Access | |
| | Kent Health Watch | Email/Call | Access | |

| Who | Assessment | Purpose |
|-------------------------|--|---|
| CMY | | |
| Supporting People | Referral Form | Screening referrals for access to housing related floating support |
| Youth Offending Service | ONSET | Assessment of Young people at risk of offending |
| | Core profile ASSET | Assess likelihood of re-offending/risk to others' safety (for YP who have offended) |
| | Bail ASSET | Assess viability of community based remand |
| | Final warning ASSET | Support assessment of child/YP being considered by Police for a final warning |
| | Risk of serious harm (ROSH) ASSET | Support assessment of risk to others/need to refer to MAPPA |
| | What do you think? ASSET | Self assessment tool |
| KDAAT | Substance abuse - children & young people DUST (Drug Use Screening Tool) | To assess substance misuse needs |
| | Substance Abuse - Adults Triage Assessment | To assess substance misuse needs |
| | Substance Abuse - Comprehensive Assessment | To assess substance misuse needs |
| KASS | | |
| | Background Information & Contact Assessment (BICA) | Carried out by KCAS (KCAS also receive Children Social Services calls - SWIFT and ICS not compatible) |
| | Overview Assessment | Carried out by case manager |
| | Learning Disability | To assess the needs of people with learning disabilities |
| | Comprehensive Assessment | To provide a comprehensive accurate picture of need with input from all relevant professionals/agencies |

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| | Self-Assessment | To enable Individuals or others on their behalf to complete and assessment to see if they are eligible for a service; give quick access to certain non-complex services or see if a more detailed assessment is required |
| | Carers Assessment | To provide an assessment of the needs of carers seperately from those of the person(s) they care for |
| | Sensory Services | To assess the needs of people who are deaf, sight impaired or deaf blind |
| | Financial Assessment for Home Care | To determind 'disposable income' for charging purposes/identify benefit entitlement |
| | Financial Assessment for Residential Care | To determind charge for residential care |
| CFE | | |
| | Initial Assessment | Carried out by KCAS (KCAS also receive Children Social Services calls - SWIFT and ICS not compatiable) |
| | Core Assessment | To determind level of a child's needs and how they might be met |
| | Common Assessment Framework (CAF) | To identify a child or young person's need for additional services not met by their universal services. CAF is about early intervention not complex cases and not a referral mechanism |
| | Framework for children in need and their families ('the assessment framework') | To determine whether a child is a child in need in line with the Children Act 1989 |
| | Child Protection | To determine the risk to the child |
| | Parenting Capacity Assessment | For children where the threshold of 'significant harm' has been reached and pre-proceedings procedure has been initiated |
| | Young Carers Assessment | To identify the needs and desired outcomes and ensure they are recognised and supported |

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| | Early support/early years/school action or early years/school action plus - learning difficulties and/or disabilities (LDD) assessment | To determine the needs of and develop a plan for families with disabled children under the age of 5 |
| | Assessment Processes for specialist Teaching service (STS) | Identifies and assesses Special Educational Needs |
| | Statutory Assessment of Special Educational Need | To assess the needs where the school and partner agencies are unable to meet the needs to ensure appropriate progress |
| | Residential Care/Respite Care/Short Breaks | |
| | Occupational Therapy | To assess the eligibility and needs of children/young people for the equipment and adaptations |
| | Educational Psychology | Psychological Assessment to ensure the emotional wellbeing of children who are vulnerable and have special educational needs |
| | Pastoral Support Plan | To help pupils improve social, emotional and behavioural skills and school attendance |
| | Targeted Youth Support | To assess and meet the needs of young people at risk from poor outcomes |
| | Foster Carers Assessment | To approve customers to provide foster care |
| | Transition Assessment | To assess the individual's requirement to move from school to adult life |
| | Asylum | To assess the needs of asylum seekers under 16 and care leavers over 16 |
| | Free Schools entitlement | Identifies (financial) eligibility |
| Other | | |
| | CAMHS (K&M MHS Social Care Partnership Trust) | Assessment and treatment service for Children and Young people where there are concerns about the behaviour or emotional wellbeing |
| | Handy Van service | Fitting of safety equipment such as locks. Available for over 60's only and have less than £20,000 of assets (not including value of home) |

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| | Meals on wheels | Provision of meals for those who may not be able to cook their own |
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**TRANSPARENCY PROGRAMME UPDATE FOR CORPORATE POLICY
OVERVIEW & SCRUTINY COMMITTEE**

(To be covered orally in the updates by the Leader and GMD)

Cabinet agreed the overall approach to the transparency agenda on 13th September and that report (attached) was called into Cabinet Scrutiny, who welcomed the programme.

Letters were sent to around 13,000 suppliers to inform them of our intention to publish invoices over £500.

On 23rd September we launched the first phase of publication to the media and our staff. As of the end of October, the information published on kent.gov.uk now includes:

- all invoices over £500, except those containing personal information;
- bubble diagrams to explain the budget breakdown;
- information about Cabinet and CMT (including role, expenses, salaries, JDs and video clips)
- core performance monitoring

The statistics on web-based views [between 23 September 2010 and 2 November 2010] are as follows:

- Council spending main page – 3,332 page views - 2,089 unique views
- Salaries and expenses page – 8,774 page views – 2,497 unique views
- What we spend page – 1,734 page views – 939 unique views
- Invoices over £500 – 485 page views 410 unique views
- Council spending news feature – 426 page views – 366 unique views
- Video Plays – 2,945

To minimise Freedom of Information enquiries, we have set-up response processes which are channelled through the Contact Centre to specific directorate contact points. To date we have received just 3 e-mail enquiries, 2 online comment forms on the presentation of the information, and around 10 phone calls which have been dealt with by the contact centre staff. The media are starting to scrutinise the invoices and ask questions about specific expenditure items so it remains to be seen how interest will continue to develop in the publications.

Work is proceeding across the authority to identify further data sets which should be published.

In relation to the publication of salary information for senior staff below CMT level, it has been decided to proceed on the basis of the new structure rather than the existing one because there will be considerable change.

Debra Exall
Head of Strategic Policy
Ext 1984

Chris Luke
Interim Director of Strategic Procurement
Ext 6637

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By: Leader
Cabinet Member for Corporate Support Services &
Performance Management
Cabinet Member for Finance
Group Managing Director

To: Cabinet – 13 September 2010

Subject: **TRANSPARENCY PROGRAMME: HOW WE ARE
SPENDING YOUR MONEY**

Classification: Unrestricted

Summary: Proposes an overall approach to the 'Transparency Agenda'
and seeks agreement to early publication of information.

FOR DECISION

1. Introduction and Background:

1.1 In the changing landscape of the public sector, KCC views transparency as a fundamental principle of how we do business. Staff throughout KCC must understand that the public have a right to know how tax payers' money is spent, and how effectively it is used. People should be able to easily access our information and we must explain to our residents, in plain English, how we are achieving best value for the tax payers' money that we spend. This agenda is therefore much wider than just the publication of data, and is actually about ensuring the culture of the whole organisation reflects this principle. It is about embedding a mindset that assumes all information (with well defined exceptions) will become publicly available. This forms the next step in the journey we've been on to share our information with the Kent public and builds on some of the good work that has been done so far - such as improving the budget book and developing Around Kent.

1.2 Transparency is a major theme running through the Coalition Government agenda. Eric Pickles has urged local government to be open about a whole range of information including salaries of senior staff and all items of expenditure over £500 and from 1st January 2011 this will be a requirement. All Whitehall ministries are due to publish their spend over £25k. The Secretary of State announced at the LGA conference he would do what he's asking of local authorities and publish at the £500 level. This happened on 12th August and can be found at:
<http://www.communities.gov.uk/publications/corporate/spendingdata0910>

1.3 This agenda presents a major opportunity for KCC to both further improve our relationship with Kent residents through a more informed conversation, but also in regards to how we do business in the future. Other authorities that have gone down this route have initial evidence to suggest that (a) increasing transparency leads to residents feeling better informed about what their council does and more likely to judge that their council is providing good value for

money, (b) staff are careful in making spending decisions, and the public are able to identify how staff have worked on bringing spend down. There is also the possibility that greater transparency on our private sector contracts will expose margins and help push their costs down further – which is a key element of our medium term financial strategy.

1.4 However, this is a fast-evolving picture and even those authorities who already begun this process are still learning rapidly and making changes. Some of what we propose to do in this paper goes beyond what other authorities are currently doing, so the potential impact cannot be determined. Finance have already been working with other authorities on ways of increasing confidence in comparative cost data and the way we account for our spend. How interested will the public be in raw data, and over time will they prefer aggregated and analysed data? Following the abolition of CAA the Government have outlined that they intend to require local authorities to publish on the web key indicators (including unit costs) that will allow local residents to compare performance and costs between authorities. Details of this are still awaited but the openness and systems that we will establish in this first phase will allow KCC to get ahead of the game.

1.5 Given the budget pressures, it is also vital to consider “how” we make this information available so that we avoid creating additional cost and effort for staff wherever possible.

2. Overarching Project Brief:

2.1 The overall scope of this agenda is set out below. The Group Managing Director has asked the Head of Strategic Policy, Debra Exall, to co-ordinate the work overall, reporting direct to her. Roger Gough and John Simmons are the responsible Cabinet Members for this work.

The Transparency Agenda: Over-arching Project Brief

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| <p>Purpose:</p> | <ul style="list-style-type: none"> ➤ To develop and implement a coherent approach across KCC on making information about the organisation and about Kent easily available to the public, voluntary and community sector, businesses and staff. |
| <p>Background to the programme:</p> | <ul style="list-style-type: none"> ➤ Coalition Government is making “Transparency” a key theme, essential for delivering on the “Big Society”. ➤ David Cameron said there should be “a presumption in favour of transparency, with all published data licensed for free reuse.” ➤ Eric Pickles’ June letter reinforced the requirement that councils will publish items of spend over £500 by January (guidance being published in the autumn), but that there is a wealth of other information in which the public has an interest ➤ The government has set up a Transparency Board which has issued principles which should govern the release of information. |

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|----------------------------------|---|
| <p>Desired Outcomes:</p> | <ul style="list-style-type: none"> ➤ A programme of data publication is developed, with some published very quickly (eg salaries and associated information for senior staff; invoices) and clear deadlines for subsequent phases of information publication. ➤ KCC influences the 'Right to Data' debate, including the national guidance to be issued in the autumn, and adheres to the spirit as well as the letter of the new legislation. ➤ People, businesses and organisations in Kent are satisfied with the way KCC delivers their 'right to data'. |
| <p>Constraints/Risks:</p> | <ul style="list-style-type: none"> ➤ Costs need to be kept to a minimum. We cannot afford to set up expensive systems or to have armies of staff checking and organising data. We must look to developing solutions that publish data automatically, with clear accountabilities for staff in relation to data quality and descriptions/explanations. ➤ Data must be 'explainable' so we are not faced with a greater demand for follow up detail and more explanation. ➤ Data must be given with the appropriate context – Kent is the largest shire authority in England and the public should understand the scale of the organisation and the number people we serve. Therefore it is critical we give sensible and intelligent information such as unit costs which express the true comparative cost of our services. The new Government have shown interest in improving the standardisation of data and unit costs across the public sector. ➤ Personal and commercially confidential information must not be published – but there are issues around definitions, justifications, and administration of such data. There is also a high risk that some personal data will be accidentally published. ➤ Whilst the Government message is "publish data quickly, even if it's wrong, and correct it subsequently", clearly it is important for reasons of credibility and trust that information is accurate in terms of numbers and descriptions. There are significant PR risks here. ➤ Risk of substantial increase in FOIs as people ask questions about the released information (although note that this has not been the experience to date of Northants or Windsor & Maidenhead). ➤ Need to manage expectations – for example, some of the data we hold and use (eg Mosaic) belongs to others and cannot be shared with third parties. ➤ All this will require a significant cultural change amongst staff (and indeed will be the driver for a culture change). |
| <p>Key work streams:</p> | <ul style="list-style-type: none"> ➤ Overall vision, possibly leading to developing a Statement of Required Practice for Transparency ➤ Communications Strategy ➤ Publication of Invoices ➤ Publication of Contracts & Tender documents |

| | |
|--|---|
| | <ul style="list-style-type: none"> ➤ Salaries, expenses, declarations of interest & hospitality ➤ Performance information ➤ Research & Intelligence & Member information ➤ Budget Book improvement ➤ Next iteration of Council Tax Leaflet ➤ Website improvement and public access to information ➤ Freedom of Information ➤ Communicating the culture change for staff <p>Influencing/lobbying government on the guidance and the legislation</p> <p>All this is underpinned by technology innovation and data quality work.</p> |
|--|---|

3. Timeline for action:

3.1 There is real urgency about getting information on expenditure and senior salaries, expenses, hospitality and interest declarations published quickly, because of what other local authorities are doing and what the Government has said it expects. The Government is encouraging early publication to gauge reaction before issuing definitive guidance in a Code of Practice in the autumn for implementation from January 2011. We will have more chance to influence that guidance if we have some experience of publication.

3.2 For pragmatic reasons, we will therefore need to have a quick fix prior to developing a permanent system. It will also be helpful to trial this work – we are a very large organisation with no experience of this and there will inevitably be teething problems. The external local media are likely to be very interested and possibly very critical, so we will need to do this as a learning pilot.

3.3 Below, I set out those aspects of work that need early decisions, with further information about other workstreams.

4. Publication of Invoices

4.1 Chris Luke, Interim Director of Strategic Procurement, is leading this workstream and has now undertaken two ‘dry runs’ of information. Our aim is find an automated and safe way to publish the data monthly, but it will take time before the process is smooth and both suppliers and staff will need to be educated about the implications of this. To begin with, the first dry run has shown that it will be necessary to go through the 11,000+ lines of expenditure which our monthly processes can produce and manually delete those which have slipped through the net. Hopefully over time this would become less onerous, but for now there is no avoiding the fact that this will require some additional work. Work is in train to:

- Write to all the suppliers likely to be affected by this, advising them that we will shortly be publishing expenditure over £500.

- Pilot the publication of information about August invoices in September, starting with Environment Highways and Waste (small volume, and low risk in terms of personal information), whilst doing a “dummy run” of August invoices for the remaining directorates with a view to rolling out publication as soon as possible.
- To start with, exclude all foster, pension, Direct and Kent Card payments automatically, but during the dummy run look at these exclusions to see if there is material here that should be published. With Supporting People payments, use the dummy run to see what needs to be excluded.
- Exclude any inappropriate references to individuals (e.g. payment to a named barrister would be appropriate, mention of a client in a residential care home would not) - this is where we need to understand what the logistical implications really are, because this would need to be done manually, and the dummy run will help to reveal this.

4.2 Responsibility for agreeing what is published must lie with the Directorate that owns the information within the agreed framework. Any decision not to publish data (beyond those listed above) must be approved by Resource Directors and reasons why it is not to be published recorded.

4.3 There are some significant risks associated with this proposal. The main risk will be that Freedom of Information (FOI) requests increase dramatically because people seek further clarification of what the expenditure is for. The impact of this will not be known until we publish. Although the flip side to this is that FOI requests should fall over the long term as real openness and explanation mitigates the need for residents to submit FOI requests at all. Another risk is that personal information is published inadvertently, particularly if it proves laborious to check through the material prior to publication.

4.4 There are also risks around how our suppliers could use information to compare costs. Although greater transparency in some situations can bring downward pressure on costs by exposing margins, in uncompetitive market situations the reverse is true. There is no solution to this risk: it is an inevitable consequence of the level of transparency proposed and it is likely that our suppliers will be very interested in scrutinising the information we publish.

4.5 The position of Commercial Services has been discussed and it is consistent with previous reporting arrangements for the transparency programme to treat it as a supplier. Commercial Services’ spend – and its £8m or so annual ‘profit’ returned to KCC - is visible in our statement of accounts as an ‘internal provider’; Discussions with other authorities that have similar commercial organisations indicate that they will also take this approach.

4.6 Members are asked to note the risks associated with taking this approach to publishing expenditure over £500, and agree that the publication of invoices should start in September with EHW and be rolled out beyond that over the following months.

5. Contracts

5.1 Chris Luke is also leading this workstream. There has been much talk and discussion around publication of invoice data but next to none around contracts and tenders. Some councils have published invoice data in response to government exhortations but none have so far responded on the contract or tender front. This is presumably because it is considerably harder to guess exactly what it is that is required and then to actually do it.

5.2 Within KCC, tenders are required on all purchases over £50,000 but below that value, only quotations are required. All opportunities to tender over £50,000 are advertised on the Southeast Business Portal. If guidance on contracts and tenders was set at £50,000 instead of £500, Kent would be compliant today. Further discussion is taking place regarding Member oversight of tendering processes to make sure these are fair and transparent.

5.3 Any moves to change the threshold of £50,000 at which we advertise opportunities and require full tender processes will have a significant knock-on effect on resources required to run these more intensive processes. The threshold of £50,000 was set as a realistic balance between resources required and value for money opportunities.

5.4 We therefore propose that we publicise that KCC is already transparent in this regard (i.e. publishes all contract summaries and tendering opportunities over £50k) and lobby for this to be the national solution when combined with invoice transparency over £500.

5.5 Members are asked to endorse this recommendation pending definitive guidance from government later in the year

6. Salaries, expenses, and declarations of interest

6.1 Amanda Beer, Director of Personnel and Development is leading this workstream. There is a clear expectation that salaries over £100,000 should be published, and a suggestion that salaries above £50,000 should be published. Elected members are already ahead of officers on this agenda and have a range of data already available to the general public such as photos, addresses and expenses. It is important that this information is clearly visible in conjunction with these new publications on kent.gov so that the parity between the approach for members and officers is shown to the public.

6.2 The Corporate Management Team has already decided to publish the following on the web for each CMT member:

- Photograph
- Name
- Salary
- Expenses (monthly, year to date and last financial year total expenses – and it will be important that CMT have their expense forms/purchasing cards signed by the GMD with a clear explanation as to the nature and

reason of the expense recorded as these will be made available if asked for)

- Hospitality received (and declined)
- Declarations of interest
- Job description and person specification

6.3 To put this in context, we will also publish bubble diagrams of the KCC budget, and an introductory video link from the Chief Officers which outline their role and explain what they do. Ultimately, we want to develop this so that there will be further videos of front-line staff talking about their work.

6.4 We propose that broadly the same set of information (except photos) will then be published in relation to the remaining M grades (£85,700 and above - this is a more logical cut-off for KCC than £100,000), but that will take a little longer to achieve.

6.5 For the remaining 400 or so staff on KR13-15 (£48k to £69k) or equivalent grades we will publish information about how many staff are on each grade and see whether there's really a public appetite for any more detail at this level. This will need to be accompanied by a communications plan to shape the message in the light of our recent experience over senior salaries.

6.5 This level of transparency makes it imperative that we have consistency and clarity about the rules governing officer expenses and Member expenses, in order to protect staff, Members and KCC's reputation.

6.6 Members are asked to NOTE this proposal.

7. Platform for publication – Open Kent?

7.1 Given the size and scale of KCC spend, an important part of the Transparency Programme work will be designing a web interface that allows residents easy access the data, but provides it in a highly visual way and which allows context and explanation to sit alongside data so that residents will understand the real world use of the money. This doesn't just mean text but new forms of interaction, e.g. the video clips of officers mentioned above, so it is a more personal experience for the user.

7.2 There has been a lot of discussion nationally (blogs and articles) about how best to publish information. 'Spotlight on Spend' is one example which has been praised by Eric Pickles, but also criticised widely because it doesn't provide raw data, only aggregated and analysed data, although Spikes Cavell have now promised to make the raw data available as well.

7.3 Following the experience of publication nationally, we are clear that we will publish data in a way that enables it to be manipulated and analysed (e.g. an excel spreadsheet rather than pdf), so that the public have direct control of how they wish to use the information. This could open up exciting new perspectives as third parties analyse and mix data which in turn could inform our own needs analyses and shaping of services. This would not only improve access to

information for the public, but also give KCC additional opportunities to increase the effectiveness and efficiency of our services. This is unknown territory at the moment, but we should prepare to be responsive to how this might evolve. Of course it is also important to be aware that we will not be able to control this, and some of the ways in which people will use this data may not be helpful, and could be misleading.

7.4 Within Kent, we already have Open Kent (previously known as Pic 'n Mix) which was developed with IBM and local small businesses as an innovative way to enable data to be brought together by any individual in a useful and meaningful way.

7.5 Open Kent is still a pilot, but could be used, for example, for the publication of invoices without any additional cost. Work is being done to identify what costs would be needed to meet KCC's wider data-sharing aspirations, and in particular the need ultimately for a shared platform with partner organisations.

7.6 Potentially this could be an exciting way of providing information (see also next section on research and intelligence), but the first stage is identifying more clearly what information we want to publish in what form.

Members are asked to NOTE the progress being made

8. Improved Budget Book

8.1 The Finance Strategy Manager, Dave Shipton, is developing proposals to change the format of the Budget Book so that it will to make more sense as a standalone document to the Kent public. The Book will be more explicit about what the money buys (by, for example, including key activity and performance information) and also where the money comes from (eg Council Tax, income, government grants).

8.2 Work is also being piloted with Localis and Somerset to develop better cross-authority comparisons and benchmarking information.

9. Research & Intelligence:

9.1 Peter Welsh has been commissioned by Alex King to produce a report by 12th September on how research, intelligence and information management should be delivered across KCC. Members, staff and the public all need to be able to access a wide range of information easily, and select that in which they are most interested. Open Kent has real potential here.

10. Communications:

10.1 This agenda represents a huge shift in organisational culture and business practice from that which currently exists. Yet its success is dependent on staff and managers changing the way they work and adopting new practices quickly so that KCC is seen to be on the front foot on this agenda. Led by Jane Clarke,

Head of Communications and Media, a communication strategy will be developed to get key messages about the importance of this agenda out to all staff and managers as quickly as possible - so that they are aware and can engage positively. This will be part of the campaign to inform and involve people about the implications of the financial situation.

11. Summary and Recommendations:

11.1 This is an exciting opportunity to deliver a major cultural change within KCC that assumes everything we do should be publicly available unless explicitly prohibited, and seeks to ensure that Kent residents know the value of what we do as well as the cost. It is, after all, their money we are spending.

Members are asked to note the overarching project brief and general approach and to agree:

- the approach to publication of expenditure over £500 set out in section 4
- the approach set out in section 5 on contracts

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Name of Author: *Chris Luke*
Job Title: *Interim Director of Strategic Procurement*
Ext: 6637

Background Documents:

- “The truth is out there: Transparency in an information age” Audit Commission Discussion Paper, March 2010 <http://www.audit-commission.gov.uk/SiteCollectionDocuments/AuditCommissionReports/NationalStudies/20100305thetruthisoutthere.pdf>

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By: Jeff Hawkins, Transformation Programme Manager
To: Corporate Policy Overview and Scrutiny Committee
12 November 2010
Subject: Change to Keep Succeeding
Classification: Unrestricted

Summary: "Change to Keep Succeeding" is a report by the Group Managing Director on the transformation of the County Council's operating framework.

The Environment, Highways and Waste Policy Overview and Scrutiny Committee will be given a presentation on the report, the management structure it proposes, and the process for consulting with staff.

Background

1. "Change to Keep Succeeding" sets out a proposed new structure for the senior management of Kent County Council. It was presented to meetings of the Council's Cabinet, Scrutiny Board and Cabinet Scrutiny Committee in the week commencing 11 October 2010.

2. Following Cabinet and Cabinet Scrutiny, on 15 October Kent County Council started a period of formal consultation on the proposed new senior management structure with the 25 staff impacted by this proposal. At the same time a wider informal consultation was commenced which is open to all staff and partners. The consultation period ends on 3 December 2010. A report will then be made to full Council on 16 December 2010 for a revised management structure and plans for the implementation of that structure.

4. The target is to implement the change in structure, subject to consultation and the decision of the County Council on 16 December, by 4 April 2011.

Recommendation

5. The Corporate Policy Overview and Scrutiny Committee is requested to consider these proposals and to note that the matters raised by members at this and other member meetings to which this matter is to be reported will be fully considered as part of the consultative process.

Background Documents: *none*

J L Hawkins
Transformation Project Manager, Sessions House room 1.68, extension 8103

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By: Paul Carter, Leader of the Council
Katherine Kerswell, Group Managing Director

To: Cabinet

Date: 11 October 2010

Subject: “Change to keep succeeding”
The transformation of the Council’s operating framework

Classification: Unrestricted

SUMMARY: This report outlines the work to date on a programme to ensure that the Council continues to deliver successfully in the face of the most significant changes facing local government in the external financial and policy context. It needs to be read in conjunction with the draft medium term plan which is being launched for consultation - “Bold Steps for Kent” as this is proposing the draft new strategic vision for the Council which the organisational framework of the Council needs to be able to support and deliver upon. A supplementary and more detailed report will be circulated prior to the meeting on 11th October due to the closing date of the consultation period upon which that part of this report needs to rely. As this further report will include details of the proposed new structure and information about members of staff, its status may be “exempt”.

1. Introduction

(i) To reduce the scale of the £156bn public deficit, to repair the nation’s public finances and to restore confidence in the national economy, the Government has embarked on a radical plan to reduce public spending. The Comprehensive Spending Review will settle the landscape for public service funding in late October. And the following month the Council will receive a clearer view of the provisional settlement in its external revenue funding. This will present elected Members and officers of the Council with our biggest challenge for a generation. Over the next four years it is likely that some £340m needs to be reduced from the Council’s net revenue budget in order to reduce spending and absorb the pressures we face. But the Council does not face this challenge alone – aside from the health service (which has to contain its intrinsic growth pressures rather than substantially reduce its base budgets) most public agencies in Kent and beyond face similar challenges. However, unlike most other public agencies, Kent County Council has the capabilities to meet these challenges head on. For when faced with challenges of this scale the Council needs to draw on its strengths of excellence and innovation.

(ii) Success is a springboard for future success. But simply repeating the success of the past will not be enough to meet the challenges of the future.

Instead the Council needs to make sure that its organisation and services are sufficiently agile to lower their costs to meet the coalition government's challenge on public sector costs and the Authority will need to evolve against the background of significant changes in other sectors including Health, Education, while sustaining and improving service outcomes. Individual services need to continue to strive to be ever more cost-effective but the overall organisation needs also to embrace an ethic of collective cost-effectiveness. This will require a more linked and connected organisation that is able to reap the benefits of scale, lower the cost of organisational infrastructure, and foster higher levels of overall productivity.

(iii) The Council needs to grasp the opportunities of the Government's decentralisation and localist agenda to revive enterprise and employment across Kent. It needs to help shape the future of education and healthcare across Kent to assure ever better life-chances for Kent's people. And it needs to make sure that its own organisation is sufficiently agile so as to continue to lower costs, raise productivity and secure ever better standards of customer service.

(iv) The proposed changes to the senior management arrangements to be outlined in the following appendix to this report (once consultation has closed) will seek to achieve the above and also to make the overall organisation leaner and fitter for future purposes. Without doubt, Kent benefits from the considerable talents and energies of the Council's most senior managers. But these benefits are not without significant cost to the taxpayer. In lowering costs and raising productivity, all layers of management need to be examined to assure cost-effectiveness and fitness for purpose. And it is crucial that the Council's senior management arrangements are reviewed to assure Members that value for money is secured and that these managers can together drive through the essential changes that are required across the County.

(v) In usual times, top-level organisational changes can help drive change throughout organisations. In times of tightening fiscal constraint they are essential to drive even deeper change throughout services and organisations. These top-level changes need to be approached in a disciplined and corporate manner. This is why I am proposing a coherent approach that secures Council-wide improvements in managerial culture, direction, and co-ordination. In particular I am mindful that during a period of major spending reductions, the conventional risks to service delivery pale against the potential risks of failure when services are being delivered on (an average of) three-quarters of their current budget. Controls based on single service or professional domains need to be strengthened by newly fashioned corporate controls to enable Members to better govern the risks to be faced over the next four years.

(vi) In order to deliver sustainable levels of budget savings over the coming four years we will require organisational courage and resilience from Members and officers alike. But these virtues are not of themselves sufficient. The Council needs to ensure that its senior managers are able to execute the changes that are required over the coming period. These senior managers need to possess the competencies and capabilities to take the

whole organisation forward and they need to possess the collective confidence to take the next bold steps.

2. OUTCOME OF THE INFORMAL CONSULTATION PROCESS

(i) The response to the initial informal consultation has been positive with nearly 200 members of staff already offering comment on the design principles. The comments are predominately positive in nature to the proposals contained within the draft design principles. Eight meetings were also held with managers about these design principles and feedback from those meetings is also being incorporated into the final draft recommendations for Cabinet.

(ii) All the feedback received will be collated and reported to Cabinet to inform their decisions and thinking about the way forward. They will also be used to assess the value of the draft design principles that have been circulated and the design of the Council's operating framework that will then flow from these.

3. PROJECT PLAN

Detail of the sequence and timing of the implementation steps will be provided in the following report. The detail of this will need to be based around the final recommendations of any proposed changes to the operational framework to be made to Cabinet.

4. PROPOSED NEW ORGANISATIONAL STRUCTURE.

The supplementary report to follow will cover:

- Details of the proposed directorates' structure,
- The proposed senior posts in each directorate and the business activity reporting into these roles.
- Outline job descriptions for each of the proposed senior roles
- A list of the current posts that it is proposed are deleted and a list of the new posts that it is proposed to create.
- Details of proposals to create a number of new companies to deliver Council services. The detail of these new company models will need to also be developed during the consultation period.

5. REVIEW OF REWARD POLICY FOR SENIOR POSTS

(i) Cabinet is asked to agree to a review, by the HayGroup, of the appropriate salary levels for the proposed senior posts. The review will take account of the level of responsibility and accountability of each proposed role and recommend an appropriate level of salary taking account of internal relativities and market rate. The review will be completed between the 18th October and 5th November.

(ii) The current salaries for senior posts are "spot" salaries, i.e. there is a rate for the job and no salary scale. Some senior posts have a contractual entitlement to a performance payment which applies a percentage lump sum

bonus according to the level of performance. However, these payments were frozen last financial year and will not be paid for this current financial year. It is proposed that senior managers are consulted during the formal consultation period on bringing senior performance pay in line with the Total Contribution Pay scheme in place for all other Kent County Council staff on the Kent Scheme of terms and conditions of employment. This proposal includes removing the current contractual bonuses for senior staff.

(iii) At the end of the formal period of consultation, all proposals for any changes to the terms and conditions for these proposed senior posts will be put to Personnel Committee for consideration before being reported to Cabinet on 16th December.

6. PROCESS FOR APPOINTING TO SENIOR POSTS

(i) Details of the process and timeline for populating the proposed senior level posts will be included in the supplementary report. This could include Member panel interviews preceded by assessment centres. Before any such arrangements like this can be agreed to, it will be necessary to follow the Council's process outlined in the Council's Blue Book of terms and conditions of employment.

(ii) This will of course be followed in deciding whether individual senior managers are "slotted" (i.e. automatically placed) to the proposed posts in the structure. This means that an individual may be slotted if all the following criteria are met:

- the job must be the same grade as before the re-organisation,
- there must be the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in term of job accountabilities, activities and broad objectives

(iii) Then there is no recruitment process either internal or external and the employee whose job has been altered by this process is slotted in to the new job. This can only be assessed at the end of the consultation process and following the full Council's final decision on the proposals.

4. CORE VALUES AND BEHAVIOURS

(i) This change programme is aimed at enabling Kent County Council to alter the way it operates so that it can meet the new challenges it is facing. It cannot therefore be solely about the organisation structure, but must also lead to a new organisational culture.

(ii) It is therefore proposed that an external provider is procured to engage with staff across the Authority and with Members and senior managers to design a set of draft values and behaviours. This process when shared with staff has been warmly welcomed as a means of being involved in shaping the Council and ensuring we can deliver as well in the future as we have in the past.

(iii) These values and behaviours will be put forward for discussion and agreement at the County Council meeting on 16th December. Once agreed these values and behaviours will drive all aspects of the Authority's HR strategy.

5. EXIT MANAGEMENT PROCESS FOR SENIOR POSTS

It is suggested that a voluntary redundancy process is introduced, to be offered to any of the senior managers affected by the restructure proposals at the start of the process. Details of the process for this together with proposals around notice periods, appeals against decisions made and alternative job search support will follow in the supplementary report.

6. RECRUITMENT TO ANY POSSIBLE VACANT SENIOR POSTS

It is critical to the stability of the organisation, the continuation of excellent service delivery and the success of the many significant change programmes being undertaken that any senior posts left vacant are filled as soon as possible. The standard Kent County Council personnel process will be applied to any post that is not filled by a priority candidate, and the post will be advertised to internal staff with external candidates being sought contemporaneously if required. This has worked very successfully in the past and it is hoped that if such a circumstance arises of a vacant post needing to be filled, internal staff are able to come forward and be assessed for the vacancy.

7. FINANCIAL IMPLICATIONS

(i) The Council is facing significant financial challenge more so than at any time in its past by virtue of the economic conditions of the country and the forthcoming comprehensive spending review that is proposing to reduce Council budgets between 25% to 40%. Officers have been working on a series of options to increase the efficient working of the Council and to review ways in which services can be delivered to reduce costs whilst maintaining quality to meet this level of reduction.

(ii) The management costs and organisational structure costs of the authority must be examined along with all other costs within the Council. This process will naturally contribute to the savings required. Details of the proposed savings will be available once consultation has closed and a final draft proposal for Cabinet can be created. Other savings proposals that will affect staffing arrangements in the Council will undoubtedly follow in the budget proposals that will be presented to Members later this Autumn / Winter. Effective corporate programme management will ensure alignment and enable any possible double counting to be dealt with.

8. RISKS

(i) It is important early on in this work to highlight a number of possible risks facing the Council from these proposals. A fuller risk register will be supplied

following the closure of consultation and the draft proposals being able to be concluded.

(ii) This proposed change process is happening at a very congested time for this Council. The Council along with all others in the public sector is facing unprecedented external policy and financial changes. Local people's expectations from services and what they are willing to pay for them is also changing fundamentally. We are in the process of discussing with Members and the Scrutiny committees the Council's new medium term plan "Bold Steps for Kent" which is considering a brand new focus and way of working for the next four years. The draft medium term plan is also on this Cabinet's agenda for approval for consultation.

(iii) It is imperative that the process of transforming our operational framework, preparation of the Council's medium term financial plan and the development of the medium term plan dovetail and absolutely align. They are all intricately related and the individual success of each of them relies upon the success of all.

(iv) The Group Managing Director's role is to ensure the co-ordination of such major developments and also to plan and manage the risk of non-alignment by working very closely with key officers in the Council. Therefore these programmes will be programme managed through the Group Managing Director's office and the Corporate Management Team will be the programme board for these activities. The programme office resource is in place to support this.

(v) It is important to be clear about the need to ensure accurate financial control is maintained throughout this change. This risk will be strongly mitigated by the programme management approach, the corporate management team's role as the programme board and very strong input from the financial services division into the programme team that is already in place.

(vi) In addition to the risk being mitigated by the effective programme management resource, another possible mitigation of this risk could be to delay one or several of these programmes that are occurring at the same time.

(vii) "Bold Steps for Kent" the new medium term plan, has to take place in this timeframe. Our current medium term plan "Towards 2010" has concluded and this Council needs to be clearly focused on dealing with the new policy challenges facing us and being able to plan for and deliver Members' ambitions for the next four years.

(viii) The transformation of the Council's operating framework is intrinsically linked to making certain that the Council can deliver "Bold Steps for Kent" the new medium term plan, which requires of us a new integrated delivery model and new ways of working.

(ix) The new medium term plan “Bold Steps for Kent” also supports and enables many of the proposals currently being developed to deliver the new medium term financial plan and the estimated £340m of reductions that the Council may have to find over the next four years.

(x) The medium term financial plan clearly has to take place at this time to deliver the Council’s budget and respond to the outcome of the comprehensive spending review on the 20th October. The changes proposed by this report will enable many of the financial reductions that will be necessary to be made.

(xi) If we are to avoid a period of managed decline we need to deliver our services at lower cost and in different ways. If we halt the organisational change that this report contemplates we face a different risk of “salami slicing” of services and being unable to deliver the quality of service that Kent is renowned for. It is important that the costs of how this organisation delivers its services are considered and challenged as much as the costs of what we deliver in actual services.

(xii) Kent has a national reputation for being able to seize opportunities at the right moment. If we fail to align these three programmes effectively and not maximise the support they give to each other and manage the pace of each through a co-ordinated and resourced programme office we run the different risk of losing the benefits of these processes and prolonging the period of turbulence for this organisation.

(xiii) Another two risks of all these programmes and in particular the subject of this report are the risks to morale and leadership capacity. Members will be able to see from the responses from staff to this informal consultation (those received to date) that they talk about the uncertainty that they all feel. There are also comments welcoming the fact they we are facing up to this and want to involve staff in how we deal with the situation. There has also been very positive support expressed in the managers meetings about taking up this difficult situation with their teams to help manage the transition and deal with the uncertainty that the external policy changes and financial environment are driving.

(xiv) As our services have to be reduced and the policy challenges we are facing and also wish to create ourselves are changing, we need to examine the most senior posts that we have in this organisation. We must ensure that they along with all the other roles and services are fit for purpose and that the overhead costs that they represent are appropriate. The period between our current operational framework to any different framework that Members agree will need to be very carefully managed through a transition programme to ensure effective capacity is available to keep the programmes of the Council going.

(xv) All areas of this Council are being reviewed and challenged as part of the process to find the £340m reductions needed over the next four years. There is the risk that if we fail to examine the costs of our most senior management structures and whether they are designed in the most effective way for our

future, we will give a contradictory message to the rest of our staff about the different values placed upon roles at different levels in the Council. That is clearly not part of the values of this authority and it is important that we must be seen to be demonstrating explicitly the equity and fairness of the approach that we take to examining all costs at all levels and in all services.

(xvi) This Council can be proud of the fact that we have a strong pool of resilient and steadfast managers who have met such challenges as this in the past and have managed the transition and uncertainty that is necessary in such a turbulent period.

(xvii) Cabinet must also consider in assessing the options that this report will place before them a slightly different type of risk. The risks above can be described as a type 1 risk. The risk of something going wrong that can then either be mitigated or put right.

(xviii) here is also the type 2 risk that needs to be considered. This is the risk of not doing something, that if you had done it – it would have delivered the future you are seeking to achieve.

(xix) The consequence of a type 2 risk in relation to this report and the proposals that are to follow; is that changing the organisation at a later date when the opportunities we are seeking to take advantage of have moved on could be much more costly and damaging for us. The external demands of the policy changes from the new government and the financial reductions we will have to find show no sign of slowing down or reducing, indeed they seem to be accelerating. Cabinet will need to consider the cost of change now in all its dimensions or a possible much increased cost at a later date.

9.RECOMMENDATION

Cabinet is asked to note and agree as appropriate the proposals put forward in this report and to note that further recommendations will follow in the supplementary report.

Note: *This report will also be discussed at a meeting of the Scrutiny Board which is taking place on 11 October on the rising of the Cabinet meeting and a meeting of the Cabinet Scrutiny Committee taking place on Friday 15 October 2010*

Background documents: The First Bold step Informal consultation document

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Change to keep succeeding Appendix 1

The challenges facing us

1. As described in the Cabinet report already circulated, KCC is facing; along with all other local authorities and public service agencies, an unprecedented level of and pace of change. The challenges facing the Council arise from three main sources.
 - From the changing patterns of needs and demands from service users and local residents.
 - From the financial reductions that are being applied to public spending generally.
 - From the fundamental changes planned by the Government to public sector policy and our own Kent new policy ambitions in the draft medium term plan “Bold Steps for Kent”.
2. The needs and demands of our public do change and are changing rapidly and if we are not equally nimble in responding to them we can appear rigid or fixed in terms of the style of our service delivery and our ability to change our cost base. The demographic changes we are facing in Kent are significant enough on their own but they accompany further social and economic change as well as the fast paced changes in local peoples’ use of media technologies such as Face Book campaigns, electronic petitions and the widespread use of direct contact email. KCC has embraced the transparency agenda and this will yield further avenues for media technologies to engage with the delivery of our services and our functioning as a Council.

The demographic challenge

3. Over the next eighteen years the total population in Kent is predicted to increase by 18%, which is higher than the growth predicted for the whole of England and the South East. The particular population growth trend that we need to be mindful of in thinking and planning for our future is the growth of the over 85 population. At one level this should be absolutely celebrated as many more people are living past this age than ever before.
4. Over the next eighteen years the percentage of over 85’s in our total Kent population will increase by 99% from a population of 38,700 to 77,400. (ONS – 2008 –based sub national population projections) In contrast our younger population group of 4-10 year olds only increases by 12% between 2009 and 2019 and then remains constant after that.
5. This clearly has major issues for a wide range of services we provide and certainly is not restricted in its impact to adult social care services. The principle that its not just adding years to life but life to those years means each of our services must think very hard how we address this significant increase in our over 85 population.

The service delivery challenge

6. Essentially, future needs and demands for public services will differ in character from those of today – they will not simply differ in the level or amount we deliver. People want more appropriate, more flexible, more personally tailored and responsive services. They want more self-organised services and they expect, wherever practicable, for services to be made available online. How people privately consume goods and services will continue to influence their expectations of our services.
7. In order for us to be able to meet our future challenges, KCC, local government, indeed all public institutions and agencies will need to be more agile in how they organise themselves. The stress will rightly be on redesigning services, on reshaping the systems of service delivery, and on revising “service user pathways” such as in care for elderly people with specific conditions, and really maximising the use of the latent potential of our Gateways. But to do so will require us to be much more flexible in how we finance our services and how we shape our functions and activities. We must also be very clear this does not simply apply to how we work on our own, but increasingly we will be working with our partners and we will need to be flexible and agile in the many differing types of relationships that will emerge.
8. Eight briefing sessions with 219 of the Council’s managers have taken place over the informal consultation period. We have discussed the changes that the Council will have to face over the next period. We have also discussed between us the new policies that the Coalition Government is introducing. Members will see from Appendix 2, a summary of the responses from those sessions. One of the very consistent themes raised in those discussions was the impact of the level of financial reductions that we have to plan for and contemplate ahead of the 20th October CSR announcement and also the effects that this could have on local jobs and services in our county.

The financial challenge

9. The Government have adopted a broad plan for public sector reductions. The current plan is for 85 per cent of the planned reductions to come from public spending cuts. The period of private sector recession of 2008-9 is being followed by period of public sector retrenchment from 2010-14.
10. At the very broadest level this presents a background of considerable uncertainty for KCC and its public sector partners in the county, all of whom face the challenge of planning for this future. Nationally local government has had to deliver efficiencies of around 3% a year. As an excellent authority KCC has delivered above that level at around 4% a year. This has required significant focus and activity by the organisation and Members. The level of reductions we are expecting from the CSR announcement translates roughly into reducing our spending by up to eight per cent each year for the coming three years.
11. Efficiencies of three or four per cent can be planned for by way of productivity improvements and the like. Ongoing cumulative reductions of eight per cent are significantly much more demanding – to determine, and then to implement.
12. They require some bold steps to be taken.

The policy challenge

13. The Coalition Government has published an ambitious agenda for fundamentally altering the nature of public service in this country. It has resonated very closely with the future vision for public services that the County Council set out in the Leader's paper "Bold Steps for Radical Reform" in January 2010.
14. Kent's history of innovation, delivery of quality services and strong relationships with Whitehall places us in an enviable position to develop many of these new ideas and bring additional advantages for example through investment in new service models, by a government willing to see its ideas being tested and trialled. All throughout the meetings with managers their willingness to try new ideas and pride in the history of innovation and entrepreneurialism of their Council was very evident and staff are getting ready to step up to these new challenges.
15. The fact that we have two externally driven major changes of a policy framework and a financial framework is significant. We must avoid the pressure of such a reduction in our funding to feel that the future has to be one of managed decline and a timid future then emerging.
16. This point was raised in the consultation process and many staff opted for creating a new future and not just face an endless "salami slicing" of Council services. Their responses are very true to a core aspect of KCC – that of facing up to our future and changing it for the better. That characteristic will be essential for us going forward and managing these challenges. We need to be able to take advantage of the new ideas that are emerging about public services and really offer a different future for public services in Kent. These draft structure proposals aim to enable that capacity to be in place as soon as possible and to aid the financial reductions we must face.
17. The structure charts that are included with this report for Cabinet to approve as a consultation draft for the organisation and our partners, attempt to capture the challenges we face and to enable the County Council to fully respond to the new opportunities in the changing financial and policy environment both from our own draft medium term plan "Bold Steps for Kent" and the Government's radical agenda.
18. A series of design principles were developed and circulated in a leaflet "The first bold step" to all staff to create a debate about what was facing us as a Council and whether we are currently organised and operating in a way that enables us to deal with that future in the most effective manner. The summary of the comments received back from staff is attached at Appendix 2. There are a wide range of comments, both critical and supportive and I have responded to each, full copies of which are available in the Member's Information Point as well as to each Member of Cabinet and the Scrutiny Boards overseeing this report. Overall there is a positive sense of energy and desire to change some of the ways that we operate as an organisation, most notably on how we connect internally and operate as one organisation. Many

of the design principles were supported and they have shaped the draft structure proposals placed before Members today.

19. The changing nature of the delivery of public services will require KCC to think very carefully about the current way it is organised. As recently as Sunday 3rd October the Secretary of State for Communities and Local Government – Eric Pickles MP made a statement of how local government must end duplication and increase its productivity, He urged us all to share more services between Councils and between other public agencies. The proposals in this restructure rise to the challenge that the Secretary of State has thrown out to all local government in ensuring we are joining ourselves up as an organisation and making the use of our internal systems much more productive. This will enable an easier connection to be made as one Council with partners when needing to join up services together.
20. It will also enable us to create new forms of service delivery vehicles with our key partners in Schools and with GP's. It will also help us to deliver more effectively in localities, joining decision making with our other partners in District Councils, the Police and Health and other local organisations to really tailor our services to the particular needs of that locality. The intention is that this locality approach does not stop at the district level but can explore closer delivery with our parish and town Councils and in local neighbourhoods.
21. All of this is exactly in line with the Secretary of State's determined vision for the future of local government delivery. On coming into office the Secretary of State declared his priorities to be;

“localism, localism and localism – but not necessarily in that order”.

22. In the face of that drive to join up and also increase our productivity; how we internally organise our business support resources also needs to alter so that we are connected and integrated as one organisation. We can then become much more efficient and productive in how we use those systems and processes – a “one pass” approach and (leading to much more effective and coherent) can then effectively integrate with others.

Explanation of the structure in general and process for staff impacted

23. In addition to the text below which describes the main themes that the proposed structure is attempting to deliver, it may be helpful for Members to look at the structure diagrams. These are portrayed in two ways, a traditional organogram of posts and reporting lines showing the whole Council and a more detailed picture outlining the top two tiers of management posts in each proposed Directorate that are directly impacted by this proposed restructure consultation. The array of functions that are shown (in the grid boxes) for that Directorate then would lie within their areas of responsibility if those senior posts at first and second tier were approved. Please note these are not all current service teams but also denote capacity and functions that will need to be created.
24. Please also note that the areas described as functions and any staff or managers within those are **not** affected at this stage by any of these restructure proposals. If at a later stage further re-organisation is required then that will be dealt with, within the terms and conditions of the KCC's employment policies. Appendix 5 of this report lists the current senior

management posts that are directly impacted by these draft structure proposals. It needs to be explicitly understood that these are the **only** posts which are affected by this process.

25. Those post holders are **not** placed formally at risk by this consultation process. That can only happen if and when Members take their final decision on the proposals at the Full Council meeting on the 16th December. It will only be at that stage that it will be possible to determine whether any of the current posts have altered significantly and therefore whether any of the post holders are then formally at risk. The Director of Personnel and Development and the Group Managing Director will be writing formally to all senior officers directly impacted by this process on Friday 15th October following the outcome of Cabinet Scrutiny Board. Formal consultation can only begin following the outcome of that meeting. However all senior staff are being briefed on the morning of the 11th October so that they are fully aware of the draft structure proposals and can ask any additional information about the process that they require. The Corporate Management Team have also all been informed of these proposals on Friday 8th October, either in a meeting or by receiving copies of the proposals due to other meetings preventing them attending.
26. It is very important to be aware that the posts at the second tier level do **not** all carry the same level of seniority, size of job or price tag for that job. The inclusion of director level posts in this way represents the first visible sign of implementing the design principle of a flatter structure leading to fewer management tiers between the top of the organisation and the front line.
27. There are a number of posts that have been designated “director” that have a very singular focus such as waste and procurement. These have been included in the most senior tiers of management as they are such significant areas for the Council and to give them a very clear focus and priority.
28. By virtue of the design principle that was endorsed by staff, this structure is aiming to connect all business support services together in one Directorate serving the whole of the Council. There are two posts in that Directorate however that are also members of the Corporate Management Team with the same first tier status as the Corporate Directors leading Directorates. These two posts are Corporate Director Finance and Corporate Director Human Resources. The reporting lines and day to day operational activity of these two divisions need to be part of the Business Strategy and Support Directorate but they play such a significant role in the life of this authority that they will be formally members of the Corporate Management team and enable to enact their strategic role in full. It is also critical for the statutory role of the Chief Finance Officer post that it is a member of the Corporate Management Team in order to be able to fulfil its duty.
29. The Corporate Director Business Strategy and Support has also been designated as Deputy Managing Director. This will ensure continuity of organisational leadership in the absence of the Managing Director. The current job title of the post of Group Managing Director is proposed to be altered through this process to Managing Director. This is now possible due to the other Directorates being re-titled away from being Managing Directors in their own right and also denoting the one Council – one organisation design principle.

Detail regarding the role of the Corporate Director

30. The post of Corporate Director denotes the most senior tier – first tier of management in the authority and membership of the Corporate Management Team. The Corporate Director along with all other first and second tier posts will share identical responsibilities in their job descriptions in regard to overarching responsibilities for being focused on; our customers, working with partners, leading services, leading people, performance, finance and risk. In addition they will also have the specialist responsibilities in line with their Directorate's functions.
31. The Corporate Director is the overall managerial head of the Directorate and as such has a key responsibility for ensuring its smooth running. The post has to have a strong relationship with the business partners who will support the operation of that Directorate. The Corporate Director is also a strategic policy client initiating the development of major policy via the Director of Business Strategy and the resources in that division and in close liaison with their Cabinet portfolio holder. The design of the business strategy division is to ensure a holistic approach can be taken to policy and strategy development in the Council and that the staff working there are able to cross fertilise ideas and develop their thinking in the broadest context of the direction of the Council as a whole.
32. Corporate Directors will still as happens currently take the lead on a number of cross cutting issues and themes that are critical for the smooth running of the organisation. Health and Safety and Equalities are two very obvious areas of work that both require the most senior posts in the authority to champion.
33. Those Directors and Corporate Directors who have responsibility for the business partner relationships for their particular functions with other Directorates are also designated "Heads of Profession". This covers finance, human resources, property, IT, communications, consultation and engagement. The Director of Governance and Assurance is also the Head of Profession for legal services.
34. The Chief Officer Group has been redesigned over these last three months into a Corporate Management team (CMT) and its new way of working is in line with the design principles. It will be a key element in ensuring effective corporate working and that new silos don't replace the old.
35. CMT's role is primarily in two areas. One is giving advice to Members. In large-scale multi-functional local government there are, inevitably, competing claims for resources, assets, facilities, services and political attention. In this context one key feature of corporate management is the requirement to advise Members on how best to balance differing interests and how best to weigh competing claims. Members may require a plurality of views but these must first be considered through a corporate lens – policy, service and managerial issues need to be considered in the round and not simply through the prism of one singular service domain. This if not counteracted can be a major driver of silo behaviour.
36. The other is managerial leadership. The Council's services, functions and activities are all directed to improve outcomes for the people of Kent. The

Council's top team are collectively responsible for the coherence of management direction and controls – operationally, strategically and corporately. The team is responsible for overall results, the stewardship of resources, the Council's corporate reputation and its effective risk management (results, resources, reputation and risks).

37. The Chief Officer Group whilst it has clearly undertaken a number of the above roles in the past has not operated as explicitly as the new terms of reference of the Corporate Management Team describe. This new Corporate Management Team role is critical for the smooth operation of the new operating framework of the authority.
38. In the face of all our challenges the Corporate Management Team must absolutely share one responsibility that of explicitly challenging all our areas of service and practice to ensure we are truly delivering the best we can. This is not just a question of ensuring that the things we are doing are being done in the right way. But also in the light of the significant financial, and policy changes both nationally and of our own volition that we are now doing the right things.

Delivering the new vision of the authority – delivering the design principles

39. It may seem odd in a report to Members that is primarily about draft structure proposals to say that the future operating framework cannot just be about a structure. Throughout the consultation and in the manager's meetings, we have discussed a way of looking at the organisation through a number of areas, one of which is the structure. We have also discussed the style of the Council – how it works, the systems we use, our shared values, the skills, our staff need, etc. Staff strongly responded to this and have endorsed that we need to develop other aspects of the way we work and organise ourselves and not solely focus on the structural arrangements of services and reporting lines as important as they are.
40. The earlier report that was circulated to Cabinet refers to the development of a new set of shared values and workplace behaviours that will be designed by staff for staff. This too has been welcomed in the feedback as a means of engaging the Council and making the design principles really come to life in our day to day interactions.
41. The Council will shortly be consulting on its draft medium term plan "Bold Steps for Kent". The outline of this was captured in the first design principle which shared with staff the three proposed ambitions for Kent; to grow the economy, tackle disadvantage and put citizens in control. The way we will work to deliver that, will be through operating as one Council and very much focused on the localities of Kent with our partners. The role of KCC in speaking out for the whole of Kent and its needs is also captured in this principle and the need for us to stand up for our county and ensure our needs and demands are clearly understood.
42. The structure proposals have been developed in line with the thinking in "Bold Steps for Kent" and will strongly support the new ambitions and provide capacity to implement the direction of travel for public services in KCC and the whole of Kent that is outlined in there.

43. Draft proposals for consultation on the future structure of Kent County Council

44. It is proposed to create five Directorates – Business Strategy and Support, Customer and Communities, Enterprise, Families, Health and Social Care and Education, Learning and Skills. These Directorates aim to deliver the design principles that have been consulted upon with staff. (see Appendix 2)
45. They are also intended to reflect the three draft Council and county wide ambitions contained within the draft medium term plan “Bold Steps for Kent”. These are 1. Growing the Economy – Enterprise Directorate, 2. Tackling Disadvantage – Education, Learning and Skills Directorate and Families, Health and Social Care Directorate and 3. Putting the Citizen in Control – Customer and Communities Directorate. The Business Strategy and Support Directorate contains the policy development and intelligence function for the whole Council and contributes overall to the whole plan. These descriptions are not intended to suggest that the other Directorates would not contribute to any of the other ambitions but to show a correlation between their focus and the Council’s ambitions for the future.
46. One of the design principles was to enable the Council to work as a more integrated organisation rather than as a series of federated services. This is an essential shift if we are going to be able to focus completely on the delivery of “Bold Steps for Kent” and those three overarching ambitions. It is also an essential shift if we are to be able to channel our delivery into a series of locality delivery boards and the integrated frontline of the authority to meet the pattern of service delivery that local people require at the price we can afford.

Education, Learning and Skills Directorate

47. Overall the Directorate will focus upon ensuring strategic leadership and the County Council’s championship of high quality learning opportunities from early years through to 19+. It will make sure that there is genuine choice and diversity in provision to meet the needs and aspirations of all children, young people, and parents, with information advice and guidance so they can make the appropriate choices. It will coordinate and facilitate collaborative working amongst schools, keeping Kent at the leading edge of educational practice. It will also ensure the coordination of admissions, home to school transport, special needs education and link closely with the children’s services team to ensure every child is attending and flourishing in school. Finally it will be keeping a very close eye on standards and achievement, making sure support and intervention is there when required.
48. Capacity has been created within the proposed Directorate to develop with our community of Schools, Head teachers and Governors, a number of new vehicles to provide them with continuing professional development, school improvement, curriculum development and a really strong range of school support services which many of them access currently. It is envisaged that this type of new vehicle will enable us to support both the thinking of the new Department of Education in the greater independence they wish to see schools having and also to continue to support the large number of Kent schools who currently value a very close working relationship with us. This model as a “best of both worlds” approach has been broadly welcomed in recent meetings with head teachers.

49. The proposed Directorate also signals a move to recognise the new policy thinking within the Department of Education on the “every child matters” policy framework of integrated children’s services. There have been significant advantages gained from this policy framework. There have however been some losses mostly in the relationship with adult social services in terms of being able to conduct a real integrated assessment and develop properly integrated continuous care pathways for clients. The proposed structure tries to rebalance our service delivery models so that we are able to regain these elements and also retain the excellent work that has been done to date in this county on the integration of children’s services.
50. The current Children, Families and Education Directorate has re-organised itself to ensure in the twelve district areas of our county, there are integrated children’s services for school support, children’s social care services and preventative services such as children’s centres. These operate with a series of twelve locality boards and an over arching Kent Children’s Trust Board. This is a valuable forerunner of the thinking that is being proposed within the draft medium term plan “Bold Steps for Kent” and the 12 locality district boards and it will be essential to learn from its experiences in the development of the model being proposed for the whole Council.
51. The proposal in this draft structure is to support and maintain those links in the localities of integrated children’s services but to designate the line management “home” of targeted Children’s services as the proposed Families, Health and Social Care Directorate. Throughout the proposed consultation period there will be a number of bills and white papers published by the Government. Amongst them is expected to be an Education White Paper. This will give us further guidance on what the residual statutory duties of the local authority are likely to be in regard to education and may also discuss what the future statutory role of the Director of Children’s Services could be. The consultation period should allow enough time to take into account any proposed changes and give us the flexibility to respond.
52. Bearing in mind the current statutory requirements, it is proposed that a protocol be produced to ensure that the accountability of the Director of Children’s Services is properly maintained and not fettered by a different reporting line arrangement. The reporting links to the statutory role of the Lead Member must also be maintained pending any national review. The current statutory guidance on the role of the DCS does not insist that there has to be a direct reporting relationship of these posts.

Families, Health and Social Care Directorate

53. This Directorate will focus on the continued delivery of high quality adult social care services; develop a new model of integrated delivery of social care with our health partners and others, develop the new role of Public Health and work to ensure the Council is able to support the GP practices in the county facing their new agenda as commissioners. The Directorate will maintain the high standards of care practice for children and continue to champion safeguarding for adults and children throughout all the Council’s services. It will also seek to deliver new models of more integrated assessment and care pathways with the addition of the children’s services division and commissioning, assurance and delivery of services for other vulnerable groups.

54. The draft structure proposals for this Directorate show this as the new home of the Director of Children's Services and the line management arrangements and the locality connections to integrated children's services as described above. It must be emphasised that the dotted line is to represent a real living relationship of the services across these two Directorates.
55. This Directorate is also home to the significant range of adult social care services that are provided by the Council, both their commissioning and provision. The future of direct delivery and possible integration with health services or with other models of delivery are very current. The role of Transition Director in this Directorate is to enable the future model of service delivery to be developed for Members and also to ensure the new relationship with the GP's and their responsibilities under the Health White Paper can be properly developed.
56. Safeguarding is a critical issue for all services in the Council but most notably for adult and children's social care services. Whilst the personal responsibility and activities within the different social care teams – adults and children's, will continue unaffected, there is potential to draw together the support services to the safeguarding boards, training and promotion and the commissioning of and oversight of any investigative work that may need to happen. Whilst adults and children's safeguarding practice have a different legal basis, there are many similarities within the culture, approach and core workload of these different teams to promote and ensure safeguarding is a live issue for all our staff. The function would also be expected to look across the Council and raise the profile of safeguarding for everyone.
57. In this Directorate there is also the role of the joint post of the Director of Public Health. The post holder at present is shared between the two primary care trusts in Kent – Eastern and Coastal Kent and West Kent and ourselves. We share a third of the costs of the post each. The national changes proposed by the Department of Health are as wide ranging as the national policy changes to education. It is certainly one of the most significant policy proposals of this Government. Health is being redesigned to move the majority of commissioning decisions into GP practices, new roles for local authorities are being developed and new roles at a national commissioning body level are also being developed.
58. Kent County Council has a proud history of involvement with health and pioneered the development of Health Watch which has been mirrored by the Government in their new policy framework. We will need to see the Public Health White Paper when it is published and the further detail that will emerge from the Department of Health over the next few months as to how this role will develop. There are very likely to be many changes in this area that we will need to discuss with Members as and when the picture becomes clear.
59. Within this Directorate there is also a new division headed by a Director of Supporting People. This division is intended to house significant commissioning activity to vulnerable groups, via the supporting people commissioning body we have, for children's health and for children's social care. There is also the critical role closely related to commissioning as a function, that of quality assuring the delivery of social care. The safeguarding new function has been referred to above and will be placed here. Youth Offending and KDAAT whilst needing to retain their existing links to the

community safety function will focus on delivering particular support to the vulnerable people in need of those particular services.

Enterprise Directorate

60. Overall this Directorate focuses upon three key areas, the delivery of the regeneration of our county, the planning and environment issues that are associated with that and the delivery of major contracts that affect every single resident in Kent.
61. Growing the Economy is one of the three proposed Council and county wide ambitions in the new draft medium term plan “Bold Steps for Kent”. The County Council has made a bid with Essex to create a Local Enterprise Partnership to really drive the growth of the two very significant economies in the south east. The Government has announced the £1bn Growth Fund that we will seek to access for significant work in the LEP. We will continue to invest monies ourselves as a Council in growth activity. We have also made a very strong bid to HM Treasury as part of a place based budgeting bid for the nationally controlled funding stream that is spent within our county.
62. This bid if successful will enable us to decide how that money is most effectively spent. The delivery of this integrated funding stream will be from this Directorate. The regeneration policy development will be led from the Business Strategy and Support Directorate as part of the overall integrated policy unit and will commission this work in the Enterprise Directorate in consultation with the Cabinet Member and Corporate Director for Enterprise. This integrated approach to policy development supports the concept of the “one Council” that ensures that any major initiative is thought through in the context of the whole Council and not just a part.
63. Our highways and waste disposal services are essential in maintaining the quality of life in our county and the smooth passage of all our residents in their daily lives. These are mostly “invisible” services in that their actual provision by the County Council is often invisible to the residents that use them day to day but they are critical and fundamental services to all of us. They become instantly visible and a very high priority if things are not working smoothly. The focus of these two divisions – Highways and Waste will be to ensure just that and that we take forward the very exciting waste agenda that we have embarked upon with our District and Borough colleagues.
64. The Directorate also houses the development control and environment activity of the Council, our keen focus on the rural parts of our county and of course our coastline. The quality of the environment of Kent is very precious to this Council and the very many people visiting and living in the county and this will be a key role for this Directorate to be able to continue to develop partnerships and invest in these services at a time of real financial pressure for the authority.
65. The Directorate will also newly house the re-purposed commercial services operation we have but it will be housed with other services where we believe there could be a significant advantage if those services could be developed in a different way.
66. This should not be presumed to be on the same business model as our current very successful commercial services division that has operated to

date. The Coalition Government is encouraging the public sector to develop a wide range of new and alternative vehicles for public service delivery – social enterprises, employee buy outs, mutuals, joint ventures etc, which will all contribute strongly to local economic growth and enterprise. This division will help the Council to explore these models. As the Prime Minister said on 6th October

“The countries that succeed will be those that find new ways of doing things, new ways of harnessing the common good, better alternatives to the old-fashioned state. I am saying to the people who work in our public services - set up as a co-operative, be your own boss, do things your way. I am saying to business, faith groups, charities, social enterprises – come in and provide a great service.”

67. This division will also house the project resources for the major regeneration activity that may continue to be invested in by us and our partners. As explained above it will also provide the engine room for any implementation of combined expenditure if we are successful in our Place Based Budgeting proposal on regeneration monies spent in Kent. We will learn more about that after the 20th October and the spending review announcement.

Customer and Communities Directorate

68. The purpose of this Directorate can be summed up very simply as owning the “front line” for the whole Council. It could be thought of as a “Directorate of the front line” – and by that we mean both the physical buildings, the call centre and web access. The Council has made a significant investment over recent years in the Gateways – jointly run with our partners. This has been nationally recognised as excellent practice. This Directorate will have a clear focus on developing the Gateway model across all our public access buildings and re-engineering services to take full advantage of delivering an integrated front line to the public and delivering savings from that.

69. The Directorate will also be home to a range of services that share a similar characteristic in that the public choose to use them – i.e. “they come to us”. In addition to the Gateways, there are the registrar service, libraries and our parks. It will also house key strategic services for the Council from community safety and public protection to adult learning, skills and youth services. These services have a particular significance in relation to the Kent economy.

70. This will require a significant change programme to re-engineer services so that the reality of the frontline service can really fulfil the vision of the Gateway model. There are also a number of new approaches to service delivery that will need development. The draft medium term plan “Bold Steps for Kent” contains a proposal to create locality delivery boards. The intention is to pilot a number of these next April. A resource will need to be created to develop these pilots. We have also made two further place based budgeting bids one building on the leading edge work on the Margate Task Force and another building on earlier work around offender management that paved the way for many of the Total Place pilots that then took place nationally. If these bids are successful then the activity will be driven from here. This division is also home to KCC’s commitment to create the Big Society. “Bold Steps for Kent” raises a number of ideas such as a Big Society Bank, working more closely with volunteers etc, and all this work will be developed from here.

71. The Directorate will also be home to the new integrated division of Communications, Consultation and Community Engagement. This is a key design principle that has been warmly welcomed. Concerns have been raised about needing to ensure flexibility in communicating to different groups and this is acknowledged in the design principle itself. This division will also co-ordinate all external consultation activity and will also connect the engagement activity that takes place with all areas of Kent but at present is not internally as connected as it could be. We are losing the opportunity to add a whole Council value to this engagement. Further work will be needed to establish what connections with the teams currently involved in community engagement should look like and how embedded in Directorates or drawn together in this division the service should be.

Business Strategy & Support Directorate

72. The provision of a sound, efficient corporate support and strategy function is an essential component in enabling the effective operation of KCC as a public service provider delivering a range of services to the community. Therefore whilst the role of this area of business is self-evident – *how* it is set up and the business model it follows invariably depends on the wider political, financial and policy pressures the organisation must respond to.

73. In responding to the increasingly clear direction set by the Coalition Government for the future of public services it is clear that a number of key principles are critical success factors

- Efficiency
- Effectiveness
- Customer Experience
- Intelligent commissioning
- Engagement

74. Priorities will now have to be set across and between different services – rather than simply within them - in order to deliver the size of the financial savings required by the Treasury. The challenge will not be to become more efficient at doing what is currently being done, but to focus resources on doing the right things. This will require the political and managerial leadership of the authority to continually evaluate what services to provide, how they should be delivered,

75. The role of BSS therefore must be to structure itself and its business model around meeting the changed needs of the organisation – it must therefore:

- Continue to provide transactional support services, but seek to provide these at ever-lower cost to the organisation.
- Support the political and managerial leadership in its strategic decision making role in regard to the prioritisation and value of services.

76. These core activities are the driving force behind structural changes that provide support for:

- A clear separation of the activities that are about ‘deciding’ what should be provided from those responsible for providing services
- An overall reduction in layers of management
- Professional and technical support services and resources to be delivered from a single point and not replicated in individual services

- Priorities to be set in relation to the identified needs based on independent, sound, accurate, reliable data.
77. Therefore central to ensuring KCC is fit for the future is the need for a strong corporate function to offer clear intelligence and effective controls for the organisation in support of its strategic decision-making role, whilst professional, technical and other support services are grouped together to provide consistency, economies of scale and remove unnecessary duplication.
78. Within this Directorate is a new business strategy division. The division would undertake high-quality policy analysis, to provide in-depth professional advice in support of Cabinet and CMT in their strategic decision-making role. The division would act as an integral driving force behind the decisions of Cabinet/CMT, with the functions to ensure they have the capacity to provide the full range of analysis and advice required.
79. This will be a mix of generalist and service specialists networked into the service delivery, partnerships and national and local government policy framework that are able to provide sound evidence based advice and judgement on service policy questions and opportunities in support of Cabinet and CMT. This policy function handles both strategic and specialist policy activities to support the business of the Council, including strategic and spatial planning, regeneration, social and education policy. In addition this function would allow Directorates to access high quality, professional policy advice and support, from specialists with service specific-knowledge. It would also provide the capacity for specific one-off pieces of work on behalf of Cabinet/CMT, as and when the need arises.
80. Partnerships work would be directed by, and inform, organisational strategy in a way that is targeted towards specific objectives. Delivering through and with partners will be a core requirement over the medium to long term and the management and support of partnership arrangements to drive this agenda forward needs to be mainstreamed into the strategic decision making process of the authority.
81. The Business Intelligence Unit would focus on providing the information and research capability that drives meaningful and effective prioritisation and decision making. The logic behind this is both the fundamental role they play in effective, evidence-based strategy & prioritisation, and the critical mass of core skills sets required for these functions.
- Horizon scanning
 - Knowledge management
 - Needs/ demands analysis function
82. Monitoring and management of KCC's progress against strategic objectives as set by Cabinet/CMT. Working closely with the business review and audit functions, Performance Management will provide the strategic decision-makers of the organisation and external regulators with robust, timely information about how well services are performing, identified reasons for performance variance and options and solutions open to resolve against poor performance. The information gathered by the function will also feed into the analysis and prioritise phases of strategic decision-making, by allowing Cabinet/CMT to gain a holistic understanding of what is working well and what isn't.

83. The corporate and business support to all the Directorates of the authority will be conducted through this Directorate. This includes the key support functions that underpin the business of the whole authority (Finance, Information Technology, Law, HR and Property) as well as governance and democratic support. The overriding objective should be for all our support functions to be provided at the lowest possible cost whilst meeting appropriate business need. Economies of scale require and a 'one Council' approach necessitates the continued provision of support services in Directorates no longer can be afforded. Effective market understanding and sound commissioning / procurement skills should ensure an ability of corporate support services to cater for even the most service specific of Directorate requirements.
84. In order to make the model work all corporate support functions should be grouped together. However, a strategic interface does not necessarily mean that support functions would be delivered to a one-size-fits-all business model. Different support services to different services must recognise their different market conditions and complexities which mean there may be different business solutions as to the most cost effective way to provide these services to the organisation. For any support service there are a number of business models that will be explored by service managers to ensure provision in the most effective way. These will be explored throughout this consultation period.
85. As mentioned earlier in the report there are two Corporate Directors also housed within this Directorate. They are first tier officers who are Members of the Corporate Management Team providing strategic advice and guidance to the operation of the whole authority. They also deliver significant operational activity that supports the smooth running of the whole Council. Therefore on the basis of the design principle they need to be based here. The two statutory posts that reside in this Directorate (Monitoring Officer and Chief Financial Officer) have at all times a clear and direct relationship with the Managing Director even though there is no direct reporting relationship.
86. The post of Director of Governance and Assurance has been created so to reflect the increased need of the authority to build upon its current governance environment and to ensure in the light of the very significant changes both policy wise and financially that we are facing, the Council is spending its money wisely and taking its decision well. It is also intended over time to explore how we could develop our currently very successful legal services into a company
87. Property continues as a division in this structure but will change to become the corporate landlord and home of all the Council's capital development activity.
88. The HR Division will also draw together all the learning and development activity currently undertaken within Directorates to achieve greater economies of scale and coherence within the development programmes of the Council's staff. Some of this training is also directed at the Council's partners and wider related workforces. This will of course be maintained through this new function.

Conclusion

89. Cabinet have before them a draft proposed structure for consultation and new ways of working within the Council. There are also actions contained within the previous report that will enable us to ensure that we can shape the whole of the Council's operating environment and not just the "reporting lines".
90. There have been three weeks of consultation with staff and eight meetings with 219 managers to assess whether in the face of all that we see in the future – policy changes both here and nationally and financial changes to name a few – we are still fit for purpose in our current arrangements.
91. The Managing Directors and Executive Directors and Director of Finance and HR have had a number of 1:1 meetings with the Group Managing Director about these ideas and have had two meetings as sub groups of CMT (due to annual leave) on 1st September and the 8th September and one CMT discussion on the final draft this week – 5th October. It is a very difficult balancing act being both consultee and affected by a developing process and being able to fully discuss matters in a personally disinterested way. I do acknowledge that some members of CMT would have liked more involvement. However I believe the way it has been structured has enabled them to properly influence my advice to Cabinet.
92. A wide range of views have been received, and overall although Members can clearly judge for themselves from the feedback that they have it is my view there is a broad level of support for change and a recognition that we cannot stay the same.
93. Many of them say – "let's see what we could change into" and these draft structure proposals offer that alternative view. This is a genuine consultation and many of the early ideas on what the structure could look like have been altered by the feedback received so far.
94. A risk register is attached as Appendix 3 for Cabinet's assessment in their consideration of their decision to proceed with this consultation. It is important that this is fully considered in the decision process.
95. There are two particular types of risk that Cabinet must consider. There are the type 1 risks that are very clearly laid out in the register and the mitigating actions that are in place or are proposed. There are also the type two risks that if we do not take this decision now – what are the consequences of not acting in the light of all the challenges we face. If this is as successful as it is believed and will position the Council to be able to deal with its challenges in a stronger and more effective way than if we stay as we are – what additional benefits and opportunities do we risk for the people of Kent and our staff.
96. A community impact assessment is also contained as Appendix 4 assessing the implications and impact of this decision to formally consult on a new structure.
97. In the previous report to Cabinet already circulated paragraph 7. ii) indicates that this restructure must of course contribute to the savings that the council needs to make in response to the CSR shortly to be announced. It is also recognised good practice for any organisation to be constantly assessing

whether its managerial overheads are at the right price and are organised in the most cost effective way for the current and developing circumstances for that organisation. At this stage it is not possible to accurately quantify a amount- although human resources estimate a potential saving of at least £500,000 from these proposals.

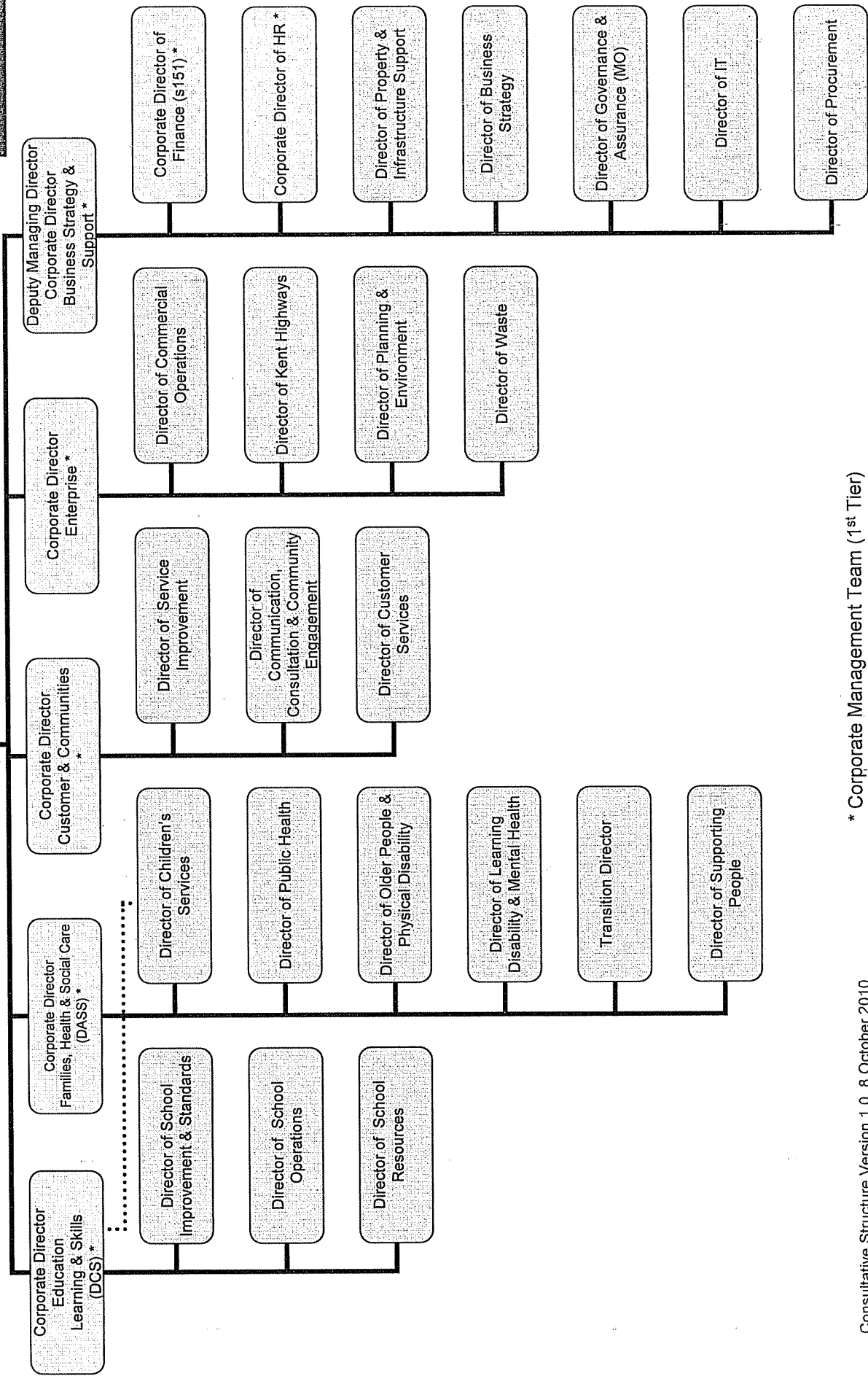
98. Whilst that is undeniably useful, what is much more important is whether or not the council's structure and its managerial resources are organised in the best way possible to deliver the quantum of savings that we know we must.

The real value in this redesign is that it provides the platform as we work through the changes for major savings to be delivered.

99. I commend these draft structure proposals to Cabinet to endorse for formal consultation until the 3rd December 2010. The outcome of that consultation process will then be brought before Full Council for its decision on the 16th December 2010.



Managing Director (HPS) *

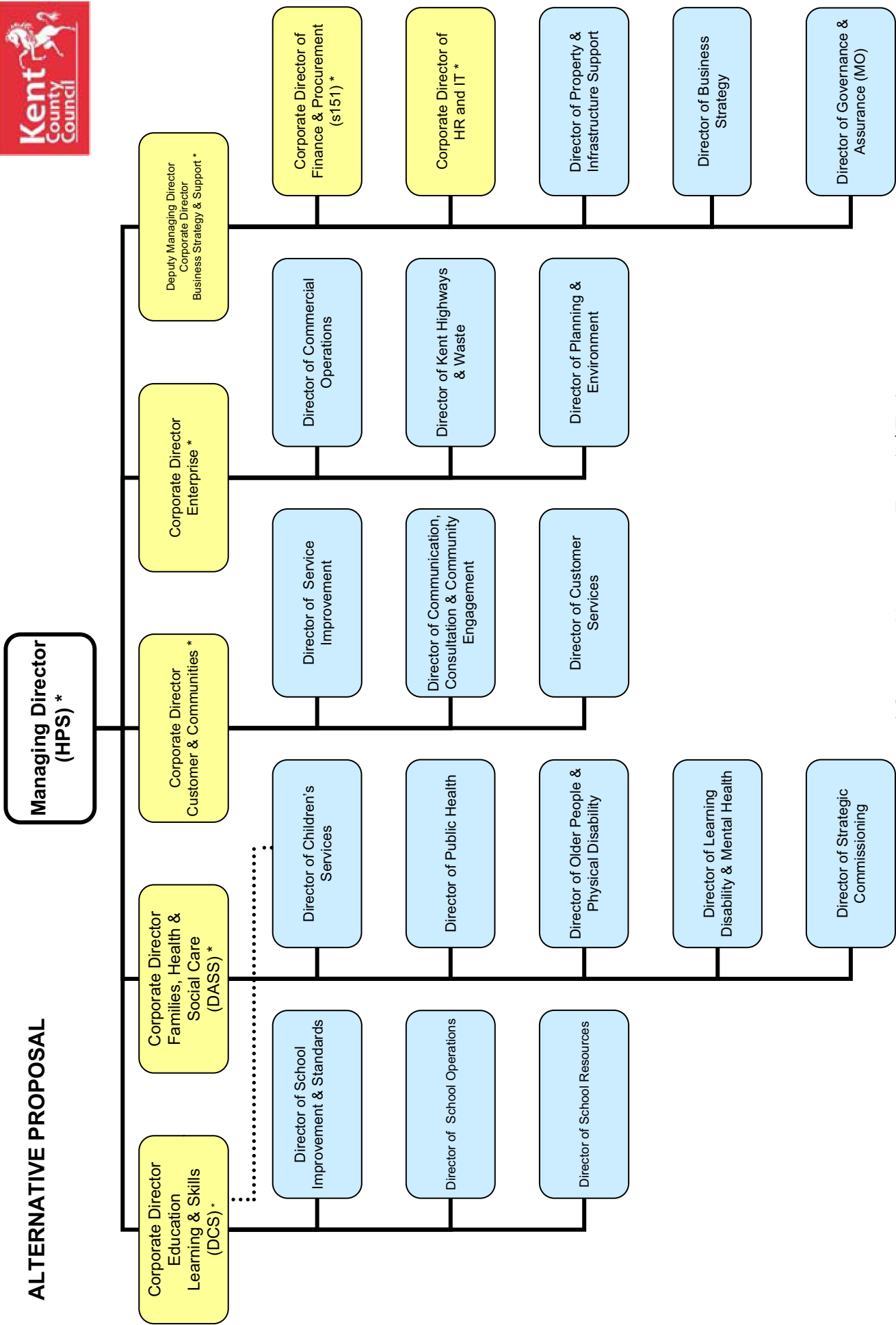


* Corporate Management Team (1st Tier)

Consultative Structure Version 1.0 8 October 2010



ALTERNATIVE PROPOSAL



* Corporate Management Team (1st Tier)

CORPORATE DIRECTOR
Education, Learning & Skills
(DCS)

| Director of School Improvement & Standards | Director of School Operations | Director of School Resources | Dotted line relationship to Director of Children's Services |
|---|--|---|---|
| <p>Early years and Childcare Standards and School Improvement</p> <ul style="list-style-type: none"> * Primary School Improvement * Secondary school improvement * Special school improvement <p>Standards and School Improvement</p> <p>14-19 Entitlement</p> <p>Careers guidance</p> <p>Connexions</p> | <p>Association of Schools Governor Services</p> <p>Information and support for parents</p> <p>Financial Awards</p> <p>Admissions & Transport commissioning</p> <p>Attendance and Behaviour</p> <p>Assessment of Learners with Additional Needs</p> <p>Planning & Provision</p> <p>Children and YP disability (including SEN, health assessment and transition planning)</p> <p>Educational Psychology</p> <p>Specialist services</p> | <p>Education finance, Schools personnel service</p> <p>Development of a schools company/vehicle to include: Property</p> <p>Personnel</p> <p>Traded services</p> <p>Continuous professional development</p> <p>School improvement service</p> | <p>This means that connections are maintained to the team around the child and the team around the school</p> <p>Links with the 12 district teams, locality boards and the Children's Trust</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Education, Learning & Skills
(DCS)

| Director of School Improvement & Standards | Director of School Operations | Director of School Resources | Dotted line relationship to Director of Children's Services |
|--|--|---|---|
| <p>Early years and Childcare</p> <p>Standards and School Improvement</p> <ul style="list-style-type: none"> ▪ Primary School Improvement ▪ Secondary school improvement ▪ Special school improvement <p>14-19 Entitlement</p> <p>Careers guidance</p> <p>Connexions</p> | <p>Association of Schools</p> <p>Governor Services</p> <p>Information and support for parents</p> <p>Financial Awards</p> <p>Admissions & Transport</p> <p>Commissioning</p> <p>Attendance and Behaviour</p> <p>Assessment of Learners with Additional Needs</p> <p>Planning & Provision</p> <p>Children and YP disability (including SEN, health assessment and transition planning)</p> <p>Specialist services</p> <p>Educational Psychology</p> | <p>Education finance, Schools personnel service</p> <p>Development of a schools company/vehicle to include:</p> <ul style="list-style-type: none"> ▪ Property ▪ Personnel ▪ Traded services ▪ Continuous professional development ▪ School improvement service | <p>This means that connections are maintained to the team around the child and the team around the school</p> <p>Links with the 12 district teams, locality boards and the Children's Trust</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Families, Health & Social Care
(DASS)

| Director of Supporting People | Director of Children's Services (dotted line to DCS) | Director of Older People & Physical Disability | Director of Learning Disability & Mental Health | Transition Director | Director of Public Health |
|---|--|---|---|---|--|
| <p>Youth Offending service (dotted line to youth service & link to attendance & behaviour service) Child Health Commissioning of Specialist care Quality assurance of health and social care Safeguarding Adults and Children Supporting People KDAAT</p> | <p>Children's Services West Kent (Initial duty and assessment, child protection and long term care, prevention including children's centres) Children's Services East Kent (ditto) Children's Services Mid Kent (ditto) Corporate Parenting (includes, including adoption and fostering, Unaccompanied Asylum Seeking Children and care leavers) Links with the 12 district teams, locality boards and the Children's Trust (joint commissioning with partners to support vulnerable young people)</p> | <p>HoS Ashford /Shepway HoS Dover /Thanet HoS Canterbury /Swale HoS Maidstone / Malling HoS South West Kent HoS Dartford, Gravesham & Swanley Head of Strategic Commissioning OP / PD Contracts & Procurement Planning & Market Shaping</p> | <p>HoS LD – WK HoS LD – EK Head of Strategic Commissioning LD&MH Contracts & Procurement Planning & Market Shaping MH Partnership arrangement with KPMT VPN Manager</p> | <p>Community Health Trust development team (commissioning & back office) Development team to create social enterprises Relationship to Director of Service Improvement</p> | <p>Public Health Intelligence Commissioning of provision Health promotion Case management of Healthwatch</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Families, Health & Social Care
(DASS)

| Director of Strategic Commissioning | Director of Children's Services (dotted line to DCS) | Director of Older People & Physical Disability | Director of Learning Disability & Mental Health | Director of Public Health |
|---|--|--|---|--|
| <p>Children's Health Commissioning</p> <p>Children's social care Commissioning</p> <p>Supporting People</p> <p>Strategic Commissioning OP / PD & LD & MH</p> <p>Contracts & Procurement</p> <p>Planning & Market Shaping</p> <p>Quality assurance of health and social care</p> <p>Safeguarding Adults and Children</p> | <p>Children's Services West Kent (Initial duty and assessment, child protection and long term care, prevention including children's centres)</p> <p>Children's Services East Kent (ditto)</p> <p>Children's Services Mid Kent (ditto)</p> <p>Corporate Parenting (includes, including adoption and fostering, Unaccompanied Asylum Seeking Children and care leavers)</p> <p>Links with the 12 district teams, locality boards and the Children's Trust (joint commissioning with partners to support vulnerable young people)</p> | <p>HoS Ashford /Shepway</p> <p>HoS Dover /Thanet</p> <p>HoS Canterbury /Swale</p> <p>HoS Maidstone / Malling</p> <p>HoS South West Kent</p> <p>HoS Dartford, Gravesham & Swanley</p> | <p>HoS LD – WK</p> <p>HoS LD – EK</p> <p>VPN Manager</p> <p>Transition support to Directorate to create for e.g. Community Health Trust</p> <p>Development team (commissioning & back office)</p> <p>Development team to create social enterprises</p> <p>Relationship to Director of Service Improvement</p> | <p>Public Health Intelligence</p> <p>Commissioning of provision</p> <p>Health promotion</p> <p>Case management of Health watch</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Customer and Communities

| Director of Service Improvement Need close links to Director of Business support | Director of Customer Services | Director of Communication, Consultation and Community Engagement |
|---|--|---|
| <p>Re-engineering resource Change resource Developing Models for externalising service delivery, e.g outsourcing/mutuals/social enterprises Locality Delivery Team Place based budgeting delivery of offender management proposals Margate Task force Place based budgeting delivery of Margate task force proposals Supporting independence Welfare reform Kent supported employment Building social capital (SILK) Big Society Volunteering</p> | <p>Gateway Delivery Contact Centre Business web development Health watch Libraries & Archives Registrars Arts & Kent Film Office Sport, Leisure & Olympics Extended Schools Youth Service Community learning & Skills Adult Learning Adult Apprenticeships Countryside Access - PROW Country Parks & Kent Downs AONB Emergency Planning Community Safety Trading Standards</p> | <p>Engagement / public involvement Community Liaison Business partners- Directorate communications Internal Communication Employee Engagement Media and Operations Events Digital & Moving Images</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

| CORPORATE DIRECTOR Customer and Communities | | |
|---|--|---|
| Director of Service Improvement Need close links to Director of Business support | Director of Customer Services | Director of Communication, Consultation and Community Engagement |
| Re-engineering resource Change resource Developing new models for externalising service delivery, e.g. outsourcing/ mutuals / social enterprises Locality Delivery Team Place based budgeting delivery of offender management proposals Margate Task force Place based budgeting delivery of Margate task force proposals Supporting independence Welfare reform Kent supported employment Building social capital (SILK) Big Society Volunteering | Gateway Delivery Contact Centre Business web development Health watch Libraries & Archives Registrars Arts & Kent Film Office Sport, Leisure & Olympics Countryside Access – PROW Country Parks & Kent Downs AONB Extended Schools Youth Service Community learning & Skills Adult Learning Adult Apprenticeships Community Safety Trading Standards Youth Offending service KDAAT | Engagement / public involvement Community Liaison Business partners- Directorate communications Internal Communication Employee Engagement Media and Operations Digital & Moving Images Events |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Enterprise

| Director of Waste Management | Director of Kent Highways | Director of Commercial Operations | Director of Planning & Environment |
|------------------------------|---|--|--|
| Waste Management | Community Operations Network Management Transport & Development Technical Services Countrywide Improvements | Kent Scientific Services Visit Kent Locate in Kent Produced in Kent Tourism Project management capacity Commercial Services Delivery of regeneration projects and any place based budgeting proposals on regeneration | Development Planning (MWF & LDF's) Planning Applications Environmental Programmes & Partnerships (rural agenda & climate change) Natural Environment & Coast Gypsy & Traveller Unit Heritage Conservation |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

**CORPORATE DIRECTOR
Enterprise**

| Director of Kent Highways and Waste | Director of Commercial Operations | Director of Planning & Environment |
|---|---|---|
| <p>Community Operations</p> <p>Network Management</p> <p>Transport & Development</p> <p>Technical Services</p> <p>Countywide Improvements</p> <p>Waste Management</p> | <p>Commercial Services</p> <p>Kent Scientific Services</p> <p>Visit Kent</p> <p>Locate in Kent</p> <p>Produced in Kent</p> <p>Tourism</p> <p>Project management capacity</p> <p>Delivery of regeneration projects and any place based budgeting proposals on regeneration</p> | <p>Development Planning (MWF & LDF's)</p> <p>Planning Applications</p> <p>Environmental Programmes & Partnerships (rural agenda & climate change)</p> <p>Natural Environment & Coast</p> <p>Gypsy & Traveller Unit</p> <p>Heritage Conservation</p> <p>Emergency Planning</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Business Strategy & Support
And Deputy Managing Director

| Corporate Director of Finance (Chief Financial Officer - S151) | Director of Business Strategy | Director of Governance and Assurance (Monitoring Officer) | Director of Property and Infrastructure Support | Corporate Director of HR | Director of IT | Director of Procurement |
|---|--|---|--|--|---|--------------------------------|
| <p>Audit & Risk</p> <p>N.B. direct access to Mo & Hops whenever required.</p> <p>Financial Services Business partners - Directorate</p> <p>Finance</p> <p>Financial Management</p> <p>Strategic Finance</p> | <p>Corporate policy</p> <p>Europe / International</p> <p>Public affairs</p> <p>Public health</p> <p>Economic development</p> <p>Regeneration strategy</p> <p>Strategic planning – spatial & transport.</p> <p>Strategic assets</p> <p>Social policy</p> <p>Education strategy</p> <p>Customer strategy</p> <p>Engagement strategy</p> <p>Performance Management & Monitoring</p> <p>Business</p> <p>Intelligence & service review</p> <p>Partnership support</p> <p>External Funding</p> <p>Cabinet Office</p> | <p>Information resilience and transparency</p> <p>Corporate data protection</p> <p>Democratic Services</p> <p>Legal Services (transition to external arms length trading organisation)</p> <p>Elections</p> <p>Coroners</p> | <p>Capital & infrastructure support</p> <p>Strategic Asset & Enterprise Fund</p> <p>Delivery of Total Place activity</p> <p>BSF, PFI & Academies</p> <p>Directorate PFI & development (KASS)</p> <p>Business partners</p> <p>Directorate – Property</p> <p>Office Transformation</p> <p>Estates management & property operations</p> | <p>HR Business operations (includes graduate scheme)</p> <p>HR Employment Strategy</p> <p>Organisation development (including embedded – learning and workforce development)</p> <p>Business partners</p> <p>Directorate – HR</p> <p>Business support – case work</p> <p>Directorate HR</p> <p>Health and Safety</p> | <p>ICT</p> <p>commissioning</p> <p>ICT operations</p> <p>Kent Connects</p> <p>Business partners -</p> <p>Directorate IT</p> | <p>Procurement team</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

CORPORATE DIRECTOR
Business Strategy & Support
And Deputy Managing Director

| Corporate Director of Finance & Procurement (Chief Financial Officer - S151) | Director of Business Strategy | Director of Governance and Assurance (Monitoring Officer) | Director of Property and Infrastructure Support | Corporate Director of Human Resources & Information Technology |
|--|--|---|---|--|
| <p>Audit & Risk</p> <p>Financial Services</p> <p>Financial Management</p> <p>Business partners - Directorate Finance</p> <p>Procurement team</p> | <p>Corporate policy</p> <p>Europe / International</p> <p>Public affairs</p> <p>Public health</p> <p>Economic development</p> <p>Regeneration strategy</p> <p>Strategic planning – spatial & transport.</p> <p>Strategic assets strategy</p> <p>Social policy</p> <p>Education strategy</p> <p>Customer strategy</p> <p>Engagement strategy</p> <p>Performance Management & Monitoring</p> <p>Business Intelligence & service review</p> <p>Partnership support</p> <p>External Funding</p> <p>Cabinet Office</p> | <p>Information resilience and transparency</p> <p>Corporate data protection</p> <p>Democratic Services</p> <p>Legal Services (transition to external arms length trading organisation)</p> <p>Elections</p> <p>Coroners</p> | <p>Capital & infrastructure support</p> <p>Strategic Asset & Enterprise Fund</p> <p>Delivery of Total Place activity</p> <p>BSF, PFI & Academies</p> <p>Directorate PFI & development (KASS)</p> <p>Business partners Directorate – Property</p> <p>Office Transformation</p> <p>Estates management & property operations</p> | <p>HR Business operations (includes graduate scheme)</p> <p>HR Employment Strategy</p> <p>Organisation development (including embedded – learning and workforce development)</p> <p>Business partners Directorate – HR</p> <p>Business support – case work Directorate HR</p> <p>Health and Safety</p> <p>ICT commissioning</p> <p>ICT operations</p> <p>Kent Connects</p> <p>Business partners - Directorate IT</p> |

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

Appendix 2

The First Bold Step

Report on the informal consultation process

Informal Consultation process

1. The leaflet 'The first bold step – proposals for consultation with staff on a new KCC' was published on KNet on Wednesday 9 September following agreement by private cabinet and the Conservative Group to this. Hard copies were sent to home addresses for all staff without access to KNet.
2. This was an informal consultation, not done to meet an obligation under employment law, and with no mandated timescale. Three weeks were allowed to the submission of responses from staff.
3. All staff were invited to respond with their views. Responses could be made electronically or in hard copy. Consultation closed on Friday 1 October at which point:
 - 4,000 copies had been distributed
 - 7878 copies were accessed or downloaded from KNet
 - 319 responses had been received: 41 in hard copy and 278 online
 - 170 staff members have requested to be involved in further activity to transform KCC.
4. Responses could be made anonymously and with the implication that staff could speak openly, freely and without recrimination. All responses have been read by Katherine Kerswell who has responded personally to every respondent who opted to include their e-mail address.
5. Comments were predominantly positive and supportive, though some questioned the value of consultation. Most welcomed the proposals for change and overwhelmingly recognised the need for change now. Many advocated a reduction in the cost and number of senior managers, or were fearful that the cost savings would fall disproportionately on front-line staff and service delivery. A large number of comments were specific to their service and directorate, often focussing on improvements to process and cost savings.
6. Comments were wide ranging. A summary of the responses is provided below from paragraph 10 onwards.

7. In addition to seeking responses by email and hard copy, feedback was sought from senior staff through meetings with Katherine Kerswell. In all, 242 senior staff were invited to, and 219 attended, 1 of 8 meetings between 9 September and 30 September at which Katherine presented and sought feedback on whether we should change the organisational framework in order to be able to respond to the very different policy and financial context facing us and our own plans under Bold Steps for Kent. Meetings were all held at Sessions House and each meeting included a question and answer session. There was a balanced mixture of all directorates at every meeting.
8. As part of each 90 minute meeting, feedback was sought from staff on:
 - 8.1. likes and dislikes – “how I feel about KCC”.
 - 8.2. their view of current KCC values in practice
 - 8.3. ‘horizon scanning’ - what risks did they see that would need to be recognised and managed as we transform the organisation.
9. Feedback was by individual rather than by groups, unprompted in that individuals could comment on any aspect of KCC, not prioritised or ranked or given a position in a range, and not moderated or challenged. The feedback provides a simple unedited snapshot of managers’ opinions of KCC and by implication of themselves. A summary of the feedback is below. It was very evident after the first two meetings that feedback from managers in each meeting was broadly the same in what it praised KCC for and what it criticised KCC for.

Summary of the responses from the Informal Consultation

10. The responses received to “The First Bold Step”, whether at meetings with managers or as written responses, are summarised below. Appropriate direct quotes are included in italics.
11. The following general themes were evident:
 - 11.1. There is appetite for change: we are realistic about the financial situation, and we accept the need to change and do it now. No one denied the financial situation or proposed delaying change.
 - 11.2. The engagement of staff in the process of change is seen as wholly positive and we want more not less communication. A very few individuals thought information was being withheld and that there were *fake consultations when decisions are pre-made*.
 - 11.3. KCC is seen as a good employer. There were a small number of negative comments, but the majority view was that we: *value staff; value staff contribution; train staff; are a fair employer; a good employer; and have good pay and pensions, we are inclusive*.

11.4. We like our colleagues. We are *fair, kind, polite, fun, have respect for each other* and are *caring*. We are *principled, honest, show courage, are dedicated, committed* and *hard-working* and we are a *loyal workforce*.

11.5. We are critical of our management style.

12. **Our strategy** was accepted. Staff showed their approval of the strategy through their endorsement of *support for vulnerable people, support for the local economy* and a *desire, if not always followed through, to put the customer first*. There were the following challenges to the strategy:

- in addition to tackling disadvantage we should continue to provide high quality services for the rest of the population
- we should not lose sight of children and young people's services as a priority
- our commitment to grow the economy should not be at the expense of the environment.

13. **Our structure** was accepted.

13.1. No one disagreed with a flat structure and no alternative types of structure were proposed. There were only three comments on structure and they proposed:

- three directorates: one for each of the three ambitions of our strategy
- KASS and Children's Services to combine
- the federated system be retained.

13.2. There was a very strong dislike of silos. Among managers 15.2% (i.e. 33) explicitly cited silos as something they disliked about the way KCC worked: *it is sometime easier to work with partners than with other parts of KCC, silo mentality between directorates, silos within directorates; deliberately duplicate to self-protect, protect budgets rather than deal with problems*. There were 2 comments that thought we worked well across directorates. In comparison there were over 50 comments to the contrary on silos, duplication and failure to share information

14. **Our systems**

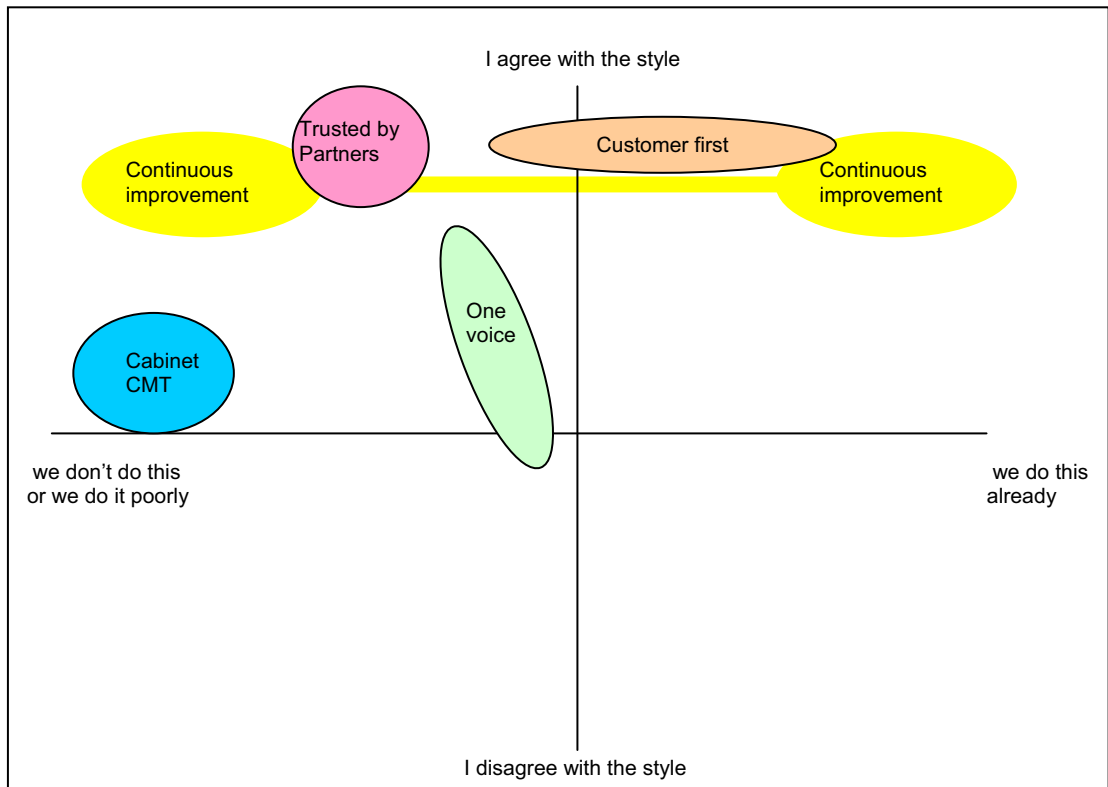
14.1. While some thought we manage well, others were critical of the way we manage and are managed – and that criticism came from managers. We *micromanage, we overmanage; we have top heavy oppressive management; we are obsessed with protocols and process and tick boxes. We talk big about empowering*

managers but it does not happen; we have a treacle layer which can be insular and resistant. There is favouritism, ego and he/she who shouts loudest gets heard. We are not decisive.

14.2. Gateways were welcomed. There were reservations about their implementation and whether staff will be adequately trained to deal with service issues.

15. **Our shared values.** No one thought we had a set of shared values, although some were confident they had a set of shared values within their directorate. No proposals were made for shared values.

16. **Our style** drew the largest response. There was broad agreement with the styles, but considerable disagreement over the extent to which we currently exhibit those styles. Below is a diagrammatic representation of where the responses fell:



16.1. We put the customer first

- Staff accepted this without exception as a style we should have for external customers, and showed a massive commitment to public service. But staff were largely silent on how we should treat internal customers.
- Many thought that we already put the customer first, but a substantial number thought we *spoke of putting the customer first but in practice did otherwise*. Specific comments were:

we are controlling; we pretend to consult; we don't really want to know what the public thinks.

16.2. We communicate as one voice as one unified organisation

- Staff largely accepted this as a goal. They want us to speak out for Kent as a whole and communicate clearly and more often. Some comments show discomfort over 'one voice' as it *stifles debate* and is *Orwellian*. *One respondent thought we should retain separate cultures and styles.*
- We are not a unified organisation as evidenced by the comments objecting to silos and duplication throughout the organisation. Autonomy and the flexibility to make local decisions found favour with a few respondents.

16.3. Cabinet and CMT work as a joint team with clear roles

- A small number thought the *administration is clear about what it wants* and *liked the experienced leadership at MD level.*
- But the substantial majority of comments were negative. *No joint working with the senior leadership team; CMT in-fighting and 'them and us' between the centre and the directorates; too many plans and directives with mixed messages; business planning is meaningless and non-responsive; and we challenge Government on regulation but we still over-regulate and monitor internally.* It must be noted that all of these quotes came from managers.

16.4. Everyone is hungry for continuous improvement

- Staff accepted this style without exception, but have polarised views on our current performance
- Many staff said we already practiced this style: *we are innovative, creative, willing to change, forward thinking and willing to take risks and try new things.*
- A greater number disagreed. Many thought we failed to innovate, others said we are *big on rhetoric of creative and challenging thinking but the reality is we are risk averse; we are resistant to change; it has to be like that because that's how we have done is for years; governance restricts innovation; we don't deliver but strategise well; we fail to act on what we hear, we know best and fail to learn from the past; and we are sometimes dazzled by our own brilliance.*

16.5. Our relationship with partners should be based on trust

- Staff accepted this style without exception, but we do not practice it. A few thought *we work well with partners* but most spoke of a poor relationship: *we preach at prospective partners; we are autocratic with partners, we are dismissive of partners and districts, we think we know best and we are arrogant.*

17. **Our skills.** The general view was that we value staff training and staff appreciate that, but otherwise this style generated little comment.

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(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager completed 7 October 2010

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Rating | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | | Risk Rating |
|---|--|---|------------|-------------|--|---|------------|-------------|
| | | Impact | Likelihood | | | Impact | Likelihood | |
| RA 1 | the change to the framework is happening at the same time as other demands on KCC: external policy changes and financial changes; planning and delivering the new medium term plan. That places great demands on KCC management resources. | 5 | 4 | 20 | This change in framework is being led by the Group Managing Director and supported by a programme manager reporting directly to her. CMT is the Programme Board, and the programme has weekly visibility at CMT. (It is the role of GMD and CMT to lead the organisation through major change and manage the inherent risks, and it essential that CMT and their direct reports are committed to the change). A project plan and timeline are in place, a project team established, risks are identified and mitigation steps already taken. Transition planning is taking place and a detailed transition plan is being developed. CMT will discuss and examine the different proposals and create models for new ways of working. | 3 | 3 | 9 |
| <p>Type 2: the consequence of NOT implementing the new framework at this time:</p> <ol style="list-style-type: none"> 1. It is imperative that the process of delivering a new operational framework dovetails and aligns absolutely with the preparation of the Council's medium term plan and delivery to that plan over the next four year. 2. The success of each of these relies upon the success of the others. 3. If we do not make these savings we may have to resort to managed-decline and be unable to deliver the quality of services that Kent is renowned for. | | | | | | | | |

Managing Business Risks - Risk Assessment

(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager completed 7 October 2010

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | |
|---------|---|---|------------|---|---|------------|
| | | Impact | Likelihood | | Impact | Likelihood |
| RA 3 | <p>Senior managers do not support the new framework and actively resist the changes.</p> <p>Partners and key stakeholders - headteachers, governors etc - do not support the changes.</p> | 3 | 3 | Full consultation is taking place in order to engage staff in the process of change and allow them to influence the outcome. | 2 | 2 |
| RA 4 | <p>staff morale falls and impacts on service delivery</p> | 3 | 4 | <p>Elements of the new operational framework will be designed with staff and managers to create relevant new solutions and buy-in.</p> <p>Early contact, regular communication and other meetings with partners and stakeholders to explain our ideas.</p> <p>Proposals have been made for voluntary redundancy and for filling vacant posts according to standard protocols (i.e. the Council's 'slotting in', priority candidate, and redeployment processes)</p> <p>Full consultation and engagement has taken place and staff have welcomed the fact that we are actively pursuing change. The risk to morale is limited to senior staff who are impacted by these proposals.</p> <p>Uncertainty damages morale; moving quickly and decisively will reduce this risk.</p> <p>Communication plans are in place and for most staff and most services any proposed changes to, and consultation with, the senior management will not impact their day-to-day delivery of service.</p> <p>It is the role of senior managers to show leadership during change.</p> <p>Type 2: the consequence of not changing the framework</p> <p>1. Failure to tackle silo-working may actually have a worse effect on morale. Staff expect change and are ready for it.</p> <p>2. Maintaining the current culture may worsen staff morale as the informal dialogue so far has indicated a positive desire among staff for change</p> <p>HR is ready to appoint replacements following the standard processes of looking first for internal candidates to 'act up' as interims.</p> | 3 | 2 |
| RA 5 | <p>Staff who are not successful in being 'slotted in' or redeployed to a new post as a priority candidate may leave.</p> | 3 | 3 | | 2 | 3 |

Managing Business Risks - Risk Assessment

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| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | | |
|---------|---|---|------------|--|---|------------|----|
| | | Impact | Likelihood | | Impact | Likelihood | |
| RA 6 | consultation is legally challenged causing delay | 5 | 2 | Mitigation has already taken place: - we are allowing longer than statutorily necessary - we are communicating widely and frequently - we have a robust process that is legally defensible - meetings have been held, and will continue to take place, with the Trades Unions | 4 | 1 | 4 |
| RA 7 | HR division does not have the resources to manage the HR elements of the project or produce the new HR structure in time for 1 April 2011 | 3 | 3 | HR have scoped the requirement and dedicated staff to this project | 3 | 2 | 6 |
| RA 8 | Finance division does not have the resources to recast the 2011/2 budgets to align with the new structure, or create the new accounting structure and controls, possibly due to being occupied by other major projects (Oracle release 12 in Nov 2010 and IFRS) | 5 | 4 | Finance are currently scoping the work. Extra resources will be provided if necessary. The workload will be eased by: - restructuring at directorate level: individual outward-facing services will not be restructured but will either not move or move in their entirety to a new directorate structure - all moves will take place at the end of the FY - so no need for mid-FY adjustments - finance can reassess their current workload priorities in the light of Member decisions today as this proposed new structure was outside their knowledge when the business plan for the division was set in April 2010. | 4 | 3 | 12 |

Type 2: the consequence of NOT implementing the new framework on 1 April 2011

The work will become more complex, and maintaining proper financial controls made more difficult if the change does not align with the year end.

Managing Business Risks - Risk Assessment

Appendix 3

(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager
 completed 7 October 2010

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Rating | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | | Risk Rating |
|---------|--|---|------------|-------------|---|---|------------|-------------|
| | | Impact | Likelihood | | | Impact | Likelihood | |
| RA 9 | The change in framework weakens financial controls | 5 | 3 | 15 | Finance are engaged on scoping the changes necessary. The work to ensure robust financial controls in the new organisational framework will be itemised in the transition plan. The change at a single date (1 April) means we avoid the intermediate states (and their associated risk of confusion over accountability) which are inevitable if the changes are done as a sequence over time. Type 2: taken at face value this risk could be used to advocate not changing the framework at any date | 3 | 3 | 9 |
| RA10 | The change to a new framework causes confusion over accountabilities and responsibilities (not just financial matters, but accountabilities and responsibilities for services in general) | 4 | 4 | 16 | The changeover applies only to Tier 1 and tier 2 managers. Responsibility for services and finance will need to be clarified through the transition plan and the 'D Day' handover plan A single changeover date for all affected will be planned for to reduce the opportunity for confusion among staff in general. | 2 | 2 | 4 |
| RA 11 | Actions 'in flight' and responsibilities are dropped or lost during the change to a new framework (not just financial matters, but accountabilities and responsibilities for services in general) | 3 | 3 | 9 | We will have a scrupulous transfer of all activities including (a) a default destination for activities in each existing directorate - anything that is not itemised goes to the default destination and (b) a small close down team to make sure there are no trailing edges in any directorate that closes. | 3 | 1 | 3 |
| RA 12 | Changes to IT may not be made in time | 5 | 3 | 15 | IT are already working with HR and finance to identify changes to systems, and examining changes to IT support systems. The next stage is to identify whether, as a result of the new structure, staff need access to additional applications (a service moving to a new directorate may need access to some of that directorate's internal systems) | 3 | 3 | 9 |

Managing Business Risks - Risk Assessment

Appendix 3

(template source: Risk and Audit)

Change To Keep Succeeding
 Objective: to deliver a new organisational framework completed by: Jeff Hawkins, Transformation Programme Manager
 completed 7 October 2010

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Rating | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | | Risk Rating |
|---------|--|---|------------|-------------|--|---|------------|-------------|
| | | Impact | Likelihood | | | Impact | Likelihood | |
| RA 13 | Service delivery suffers as a result of changes to top-level structures, and performance drops | 3 | 4 | 12 | Individual services are not being restructured, but continue unchanged except that the reporting line to a director may change on 1 April This 'no change' message for services will be repeatedly communicated. Detailed planning will take place for every directorate to identify every exception to the 'no change' rule. The new directorates will be expected to nominate a transition manager to ensure that all the necessary steps are taken in advance to ensure smooth operation from 1 April. We aim to fill tier 1 posts in January 2011. Tier 1 appointees will be 'designate' until 1 April 2011 giving them time to prepare for a new role. | 3 | 2 | 6 |
| RA 14 | Adverse media coverage. Staffs openness about the areas for improvement could be portrayed by the media in a manner that is damaging to KCC's reputation | 4 | 3 | 12 | By starting the savings on efficiency at the top tiers of management, the changes should be seen in a positive light. The positive support of staff for the changes is a factor that supports us - we need to maintain that support through engagement of staff. It is the sign of an excellent organisation that it is willing to examine how it currently operates and be frank and open about itself and look for ways to improve. | 4 | 2 | 8 |

Managing Business Risks - Risk Assessment

(template source: Risk and Audit)

completed by: Jeff Hawkins, Transformation Programme Manager
completed 7 October 2010

Change To Keep Succeeding

Objective: to deliver a new organisational framework

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Rating | Risk Control Measure | | Assessment of Mitigated Risk (with controls in place) | | Risk Rating |
|---------|--|---|------------|-------------|--|------------|---|----|-------------|
| | | Impact | Likelihood | | Impact | Likelihood | | | |
| RA15 | <p>Not able to plan for the 2011/12 budget. Within the planning for the four-year MTFP - as well as ensuring we are able to achieve overall balance and implementation of any proposals - it is clearly essential that we have proposals costed and ready to balance the 2011-12 budget. This could be disrupted by the change programme.</p> <p>Impact of these proposed changes to senior management and disturbance to existing management teams may undermine the ability of senior officers to support KCC in implementing the significant actions that are likely to be required for the MTFP and the reductions we may face of between 25% - 40% in funding</p> | 5 | 4 | 20 | <p>These changes to management arrangements are being widely consulted upon, have been preceded by a widely-held informal consultation, and officers are well aware that change is underway. The responses have shown a broad recognition of the need for change and awareness of the difficulties we have from our current style of working.</p> <p>The timing of this process is well ahead of the actions necessary for any implementation of the MTFP, and any changes to senior management arrangements should be in place by the end of January 2011. Any vacancies that may arise from this process will, in the first case, be filled by internal acting-up interims to ensure continuity.</p> <p>CMT as the programme board for the change programme and for the MTFP should ensure that work is not carried out in two separate but parallel workstreams but is co-ordinated.</p> <p>A separate workstream with the programme board will oversee the detailed activity necessary to compile the budget proposals for 2011-12 and ensure actions are prepared/pursued appropriately. This will be reported separately to CMT.</p> | 5 | 2 | 10 | |
| RA16 | <p>There is currently a safeguarding inspection into Children's social care. It is important that the inspectors do not make any invalid assumptions about the impact upon the service of the consultation or the proposed change to</p> | 5 | 3 | 15 | <p>KK and RT will speak directly with inspectors to explain and allay any concerns</p> | 5 | 1 | 5 | |

Managing Business Risks - Risk Assessment

Appendix 3

(template source: Risk and Audit)

completed by: Jeff Hawkins, Transformation Programme Manager

Change To Keep Succeeding

Objective: to deliver a new organisational framework completed 7 October 2010

| Risk No | Challenges | Assessment of Inherent Risk (with no controls in place) | | Risk Control Measure | Assessment of Mitigated Risk (with controls in place) | |
|---------|---|---|------------|---|---|------------|
| | | Impact | Likelihood | | Impact | Likelihood |
| RA17 | Risk of opposition to the business support directorate model | 4 | 3 | Detailed transition planning provides the opportunity to address concerns and, within the remit of a business support directorate, to adjust the delivery of service. Workshops will be held with staff and managers to design new processes for business support. | 2 | 3 |
| | | | | Type 2. Failure to implement the business support directorate Retention of the current federated model of business support within directorates perpetuates the duplication of effort and silo-working and their associated cost - something which staff have identified as a feature of KCC that needs to change. | | |
| RA18 | Risk of opposition to the new Education and Families model from headteachers and partners | 4 | 3 | Consultation and explanation of the model. Reassurance around Children's Trusts and Locality Boards. Await guidance from Government on new role | 2 | 2 |

EQUALITY IMPACT ASSESSMENT SCREENING GRID

“Change to keep succeeding”. The transformation of the Council’s operating framework.

| Minority strand | Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO | Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO | Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN | | Reason for assessment |
|-----------------|---|--|--|----------|---|
| | | | Positive | Negative | |
| Age | Yes | Yes | | Medium | <p>Younger employees may be more likely to have shorter service than others and be less experienced.</p> <p>Younger workers may be impacted in terms of redundancy payments, or in terms of pay progression given the proposal involves staff potentially affected will receive pay based on performance based on the Total Contribution Pay Scheme (TCP).</p> <p>Older staff should also not be treated less favourably over younger staff on the grounds of age.</p> <p>The proposed evaluation of roles by Hay Group will ensure equal opportunities and alignment of pay / roles.</p> |

APPENDIX 4

| | | | | |
|--------------|-----|-----|--------|--|
| Disability | Yes | Yes | Medium | <p>The recruitment process may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>The new posts may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>Managers will need to be aware of disabilities in the above and ensure staff are not treated less favourably as a result.</p> |
| Sex (Gender) | Yes | Yes | Low | <p>Female senior officers are under-represented compared to the KCC workforce (65% v 84%).</p> <p>Female staff may also have shorter service due to caring responsibilities.</p> <p>Female staff are also more likely to have primary caring responsibilities or be part time.</p> <p>Most post-holders are however full-time.</p> |

APPENDIX 4

| | | | | | | | |
|------------------------------|----|----|----|------|------|------|---|
| Gender Reassignment | No | No | No | None | None | None | Gender reassignment should not be a factor in this project, either in recruitment or in performing the roles. |
| Race | No | No | No | None | None | None | As above |
| Religion or belief | No | No | No | None | None | None | As above |
| Sexual orientation | No | No | No | None | None | None | As above |
| Marriage & Civil Partnership | No | No | No | None | None | None | As above |
| Pregnancy & Maternity | No | No | No | None | None | None | As above |

Current Posts Impacted

Chief Executive's Department

Executive Director of Strategy and Business Support
 Director of Finance (s.151)
 Director of Law & Governance (MO)
 Director of Personnel & Development
 Director of Property
 Director of Commercial Services
 Director of Strategic Development Unit & Public Access
 Director of Public Health

Children, Families and Education

Managing Director Children, Families & Education
 Director of Commissioning and Partnerships
 Director of Capital Programmes and Infrastructure
 Service Director - Learning
 Director of Resources and Planning
 Service Director - Specialist Children's Services

Communities

Managing Director – Communities
 Director of Cultural Services
 Director of Community Safety & Regulatory Services
 Director of Youth Services & Kent Drugs Alcohol Action Team
 Director of Policy & Resources

Environment, Highways & Waste

Executive Director, Environment, Highways & Waste Directorate
 Director of Environment & Waste
 Director of Integrated Strategy & Planning
 Director of Kent Highway Services

Kent Adult Social Services

Managing Director, Kent Adult Social Services
 Transforming Social Care - Lead Officer
 Director of Strategic Business Support
 Director of Operations
 Director of Commissioning & Provision x 2

NB: These are the only posts directly impacted by this process.

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By: David Cockburn
To: Corporate POSC
Subject: Kent Recommitment
Classification: Unrestricted

Summary:

The Kent Recommitment establishes new partnership arrangements within the county which place local democracy at their heart. This paper introduces the draft Kent Recommitment and will be accompanied by an oral update on progress.

1. Introduction

The Kent Recommitment has been developed by Kent's County and District Leaders as the foundation for joint working within the county, to plan and deliver public services in Kent more effectively, more accountably, at less cost and as close to service users as possible.

2. Background

The Kent Recommitment has been agreed by Kent Leaders subject to governance arrangements being finalised.

It was drafted for Kent Leaders by the Kent Leaders Sub Group of Andrew Bowles (Chairman and Leader of Swale), Peter Fleming (Leader of Sevenoaks), Paul Watkins (Leader of Dover) and Alex King (Deputy Leader – KCC) and has been shaped and developed by Kent Leaders as a whole.

3. The Kent Recommitment

The final draft of the Kent Recommitment is attached. This establishes a Kent Forum (or Senate) arrangement and the principles and framework for new and streamlined working relationships within the county with local democracy at their heart.

Through the Kent Recommitment, Kent Leaders will press for greater devolution of powers and budgets from national and regional quangos and agencies to make us better able to respond to the needs and aspirations of local people and to save taxpayers money. Kent Leaders wish to make the £8 billion currently spent in the county by the public sector increasingly democratically accountable.

Through the Kent Recommitment, and now developed further in “Bold Steps for Kent”, we will also consider where services could be better co-ordinated through local, outcome-based commissioning, bringing together District, County Council and KCC Cabinet members saving money and better addressing local need.

The Kent Recommitment also recognises the strength of Kent Leaders fighting together for local communities on issues of both county-wide and national importance in standing up for the interests of Kent’s residents.

4. Next Steps

Full governance arrangements are currently under discussion by Kent Leaders and final amendments are currently being made.

A further update will be provided orally at the meeting.

5. Recommendation

The Corporate Policy Overview & Scrutiny Committee is asked to note the contents of the report.

Author Contact Details:

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Background Documents: Kent Recommitment (attached)
“Bold Steps for Kent”, KCC - October 2010

The Kent Recommitment

“We will take strategic decisions and deliver local public services and seek genuine devolution of powers to both county and district level to ensure we are able to respond to the needs and aspirations of local people and save taxpayers money.”

**Source: Letter from all Kent Leaders to Eric Pickles,
Secretary of State for Communities & Local Government, June 2010**

1. Purpose

The Kent Recommitment, signed by the Leaders of Kent’s County, District, Borough and City Councils, is the foundation for our work together to plan and deliver public services in Kent more effectively, more accountably, at less cost and as close to service users as possible.

2. Our Principles

- All public services delivered to Kent’s residents and the £8billion spent in the county by the public sector must be made increasingly democratically accountable.
- Existing regional and national quango powers must be devolved to the most appropriate level.
- Kent’s 13 sovereign County and District Councils, together with our rich network of Parish and Town councils, are the “building blocks” for public service planning and delivery within the county.
- We recognise the strength of fighting together for local communities on issues of both county-wide and national importance and standing up for the interests of Kent’s residents.

3. Function of the Kent Recommitment

- Through the Kent Recommitment, we will work together to help shape and influence new government policy and its delivery within the county, as we are already doing.
- We will seek genuine devolution of powers to both county and district level to ensure we are able to respond to the needs and aspirations of local people and save taxpayers money:
 - We will support Kent County Council to exercise greater strategic and spatial powers within the county, working closely with local District Leaders through a “Senate” model.
 - We will support Kent’s District Councils to exercise greater influence in delivering/commissioning and targeting services within their areas
- Together, we will identify those services which may be better delivered at district level, those services and functions which may be better exercised at county level and those that may be better co-ordinated through local, outcome-based commissioning, bringing together District, local County Council and KCC Cabinet members.
- We will support greater devolution to our Parishes, Towns and local communities and always champion the needs of local residents and business in Kent.
- In our dealings with Government, we acknowledge the strength of speaking together on shared issues in representing the interests of Kent’s businesses and residents.

4. Form – How we will work together

- We will establish the “Kent Senate” (or other agreed name) of the County and District Leaders, with relevant KCC Cabinet Members for county-wide services, as the primary forum for delivering the Kent Recommitment, respecting the sovereign decision-making powers of individual councils.
- There will be no voting arrangements until full Governance proposals have been developed and agreed, including Cabinet Member and officer attendance.
- We will invite leaders of other public bodies with full democratic accountability, at an appropriate time, to join the Kent Senate (eg Chairman of Fire & Rescue, directly-elected Police Commissioner) and we will work closely with all local public service providers.
- The role of the Kent Senate will be as a Kent-wide body to co-ordinate and agree shared priorities and progress. As such, it will consider and endorse Kent-wide strategies including those produced for “*21st Century Kent – Unlocking Kent’s Potential*”.
- The Senate will also consider cross-cutting policy issues within the County, beginning first with the implementation of Health Service reform within Kent and the enhanced role of democratically-elected local authorities within this reform.
- Within District boundaries, we will establish District-based pilots of local District and County members and others to oversee and shape delivery of the Kent Recommitment locally and to draw together local public services for greater effectiveness and efficiency.
- We will invite Kent MPs to join all meetings of the Kent Senate to build greater understanding of decision-making and accountability for total public service spending within Kent. Once a year, the Kent Senate will meet in Westminster.
- The number of partnerships across the county will be significantly reduced, to reflect this new and streamlined way of working.
- The Kent Senate will meet in shadow form with immediate effect (*replacing the Kent Leaders Group*).

5. Building a Local Economic Partnership

- Reflecting the above, we will work together for the success of a Local Economic Partnership (LEP) on which all 14 Leaders will be represented, either directly or through a mandated representative agreed through the Kent Senate.
- Within the LEP, we will recognise clearly defined sub-economic groupings which will exist as delivery bodies in their own right within the framework, with specific powers and assets as appropriate.
- By organising ourselves in this way, we are united in fighting together at county level and within our specific economic areas for our strategic priorities and we will ensure strategic level support for specific areas of Kent within the LEP, including the Thames Gateway, our Coastal Communities, Growth Points and rural West Kent.
- The LEP will support co-ordination and joint working with neighbouring LEPs on issues of shared interest to provide the strongest possible support for individual priorities.

6. Finance and Savings

- We will work together to support place-based budgets at County and District levels enabling total flexibility to respond to the needs and aspirations of local residents in the context of scarce resources.
- We will press for greater devolution of powers and budgets from national and regional quangos and agencies to the family of local government in Kent.
- We will fight for existing regional programmes to be funded until they end and for continuing support, where appropriate, when this funding goes.
- Cost saving, openness and transparency will be fundamental to all that we do.

By: Roger Gough – Cabinet Member for Corporate Support and Performance Management
Amanda Beer – Director of Personnel & Development

To: Policy Overview & Scrutiny Committee

Date: 12 November 2010

Subject: Oracle HR and Payroll System Update

Classification: Unrestricted

Summary: This report gives an overview of the major Oracle HR related developments including self service. It details financial and business benefits since the initial implementation, and future planned development.

1. Introduction

Oracle HR (without payroll) was implemented in January 2003 to replace 2 separate legacy systems and was developed to integrate with the existing Oracle financial package to cover around 44,000 staff in KCC employed in Directorates and in Kent Schools.

At that time there was no requirement for an integrated payroll system as the KCC payroll had been outsourced to Capita Business Services based in Sittingbourne.

In 2003 Capita and KCC agreed to work jointly to implement Oracle payroll, as support for the existing legacy payroll system was being withdrawn. The Oracle payroll system went live in November 2004 and was run by Capita, at an annual cost of £1.3m (excludes system upgrades and enhancements).

This contract was due for renewal in 2004, and because of the cost and lack of other providers it was decided to transfer the payroll service back to KCC (for non schools staff).

2. Benefits and Savings

The implementation of an integrated HR and Payroll system, coupled with the transfer of the payroll and expenses services from Capita back to KCC were key enablers for Personnel and Development (P&D) to deliver strategic HR business and Oracle system related objectives:

- Deliver savings of £2.7m cumulatively over a five year period.
- Ensure key HR processes are delivered more quickly and efficiently to staff and managers.
- Provide KCC managers with improved management information.
- Transform the Oracle system from purely an HR/Payroll tool to an integrated business tool with self service as the main conduit to achieve this.

- Modernise the delivery of HR processes and make it more attractive to current and future staff.
- Maintain and develop an effective HR and payroll operational tool (the core functional modules).
- To provide a platform to enable KCC to deliver payroll services to schools with associated income generation

Paragraph 3 highlights key Oracle projects which are contributing to the delivery of planned cost savings and improved service delivery. Appendix A details the Oracle HR system direction of travel.

3. Time line of Successful Oracle System developments

Details key Oracle developments and achievements since the initial implementation.

| | Key Developments | Date | Purpose & Key Benefits |
|-----|--|-------------|---|
| 1. | Implementation of Oracle HR | Jan 2003 | Replaced legacy systems |
| 2. | Implementation of Oracle Payroll | Nov 2004 | Replaced legacy systems |
| 3. | Payroll processing service brought back in-house from Capita (Newly formed Employee Service Centre Team) | Dec 2005 | Payroll service delivery savings & initiator for provision of integrated delivery of HR and Payroll service |
| 4. | Expenses processing service brought back in-house from Capita. | Aug 2006 | Oracle system developed to process expense claims via payroll. Expenses service delivery savings |
| 5. | Creation and upload of a KCC reporting hierarchy set-up in Oracle. | Nov 2006 | To support Employee Self Service and Total Contribution Pay recording process. |
| 6. | Development of Employee Self Service (ESS) | Dec 2006 | Enabler for key HR processes to be actioned on-line |
| 7. | Improved reporting capabilities via Discover | Mar 2007 | Improved reporting at Corporate and Directorate level |
| 8. | Total contribution module in place and extended to all Kent scheme staff | Mar 2007 | Enables managers to record appraisal assessment ratings |
| 9. | Pilot of Employee Self service to 600 | Jan 2007 | Piloted across all Directorates |
| 10. | Development and implementation of linking time recording system for home care staff to Oracle | Jul 2007 | Enables managers to enter timesheets for homecare staff directly into Oracle payroll |

| | Key Developments | Date | Purpose & Key Benefits |
|-----|--|--------------------|---|
| 11. | Automated end of year links with HM Revenue and Customs | Jul 2007 | Improved data processing with HM Revenue and Customs |
| 12. | Development of Oracle Learning Management | Apr 2007 | Enables P & D Learning & Development Teams to record staff training records in Oracle. |
| 13. | Implementation of Oracle enhanced Retro pay | Apr 2007 | Allow the system to automatically calculate pay arrears |
| 14. | Creation and upload of all KCC staff email addresses set-up in Oracle | Jan 2008 | Key requirement for delivery and rollout of Self Service |
| 15. | Development of Oracle upload tool. | May 2009 | To support staff restructures across KCC |
| 16. | Wider rollout of Employee Self Service and on-line expenses across KCC | Jul 2009 - present | 7,200 staff have access, on target to deliver to 9,300 by year end. |
| 17. | Development and pilot of Manager Self Service | Mar 2010 | Piloted to 200+ KCC managers, who have provided positive feedback about accessing staff information on-line |
| 18. | Development and implementation of facility to automatically alert managers of key sickness absence dates | Jul 2010 | Enables managers to proactively manage employee sickness absence |
| 19. | Rollout of expenses on-line to Members | Sep 2010 - present | Positive message to KCC staff about using self service. |
| 20. | Major upgrade of Oracle system to version 12.1.1. | Nov 2010 | In progress at date of report |

4. Future Developments

The focus of future Oracle development is extra functionality for Manager Self Service, such as additional absence monitoring, payment processing, managing changes to staff contractual details. Plans are also in place to continue the rollout of Manager self service to all KCC managers.

Additionally, there is now a requirement for establishment control within Oracle HR. This requires a fundamental change to the Oracle set-up and there are cost and resource implications. Options for delivering a solution are under review in conjunction with Finance and ISG, and an ideal time to implement this would be aligned to the restructure of KCC. Earlier implementation would not be cost effective.

Other areas which have been identified as requiring future review and or development, but funding is not allocated are detailed in Appendix B.

5. Oracle Employee and Manager Self Service overview and progress to date

Employee self service was developed during 2007. It was planned to rollout to around 9,300 staff (those with access to a networked computer and a KCC email address). It is currently used by around 7,200 and is on target to deliver the completed rollout of 9,300 by year end. Manager self service is rolled out as a pilot to around 200 KCC managers and will be rolled out more widely during 2011.

See Appendix C for details about Self Service functionality.

The implementation of self service is a key driver for P&D to deliver planned savings and streamline HR processing across KCC.

The benefits to KCC are:

- Speeds up end to end personnel/payroll processes by cutting out areas of repetitive keying e.g. sickness/overtime forms.
- Provides managers with more timely and accurate (real-time) information about their staff.
- On-line visibility of staff data means that managers can more proactively manage staffing processes such as sickness absence monitoring and escalation and other key management responsibilities.
- Gives ownership of personal data to our employees
- Makes physical location of staff and managers less important
- Dramatically reduces paper flow within the Authority
- Provides an environment that fits in with the new world of work which is attractive to current and future staff

The implementation of self service is reducing the volume of HR back-office functions, and therefore contributing to planned savings, prior to its introduction Employee Service Centre processed:

- At its peak around 4,200 expense forms a month. By mid-2010, this number reduced by 50% through self service.
- Around 16,000 sickness absence per year, by mid-2010 this number has reduced by more than 30% through self service.

6. Recommendations

Members are asked to note:-

1. the major developments and enhancements made since the initial set-up of the system in 2003 and the associated streamlining of core HR structure processes.
2. the cost savings and efficiencies achieved.
3. the planned future development and other areas highlighted for review

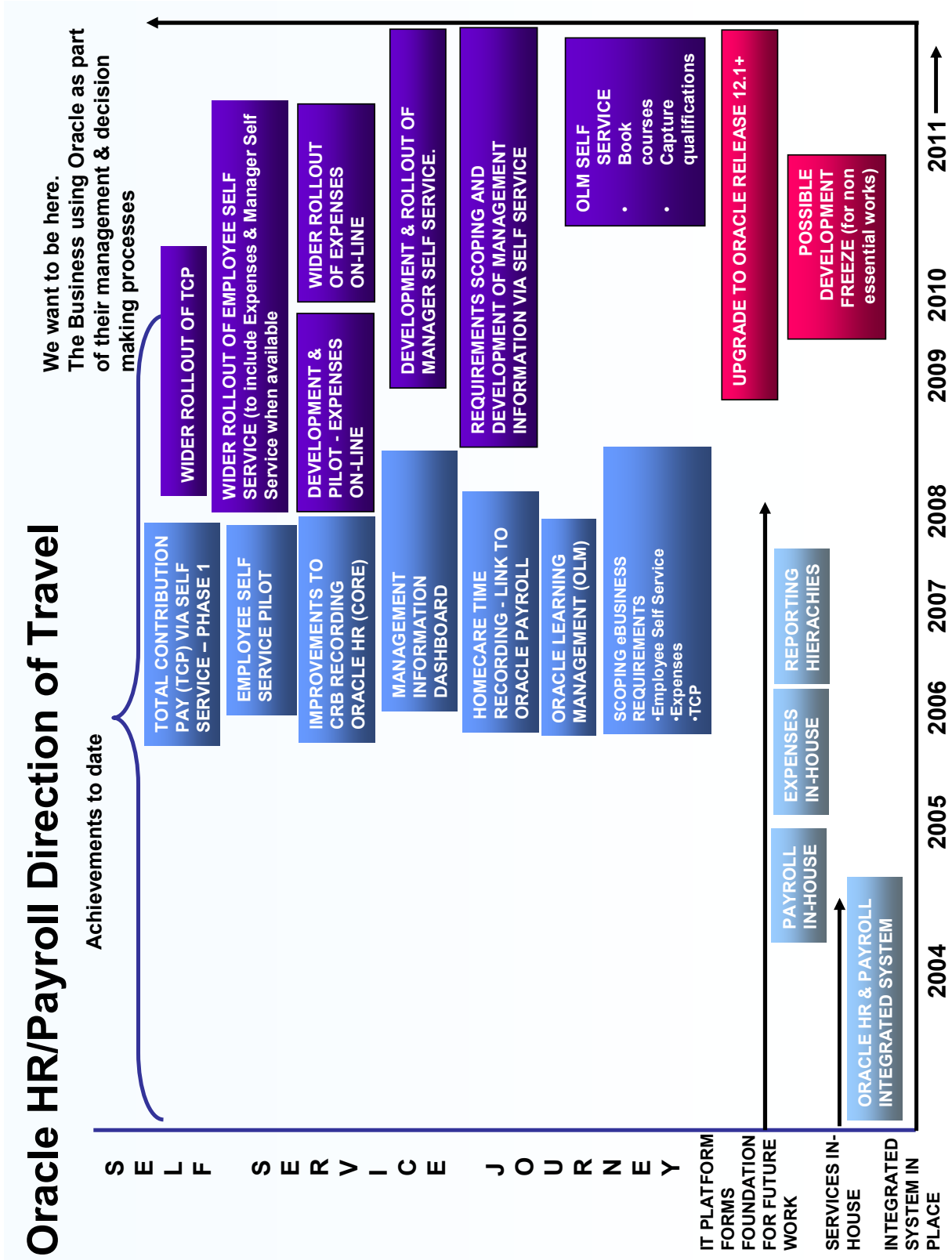
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Appendix A – Oracle HR System – Direction of Travel



Appendix B – Other areas which have been identified as requiring future review

| | Headline | Detail | Recommendation |
|----|--|--|--|
| 1 | Lack of single password to access KCC IT systems | Self service adds to the burden of passwords and logins for staff to remember | To be driven forward as part of corporate initiative. |
| 2 | Remote access to Oracle systems | Headcount currently around 15,000, but only around 9,300 have access to a networked PC. Greater access could improve cost savings for processing HR transactions. | To be driven forward as part of a corporate initiative and requires a decision to open up access and address security requirements. |
| 3. | Standardising working practices and approvals across KCC | Differing working practices and approvals processes across the Authority means that additional development costs are incurred. | Need to get the balance right between technologies and working practices and aim for greater standardisation across common processes and standardise terms & conditions where practical. |

Appendix C – Self Service Functionality

Employee Self Service Functionality

Through Employee Self Service staff and managers can carry out key HR functions on-line, direct into the Oracle HR system such as:

- View / change personal details, such as home address, and vehicle information.
- Record sickness absence (manager signs off).
- Change bank account details (securely).
- View KCC employment history.
- Claim overtime (manager approves).
- Access payslips and P60 on-line.

Manager Self Service Functionality

Through Manager Self Service KCC managers can carry out HR processes and view and run reports about their staff at individual and team level, such as:

- Team reporting hierarchy, job titles, salary information, employment and training history with KCC as well as their sickness absence record.
- Record and report appraisal ratings for staff - 1,300 managers entered Total Contribution Pay (TCP) ratings via Manager Self Service during January 2010.
- Record sickness absence for staff directly into Oracle HR.

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By: Roger Gough, Cabinet Member for Corporate Support Services
& Performance Management
Meradin Peachey, Director of Public Health

To: Corporate Policy Overview & Scrutiny Committee,

Subject: Update on the NHS White Paper Liberating the NHS

Classification: Unrestricted

Summary: KCC responded to the consultation on "Liberating the NHS" which can be found on the committee section of kent.gov.uk or by following this link

<http://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=3026&Ver=4>

1. At the 24th September meeting POSC Members were advised that the proposals set out in the NHS White Paper "Liberating the NHS" will pave the way for extensive changes in how health services will be commissioned in the future and the role of the County Council in ensuring they meet the needs of the people of Kent.
2. The White Paper also proposes the transfer from PCTs to local government of Public Health functions, i.e. health improvement, health protection and ensuring access to high quality health services in collaboration with a new National Public Health Service.
3. If enacted, the Health Bill will impact on virtually all of the council's services and on how the council works with all its public sector partners. In particular, KCC (and the District Councils) will need to forge new relationships with the GP consortia that will be the new health service commissioners.
4. The size and scale of the proposed changes are not without risk and in anticipation of the Health Bill, arrangements are already in place for Members and officers in KCC to be fully engaged with GP and NHS colleagues in co-designing the future arrangements for Kent. An initial meeting between KCC Members, senior managers and officers and GPs is planned for 25th November. The purpose of the meeting is relationship building and to understand the aspirations, concerns and challenges of both parties.
5. The backdrop to these radical changes is the reduction in local authority budgets, the proposed restructuring of KCC (Change to keep succeeding) and the management and efficiency savings imposed upon the local NHS through the Quality, Innovation, Productivity and Prevention programme (QIPP).
6. Key staff and Members are meeting regularly with PCT staff to ensure KCC is part of the transition planning to the new health arrangements.

Firm dates for the publication of the Public Health White Paper and the first reading of the NHS Health Bill are not yet known though both are expected before the end of December.

7. It may be useful for POSC to receive a more detailed update at the 13th January meeting.

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By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview and Scrutiny Committee
12 November 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: To update the Committee on the current topic review programme and to invite suggestions for future Select Committee topic reviews.

Select Committee Topic Review Work Programme

1. (1) There are currently no Select Committee topic reviews in the work programme which fall under the remit of this Policy Overview and Scrutiny Committee.

(2) The work programme consists of the following:-

- Renewable Energy –is due to submit its final report to the Cabinet in November 2010 and County Council in December 2010
- Extended Services – is due to submit its final report to the Cabinet in November 2010 and County Council in December 2010
- Educational Attainment of Pupils and Schools in Areas of High Deprivation – which is due to start its work in shortly.
- Dementia which is due to start work shortly.
- The Student Journey – new Select Committee agreed at Scrutiny Board on 3 November 2010 – due to start its work in Spring 2011.

Suggestions for Select Committee topic reviews

2. At the Scrutiny Board It was agreed that Members would be asked to consider whether there are any topics that they would like to put forward for consideration for inclusion in the future topic review programme. If Members do have any suggestions could they contact the Democratic Services Officer for this POSC.

3. **Recommendations** Members are asked to note the current Select Committee topic review programme and to advise the Democratic Services officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme

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Background Information: *Nil*

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