

**CORPORATE POLICY OVERVIEW AND SCRUTINY  
COMMITTEE**

**Thursday, 1st July, 2010**

**10.00 am**

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







## AGENDA

### CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 1 July 2010 at 10.00 am**  
**Darent Room, Sessions House, County**  
**Hall, Maidstone**

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

*Tea/Coffee will be available 15 minutes before the meeting*

#### **Membership (12)**

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

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

#### **UNRESTRICTED ITEMS**

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

#### **Item No**

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

- A1 Substitutes
- A2 Declaration of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes (Pages 1 - 6)
- A4 Dates of meetings in 2011

The Committee is asked to note the following dates for its meetings in 2011

Thurs, 13 January 2011  
Thurs, 31 March 2011  
Wed, 6 July 2011  
Thurs, 22 September 2011  
Thurs, 3 November 2011

All meetings will start at 10.00am at County Hall and may run into the afternoon if the weight of business dictates.

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

- B1 Chief Executive's Department Financial Outturn and Unit Operating Plan Outturn for 2009/10 (Pages 7 - 72)

- B2 WorkPlace Transformation (formerly Better WorkPlaces) Update (Pages 73 - 78)
- B3 Report on Contact Centre (Consumer Direct South East) (Pages 79 - 86)
- B4 A Comprehensive Engagement Strategy for Kent County Council (Pages 87 - 98)
- B5 Sustainability and Climate Change Update (Pages 99 - 104)
- B6 Information Systems Deployment (Pages 105 - 118)

**C. SELECT COMMITTEE WORK**

- C1 Select Committees - update (Pages 119 - 142)

**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

**Monday, 28 June 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**

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**CORPORATE POLICY OVERVIEW AND SCRUTINY  
COMMITTEE**

MINUTES of a meeting of the Corporate Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 8 April 2010.

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

ALSO PRESENT: Mr R W Gough, Mr A J King, MBE, Mr R A Marsh and Mr J D Simmonds

IN ATTENDANCE: Mr P Bole (Head Of I C T Commissioning), Mr D Godfrey (Public Policy), Ms L McMullan (Director of Finance), Mrs T Oliver (Director of Strategic Development and Public Access), Mr D Pugh (Head of the Kent Brussels Office), Mr D Shipton (Finance Strategy Manager), Mr D Tonks (Head of Audit & Risk), Mr N Warren (Consumer Monitoring Manager) and Ms D Fitch (Assistant Democratic Services Manager (Policy Overview))

**UNRESTRICTED ITEMS**

**44. Minutes - 14 January 2010**

*(Item A3)*

RESOLVED that the minutes of the meeting hold on 14 January 2010 are correctly recorded and that they be signed as a correct record.

**45. Financial Monitoring Report : Corporate Services 2009/10**

*(Item B1)*

(1) Mr Shipton introduced the third quarter's budget monitoring report for 2009/10 which was submitted to Cabinet on 29<sup>th</sup> March 2010 for CED.

(2) Officers undertook to circulate to Members information on the oil price indicator used and why this was the best option, a copy of the answer given by the Cabinet Member for Finance at the meeting of the County Council on 1 April 2010 on oil prices and the paper referred to by the Cabinet Member for Finance on oil prices. Ms McMullan agreed to show currency fluctuations in future reports.

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

#### **46. Shared Services work in Kent**

*(Item B3)*

(1) The Committee received a report on the continued development of formal and informal partnerships and joint working structures to create shared services and more effective collaboration since the Kent Commitment was signed between Kent County Council and the District and Borough Councils in Kent in January 2007.

(2) At the January 2010 meeting of this Committee a detailed report was received on the payroll and HR aspects of shared services, this report covered the ongoing work of the East Kent Joint Arrangement Committee (involving the Districts of Canterbury, Dover, Shepway and Thanet, plus KCC); the Mid Kent Improvement Partnership (involving the districts of Ashford, Maidstone, Swale and Tunbridge Wells, plus KCC); the shared services activities between the remaining districts and the work of Kent Commercial Services in support of shared services and shared procurement in Kent. Mr Godfrey was present to answer questions on behalf of Mr Hardy.

(3) In relation to the East Kent Joint Scrutiny Committee, the issues of duplication of debates at this Committee and meetings of constituent Districts was raised. Also the difficult role of District Members who were expected at the Joint meeting to set aside their views as Members of a specific District.

(4) There was discussion on the fact that the majority of shared services were horizontal rather than vertical and therefore the role of the County Council in this was questioned. One of the suggested reasons for this was the high overheads of services provide by the County which were higher because of operating county-wide services, compared to those proved at a local level.

(5) Mr King referred to the work that was being carried out on the Kent Re-commitment, which was being undertaken by a Group chaired by Mr Bowles, and included other District Council Leaders. This Group would be submitting a report to Local Authority Leaders across Kent and once it had done this the conclusions could be shared with this Committee for discussion in relation to the County Councils role.

(5) RESOLVED that

(a) the report and comments made by Members be noted.

(b) update reports on shared services work in Kent be submitted to this Committee two or three times a year.

(c) when the report on the Kent Re-commitment being produced by a Group of Members has been agreed by Local Authority Leaders across Kent, it be discussed by this Committee.

#### **47. Citizens' Panels - update**

*(Item B4)*

(1) Mr Warren introduced a report which informed the Committee of the establishment of the Kent & Medway Citizens' Panel, set out the current position regarding membership and partners and outlined the proposed activities for 2010/11.

(2) In response to a question, Mr Warren gave the example of a question in a recent survey on operation stack, the response to which had been successfully used as a lobbying tool.

(3) Mr Warren explained that once someone signed up to be a member of the Panel they remained on the mailing list until they indicated that they wished to come off, there was no obligation for them to respond to every survey.

(4) The importance of avoiding duplication with surveys carried out by different authorities/partners was emphasised.

(5) It was suggested that the panel were unrepresentative but Mr Warren explained that IPSOS MORI were commissioned to ensure that a representative survey was produced.

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

#### **48. Total Place**

*(Item B2)*

(1) Mr Gough and Mrs Oliver introduced an update on the Total Place pilot and future direction of Total Place.

(2) The issue of focusing on a particular area for example the work in Margate and Cliftonville West leading to the problems being moved to another area was raised.

(3) A Member expressed the view that the barriers to the pilot as set out in the final report were not extensive enough and they should not be underestimated at a local level. There was also the issue of the territorial barriers in central government and the lack of commonality at national level, for example some government departments were exempt from Stamp duty. These barriers need to be overcome if we were to move forward with the rationalisation of assets. It was important that legislation relating to Total Place was enabling rather than proscriptive. In relation to the proposal in Appendix 5 to co-locate the public section back office functions in Tunbridge Wells, a Member pointed out that this was only one of 8 options that had been put forward and that there were a number of barriers, for example expiry dates of leases.

(4) In relation to the references to Margate in the papers a Member asked that an effort be made to ensure that a balanced view was given rather than an emphasis on the negative aspects of the area.

(5) The issue of transfer of ownership of assets from one body to another was raised as something that must be done by agreement amongst willing partners.

(6) In response to a question on Member involvement in Total Place, Mr Gough stated that in the early stages a small number of District and County Members had been involved. He anticipated there being frequent items to this Committee on Total Place. A key issue that would need to be considered would be the role of Members in the scrutiny of services across a "Place".

(7) Mr Gough emphasised that the County Council was not interested in empowering a mechanism for central government to take control of Council assets. It was difficult to get horizontal co-operation especially linked to the centre. It was essential that elected authorities played a leading role in the process.

(8) In response to a question on the figures within the report, Mrs Oliver explained that extrapolations had been used in order to meet the deadline for submitting the report.

(9) Mr Simmonds emphasised the need for quick financial wins from Total Place and expressed concern that a lot of the timescale for Total Place was longer term.

(10) Mr King reinforced three key points, the first was that this should be a coalition of the willing, secondly it was important that democratically elected Members who represented Government at a local level took a lead in this process, as there was a real opportunity to bring together agencies of central government and get them to work more effectively. Finally he stated that Total Place was not a universal solution and it could only be achieved if there was trust between the tiers of government and they came together in a constructive way.

(11) RESOLVED that the progress on this key activity for Kent be noted and there be an update to the September 2010 meeting of the Committee.

#### **49. CED Risk Register - update**

*(Item B8)*

(1) Mr Tonks presented an update to the Committee on the latest content of the CED Risk Register.

(2) RESOLVED that the report and appendix be noted.

#### **50. Ministry of Defence Welfare Pathway pilot in Kent.**

*(Item B5)*

(1) Mrs Oliver introduced a report which updated Members on the Welfare Pathway and the next steps. The Welfare Pathway was an extension of the existing Gateway model focused on the Armed Forces Community. There was a significant drive to launch the Kent pilot by November and since then, work had focused on establishing the operational framework to deliver a coherent service. The next few weeks would see a significant drive to finalise these arrangements and ensure the

service was then promoted more widely to the Armed Forces Community and that the feedback from the pilot informed local and national policy discussions.

(2) RESOLVED that the report be noted and that there be an update to the November 2010 meeting of the POSC.

## **51. International Affairs Group Update**

*(Item B6)*

(1) Mr King, Mr Marsh and Mr Pugh introduced the regular update report to the Committee on Kent's International and European activities co-ordinated by KCC's International Affairs Group and answered questions from Members.

(2) In response to a question Mr Marsh explained that Interreg funding was targeted at certain issues. He explained that a bid in relation for Tourism for Kent of £1.2m had been successful and this in turn had contributed to the winning of a top tourism award.

(3) Mr Pugh confirmed that he and his colleagues were happy to discuss with District Council colleagues how the Brussels office could assist them. Mr Marsh suggested that a list of qualifying criteria for European funding be sent to Tunbridge Wells and other District Council colleagues.

(4) RESOLVED that the report be noted.

## **52. ICT Strategic Plan**

*(Item B7)*

(1) Mr Bole presented a report which provided an update to Members on the ICT Strategy and Broadband availability across the county. Members comments and questions were invited.

(2) A Member highlighted the issue of inadequate broadband access in rural areas which was affecting a lot of small businesses that had located there. Mr Bole confirmed that approximately 30,000 small or medium businesses had insufficient broadband access. He referred to an appendix to the report which set out ways to influence improved broadband access across Kent. The root cause of the problem was underinvestment in Kent broadband, of the 135 exchanges in Kent only 19 were large enough to attract investment.

(3) The Chairman undertook to ensure that the Scrutiny Board, at its meeting on 22 April 2010, include consideration of broadband infrastructure in its discussion on 106 agreements.

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

**53. Select Committees - update**

*(Item C1)*

(1) The Committee received a report which updated them on the current topic review programme and invited them to submit suggestions for future Select Committee topic reviews.

(2) RESOLVED that the report be noted.

**TO:** Corporate Policy Overview & Scrutiny Committee – 1 July 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  
David Cockburn, Interim Chief Executive

**SUBJECT:** Chief Executive's Department Financial Outturn and Unit Operating Plan Outturn for 2009/10

**Classification:** Unrestricted

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### **Summary:**

This report summarises the 2009/10 financial outturn, together with annual operating plan outturn information, for each of the Service Units within the Chief Executive's Department. The report brings together financial and key activity and performance outcome information in the same place.

Members are also asked to consider how the committee should contribute to formulating the 2011/12 budget and medium term plan at an earlier stage than previous years.

FOR DECISION

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### **1. Introduction:**

- 1.1 In the March/April cycle of meetings POSCs received a report setting out the latest forecast outturn for the 2009/10 financial year as reported to Cabinet based on the position as at the end of the third quarter. Half-year performance monitoring against unit business unit plans was reported in the January cycle.
- 1.2 Last year each directorate prepared a combined unit level budget and performance outturn report for the July cycle of POSC meetings for the first time. Previously outturn reports had been included in the September cycle. This report builds on the lessons from last year.
- 1.3 At its April meeting the Scrutiny Board recommended that all POSCs need to formulate their arrangements for contributing to the development of the budget so that they are able to have an input at an earlier stage than previous years. In particular POSCs should consider whether the Informal Member Groups set up following the November 2009 meeting should meet regularly between now and December when the draft budget needs to be finalised for formal consultation. This was re-affirmed at a recent training session for all Overview and Scrutiny members.

## 2. Chief Executive's Department 2009/10 Financial Outturn- Revenue

### a) Chief Executive's Department

2.1 The provisional revenue outturn was reported to Cabinet on 14 June together with recommendations on rollover for committed projects and contributions to reserves for uncommitted under spends. The overall position for the portfolios covering Corporate Services within the Chief Executive's Department was an under spend of £0.9m.

2.2 Table 1 sets out the original budget, final approved cash limit and spending for each service unit within the Chief Executive's Department. The changes between the original budget and final approved cash limit are all within KCC's "virement" rules as set out in Financial Regulations.

Table 1 Service Unit	Director	Original Budget £000s (Net)	Approved Cash Limit £000s (Net)	Final Outturn £000s (Net)	Variance from Cash Limit £000s (net)
<b><u>Finance Portfolio</u></b>					
Finance	LM	1,961.0	1,979.0	1,969.5	-9.5
<b>Portfolio Total</b>		<b>1,961.0</b>	<b>1,979.0</b>	<b>1,969.5</b>	<b>-9.5</b>
<b><u>Corporate Support &amp; Performance Management Portfolio</u></b>					
Personnel & Development	PG	1,102.7	1,172.7	982.4	-190.3
Information Services	PG	1,591.5	1,696.8	1,717.4	20.6
E-Government	PG	150.0	150.0	147.5	-2.5
Property	PG	1,084.3	1,362.0	1,024.6	-337.4
Property Enterprise Fund	PG	0.0	0.0	0.0	0.0
Oakwood Trading	PG	0.0	0.0	0.0	0.0
Internal Audit & Procurement	PG	255.6	255.6	233.2	-22.4
Legal Services	PG	-859.7	-848.3	-1,467.9	-619.6
Corporate Communications	PG	1,459.8	1,522.5	1,533.1	10.6
Strategic Development Unit	PG	2,359.4	2,605.8	2,660.1	54.3
Strategic Management	PG	651.4	603.6	692.6	89.0
Centrally Managed Budgets	PG	1,422.9	1,626.6	1,768.7	142.1
Support Services purchased from CED	PG	4,382.0	4,198.9	4,201.0	2.1
Contact Kent	PG	2,631.0	3,017.0	2,961.2	-55.8
Central Policy	PG	628.2	485.4	659.1	173.7
Performance, Improvement & Engagement	PG	412.1	483.5	574.6	91.1
Kent Works	PG	0.0	0.0	-18.2	-18.2
PFI & Dedicated Schools Grant	LM	-4,919.0	-4,919.0	-4,917.2	1.8
<b>Portfolio Total</b>		<b>12,352.2</b>	<b>13,413.1</b>	<b>12,752.2</b>	<b>-660.9</b>

Table 1 Service Unit	Director	Original Budget £000s (Net)	Approved Cash Limit £000s (Net)	Final Outturn £000s (Net)	Variance from Cash Limit £000s (net)
<b><u>Localism &amp; Partnership Portfolio</u></b>					
Democratic Services	PG	4,350.8	4,440.8	4,546.4	105.6
International Affairs Group	PG	499.8	551.8	563.3	11.5
Kent Partnership	PG	442.0	490.2	578.5	88.3
County Council Elections	PG	255.0	255.0	255.0	0.0
Public Consultation	PG	100.0	100.0	57.7	-42.3
Member Community Grants	PG	840.0	28.1	0.0	-28.1
Local Scheme Spending	PG	400.0	74.1	0.0	-74.1
District Grants	PG	570.0	625.0	450.2	-174.8
<b>Portfolio Total</b>		<b>7,457.6</b>	<b>6,565.0</b>	<b>6,451.1</b>	<b>-113.9</b>
<b><u>Public Health Portfolio</u></b>					
	MP	<b>680.0</b>	<b>790.0</b>	<b>675.8</b>	<b>-114.2</b>
<b>CORPORATE SERVICES TOTAL</b>					
		<b>22,450.8</b>	<b>22,747.1</b>	<b>21,848.6</b>	<b>-898.5</b>

2.3 This represents a movement of just over £900k additional under spend compared to the third quarter's monitoring which identified a small over spend of £24k before draw down from reserves. Within this movement there were a few minor over spends which had not previously been identified but nothing significant. The significant areas of additional under spend include the following:

- i) Property Group £279k. This was principally due to late settlement of Business Rate revaluation on 17 Kings Hill Avenue and Invicta House which resulted in a rebate back dated for 5 years
- ii) Member Community Grants, Local Scheme Spending & District Grants £277k. This was due to delays on individual projects and non submission of claims from some districts. These under spends were rolled forward as commitments in 2010/11
- iii) Legal Services £270k. This derived from additional income earned since the third quarter's report
- iv) Democratic Services £90k. This principally relates to settlement with CFE over the re-imburement of costs for running appeals panels.

2.4 The under spends for 2009/10 included a number of areas of committed expenditure which Cabinet agreed should be rolled forward into 2010/11 as per table 2 below.

Table 2	Amount
Reason for Rollover	£000s
<b>Corporate Support &amp; Performance Management</b>	
Personnel & Development	
- Well Being Health Checks (lower than expected take-up)	75
- Leadership Programme income (runs over two financial years)	45
Strategic Development Unit	
- Route Development Project (re-phasing)	4
Property	
- Room Book System (procurement delays)	40
- Property Group Review (re-phasing)	35
<b>Localism &amp; Partnerships</b>	
Member Community Grants (re-phasing)	13
Local Scheme Spending (re-phasing)	68
District Grants (unclaimed grants)	175
<b>Public Health &amp; Innovation</b>	
Health Service Standards project (re-phasing)	4
<b>Total Committed Rollover</b>	<b>461</b>

- 2.5 The balance of the uncommitted under spend (£438k) was transferred to the Economic Downturn reserve in accordance with the recommendation agreed by Cabinet.
- b) Financing Items
- 2.6 The Financing Items budgets under spent by a total of £4.303m (£4.133m Finance portfolio and £0.170m Corporate Support & Performance Management portfolio). The represents a slight increase from the 3<sup>rd</sup> quarter's report mainly due to lower than anticipated leasing costs (Finance portfolio) and under spend on external audit and subscriptions budget (Corporate Support & Performance Management portfolio).
- 2.7 £2m of the under spend on Financing Items has been transferred into a new Corporate Restructuring Reserve. This reserve has been established to help re-engineer business over the coming years in response to the anticipated savings Local Government will need to make over the coming years to tackle the national budget deficit. The balance of the under spend has been transferred to the Economic Downturn Reserve in accordance with the recommendation agreed by Cabinet.

### 3. Chief Executive's Department 2009/10 Financial Outturn – Capital

3.1 Table 3 identifies the planned and actual spend on all capital projects in 2009/10 and the total approved and forecast spending over the lifetime of these projects.

Table 3

	2009/10 Spend				Total Scheme Cost		
	Original Budget £000s	Approved Cash Limit £000s	Final Outturn £000s	Variance from Cash Limit £000s	Approved Cash Limit £000s	Forecast Spending £000s	Variance from Cash Limit £000s
<b>Rolling Programmes</b>							
<b>Corporate Support &amp; Performance Management Portfolio</b>							
Commercial Services Vehicles Plant & Equipment	825	825	566	-259	3,480	3,221	-259
Property Asset Management System	100	87	0	-87	399	402	3
Works to Properties for Disposal	430	246	202	-44	996	952	-44
Management & Modernisation of Assets	967	2,232	2,115	-117	5,337	5,599	262
	2,322	3,390	2,883	-507	10,212	10,174	-38
<b>Localism &amp; Partnerships Portfolio</b>							
Small Community Projects	500	665	659	-6	2,165	2,162	-3
<b>Schemes with Approval to Spend</b>							
<b>Corporate Support &amp; Performance Management Portfolio</b>							
Connecting with Kent - Extending the accessibility of council services through electronic channels	233	273	135	-138	1,174	1,174	0
Sustaining Kent - Replacement of the LAN/WAN Infrastructure to provide resilient, accessible and consolidated public service network	6,400	93	93	0	8,135	6,644	-1,491
Gateways - Providing Customer focused, cross agency outlets	1,380	865	848	-17	6,190	6,190	0
Contact Centre - Workforce Management System	0	24	5	-19	115	96	-19
Oracle Self Service Development - Personnel and Development Management Information System to support the Total Contribution Pay process	258	216	202	-14	633	633	0
Connecting Kent - Influencing Broadband agenda and provision across Kent	251	237	230	-7	1,212	1,212	0
Sustaining Kent - Maintaining the Infrastructure	5,600	2,123	2,371	248	10,100	10,247	147
Web Platform	1,125	381	335	-46	1,125	1,125	0
Oracle Release 12 – HR & Finance modules	1,142	530	416	-114	1,733	1,733	0
Gateway Multi-Channel Service Delivery	0	0	0	0	300	300	0
	16,389	4,742	4,636	-106	30,717	29,354	-1,363
<b>Schemes with Approval to Plan</b>							
<b>Finance Portfolio</b>							
Better Workplaces	2,750	152	139	-13	12,477	12,477	0

3.2 The movements from the original budget and the approved cash limit have been reported in monitoring during the year and the cash limits were changed when the capital programme in 2010/13 medium term plan was approved in February. The variance from approved cash limit represents the latest actual spending for

2009/10 (and forecast spending for future years) since the capital programme was published.

- 3.3 The variations to Modernisation of Assets programme and Sustaining Kent represent re-categorisation of expenditure between capital and revenue which will be balanced by revised revenue contribution to capital outlay.

#### **4. Chief Executive's Department 2009/10 Unit Business Plan Outturn**

4.1 Business Plans represent the operation of the County Council's services within the context of its Policy Framework and are clearly linked to its Medium Term Financial Plan and annual budget as approved by the Council

4.2 The Unit Plans are in effect the annual operating plans for KCC and they continue to be an essential product of Directorate planning systems. Their primary purpose is to:

- Ensure that delegated authority to carry out activity in the coming year is approved
- Align annual unit resources (FTE and budgets) with core activity and projects
- Articulate operational performance targets and tasks, which will be monitored during the year
- Identify the relationship with the Units' customers and stakeholders during the coming year.

#### **4.3 Process**

Directorates are expected to run a 100% half-year check of progress on Business Unit Operating Plans 2009/10. Most of the projects/developments/key actions set out in these plans are 'Complete' or 'Part complete and carried forward'. Only 9% of these actions are 'Not started or not being carried forward' and are listed with reasons and proposed actions in Appendix 1. The Chief Executive's statement outlining progress is also included in Appendix 1.

The results as percentages of the overall amount and in actual figures:

Total number of Projects/Development/Key Actions **381**

Task complete: **295 (79%)**

Part complete and carried forward: **51 (12%)**

Not started or not being carried forward: **35 (9%)**

## 5. Recommendations

5.1 Members of the Corporate POSC are asked to:

- a) NOTE the revenue and capital financial outturn for 2009/10 including rollovers for committed projects and changes to capital programme
- b) NOTE the performance outturn for 2009/10
- c) CONSIDER how the POSC should contribute to the development of the 2011/12 budget and to agree that an Informal Member Group be asked to meet on a regular basis over the next 6 months in order to get a fuller understanding of the implications of potential budget reductions and report back to the full POSC in November and January.

Janice Hill  
Performance Manager  
Ext 1981

Dave Shipton  
Finance Strategy Manager  
Ext 4597



## CHIEF EXECUTIVES DEPARTMENT

### 2009/10 BUSINESS PLAN OUTTURN MONITORING

#### Chief Executives Summary

The Chief Executive's Department brings together a number of important services that support frontline service delivery and the democratic process, help drive the transformation and modernisation agenda and take a lead on key cross cutting innovations.

The business plan for 2009/10 was set within a context of economic uncertainty and anticipated financial reductions over the next few years across the public sector, including the voluntary sector, which will be significant. We need to prepare for this and ensure that the County Council is in the best possible shape to meet the challenges this will bring. At the same time, citizenship is becoming increasingly important in shaping public services - understanding of the customer interface is therefore of critical importance. Public Access and the way the public expects to interact and engage with the public sector are changing. This will have a significant impact on physical assets across the public and voluntary sectors and will require us to sweat assets and harness new technologies while delivering a better customer experience and outcome.

The year saw the development and publication of *Bold Steps for Radical Reform*, and two significant reviews, the Prisons Review, and the Child Protection Review. The pilot phase of the Total Place Initiative has been completed with a successful report to the Government being completed on time. The launch of "*21st Century Kent - Unlocking Kent's Potential*", has maximised the impact of the Regeneration Framework and highlighted KCC's broader spatial planning.

The first Comprehensive Area Assessment showed KCC achieving 4 out of 4 in the Organisational Assessment, with no red flags and 2 green flags (Gateway and for Improving skills to match Kent's growing economy) for the Area assessment.

Corporate Finance has been instrumental in delivering a number of developments including the development and implementation of a new Treasury Strategy. The unit also assisted Thanet District Council in making significant savings in insurance costs. This year saw the earliest ever completion of our annual accounts.

A new Kent and Medway customer insight model was developed based on the Experian MOSAIC model. As part of a European funded project, under the direction of the Strategic Development Unit, a pan-Kent public sector partnership has been set up. This partnership oversees the drive for increased use of customer insight tools across the County to shape service provision, to share best practice and to act as a learning network.

The Contact Centre was judged 5th for the Top 50 Call Centres for Customer Service Email handling with 82% and 9<sup>th</sup> (with 79%) for the Public Sector element

for calls in the same benchmarking group. They were also winners of the Contact Centre of the Year Award in the Good Communications Awards.

The Communication and Media Centre has been particularly effective in securing good coverage for KCC's policies and services exceeding its business plan objective of securing 65% positive and neutral coverage in the media.

Information and communications technology activity has continued to perform well with excellent progress being made in delivery of medium term objectives identified within the ICT strategy. The emphasis placed on opportunities to support community outcomes is apparent in the 55% increase in availability of business broadband. The year also saw KCC and the aggregated Kent Public Services Network (KPSN) awarded Government Connects Code of Connection accreditation.

Taking into account the challenging economic climate, the Regeneration and Economy Unit has worked hard with its many partners to deliver fully 74% of its objectives with a further 15% in progress. The Housing Strategy has needed an extended timetable to complete and a launch is now planned for October 2010. Similarly delays have affected delivery of the Margate Rendezvous Site and Natural East Kent Project targets.

Despite the economic situation, 2009/10 has been the most successful year ever for Commercial Services. The trading profit increased to £8.4m. That is a year-on year net profit increase of 31% and an increase of some 45% on the previous year. In addition the market moderation has continued which is worth at least a further £2m per annum. Commercial Services now serves 20,000 school cost centres and 140 local authorities, increasingly in the West Country and London. Business in Essex has also increased. The major increases are in Laser and Kent County Supplies, with Landscape and Fleet suffering most from the economic downturn. Kent County Supplies has also continued to work in support of Kent businesses by, for example, acting as an extended marketing arm for them, providing early warning of contracts which may be advertised by us acting on behalf of other authorities nationally, so that Kent businesses have an opportunity to prepare, and factoring orders through Kent businesses wherever the law allows.

The Office of Government Commerce has stated Laser's performance is 'exceptional', that it has out-performed all other public sector buying groups and has saved the public purse £58m since October 2009.

This has once again been a year of consolidation and expansion for Legal Services, which (despite the economic climate) achieved an increased surplus of income over expenditure of £1,220,570 on turnover of £6,857,770, of which £1,393,386 (20%) was external income, the highest figure so far recorded by the Unit. Legal Services added 56 new external clients during 2009/10, bringing the total to 250. This includes three new consortia and a ground-breaking collaboration with a top 100 private sector law firm to create Law:Public, which is expected to bring in another 30+ clients.

For Democratic Services & Local Leadership the focus during the first part of the year was on preparations for the new Council following the Elections in June 2009. Excellent feedback has been received from Members about the quality and range of Member Induction and Development activity that took place during June, July and August last year.

2009 also saw a significant restructuring of the Council's Member Support functions, which resulted in a reduction in direct Member Support costs of approximately 20%. In the autumn of 2009, a review of the Council's approach to Overview and Scrutiny was undertaken, which saw a re-definition of the Terms of Reference of the Cabinet Scrutiny Committee; a more effective role for the remaining Overview and Scrutiny Committees; and the creation of a Scrutiny Board to replace the Policy Overview Co-ordinating Committee. The unit was also one of the six shortlisted finalists for the 2010 LGC Awards in the Standards and Ethics category.

2009 saw high levels of activity for the Access to Information Team. The numbers of requests for information falling under the scope of the Freedom of Information Act (FOIA) & Environmental Information Regulations (EIR) rose by 50% (nearly double the percentage increase reported in 2008). By the time the year end statistics were collated, KCC had received 1,450 requests; 250 more than initially predicted in the 2009/10 business plan.

Personnel and Development designed, consulted on and then put in place with effect from April this year the new Kent Scheme pay structure. Revisions to the TCP process have been developed with different assessment categories and progression methodology to be applied from 2010/11. A talent management programme for young people under 30 was delivered that will support retention and succession planning.

KCC's approach to Wellbeing was nationally recognised through presentations at 2 national conferences and chosen as a local government case study to be published linked to Dame Carol Black's review.

Property delivered £4.586m of earmarked capital receipts, exceeding the target set by £2.392m. Despite difficult market conditions; the delivery of total capital receipts to the value of £17.573m and the generation of £108,449 of income from asset management consultancy against a target of £50,000 was achieved.

The Kent Public Health Department provides the leadership and strategic framework to address the priorities identified in the Kent Public Health Strategy. Strong partnerships with the NHS, District Councils, Police, Probation and the voluntary sector have been forged to develop strategies that all partners can sign up to and actively work to implement.

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



## COMMERCIAL SERVICES

### Key Tasks

- Procure commodities and services primarily for KCC (at cost) and other public bodies, leveraging aggregation of volumes
- Service brokering (LASER), always in open competition
- Market moderation
- Delivering KCC service level agreements (Transport Integration; Community Equipment Services; Facilities Management and Staff Care Services)
- Supporting local businesses
- Return a dividend to KCC of **£6.45m** (inclusive of £500k from outdoor advertising / sponsorship)
- In addition, co located but operating independently of Commercial Services, the incorporated companies also offer further value for money in supplying both public and private sector clients

### Key achievements

#### Trading

2009/10 has been the most successful year ever for Commercial Services (CS). The trading profit increased to £8.4m after Best Value Accounting Practice adjustments plus a further £500k potential dividend generated by the private limited companies. This dividend is subject to each company's dividend policy. That is a year on year net profit increase of 31% and an increase of some 45% on the previous year. In addition the market moderation has continued which is worth at least a further £2m per annum.

CS now serves 20,000 school cost centres and 140 local authorities, increasingly in the West Country and London and Essex. The major increases are in Laser and Kent County Supplies, with Landscape and Fleet suffering most from the economic downturn.

We took a further £200k cost out of Facilities management, a further £50k out of Staff Care Services (which has just been awarded the contract to supply such services to Kent and Medway NHS Facilities and East Kent Districts).

#### Support local Kent businesses

A number of meetings and offerings have been made to Small and Medium-sized Enterprises (SME's) in Kent. Whilst there is slow progress we have a number of successes – such as creating a raft of services contracts where Kent businesses now have the opportunity of working beyond the boundaries of Kent where such contracts are accessed by non-Kent authorities. In effect, we have acted as an extended marketing arm for them. We also provide an early warning to the business community of contracts which may be advertised by us acting on behalf of other authorities nationally, so that if these go ahead Kent businesses will have had an opportunity to prepare, gear up and so on. We have continued to factor orders through Kent businesses wherever the law allows.

#### Further develop the energy 'hedging' model

This initiative has progressed exceptionally well. The Office of Government Commerce has stated Laser's performance is 'exceptional', that it has outperformed all other public sector buying groups and has saved the public purse £58m since October 2009. The inhibiting factor for growth is the ability to grow skilled resource; a new structure is in place, which is designed to, fast track that along with enhancements to the IT software which have been commissioned.

Nevertheless Laser has continued to expand during the year, adding a number of new authorities plus committing to procure for others as and when their own contracts expire.

### Continue to grow the Private companies

The private companies have flourished during the year and a new company 'Simplicare' has been created to provide a one-stop shop offering all commodities and services required by the care and voluntary sectors. Considerable interest has been shown in this by other authorities that also recognise the latent potential to leverage private care suppliers, the Regional Improvement and Efficiency Partnership for the South East (IESE) workstream on Care is also supportive. We are continuing the initiative to create a path to the future for sole traders in the building industry through Kent County Facilities Ltd.

### Business continuity, risk identification and management

A full disaster recovery simulation took place over the Christmas period, which tested our responses and enabled weaknesses to be addressed. New arrangements are in place to streamline and increase the resilience of our IT support. Considerable effort has been placed into addressing potential shortfalls in the Investors in People (IIP) agenda, with a new approach across the piece to Learning and Development including succession planning.

### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual/	Trend ▲ improving ▶ not improving ▼ deteriorating
Invoices paid to term	100%	100%	100%	86.2%	▲ improving within year
<b>Reason for target not met:</b> The reduction in payment of suppliers in 20 rather than 30 days, whereas Commercial Services (CS) business plan and pricing had been set on industry standards would have gravely impacted CS's stand alone cash-flow position so every effort was made to comply without incurring detriment.					
DOH Community Equipment Supplies (D54)	>85%	>85%	>85%	>85%	Stable ▶
CS Financial Targets	£4.62m	£6.45m	£6.5m	£8.5m	▲ improving

### Exception reporting against Key Performance Indicators and projects, developments and key actions

Total number of Projects/Development/Key Actions **6**

Task complete: **5(83%)**

Part complete and carried forward: **1(17%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan

Part complete and carried forward

- Following a re-order of priorities and due to lack of resources to meet a need to exceed the income target, (which was successful) delivery of outcome of training needs plan was delayed but will be carried forward to 2010/11.

## COMMUNICATION AND MEDIA CENTRE

### Key Tasks

- To keep Kent residents both informed about the services we provide and knowledgeable about how to access the services they need
- To protect and enhance the reputation of Kent County Council (guardians of communication standards)
- To keep staff informed on issues they need to understand in order to work effectively
- To lead on communications across the authority.

### Key achievements

#### Securing good coverage for KCC's policies and services

We have consistently exceeded our business plan objective of securing 65% positive and neutral coverage in the media and have never dropped below 75% positive and neutral in 2009/10.

National media coverage has been strong – **306 pieces of national coverage** – 162 in national trades and 144 in the national press. Stories which stand out are: our unprecedented positive coverage of last year's A level and GCSE results; national and local coverage of our CAA results – case study of Gateways in the Times which referred to Kent as “Up in the Clouds” as against “Down in the Dumps Doncaster”; extensive coverage of the launch of 21<sup>st</sup> Century Kent; Paul's articles on Bold Steps for Radical Reform; Peter's article in Guardian Society on Safeguarding Children. Also our Backing Kent Business campaign has been well publicised and is out there now.

#### Crisis communications

This is hidden work. When we do this well it means you see nothing in the papers. Some difficult stories however are impossible to contain because they were already out there - such as senior pay at KCC - or have to be reported - such as the death of baby Tiffany Burdge. When these particularly challenging stories arise Head of Communications takes the lead, ably supported by the team. With senior pay it proved too difficult to wrest the story back, as once the media have started on a particular track it is hard to change direction. With the case of baby Tiffany we achieved as good an outcome as possible given how challenging the events were. Head of Communications worked closely with Rosalind Turner on the tone of voice we should adopt. We drafted the statement we put out which,

while acknowledging human error, also stuck up for the social worker. Subsequent interviews also put the record straight on how challenging an area this is and sympathy did swing back towards social workers.

## **Innovations and improvements**

### **Website**

This year we developed an enhanced website with an attractive new design. There were some initial gremlins but a fresh and contemporary look has been achieved. We must also commend the website team for the very speedy and professional way they got the County Council Elections results up. The results were available on the website in real time, making it the first place for people to find the latest results. The elections page was viewed almost half a million times during June.

### **Social media**

We set up the KCC Twitter account - we now have **1,563** followers. We set up Yammer (internal to KCC and a way to share ideas and make links across the Directorates) which now has **853** members and is building every week. We launched My KCC Idea - an online staff suggestion scheme where staff can make suggestions and rate and comment on those of their colleagues. To date 180 ideas have been sent in by staff and we are collating these ideas to present to the Chief Officers Group in May.

### **Internal communications**

Five well organised staff roadshows were attended by **1,350** staff members and feedback was collected and circulated to Chief Officers Group and the Leader. This will inform future staff roadshows.

### **Publications**

Significant improvements were made to Around Kent – we cut this to two issues a year and put effort into making it less "council speak" and more readable and well designed. We also secured advertising revenue.

Other Key achievements:

- Making savings of £1million to KCC's publicity spend by promoting new ways of delivering messages to the public using digital and other means
- Improving communication standards at KCC by updating the Communications Toolkit, refining and delivering the Communications Calendar and holding bespoke communications workshops for staff who work in communications
- Building a team that feels empowered to look for new ways to communicate with the public and with staff
- Securing **£45,762 in revenue** (this includes £15k in a barter deal with Heart FM)
- Securing a deal with the Kent Messenger newspaper group to be our official media partner on the Kent School Games 2010
- Building good relationships with the local media - print, broadcast and online, while not being afraid to challenge them when appropriate
- Holding a range of high profile events including the innovative launch of 21<sup>st</sup> Century Kent which entailed High Speed One and three stops and presentations in Kent venues

- Gaining recognition by IDeA and others of KCC's innovative approach to digital developments - this included our team's work on social media as well as Kent TV's work (SDU) and the Pic n Mix work (Innovations Team)
- Media training for members - introducing David Eades (BBC News 24) and an excellent media trainer to KCC. Those members he has already trained report high satisfaction.

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions **17**  
 Task complete: **15 (88%)**  
 Not complete or not started or part complete but not being carried forward: **2 (12%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

Not started

- Implement a common search engine across all Kent council websites to provide quick access to public services, no matter which tier of local government delivers them - Project cancelled  
  
 The project was cancelled by the Gateway Advisory Board who decided to concentrate their resources on improving online transactions instead.
- Develop and implement a Members' portal, giving members easy access to council and other information online - Project deferred  
  
 This project has been deferred as there is no owner, budget or requirements for the project as yet. The Member Information Member Officer Group is gathering their requirements.

**Customer Feedback**

**Survey about KCC website of Kent & Medway Citizens' Panel by Ipsos MORI**

79% of respondents were very or fairly satisfied with the range of services and information available on the website and 77% felt the website was trustworthy. However a significant minority of respondents were not satisfied with the search function (26% versus 54% who were satisfied).

Two top tasks were largely completed without issues (84% completed finding a job and 90% completed finding a local library), but one created problems (finding an adult education course) and was successfully completed by only 36% of respondents.

New features that had support were the facility to track the progress of requests online (86%) as well as a search facility that covers all council services in Kent, particularly if this were to be based on the KCC website (93%).

**Key findings from the user testing**

We carried out three different testing exercises with customers at Ashford Gateway. We found that their online behaviours were very different from what they do on paper. We found that the way we label some of our initiatives and services caused confusion among the public when using our website.

## **CORPORATE FINANCE**

Corporate Finance is responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations. To achieve this we have identified 7 Strategic Objectives:

- Participate in the development of both service and corporate policy, providing a lead role in the development of medium term planning and optimise Kent's share of external funding resources
- Ensure the robust and effective management of the finances managed by the Council
- Develop a strategic approach to maximise the efficiencies delivering Council services
- Promote strategic risk management across the Council and contribute to good corporate governance
- Maximise the opportunities to use information technology to improve our business processes
- Lead and continuously improve on procurement strategy, in line with overall Council objectives
- Develop the people who work in the function and our people management practices to provide a world first class finance service.

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

Corporate Finance provides services to all parts of the County Council and as the administering authority for the Kent Pension Fund manages the pension arrangements of over 300 employers in Kent and 100,000 scheme members, pensioners and deferred pensioners.

The unit has already made very significant cost savings in its direct activities. The key challenge now is how we help the organisation adjust to operating in a lower resource environment whilst protecting key Member priorities.

### **Key achievements**

- Agreement of the 2010/11 revenue and capital budgets and 2010/13 Medium Term Plan with a lowest ever Council Tax increase of 2.1% at County Council
- Delivery of the 2009/10 revenue budget with a small projected underspend
- Development and implementation of a new Treasury Strategy, agreed by the new Treasury Advisory Group, Cabinet and County Council

Implementation of new control processes for Treasury management in accordance with specialist recommendations

- Successful appointment of a new Pension Fund actuary, in liaison with the Pension Fund and major employers
- Achievement levels in excess of Pension KPI's
- 3 members of the Graduate Trainee Scheme qualified as full members of CIPFA and implementation of the new Kent Accountancy Training Scheme for school leavers
- Expert financial support for the development and establishment of the credit union – Kent Savers
- Renegotiated KCC insurance premiums making a £500k saving and assisted Thanet District Council in making significant savings in insurance costs
- External value for money review of the Kent Insurance Fund, resulting in improved recharging methodology agreed across council
- New contract for IT audit awarded to Deloitte Public Sector Internal Audit Ltd and permanent Head of Audit and Risk appointed, resulting in improved capacity
- Championed the use of the South East Business Portal for advertising all opportunities over £50k
- Implementation of e-tendering capability through Pro-Contract
- Supporting Backing Kent Business
- Over 80% of all suppliers now paid within 20 days (previously 30 days)
- Completion of the Resource Activity Analysis Workstream reviewing staffing costs across the county, resulting in key budget savings
- Earliest ever completion of our annual accounts
- Level 3 Use of Resources score.

#### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
Payment of invoices in 30 days	94%	91%	100%	93%	▲ improving

#### Exception reporting against Key Performance Indicators and projects, developments and key actions

Total number of Projects/Development/Key Actions **14**  
 Task complete: **11 (79%)**  
 Part complete and carried forward: **2 (14%)**  
 Not complete or not started or part complete but not being carried forward: **1 (7 %)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

#### Part complete and carried forward

- Update of Oracle 12 – delayed as it is linked to development of electronic

invoicing and a final decision will not be made on this until after the release of Oracle 12 in September/October 2010

- Implement International Financial Reporting Standards (IFRS) – The Accounts of local authorities will have to accord with IFRS with effect from the 2010/11 Accounts – To be implemented throughout 2009/10 and the following year

**Not started**

- Submission to the next Spending Review – Submit a report to Government for their consideration in the next Spending Review – The Spending Review was cancelled so this project has been deferred until the next scheduled Spending Review.

**Towards 2010**

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition	On course	On course	On course	On course

**LEGAL & DEMOCRATIC SERVICES**

**LEGAL SERVICES**

**Key Activities**

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

**Key Achievements**

This has once again been a year of consolidation and expansion for Legal Services, which (despite the economic climate) achieved an increased surplus of income over expenditure of £1,220,570 on turnover of £6,857,770, of which £1,393,386 (20%) was external income, the highest figure so far recorded by the Unit. The proportion has fallen partially as a result of the addition of the Trading Standards team from the Communities Directorate and partially as a result of even higher levels of internal work being recorded.

Total hours of work 2009/10 = 100,300 compared with 92,800 in 2008/09.

Legal Services added 56 new external clients during 2009/10, bringing the total to 250. This includes three new consortia (the combined councils of London, Surrey and Sussex) and a ground-breaking collaboration with a top 100 private sector law firm (Geldards) to create Law:Public, which is expected to bring in another 30+ clients.

Between 2004/05 and 2009/10, the amount of external income generated by Legal Services has risen by 278% (from £521k in 2004/05 to £1.4m this year).

**Other achievements**

- The successful outcome to litigation in respect of Turner 1
- Transfer of staff under the current agreement successfully completed in respect of the Turner Contemporary
- The development of co-operation with Geldards to market our services as part of Law:Public
- The continued legal support to internal and external clients
- Incorporating KCC Trading Standards team into the main legal structure.
- Continuing first registration of all KCC land holdings.

**Benchmarking Information**

The following table shows average London rates for the top 100 legal firms. The top 20 firms will have effective rates at the top end of the ranges shown or even above them:

<b>Fee Earner</b>	<b>Partner</b>	<b>5 years post qualification experience</b>	<b>Newly qualified</b>
Hourly Rate	£387	£300	£207
Annual hours per fee earner	1,500		
Annual Cost per fee earner	£580k	£450k	£310K
Average total annual cost for 100,000 hours work	£29,800,000		

The next table shows KCC Legal Services rates 2009/10:

<b>Fee Earner</b>	<b>Legal Exec</b>	<b>Asst Solicitor</b>	<b>Snr Solicitor</b>	<b>Principal Solicitor</b>
Hourly Rate (blended)	£60 (internal)			
Annual hours per fee earner	1,390			
Annual Cost per fee earner	£78k			
Average total annual cost for 100,000 hours work	£6,000,000			

**DEMOCRATIC SERVICES & LOCAL LEADERSHIP**

**Key Activities**

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

and participative structures.

**Key Achievements**

The focus during the first part of the year was on preparations for the new Council following the Elections in June 2009. In particular, it is pleasing to report the excellent feedback received from Members about the quality and range of Member Induction and Development activity that took place during June, July and August last year.

2009 also saw a significant restructuring of the Council's Member Support functions, which resulted in a reduction in direct Member Support costs of approximately 20%.

In the autumn of 2009, a review of the Council's approach to Overview and Scrutiny was undertaken, which saw a re-definition of the Terms of Reference of the Cabinet Scrutiny Committee; a more effective role for the remaining Overview and Scrutiny Committees; and the creation of a Scrutiny Board to replace the Policy Overview Co-ordinating Committee.

The localism team has benefited from the allocation of additional resources being identified corporately, which has led to a restructuring of the team and the appointment of additional posts, ensuring that there is a Community Engagement Manager for each District/Borough Council area. Planning and delivery of a comprehensive induction and development programme for new and returning Members, together with a much more effective programme of ongoing development for Members, including personal development plans for Members, which will culminate in the submission of an application for the South East Employers' Member Development Charter in the autumn of 2010.

Succession planning in the unit for the short, medium and long term continues with key changes being made to the structure of Member Support, which delivered a cost reduction of approximately 20% in this area.

Ongoing review, trialling and assessment of various models of localism across the County. The allocation of additional resources for the team will help to concentrate activity in all District/Borough areas.

The unit was also one of the six shortlisted finalists for the 2010 LGC Awards in the Standards and Ethics category.

**Benchmarking Information**

The detailed benchmarking survey undertaken in 2008/09 is currently being updated. The key change in the survey is likely to be the reduction in direct Member Support costs of approximately 20% on the previous spend of £450K.

**ACCESS TO INFORMATION**

**Key Activities**

The Corporate Access to Information Team, working with their equivalents in the other four directorates are responsible for ensuring that KCC complies with the

legislation that gives people a right of access to publicly-held information; including the Freedom of Information Act 2000, the Data Protection Act 1998, the Environmental Information Regulations 2004 and the Re-use of Public Sector Information Regulations 2005.

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

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

**Key Achievements**

2009 was an incredibly busy year for the Access to Information Team. The numbers of requests for information falling under the scope of FOIA (Freedom of Information Act) & EIR (Environmental Information Regulations) rose by 50% (nearly double the percentage increase reported in 2008). By the time the year end statistics were collated, KCC had received 1,450 requests; 250 more than initially predicted in the 2009/10 business plan.

It is a statutory requirement that requests for information falling under the scope of FOIA & EIR are completed within 20 working days and subject access requests within 40 calendar days. Obviously anything less than 100% achievement of these targets means that the Council is not compliant with legislation.

With regard to non-statutory complaints, these should be acknowledged within 3 working days and a reply provided within 20 working days. Ombudsman investigations should be completed no later than 28 calendar days from the date of their initial correspondence to us.

The numbers of subject access requests and enquiries about accessing personal data also continued to increase year on year, although at a less dramatic rate in 2009 (22% and 13% respectively) than in previous years – 196 requests and 205 enquiries were received in 2009.

The number of complaints made to the Chief Executive and Leader, plus complaints from the Local Government Ombudsman decreased slightly from 2008/2009. The team handled 429 complaints in the last financial year (1/4/09 to 31/3/10) a reduction on the 438 received for the same period the year before.

**Key Performance Indicators & Activity Levels**

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	Trend ▲ improving ▶ not improving ▼ deteriorating
Number of requests for information (FOIA/EIR)	513 out of 702 (73%) * for	652 out of 970 (67%) * for	80%	1028 out of 1450 (71%) * for	▲

completed within 20 working days	<i>calendar year 2007</i>	<i>calendar year 2008</i>		<i>calendar year 2009</i>	
Number of subject access requests (DPA) completed within 40 calendar days	81 out of 130 (62.3%) * for calendar year 2007	105 out of 160 (65.6%) * for calendar year 2008	80%	142 out of 196 (72.4%) * for calendar year 2009	▲
Acknowledge complaints within 3 working days (was 5 working days)	342 out of 382 (89.5%)	364 out of 438 (83.1%)	80%	350 out of 429 (81.5%)	▼
Provide response to complaints within 20 working days	250 out of 382 (65.5%)	280 out of 438 (63.9%)	80%	304 out of 429 (70.8%)	▲
Average number of days to respond to provide initial response to Ombudsman's enquiries	29.4	38.1	28	31.5	▼

**Reason for target not met:**

Unfortunately, not all targets were achieved as can be seen in the Key Performance Indicator table. However, please note that the figures provided (with regard to FOI, DPA & EIR requests) relate to the number KCC as a whole has received, in respect of which the Access to Information Team can only respond once provided with the necessary information from Directorates.

Likewise, with regard to complaints handled within the Unit, some are already over three working days old before they arrive at the Unit from other Directorates for logging and acknowledging. The Unit also has no control over the timeliness of responses to "Stage 1" complaints which are passed to the responsible operational unit manager to investigate and reply direct to the complainant. All the Unit can do is to remind the team dealing that they are approaching/have exceeded the desired timeframe.

**Benchmarking Information**

In December 2009, the Constitution Unit (University College London) produced a report on the experiences of local government in 2008 with regard to the Freedom of Information Act 2000. <http://www.ucl.ac.uk/constitution-unit/files/research/foi/publications/FOIAandLocalGovernmentSurvey2008FINAL.pdf> The statistics they collated give an indication of how KCC compares with other County, Unitary, Metropolitan and London Borough Councils.

	KCC	Other county councils combined (average number)
2008		
Number of requests for information	970	494

Requests settled within statutory timeframe	652 (67%)	395 (80%)
Number of requests resulting in full release	616 (63%)	411 (83%)
Number of complaints/requests for review	36 (3.7%)	8 (1.6%)

However, a Freedom of Information Act request submitted in 2009 to the 153 County, Unitary, Metropolitan and London Borough Councils produced some interesting statistics suggesting that although they may “out-perform” KCC in some areas, they do not comply with legislation to the degree that KCC does in other areas. At time of drafting this report and nearly a year later, 32 councils had yet to provide a response despite several reminders!

		Statutory requirement?	Comment
How many councils acknowledged the request?	134 (87%)	No	KCC acknowledges every request and quotes the latest date that an applicant can expect the response by.
Of the 121 Councils that have replied, how many completed within statutory timeframe?	108 (70%)	Yes	This does not correlate with the Constitution Unit’s findings!
Of the 121 Councils that have replied, how many provided all the information requested?	40 (33%)		This does not correlate with the Constitution Unit’s findings!
Of the 81 Councils who refused to provide some/all of the information, how many quoted an exemption to justify this?	11 (13.6%)	Yes	KCC always complies with legislation by quoting the appropriate section of the Act
Of the 121 Councils that have replied, how many quoted the complaints procedure?	46 (38%)	Yes	KCC always complies with legislation by providing details of what to do if the applicant is unhappy with the response

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions 3  
Task complete: 3 (100%)

**External Evaluation**

- Chartermark accreditation has been renewed until October 2010
- Lexcel accreditation has been confirmed
- ISO 9002 accreditation has been confirmed

- Member Survey following the 2009 induction and development programme (attached)
- External evaluation of the Council's approach to Standards and Ethics at Member level (resulting from the LGC Award shortlisting)
- Finalist in the LGC Legal Awards 2010.

## PERSONNEL AND DEVELOPMENT

### **Key Activities**

Commission and deliver learning and development interventions to enable staff to meet challenging and changing business objectives.

Support the recruitment of the right people to the right roles using a range of tools and techniques including specialist assessment centres.

### **Key achievements**

The key successes for the year are described below. Out of 11 projects/developments/key actions, all were delivered in full as at the year end target, however some elements were planned to be, and are, ongoing in terms of time frame.

#### Employment Strategy Group

The new Kent Scheme pay structure was designed, developed and consulted on and then put in place with effect from 1 April 2010. Revisions to the TCP process have been developed with different assessment categories and progression methodology to be applied from 2010/11.

The Reward Viewer (on-line Total Reward Statements) was launched to support staff engagement and appreciation of their reward and benefits package.

The Towards 2010 target for 250 apprenticeships was exceeded as was the revised target of 300. Kent success apprenticeships and the Gap Year interns graduates sandwich (gigs) career placement programmes have contributed to increasing the performance indicator for people under 30 from 13.6% to 16.9%. A talent management programme for young people under 30 was also delivered that will support retention and succession planning.

The Kent HR Conference was held and, through external delegation, developed partnerships across Kent while generating income. Development of the Council's Employee Engagement strategy began with presentations to Managing Directors and Senior Management teams.

KCC achieved 101<sup>st</sup> place in the Stonewall Equality Index (an increase of 14 places). Two ticks accreditation and approval as a Mindful Employer was retained.

#### Learning and Development

Key learning and development programmes were delivered including The Kent Leadership Programme, 82 managers attending management qualification programmes and 137 people participating in European Computer Driving Licence

(ECDL).

### Work and Wellbeing

The Managing Change Well Framework was launched in March 2010 following extensive consultation. Development events have been piloted to help managers and staff manage well through change, with over 300 staff taking part. Following evaluation these events are included in the L&D open programme for 2010/11. June 2009 and March 2010 Leadership Seminars engaged KCC leaders in change activity and identifying change priorities.

At the end of the 3 year health check programme in March 10 over 4,500 staff had a health check. Through the Wellbeing weight loss challenge, staff shed over 277 stone in weight and over 3,000 staff used the VirtualGym TV facility.

KCC's approach to Wellbeing was nationally recognised through presentations at two national conferences and chosen as a local government case study to be published linked to Dame Carol Black's review.

### Business Support

The team supported managers in dealing with 475 individual cases including performance, absence, ill-health and grievance.

Support was given to 15 major reviews and restructures over the year, including Environment, Health & Waste Resources, various parts of Commercial Services, Kent Drug & Alcohol Action Team, Adult Education and the relocation of KEY Training staff.

Major changes to teams and conditions were made in Adult Education, Commercial Services, Community Safety and Regulatory Services and the Contact Centre. Staff were transferred in and out of parts of KCC in 11 units including 5 involving TUPE transfers.

The team led on the development of Criminal records bureau/independent safeguarding authority policy (CRB/ISA), ID card standardisation, a new career grade in Community Safety and Regulatory Services and Career Trees, induction improvement and the claims officer project for Kent Highways Services.

### Personnel Information and Systems Development

Greater organisational efficiency was facilitated through the rollout of self-service to a further 4,000 staff and there is ongoing support to the preparation for the next release of Oracle, including a reduction in the number of customisations.

### Employee Services

Partnerships were established with Mid Kent Improvement Partnership (MKIP) on a shared service project and Dover District Council on a recruitment management system. Key partnering arrangements were further developed through the East Kent Shared Service model with Dover and Thanet payrolls now live. A new group was set up for south east county councils looking at recruitment and ensuring a

joined up approach to procurement, systems and strategy.

The jobs and careers pages on KNet were redesigned to support the recruitment strategy.

Technology and efficiency improvements were made through the full roll-out of Manager Access to the Recruitment Management System and on-line applicant interview booking. Starter packs are now on-line and offer letters plus all forms are issued electronically within 48 hours.

Kent Graduate Programme members (KGP11) have participated in a project to commission a new Application Form. This will soon be launched with a new design on the Jobs Welcome page.

A new CRB forms system has been designed, tested and is in the live pilot stage.

#### Schools Personnel Service

Increased level of services purchased by existing customers generating additional £267k income.

Investigations product developed and promoted to schools contributing to the income above.

Training programme for school leaders delivered generating £67k income and high levels of customer satisfaction.

e-bulk system for CRB process implemented for all schools reducing processing times and improving effectiveness.

#### Health and Safety

In addition to keeping pace with the priorities in the work plan, the Health and Safety Advisers joined enforcing officers to design and deliver a supportive audit programme for small/medium enterprises. The Estates Excellence programme gave small businesses direct access to information and training in line with the Health and Safety Executive's Strategy and KCC's Backing Kent Business.

### **Key Performance Indicators & Activity Levels**

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
Successful redeployment of KCC staff	61%	70%	55%	49%	▼
<b>Reason for target not met:</b> Redeployment of KCC staff is measured on a rolling basis and this is the position as at year end. There were fluctuations over the course of the year and at any given point this will be linked to a number of factors.					
Diversity Targets	N/A	BME 4.1%	BME 5%	BME 4.5%	▲

Representation in the workforce (proposed targets)		LGBT 2.1% Disabled 2.6%	LGBT 3.5% Disabled 2.8%	LGBT 2.1% Disabled 2.5%	►  ▼
<b>Reason for target not met:</b> There has been a slight reduction in the number of employees with a disability. As with monitoring of other diversity groups, there is a dependency on the data declared by employees.					
<b>Benchmarking Information</b>					
Kent County Council benchmarks itself against other councils to measure the effectiveness of its personnel and development delivery. The following are extracts from CIPFA HR Benchmarking Club 2009. Full results are obtainable from Alison Haywood <a href="mailto:Alison.Haywood@kent.gov.uk">Alison.Haywood@kent.gov.uk</a> 01622 694814.					
<b>CIPFA Human Resources Benchmarking Club 2009.</b>					
This compares Kent County Council with 9 other county councils including East Sussex, Hampshire and Oxfordshire. Includes school-based employees.					
				Kent County Council	Average for Group
Core HR staff per 1,000 employees – all staff				4.1	4.3
Health and Safety cost per employee (within P&D function)				£9	£15.90
Cost per HR staff				£29,000	£29,000
HR cost per employee				£119	£125
BV11a Women in senior management - % of top 5% earners				49%	48%
BV11b Ethnic Minority staff in senior management - % of top 5% earners				3.8%	2.1%
BV11c Disabled staff in senior management - % of top 5% earners				3.0%	2.9%
Equality standard - level				3	2.8
BV16 Disabled employees – DDA % non-schools				2.60%	3.13%
BV17 Ethnic Minority employees – EM % non-schools				4.10%	3.06%
Days lost to sickness per FTE				7.0	7.5
Staff turnover - % non-schools				12.3%	12.9%
<b>Exception reporting against Key Performance Indicators and projects, developments and key actions</b>					
<b>Performance Against Projects/Developments / Key Actions</b>					
Total number of Projects/Development/Key Actions <b>11</b>					
Task complete: <b>11(100%)</b>					

It should be noted that the Business Plan identified some areas of work that will be continuing in to 2010/11. While these had progressed according to the year end target, further developments will be required. In particular these are around developing staff residence and performance though change and the change management development framework will support this. The rollout of manager self-service will continue through 2010/11 and the review of the P&D structure will also be ongoing.

### **External Evaluation**

Personnel and Development managed and co-ordinated the Investors in People Review resulting in continued recognition for KCC.

External recognition was received through the following awards:

Finalist in Personnel Today's Talent Management Award

Award for best Integrated HR and Payroll Team in Pay Magazine Pay Awards

Finalist in CIPD People Management Awards for GIS development to provide key workforce information.

## **PROPERTY GROUP**

### **Director's executive summary**

Following a period of interim leadership a new Director of Property was appointed in August and this provided renewed focus for the group.

Challenges faced during the year included an uncertain economic climate and property market as well as budget pressures. Property Group has worked hard to ensure the delivery of capital receipts and continues to implement innovative ways of working.

Kent was one of 13 areas included in the government's Total Place pilot initiative and Property Group led the asset management aspect of this pilot. This work energises activity between public sector partners in Kent to identify where services can be further integrated and accommodation rationalised.

To ensure Property Group's structure is aligned to meet future challenges an external property review was commissioned in March 2010. The recommendations from this review will be considered and implemented throughout the coming months.

Property Group has made significant progress throughout 2009/10 with highlights including:

- Delivery of KCC's capital programme
- Delivery of property solutions for modernised and transforming services across all directorates
- Rates audit recovering £1.5 million in 2009/10
- Delivery of £4.586m earmarked capital receipts, exceeding the target set by £2.392m despite difficult market conditions
- Transfer of £2.562m of properties into Property Enterprise Fund (PEF) 2 from directorates

- Delivery of £12.721m of capital receipts to PEF 2 comprising 4 disposals together with 2 further exchanges and 2 properties currently in solicitors hands
- Generation of £108,449 of income from asset management consultancy against a target of £50,000
- Completion of the asset management stream of the total place report including a “Deep Dive” detailed analysis on the Swale district and a joint use project in Tunbridge Wells
- Implementation of a new module within the Enterprise database aimed at improving information flow and management of capital projects
- Generation of income through selling access to the approved list and framework agreement
- Development of a maintenance strategy
- Generation of £2.15m income from Oakwood House
- Development of a new strategy for Oakwood House

The PEF 2 target of £23.3m was not achieved however £2.562m of assets were released to the fund during the year bringing the total of assets transferred to the fund to £46.291m and work continues with directorates to achieve this target.

There has been a £337.4k under spend within the group for 2009/10. This under spend was largely generated due to rate rebates acquired through the rates audit. This unexpected sum of money would prove extremely useful in the taking forward of the Total Place agenda and a bid of £260k has been submitted for this purpose.

With regard to PEF2, actual receipts of £2.562m fall short of the £23.3m target. However, this should be seen in the context of one of the most difficult markets for development land ever experienced. Most of the major developers have stayed out of the market and, with development finance still proving exceptionally difficult to come by, even the smaller, more dynamic entrepreneurs have been kept out of the game. PEF2 is by definition an opportunity fund which is not in the "fire sale" business and most of its properties have been withheld pending an expected recovery in fortunes from late 2010 to 2012. Furthermore, a number of PEF2 sales have been completed at prices otherwise unachievable by allowing purchasers deferred payment terms. Although fully protected by means of land charges and bonds, deferred receipts are not yet banked receipts and do not therefore feature in this year's accounting arrangements.

In contrast, £4.586m of earmarked receipts have been banked during 2009/10, thereby exceeding the target by £2.392m. It is very difficult to synchronise receipts with capital programme requirements in such uncertain times and we have therefore adopted a "bird in the hand" approach towards getting receipts in. Property Group's client directorates seem pleased with our performance on their behalf and it seems unlikely the flow of surplus land to the marketplace will be interrupted by the completion of sales ahead of programme at better than expected prices.

#### **Key activities**

#### **Asset Management/Income Generation**

Throughout 2009/10 activities have focused upon the utilisation of underused assets and working in partnership with other public sector organisations. Work has continued to 'match make' emerging services with currently part vacant or under-used properties. Work continues to add value to the assets in PEF 1 and sales will recommence once the market improves. In addition the requirement for excellent asset management policy and practice to drive through targeted modernisation is evidenced by the creation of the PEF 2 which has released funding to enable modernisation without the need to sell assets at reduced prices.

Management of the portfolio to reduce running costs and holding costs for the vacant properties has been a key focus, with holding costs reducing dramatically as a result of re-occupation of vacant properties.

Kent's national reputation in asset management has resulted in a demand for consultancy advice from public sector organisations throughout the UK. As part of the Total Place initiative a working group of key asset management staff within partner organisations has been established and this group meets regularly to move forward joint asset management strategy and key partnership projects. Relationships have also been developed with national contacts in respect of the central government estate.

Property Group continues to focus on collecting, analysing and benchmarking Key Performance Indicators for the property portfolio.

Key achievements include:

- Delivery of total capital receipts to the value of £17.573m.
- Generation of income from asset management consultancy of £108,449.
- Submission of the asset management section of Kent's Total Place Submission including two "Deep Dives".
- Reoccupation of 70% of PEF 2 properties to minimise holding costs.

### **Capital Programme**

Work has continued to ensure the effective delivery of one of the largest capital investment programmes in the country, including projects such as Turner Contemporary, The Bridge, Kent History Centre, Ashford library and the school modernisation programme.

Key achievements include:

- The delivery of Round 2 Children's Centres
- Sign off achieved for the "Development Agreement" for Kent History Centre and long lease
- Delivery of Pathfinder projects at Oakfield School and The Manor School
- Chartered Building Consultancy status awarded to the Capital Projects Team

### **Provision of professional advice**

Property advice was given to all directorates from Gateways and new health projects through to Building Schools for the Future (BSF), Academies, Primary Capital Programme and transformation of children's services (children's centres and short breaks programme). KASS transformation of services has required

bespoke property advice across a wide range of services. A spectrum of property advice was provided on a number of Communities capital projects and also transformation of services. There has been a significant increase in property advice on BSF, Academies and children centres this year. A wide range of advice has been provided on some key regeneration projects and also highway depot and waste transformation as well as the ongoing Countryside rationalisation programmes. There has been significantly increased level of joint service delivery and joint occupation of public partner agency properties. Work has been focused on increasing rental income from its operational and non operational properties.

### **Portfolio maintenance**

Managing the maintenance demands of the portfolio continues to be crucial to ongoing service delivery whilst modernisation programmes are progressed.

Key achievements include:

- The review and renewal of Service Desk contractors
- Robust school's maintenance strategy developed
- Countywide strategy for the management of asbestos and legionella developed
- The delivery of staff awareness and management training for legionella and asbestos

### **Outsourced service delivery**

A 4 year property consultancy framework began on 1 April 2009 covering 9 building related disciplines including architecture, surveying, engineering, project management, employers agent and environmental services. Property Group ensures that performance in key areas such as quality of work, health and safety, timescales and budgetary control are regularly monitored to ensure stringent criteria are met and the quality of advice is continually maintained.

A 4 year Estates and Planning Framework has provided outsourced asset management, estate management, disposal, planning and other associated services via a platform of services and there has been a focus on greater value for money as budgets for outsourced work has reduced. New work has started to renew a wider framework with all Kent public agencies to allow creative use of assets to drive efficiencies.

Key achievements include:

- The delivery of a rating contract for appealing rateable values

Property Group's other key achievements include:

- Successful implementation of a new module within the Enterprise database
- Income generated through the marketing of Property Group's professional services and the on-selling of Property Group's approved lists and framework agreements
- Assisted in procuring sites in each district for temporary retail units for specialist youth facilities in conjunction with external partners
- The completion of site identification for KASS's Private Finance Initiative

- Income of £2.15m generated through Oakwood House Business Development Plan to generate new business at Oakwood House prepared
- New strategy for the provision of support services at Oakwood House developed
- Certification of ISO 14001 retained
- Property Group Climate Change Action Plan developed

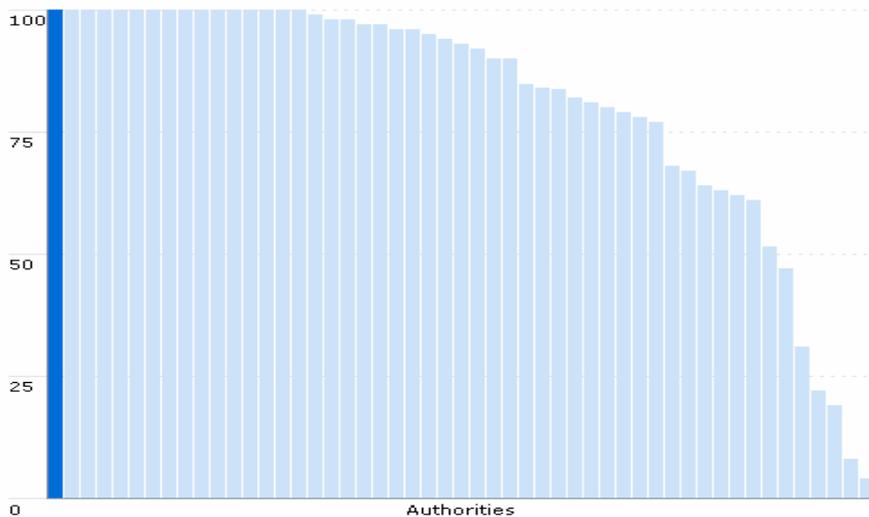
### **Benchmarking**

On an annual basis Property Group submits data to the National Property performance Management Initiative (NaPPMI) which allows us to benchmark data with other authorities. Data has also been submitted to support the Value for Money (VfM) performance indicators. In addition, work is in progress to define and set targets for a number of local indicators across several property themes.

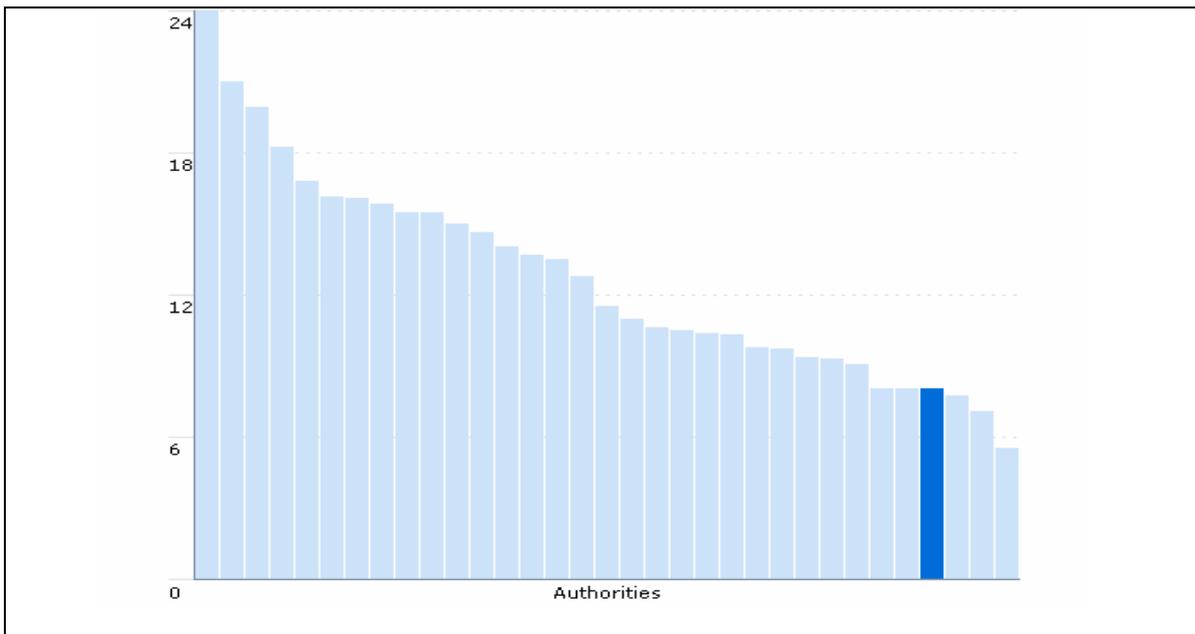
Property Group continues to compare and contrast its performance with other authorities through working groups, performance indicators and national bodies to ensure that performance is adequately benchmarked.

Below are a number of graphs which provide a flavour of the benchmarking which takes place between other local authorities who are members of the Institute of Public Finance (IPF) Asset Management Planning benchmarking group. The darker blue bar denotes KCC's performance.

**% of portfolio for which an access audit has been completed**



**Average floor space per workstation**



**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions **40**

Task complete: **31 (78%)**

Part complete and carried forward: **8 (20%)**

Not complete or not started or part complete but not being carried forward **1 (2%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

Part complete and carried forward

- Delivery of Turner Contemporary Gallery which has a target date for completion of December 2010 and this will be achieved
- Determining the IT strategy for the group has been delayed as it is linked to development of electronic invoicing and a final decision will not be made on this until after the release of Oracle 12 in September/October 2010
- Progress has been made with regards to adding value to the PEF 1 portfolio by obtaining planning consents, however further work is required in this area
- With regard to procurement, the delivery of a contract for Building Control services has been delayed due to other priorities and will be pursued within the next business planning cycle.
- Delivery of a new catering contract at Oakwood House will also be transferred into the next financial year as a new business model is currently being developed.
- In respect of a new management contract for Oakwood House a consultant has been appointed and a full business review is underway.
- The completion of leases and Service Level Agreements for round 3 of the Children's Centres has been put on hold for 6 months so this work will roll forward to 2010/11.
- Business continuity: Work has taken place to consolidate business impact questionnaires and business risk assessments in readiness to input this data into the newly acquired Mataco Business Continuity system which is due to

go live in May 2010.

Not complete or not started or part complete but not being carried forward

- The target of working with directorates to release properties to Property Enterprise Fund 2 (PEF) of £23.3m this financial year will not be met. This is due to insufficient properties meeting the criterion set for PEF 2. £2.562m has been realised to PEF 2 and properties which are outstanding mainly fall within CFE. Property Group will continue to work with directorates to achieve this goal. In addition suggested changes have been made to the protocols to speed up transfer into PEF 2.

## **PUBLIC HEALTH**

### **Key achievements**

The Kent Public Health Department provides the leadership and strategic framework to address the priorities identified in the Kent Public Health Strategy, namely:

- reducing health inequalities
- enabling more people with chronic disease to live at home
- improving children's mental health and wellbeing
- improving sexual health and reducing teenage pregnancies
- increasing the number of adults living healthier lives
- reducing substance misuse and excessive alcohol drinking.

Strong partnerships with the NHS, with District Councils, Police, Probation and the voluntary sector have been forged to develop strategies that all partners can sign up to and actively work to implement.

Through effective and joined-up working, the Kent Public Health Department (KPHD) has instigated contributions from all of the KCC directorates and partners to key public health issues which are articulated through documents such as the Tobacco Control Strategy, Healthy Weight Strategy, Kent Alcohol Strategy and Health Inequalities Strategy all of which have been completed this year. The Health Inequalities Strategy has informed the Children and Young Persons Plan and the Adult Social Services Strategy. The Kent Director of Public Health's Annual Reports continues to highlight the health trends in Kent and identify issues that exist. A number of KCC staff from all directorates have participated in the Public Health Champions training course run by the KPHD.

The Kent Public Health Board is a sub-group of the Kent Partnership and continues to provide a forum for staff from a variety of agencies to utilise partnerships to deliver the Public Health elements of Kent's the "Vision for Kent", Kent's Local Area Agreement and the Kent Public Health Strategy. The Board drives the development of public health policy based on needs assessment and evidence and reviews performance against agreed outcome measures.

The Kent Public Health Department provides Health and Public Health policy support and advice to elected members and in particular the Cabinet Member for Public Health. The development and support of joint priorities with District Councils is an important element of this. Policy support and guidance is also

provided to senior officers, the Central Policy Unit and other KCC Directorates. Examples include contributions to Paul Carter's "Bold Steps to Radical Reform", contributions to the South East Strategic Leaders proposals for more joined up working between Local Authorities and the NHS and commentary on government and shadow government manifestos leading up to the general election.

The KPHD provides detailed responses to central government consultations such as NHS Car Parking, Health and Wellbeing guidance for Looked After Children and South East London hospital merger proposals.

Policy support to the Health Overview and Scrutiny Committee assists their agenda setting, composing the detailed information requests to the health service commissioners and providers and preparing additional questions based on Health's responses.

A key priority for effective public health planning and delivery is the use of information and intelligence to support decision making and commissioning of services. The KPHD was instrumental in setting up the Kent and Medway Public Health Observatory and now works with them to agree priorities for data collection and analysis. These inform the need for action, priorities within those needs, local and national targets that will set the scope and range of work and progress against these targets. Joint Strategic Needs Assessments (JSNA's) for adults and children (amongst others) are well developed and directly inform commissioning decisions of the NHS, KASS (Kent Adult Social Services), and the Children's Trust.

New and innovative approaches to designing services that are more relevant to those that use them have been developed through highly successful initiatives such as HOUSE and ActivMobs which have won national recognition and awards for their innovation. Both of these projects reflect the priorities and community engagement approaches contained within Professor Sir Michael Marmot's review of health inequalities published this year which informs current government health policy. An action plan with KASS to address joint health priorities has been developed. KPHD works closely with the Communities Directorate to progress public health and health inequalities issues. Work is well under way on several joint projects with Environment, Highways and Waste including the retro-fit of home insulation and housing improvement and increasing the number of Health Walks available.

### **Targets and Indicators**

The top level indicator that reports progress against overall public health aspirations is NI 120 All Age All Cause Mortality. 2009/10 results for NI 120 show that the people of Kent are enjoying a longer and healthier life than before. The rise in obesity amongst school-age children has decreased (NI 55) and more people are accessing treatment for drugs and alcohol (NI 40).

There has been good progress on the Towards 2010 target 48 to increase opportunities for everyone to take regular physical exercise and T2010 target 50 combating obesity and encouraging people to take responsibility for their health and wellbeing. Setting up Health Walks, improving access to the countryside and

to leisure facilities has increased the number of people who are regularly active with a particular emphasis on people living in areas of deprivation.

The tremendously successful House project set up to tackle the T2010 Target 50 to increase awareness of young people and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex has had over 16,000 young people exposed to health and lifestyle messages. The success of this project has generated two offshoots of House – House on the Move – a bus designed by young people that will travel across the County to promote public health and lifestyle awareness to young people. A number of District Councils are interested in developing and running a House in their area and planning is underway on how to set this up.

Kent Health Watch has developed further and continues to receive increasing numbers of calls. A promising start has been made to an innovative partnership with the Patients' Association which will increase the scope and reach of Kent Health Watch.

However, serious challenges remain:

There are still unacceptable levels of health inequalities between different parts of Kent. KPHD is working across all KCC directorates and with all key partners including the NHS and District Councils to address this. The new Health Inequalities Strategy that develops Michael Marmot's principles such as "proportionate universalism" within Kent will be crucial to this process.

The number of alcohol related admissions to hospital (NI 39) is still too high. Although responsibility for this indicator currently rests with the Communities Directorate, it is monitored through the Kent Public Health Board and so is included here both for completeness and as it is an important public health issue. (KPHD welcomes the opportunity to work closer with KAA (Kent Action on Alcohol) and lead any new developments that can reduce alcohol related admissions in Kent). The indicator itself is poorly constructed, the data is not robust nor produced fast enough to pick up in-year progress. A new set of sub-indicators are being designed to address these issues. KPHD has also been instrumental in establishing Kent Action on Alcohol with the NHS and other organisations to plan and deliver consistent action across the County. As a direct result new services have been commissioned to improve the response for the people of Kent.

### **Pending developments**

Three developments from last year have been held over to 2010/11. The Kent Public Health Strategy will be based around the same key priorities and follow the adoption of the Health Inequalities Strategy.

Dover District Council were keen to commission ActivMobs through the KPHD to work with residents in St Radigund's Ward to re-evaluate and design the services that are being delivered to the community. Unfortunately for financial reasons this has not yet been possible but we are hopeful that Dover District Council will be in a position to fund the project soon.

Another project has unavoidably been delayed is the Centre for Health Service Studies (CHSS) at the University of Kent proposal to apply for European funding to lead a project on coastal deprivation and in which the KPHD were invited to participate. Unfortunately for their own internal reasons CHSS decided not to proceed but we will work with KCC's international affairs department to take this forward ourselves.

### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual/Est	Trend ▲ improving ▶ not improving ▼ deteriorating
NI 39 Alcohol related admissions to hospital (rate per 100,000 pop)	1,209	1,304	1,212	1,374	▼

#### Reason for target not met:

The NI 39 Alcohol related admissions is the responsibility of the Communities Directorate but is included here for completeness as excessive alcohol consumption is a key public health issue. NI 39 is a controversial indicator calculated through a complicated statistical model that attributes a proportion of admissions for 37 conditions as being related to alcohol consumption. Data collection has not been robust and there appear to be many anomalies across the country. Progress on this indicator will also take several years to become apparent. New local sub-indicators are being developed to give more accurate and meaningful data that will provide the ability to track the efficacy on intervention throughout the year.

### Exception reporting against Key Performance Indicators and projects, developments and key actions

Total number of Projects/Development/Key Actions **9**

Task complete: **6 (67%)**

Part complete and carried forward: **3 (33%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan, and tasks that will not be completed.

#### Part Complete and being carried forward

- Community Health development in St Radigund's, Dover - Dover District Council not yet in a position to instigate project
- Public Health Strategy revision – awaiting completion of Health Inequalities Strategy and Action Plan. The publication of the Professor Michael Marmot's review "Fair Society, Healthy Lives" has deep implications for work on Health Inequalities and the overall Public Health Strategy. It was decided to rewrite some parts of both documents to ensure that they reflected new central government thinking, especially as the three major political parties were all using it in their manifestos. The Health Inequalities Action Plan has now been signed off by all partners and is awaiting Cabinet approval. The Public Health Strategy will build upon and develop further from the Health

- Inequalities Strategy and will follow soon after cabinet approval is given.
- Interreg Iva Coastal Deprivation Project -University of Kent Canterbury withdrew from leading the project. KPHD is working with our International Affairs Department to take this forward

**Towards 2010**

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 48: Increase opportunities for everyone to take regular physical exercise <i>CED - Public Health</i>	On course	On course	On course	Done and ongoing
Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing <i>CED - Public Health</i>	On course	On course	On course	Done and ongoing
Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex <i>CED - Public Health</i>	On course	On course	Done and ongoing	Done and ongoing

**STRATEGIC DEVELOPMENT AND PUBLIC ACCESS**

**KENT GRADUATE PROGRAMME**

**Key achievements**

Core/Planned Activities and their outcomes for the Kent Graduate Programme

- Promotion of Kent Graduate Programme both online and during the recruitment period. This can be measured both by the number of applications received and the webpage views for the graduate pages
- Increase in the number of graduates employed within Kent, a Towards 2010 target. *'Increase the opportunities for graduates to work and live in Kent'* Economic Success – opportunities for all.

Number of graduates being recruited in 2010/11 will reduce from 5 to 3 for the Management Stream. All other streams remain stable.

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions **2**  
Task complete: **2(100%)**

## CONTACT CENTRE

The purpose of the Contact Centre is to provide quick, easy and high-level quality access to all County Council information and services in a consistent and cost effective manner.

### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	Trend ▲ improving ▶ not improving ▼ deteriorating
Contact Kent Depth of Service	82%	85%	80%	N/A*	N/A

**Reason for target not met:** Depth of service is usually measure by Customer Relationship Management (CRM) System. This system has been upgraded due to problems with stability and manual recording for the year has not been accurate. A new system has been installed and data collection will now be improved and with greater accuracy for 2010/11.

CDSE Answered within 20 seconds	72%	80%	80%	77%**	▼
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**Reason for target not met:** Consumer Direct South East has taken on calls for other regions that have closed due to not being shortlisted for the new Consumer Direct contract. The extra calls this has generated has been more than planned for and the service level has deteriorated as a result.

### Benchmarking Information

Assessed to be number 5 for the Top 50 Call Centres for Customer Service Email handling with 82.09% and 9<sup>th</sup> (with 79.10%) for the Public Sector element for calls in the same benchmarking group. Winners of the Contact Centre of the Year Award in the Good Communications Awards.

### Exception reporting against Key Performance Indicators and projects, developments and key actions

#### Performance Against Projects/Developments / Key Actions

Total number of Projects/Development/Key Actions **15**  
 Task complete: **11 (74%)**  
 Part complete and carried forward: **2 (13%)**  
 Not complete or not started or part complete but not being carried forward: **2(13%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

#### Part Complete and being carried forward

- Back office services reviewed and additional facilities in place. - Limited success, with some extra work undertaken, i.e. KHS insurance claims, but need further progress elsewhere, such as Kent Ceremonies and School Admissions
- Additional services delivered by Contact Kent. – Whilst some additional services have been added, there has not been a transfer of some existing

contact centre activity within KCC to Contact Kent. Again, this will be addressed through the Access and Assessment work.

Not complete or not started or part complete but not being carried forward

- Corporate CRM strategy developed. New CRM developed and integrated with operations in services across KCC delivered by Contact Kent - Business units not linked, parts of KCC continue to develop their own stand alone Contact Centres, with separate CRM systems and existing contact centres internally are not yet merged This is being addressed as part of the Access and Assessment review
- Email handling system improved - ISG developing a work around current email system problems.

**KENT TV**

Planned/Core Activities and their outcomes for Kent TV

- In 2009/10 Kent TV increased the number of visits to 2.8 million and had over 2,500 videos available on the channel covering topics from Education to business
- Kent TV was nominated for E-Government Award for empowering citizens and was invited to Sweden to exhibit the service as an example of best practice. They were one of only 52 finalists from across Europe
- In October 2009, the channel launched interactive drama Hollywould... it was the first of its kind. The programme received over 97,000 views and highlighted key messages to young people such as Chlamydia and drinks spiking. The accompanying information films received over 26,000 views
- The channel also engaged further with school by hosting a live feed of the Head Teachers in November, enabling schools not at the conference to keep up to date with the latest developments
- What's On has received over 234,575 page views and has seen over 18,540 events from local boot fairs to jousting tournaments listed since its launch.

**Key Performance Indicators & Activity Levels**

Indicator	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	Trend ▲ improving ▶ not improving ▼ deteriorating
Launch and market a new channel, "What's on in Kent?", on Kent TV, that will list sports and leisure activities and local organisations for all age ranges in the county	Did not exist	83,632* page views	100,000 page views	234,575 page views	▲

Find new and innovative ways of communicating with the public, including trialling webcast TV	198,210 **	1,570,139 (accumulative)		2,858,653 (accumulative)	▶
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\*Figures November to March 2009 - Launched November 2008

\*\*Figures September 2007 – March 2008 as service was launched 21 Sept 2007.

**Reason for target not met:**

There was a drop in viewing figures towards the end of the Kent TV contract due to the announcement of the discontinuation of the service.

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

**Performance Against Projects/Developments / Key Actions**

Total number of Projects/Development/Key Actions **6**

Task complete: **4 (66%)**

Part complete and carried forward: **1 (17%)**

Not complete or not started or part complete but not being carried forward: **1 (17%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

Part Complete and being carried forward

- Explore Interreg IVa opportunities – This will now be undertaken by the new digital service. Talks are currently taking place between potential partners in Belgium and France.

Not complete or not started or part complete but not being carried forward

- Manage re-commissioning – Due to the decision not to carry on with Kent TV, this action was no longer relevant.

**Towards 2010**

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 21: Launch and market a new website, "What's on in Kent?", that will list sports and leisure activities and local organisations for all age ranges in the county CED	On course	Done and ongoing	Done and ongoing	Done and ongoing
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV CED	On course	On course	Done and ongoing	Done and ongoing

## GATEWAY

### Summary Business Plan details

Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and working with district and borough councils and a range of other partners including the NHS, Police, Fire, Job-Centre Plus etc. The focus is on shaping services to fit around customer need, maximising efficiency both for the clients and service providers, and delivering effective, measurable outcomes for people.

The Gateways opened to date are as follows:

- The original pilot, Ashford Gateway, opened in October 2005, prior to the term of this Towards 2010 target, but included for completeness. It was complemented by the first Mobile Gateway (Mobile I), launched in July 2007, with a target area of rural Mid Kent (Ashford to Dover), and is currently being used to raise awareness and understanding of Gateways amongst staff from the statutory and partner organisations involved. It is also supporting regular services in Dover district and various projects and initiatives, such as Adult Learners' Week, Fostering and Adoption Recruitment. A combined Dover district and Adult Social Care program was launched in March 2009, taking services out to urban and rural locations across the district. It has also been used for the 'Backing Kent People' Summer Roadshow, with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team on board offering advice to members of the public (see also Towards 2010 target 61)
- Thanet's Gateway Plus, which includes the library, opened on 7 January 2008. With combined weekly footfall reaching 9,000 people on average, the anticipated footfall is 450,000 a year. Since opening library membership has increased amongst teens and adults, provision of new services for minority groups, new health clinics alongside the Kent Contact and Assessment Service (KCAS) service and CAB, Porchlight, Red Cross, Shelter amongst others. On 11 May 2010, Thanet Gateway celebrated the arrival of the 1millionth customer. Thanet Gateway is closely linked with the Margate Task Force
- Tunbridge Wells Gateway opened on 3 November 2008, situated adjacent to the main pedestrian entrance to Royal Victoria Place, the primary shopping destination in the town. CAB, Kent Adult Social Care, Voluntary Action West Kent (VAWK), Royal British Legion Industries (RBLI) and MAXIMUS delivering four key DWP assessment services, and a range of statutory and voluntary sector partners have made a very positive impact. The number of customers served averages 5,000 per month and an anticipated 60,000 per annum
- Tenterden Gateway opened on 8 December 2008. This Gateway is the first to have a rural post office within it and is also the site for the local library, Tourist Information, borough and county services. Volunteering Ashford is in situ and has experienced a significant upturn in the numbers of people applying for volunteering projects to date
- Maidstone Gateway opened on 5 January 2009, situated on Kings Street forming an extension to The Mall, and adjacent to the bus terminus for

Maidstone. There are approximately 5,000 customers per month with an annual expectation of 60,000. CAB, Age Concern, Registrars, Adult Social Care, and many other key service partners have reported very positive customer satisfaction and activity levels

- Dover Gateway brings Phase 1 to a close and opened to the public on 15 July 2009. This is a very positive development, building on Dover DC's previous town centre presence. The arrival of Gateway complements Dover Discovery Centre and is the first tangible step in the delivery of the regeneration of Dover town, along with the Olympic screen on Market Square
- Tonbridge Gateway (within Phase 2) is on the site at Tonbridge Castle and opened in July 2009. The new space has brought together 'old and new' and has been received very well by customers. A full complement of services began during July serving an average of 3,500 customers per month
- A PR mobile has been added to the fleet. Launched in June 2009, this is used for PR, forward promotion and brand awareness.

Other specific Gateway related outcomes are listed below:

- In the Audit Commission league table report, Gateway was singled out for exceptional achievement
- Gateway secured a Green Flag through the Comprehensive Area Assessment 2009
- In a detailed audit commissioned by the Cabinet Office, conducted by the IDeA and LGA, Gateway presented the progress made on this initiative at the FOSS (Front Office Shared Services) event in 2009. A number of other authorities want to learn from the examples of best practice. In 2010 Gateway has been invited to pilot the development and delivery of the FOSS Business Case Model and this work is ongoing
- Gateway achieved top 10 ranking from 600 entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website
- Thanet's Gateway Plus was short-listed for the LGC awards for Innovation and Efficiency in 2008
- Gateway is working in strong partnership with KCC Libraries. Two Gateway have been developed with libraries in Phase 1, with the potential for two future Gateway/library developments planned for Phase 2. This combination is proving very successful in terms of expanding the service offer with increasing appeal to the wider community, and maximising the full potential of existing estate
- Kent is one of only two two-tier authorities to gain Pathfinder status for an important Department of Work & Pensions' led service innovation called TUO (Tell Us Once). This is the first government-led service improvement initiative directly influenced by the Varney report. The aim is to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned enabling district staff to fully engage in TUO. This cost effective implementation in Kent has been openly acknowledged, and representatives have been invited to join a national reference group looking at the longer term governance arrangements for this

service. The original unitary and London borough pilots have also been to visit Kent to learn from our approach

- Interreg Funding for 'Customer Insight' - 4.3 m Euros has been secured by KCC, Medway and all 12 district and borough councils to work in partnership with Pas de Calais. This joint funding will develop the means to understand more about the people of Kent their service requirements and service delivery gaps. A Kent and Medway specific segmentation has been produced and a Service Delivery framework is being utilised by the five pilot districts (Swale, Gravesham, Tunbridge Wells, Thanet and Canterbury) leading to action plans to enhance customer service practice. The phase 2 partners (Maidstone, Medway, Dover and Tonbridge & Malling) received their updates to the tools in January 2010 and are working with the other partners to implement projects identified to realise benefits and efficiency gains. The Phase 3 partners (Ashford, Shepway, Dartford & Sevenoaks) are collating their data to submit for analysis and development of their tools
- THE MOD approached Kent County Council to join forces and launch the Armed Forces Community Welfare Pathway initiative to enable serving personnel, their families and veterans to receive the help, advice and support they need from the people best placed to provide it. Kent County Council is the first local authority to pilot the Welfare Pathway. Members of the Armed Forces Community will be able to access advice on their entitlements by calling the Contact Centre, or visiting Gateway.

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions **16**  
 Task complete: **8 (50%)**  
 Part complete and carried forward: **8 / 50%**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed.

Part complete and carried forward

All carried forward projects are long term projects

- Work on building quality and performance standards
- Increased links with Central Government e.g. DWP
- Develop hubs and expand to phone and web
- Deliver Herne Bay Canterbury City Council, Gravesend, Sheerness, Swale and Swanley Gateway's
- Customer profiling and consultation - Interreg Iva
- Deliver a programme of staff training, development and recruitment
- Establish Memorandum of Understanding & obtain KCC and other partner signatures
- Website search engines linked, ICT Strategy in place

**Towards 2010**

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
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Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies	On course	On course	On course	Done and ongoing
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**Key achievements**

The Kent Film Office (KFO) works to promote Kent as a major location for films and TV, support local creative industries infrastructure by offering their services to visiting companies for the economic benefit of the county. It aims to increase training opportunities in the sector for the people of Kent and support the development of film tourism as another significant revenue stream into the Kent economy.

Over the last year, the Kent Film Office has handled 373 requests and 459 filming days, generating a further 2.2 million into Kent, offered a further 6 work experience placements, as well as on set experience for 5 Runners opportunities and 2 Trainees. It also significantly supported Maeve Films in the creation of the Kent Film Foundation, a film school for disadvantaged young people, currently teaching 15 students, some of them young offenders.

It secured and managed the Kent Development Fund, signed on all the major Kent partners to the Film friendly agreement and prepared the Kent Moviemap ready for onlining as soon as funds can be secured.

**Exception reporting against Key Performance Indicators and projects, developments and key actions**

Total number of Projects/Development/Key Actions **4**  
 Task complete: **3 (75%)**  
 Not complete or not started or part complete but not being carried forward **1 (25%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan, and tasks that will not be completed.

Not complete

Create a Kent Movie Map online - The Kent Film Office has progressed to creating an image of the map, purchasing software to handle the back-office and has populated the database with data to agreed targets. We are currently unable to proceed, because unanticipated ISG development costs have surfaced, related to the KFO transfer to the new kent.gov website and providing the additional technical capacity the moviemap requires.

**TOWARDS 2010**

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 8: Develop Kent as a	On course	On course	On course	Done and

major venue and location for film, television and creative industries to benefit the Kent economy <i>CED</i>				ongoing
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**STRATEGY, ECONOMIC DEVELOPMENT & ICT**

**Key Achievements**

Strategy, Economic Development & ICT units work to guide and support at all levels of the authority. The units assist the authority to meet its stated objectives by providing the foundations on which others can build.

**CORPORATE POLICY**

For a small team, Corporate Policy has a particularly high level of both influence and impact, and has offered consistent support to the leadership of the organisation during a difficult and uncertain period. Corporate Policy has shown resilience and flexibility in effectively delivering a large and ambitious work programme in 2009/10 that placed strain on the limited capacity of the team.

**Key achievements**

- *"Bold Steps for Radical Reform"* paper was launched in London with Localis and widely reported. Its arguments have subsequently been developed and discussed with Ministers and case studies applying the "Bold Steps" principles of devolution and local decision-making used to press the case for greater local freedom and flexibility  
[http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/bold\\_steps\\_for\\_radical\\_reform.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_radical_reform.aspx)
- The Prisons Review, and resulting report, provided a strategic analysis of the implications for public services in Kent of the relatively high number of prisons in Kent. Legacy work included 'houses for homes' SILK research, looking at how best to house ex-offenders to minimise their likelihood of re-offending. The report was well received amongst local partners and was shared at a national level as an example of best practice in looking at the journey of Offenders in a whole systems approach
- The Child Protection Review, following on from the Baby Peter case, looked at quality assurance in Children's Social Services, quality assurance in relation to the Kent Children's Safeguarding Board and partnership working, and national lessons and policy implications for KCC
- The pilot phase of the Total Place Initiative has been a major piece of work, largely driven from within the team and successfully delivering both pre-budget and final reports within a tight timeframe. The bringing together of many partners has been an achievement in itself and has laid the groundwork for sustainable work beyond the pilot period which will continue in 2010/11 and beyond. The team has been particularly involved in the Margate Task Force, which is one strand of Total Place  
<http://www.gos.gov.uk/497648/docs/168024/875097/916283/FinalReportupdated19.02.10>
- Delivering a robust Environment Scanning function, providing

comprehensive and rapid briefings on key developments nationally and locally, and on government consultations

- Developing KCC's response to the Sustainable Communities Act, and co-ordinating potential bids. Two bids were put forward and both have successfully passed through the Local Government Association selector panel and sent through to central Government for approval
- The Policy Framework for Later Life. A KCC action plan for delivering the aspirations in the framework has been developed, driven by the team, alongside action plans from partner organisations  
[http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/strategy\\_for\\_later\\_life.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx)
- The Supporting Independence Review refreshed and re-defined KCC's role in welfare reform, and a useful policy paper on welfare to work was produced
- The review of how the policy function operates across KCC was completed and recommendations implemented which have led to a strengthening of networking, collaborative working and sharing thinking amongst policy staff across the county council
- The development across KCC of a Community Cohesion framework and action plan
- Worked with NHS partners and KCC colleagues to develop a pan-Kent health and transport strategy
- The last 6 months (September to March) have seen an acceleration of public policy activity in advance of the General Election to influence and develop the case for localism and decentralisation
- Working with Regeneration & Economic Development culminating in the launch of "*21st Century Kent - Unlocking Kent's Potential*", has maximised the impact of the Regeneration Framework and highlighted KCC's broader spatial planning capability  
[http://www.kent.gov.uk/community\\_and\\_living/regeneration\\_and\\_economy/21st\\_century\\_kent.aspx](http://www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx)
- Within Kent, work on the "*Kent Recommitment*" with Borough/District Leaders has progressed strongly with the aim of developing a radical new model of joint working, increasing democratic decision-making over local public spending and enhancing the sovereignty and accountability of individual councils. Shared service activity has also been supported, particularly in East Kent, where the groundbreaking agreement on waste collection and disposal has now been successfully brokered.

Total number of Projects/Development/Key Actions **9**

Task complete: **7 (78%)**

Part complete and carried forward: **2 (22%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan , and Red tasks that will not be completed

Part Complete and being carried forward

- Finalising the Policy Framework for Later Life action plan, which has slipped

- into the current year because of the volume of work with partners required
- Drafting the Strategic Statement to replace Towards 2010, where the timing of the production was shifted until after the General Election.

## PERFORMANCE IMPROVEMENT & ENGAGEMENT

The purpose of the Performance Management Group (PMG) is to ensure the Authority strives to achieve continuous improvement in its corporate performance management processes so that performance as a whole improves. The group monitors and reports progress against the Authority's strategic objectives including the 'Towards 2010' targets, Core Monitoring and Comprehensive Area Assessment (CPA) PMG Co-ordinates KCC responses and provides support and guidance on areas for improvement.

### Key achievements

- The first Comprehensive Area Assessment shows KCC achieving 4 out of 4 in the Organisational Assessment, with no red flags and 2 green flags for the Area assessment. Co-ordinating our responses and providing support and guidance on areas for improvement was the remit of the teams
- The team introduced Core Monitoring which is considered to be an important step in helping to judge the overall performance of the authority and is intended to contain the most important areas for Chief Officers Group (COG) and Cabinet members to stay on top of in order to manage the performance of the authority
- The third annual report on progress against Towards 2010 was published. It was highly praised by the Audit Commission as, amongst other things, it clearly showed the outcomes achieved
- Revised the Annual Performance Report
- Corporate standards to ensure we consistently meet the Duty to Involve and duties under equality legislation. The revitalized annual review of complaints report was well received for its comprehensive and clear style
- The Disability Hate Crimes Conference organised in September is believed to be the first of its kind, bringing together all public organisations and disabled people to set a County agenda for tackling hate and hostility towards disabled people. Around 200 people attended, from a wide range of organisations in Kent, and members of the Kent Public with a wide range of impairments. A report on the recommendations for action from all delegates has recently been produced, and is available on the website at [http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/policies/hate\\_crime.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/policies/hate_crime.aspx)
- *Pic n Mix* has been included in presentations at conferences across the globe. *Pic n Mix* tools may become part of the new kent.gov website during 2010/11, enabling innovative use of data held by KCC, and is being considered as an option to enable sharing of information between public sector partners.

## THE KENT PARTNERSHIP TEAM

The role of the Kent Partnership Team is to support Kent's Local Strategic Partnership – the Kent Partnership – to deliver Kent's Sustainable Community Strategy, the Vision for Kent. The Kent Partnership is the most senior county level partnership that brings together senior representatives of Kent's public, private and voluntary/community sectors.

The Team works directly with the Kent Partnership Board and the Kent Public Service Board to oversee strategy on the most important priority services that are delivered most effectively and efficiently by working in partnership.

The team also works very closely with the four Working Groups of the Kent Partnership (Kent Children's Trust, Safer and Stronger Communities Group, Kent Economic Board and Kent Public Health Board) to ensure there is alignment of priorities, strategies and delivery between individual agencies and between partnerships.

Other key relationships are with county level partners, the eight district based local strategic partnerships across Kent and Kent CAN (Community Alliance of Networks) which represents the voluntary and community sector in Kent.

The short term delivery plan for the Kent Partnership is the Local Area Agreement, the Kent Agreement 2, which runs for the period 2008 – 2011 and comprises of 35 outcomes.

The Partnership Team performance manages Kent Agreement 2 to ensure as many of the 35 outcomes as possible hit their target which will maximise the amount of performance reward grant received by Kent. Exceptions reports are prepared focussing on areas of under-performance and what corrective action is needed to bring performance back on track.

The latest available performance report on Kent Agreement 2 (covering the period to March 2008 – Sept 2009) resulted in only 4 red outcomes. If current performance / direction of travel is maintained to the end of the KA2 period (March 2011) this would give an overall performance achievement in the region of 65% - 80%.

The successful delivery of KA2 outcomes is a complex blend of countywide and local delivery. This complexity was recognised in the CAA report which said that while there had been improvement, this could be strengthened further. Since then further work has been conducted across KA2 to ensure there is clarity between all delivery partners on how services can be further improved by working together. To demonstrate the real difference that partnership working, encouraged by Kent Partnership and KA2, is making a series of over 40 case studies have been prepared and are available on the Kent Partnership website.

### **Key Performance Indicators & Activity Levels**

There was no place survey in 2009/10 and therefore information on the National Indicators 1,2,3,4,5,7,22,23,138 and 140 is not available.

Total number of Projects/Development/Key Actions **10**

Task complete: **6 (60%)**

Part complete and carried forward: **2 (20%)**

Not complete or not started or part complete but not being carried forward: **2 (20%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

Part Complete and being carried forward

- Review / refresh of Vision for Kent was postponed until after the General Election
- Delivering the V4K 'big priorities' has taken longer than expected, but consultation on the 'Ambitions for Kent' began in April 2010.

Not complete

- First public web jam – decision taken not to proceed due to high costs
- Delivering a programme of internal peer reviews was superseded by the One Review programme and the political prioritisation phase.

## INTERNATIONAL AFFAIRS GROUP

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

Since the start of the current Structural Funds programming period (2007/13) which began in late 2008 with the approval of the Operational Programmes, it is estimated that KCC and Kent organisations have so far secured around £20 million in EU funding. During 2009/10 KCC projects secured a total of €3.3 million including, European Regional Development Fund (ERDF) grant of €2.2 million for tourism initiatives, €700K for the 'Assessing Changes to Regional Habitats' and €370K for 'Low Carbon Futures.'

At a high profile event in Brussels on the 3 December the Network of High Speed Regions was launched with KCC as a founder member. The network is a pan European grouping to champion and lobby for international rail passenger services to stop at intermediary stations such as Ashford and Ebsfleet.

2009 saw the conclusion of the Channel Hop programme between Kent and Pas de Calais centered on the celebration of the 100th anniversary of Bleriot's historic cross channel flight.

Total number of Projects/Development/Key Actions **57**

Task complete: **46 (81%)**

Part complete and carried forward: **11 (19%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

### Part Complete and being carried forward

These tasks are dependent on external stakeholders and factors before they can be fully implemented:

- Production of an options paper to strengthening and raise the profile of the Brussels Office
- Organise two briefing sessions for MEPs on what is happening in Kent
- Identify and interpret Key European issues for Kent from the European Commission and European Presidency work programmes
- Develop and implement Action Plan of EU-related measures to support businesses and local people through economic recession
- Lobby and press for the Government and EU on measures to improve take-up of Structural Funds inc. accelerated process for reducing red-tape with current EU programmes
- Agree and implement a series of actions to deliver the European dimension of the integrated transport strategy
- Programme of meetings with Directorate Senior Officers to ascertain priorities and potential match with EU programmes
- Development partnership with Zeeland (NL)
- Co-ordinate Work Programme with Bács Kiskun (Hungary)
- Host site visit on transport by Nord-Pas de Calais Regional Council
- Benchmark Kent innovations through participation in two EU-sponsored award programmes.

## RESEARCH AND INTELLIGENCE (R&I)

### Key achievements

- Research and Intelligence established a Leaders Advisory Group and agreed the work programme to produce a Local Economic Assessment
- Work started on delivering a major programme of Customer Insight projects to drive service change in the local government family in Kent including the blue light services
- The Kent wide 2011 census group was established to take forward the preparation for the Census next year
- The commercial land use and housing monitoring of the whole of Kent was completed in December
- During 2009/10 a formal review of the work of the R&I function was undertaken and a new team structure introduced. This reflected both the need to deliver efficiencies but more importantly to ensure the work of the team supported service managers in all directorates to help them, plan service delivery and service transformation
- A new bespoke Kent and Medway customer insight model was developed based on the Experian MOSAIC model. As part of a European funded project, under the direction of the Strategic Development Unit, a pan Kent public sector partnership has been set up. This partnership oversees the drive for increased use of customer insight tools across the County to shape service provision, to share best practice and to act as a learning network.

Total number of Projects/Development/Key Actions **22**  
 Task complete: **22 (100%)**

### INFORMATION SERVICES GROUP (ISG)

KCC's Information Services Group (ISG) provides the technology that underpins the transformation and delivery of all the Council's services to Kent's residents and businesses. It seeks to ensure KCC information and communications technology (ICT) strategy offers a holistic solution to public services in Kent and works closely with the Service Directorates to find ICT based solutions for their business requirements and investigate options for the future to enable them to respond fully to the growing needs of the community they serve.

ISG provides the day to day operational support for all the existing computing infrastructure, software and hardware and maintains the integrity of KCC ICT systems, looks for innovative solutions to today's business needs and work with our suppliers.

Information and communications technology activity has continued to perform well with excellent progress being made in delivery of medium term objectives identified within the ICT strategy.

While every opportunity was taken to exploit Kent Public Services Network KPSN in support of wider objectives it is primarily a communications infrastructure that spans the whole county of Kent, connecting KCC, Schools, interconnectivity between all local authorities, Kent Police, Kent Fire & Rescue to services. These services include access to organisational business applications, internet access, Government Connects Secure Extranet (GCSx) services, managed firewall's and filtering services amongst others. KPSN's aim was to replace the old KCC network and provide a minimum of 5 times more bandwidth into KCC's sites for the same money and to offer services to the wider public sector in the county. Both of these aims have been achieved, with an additional 4 district partners migrating additional sites and services to the network as existing provision reached end of contract.

The following table shows the number of sites by Partner up to March 2010 being connected under the KPSN Contract.

	<b>March 10</b>
Kent County Council	468
Kent Schools	510
Kent Connects	15
Canterbury City Council	4
Thanet District Council	12
Tonbridge & Malling Borough Council	4
Dover District Council	2
Maidstone Borough Council	2
<b>Total</b>	<b>1017</b>

The promotion of the service to other public sector organisations continues.

KCC and the aggregated KPSN were awarded Government Connects Code of Connection accreditation. This required substantial effort and expenditure to meet the required security standard. This challenge approached in partnership with all 14 Kent local authorities culminated in the partnership winning the national eGovernment award for shared services in January 2010 and the IESE (Regional Improvement and Efficiency Partnership for the South East) Working Together award in February 2010. ISG has worked with Kent Connects to set up ICT procurement standard templates including terms and conditions promoting best practice across the county.

The national recognition of the success of the pan public service ICT partnership within Kent has also been successfully used as a means of promoting shared service solution on a wider scale. The opportunity for greater efficiency is entirely dependant and being able to aggregate common services across a wider range of public services. Based on work undertaken during the course of the year Reigate and Barnstead Borough Council will take a decision in early summer 2010 on embarking in a full partnership with KCC for the delivery of corporate services including finance, Human Resources and ICT. The programme support for this initiative is being provided by the ICT commissioning team.

A further initiative has commenced to explore opportunities for joint ICT activities with Medway, East and West Sussex, Brighton and Hove, Surrey and Hampshire. The structure for this SE7 group was developed during 2009/10 with the objective of identifying and delivering efficiencies in the following financial year. Joint working at a national level is also a key on going commitment. Work continues with the cabinet office on the national ICT strategy and the development of the national public service network. Discussions with the treasury have encouraged continued local government participation in national agendas based on the improved value for money outcomes evidenced in Kent's approach to implementation. Kent ICT continues to be the local government lead for the development of collaborative ICT procurement, working alongside the Office of Government Commerce.

2009/10 saw 55% increase in availability of business broadband. This reflects the increase in the number of additional Kent telephone exchanges now open to market competition, as a direct result of the architecture adopted for implementation of the (KPSN) completed in July 2009.

The role of ICT in direct delivery of benefits to Kent's businesses and communities has also been reflected in the delivery of a regional response to the Digital Britain Report. This regional strategy forms part of the regeneration framework and outlines the on going efforts to reduce digital exclusion while improving capacity of digital infrastructure.

**Access to technology is important in helping communities to connect with each other and the wider world. KCC's *Connecting Kent* programme has been working to support community broadband groups since 2002 and 2008/09 saw the start of the Broadband**

**Grant scheme, which makes up to £50,000 available to a "not spot" area (a group of houses and businesses with no access to broadband services) through the local Parish Council. This one-off capital grant pays for the installation costs for a broadband service, and the subscribers then meet the on-going monthly charges.** In 2009/10 the grant process has continued with grants awarded or in process to Kings Hill (for a wireless service), Selling, Iwade and Womenswold. Community broadband information has been updated with data from BT, Orange, T Mobile, V Fast and Virgin cable providing greater detail for the remaining notspots.

KCC and the aggregated KPSN were awarded Government Connects Code of Connection accreditation. This required substantial effort and expenditure to meet the required security standard. This challenge approached in partnership with all 14 Kent local authorities culminated in the partnership winning the national eGovernment award for shared services in January 2010 and the IESE Working Together award in February 2010. ISG has worked with Kent Connects to set up ICT procurement standard templates including terms and conditions promoting best practice across the county.

Through the relationship with the Microsoft Shared Learning Group, work has continued on both the Whole System Demonstrator and the Assisted Living Innovation programmes. This work has been used for many purposes by policy makers and practitioners and has been shown at conferences and exhibitions in the UK and across Europe.

A great deal of effort has gone into delivering the first year of the 'invest to save' capital programme with significant investment in the Gun Wharf and Sessions House data centres, the capability for server rationalisation has been developed; preparation for Local LAN refresh, which required a new contract for network equipments; preliminary work on the Next Generation TRP specification and an OJEU advertisement for a unified communications solution.

The SupportWorks product for call logging has been implemented and the benefits of improved customer satisfaction measurement and management information reporting are beginning to be seen. Around 30% of requests for service are now logged via Supportworks self service.

During 2009/10, 42 ICT Projects were completed these varied in scope from moves to new buildings in support of the Better Workplaces initiative to refurbishments, e.g. Lullingstone Country Park, guidance on purchasing new systems, changes to infrastructure e.g. the web servers upgrade that provided higher specification Extranet and Intranet servers, web-based communications tools e.g. Highways online fault reporting which enables the public to log and monitor progress via the internet and upgrade/replacement of existing systems thereby providing new functionality to smooth the progress of processes that were manual to improve business efficiency e.g. Procedure for Entry to Secondary Education.

The need to support alternative working solutions has increased, evidenced by the widespread use of Blackberry's and the increase in Access 2 Kent (A2K) accounts, throughout the authority over the last year.

ISG has been working with Kent Adult Social Services (KASS) to enable the Flexible and Mobile Engagement project (FaME) which aims, amongst other things, to eliminate the need to re-key data resulting in a more efficient service to the public. As part of this project 300 A2K enabled tablets and 300 Blackberries have been deployed to KASS staff. The launch of the BT MeetMe voice conferencing option in October 2009 gave KCC a tool that could reduce carbon emissions and costs by reduced need to travel.

All our flexible working options were fully tested at the beginning of the year with bouts of bad weather causing more staff than normal to rely on these systems. All systems coped well.

Work with the NHS has delivered a N3 connection (link to the National Network for NHS) to support partnership and joint working.

The numbers of calls to the Service Desk (both incident and service request) continue on an upward trend as do the number of user accounts, these have increased by 4% this year. The average call abandonment rate is down 4% on last year despite the number of calls increasing.

On average 65% of calls are dealt with at first point of contact by the Service Desk engineers enabling KCC staff to quickly resume delivering services to the public. More active call management processes have seen the average time to fix for incidents reduced from 12.8 hours last year to 5.7 hours in the same period this year.

ISG Commercial Management work to continue reducing service costs by negotiating discounts, challenging charges and re-negotiating contracts. This has resulted KCC avoiding costs in excess of £9 million in the last two years.

Total number of Projects/Development/Key Actions **6**  
 Task complete: **4 (67%)**  
 Part complete and carried forward: **2 (33%)**

**Part complete and carried forward**

- capital programme
- broadband not spots were never planned for completion during 2009/10.

**Key Information**

	<i>2008</i>	<i>2010</i>
User Accounts	13538	14907
Devices	10138	8449
Mobile Devices	6196	7187
Remote Access Users	1921	4575
Sites supported	420	521
% calls dealt with at First Point of Contact	55%	68%

% Positive Customer Feedback	na	97.75%
Kent Schools supported	554	600
Schools outside Kent supported	158	150
Website & email facilities to Parish Councils	253	258
Emails pa	20.3m	44.9m
Spam & viruses stopped	1.3m	1.7m
Storage	24 tb	58 tb

### Benchmarking Information

#### Users supported per ICT employee

Shire County	39
Shire District	35
English Unitary	47
KCC	49

This measure is used by SOCITM to show the relative productivity or efficiency of the ICT function.

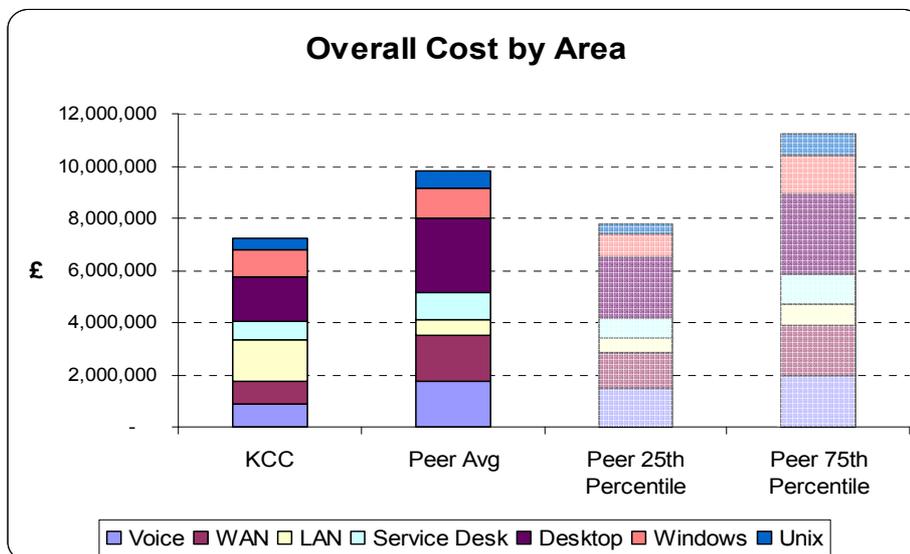
Source: SOCITM IT Trends Survey 2009

#### Breakdown of IT Spending in KCC

	NCC average	KCC
Staff	36%	26.08%
Operational	38.3%	15.91%
Capital/development	21.7%	26.48%
End-user	4.1%	31.53%

For this survey IT spending is calculated by adding together the IT staff, operational IT, capital / development IT and end-user IT spend figures.

Source: National Computing Centre Benchmarking of IT Spending Survey 2009



Source: Gartner IT Overview Benchmark 2009

#### Breakdown of IT Staff

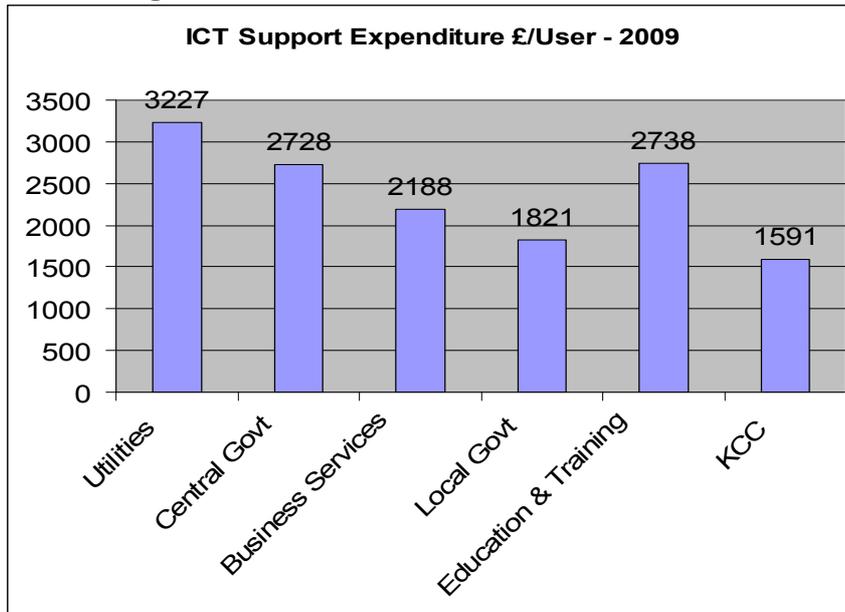
	2005		2007		2009	
	Survey Average	KCC	Survey Average	KCC	Survey Average	KCC
Managers	11.7%	8%	11.6%	6.1%	15.9%	5.2%
System Developers	22.5%	12%	29.2%	13%	23.1%	10%

End-User Support	27.2%	28%	21.8%	28.4%	27.6%	31.6%
Technical/Other Support	38.7%	52%	37.5%	52.5%	33.4%	53.2%

Source: National Computing Centre Benchmarking of IT Spending Surveys

The CIO magazine ranks KCC 66<sup>th</sup> in its top 100 users of ICT in the UK. The top 5 include Dept for Work & Pensions, Ministry of Defence, Shell, Tesco and Dept of Health.

**NCC Benchmarking**



**Comparison of total ICT Spend**

In 2009/10 the total spend on ICT within various comparative Shire County Councils was as follows.

In order to compare like for like different elements of the ICT service are included depending on the Council being compared with.

Kent County Council	32,441
Hampshire County Council	33,676

Kent County Council	23,429
Surrey County Council	23,519

Kent County Council	29,141
Essex County Council	36,925

**External Evaluation**

Service Desk Institute accreditation successfully achieved, one of only 4 organisations to be certified at 4\* level and KCC is the only local authority.

Customer Service Excellence accreditation maintained.

## SED&ICT - REGENERATION AND ECONOMY

### Key achievements

Regeneration and economic development is a long term investment: it does not deliver in a single year – the improvements, changes are witnessed over many years.

However, for our investment of both time and funding we are planning for improved economic prosperity across the county whether this is growth in Thames Gateway, Ashford and Dover; reduced deprivation in Thanet; more businesses trading successfully in Kent or a growing, confident rural sector. Alongside economic growth we will also be planning for sustainable, quality communities that provide for whole community needs both now and in the future.

Taking into account the challenging economic climate, the unit has worked hard with its many partners to deliver fully 74% of its objectives with a further 15% in progress. The progress with the Regeneration Framework and the supporting strategies (including the spatial, housing, transport and environment strategies) as well as initiatives in Thames Gateway, Dover and Ashford stand testament to the efforts. Real progress is being made in Thanet in identifying core issues - our priority on 2010/11 will be to deliver especially on housing, public realm improvements and marketing alongside the launch of Turner Contemporary. We have continued to develop our relationship with businesses, particularly through the member organisations such as the Chambers and FSB as well as KEB and the Kent Excellence in Business Awards. Each of the 'single conversations' with the HCA are being supported and progressed. The rural agenda is an increasingly important element of our work and significant progress has been made in championing the rural businesses and communities and ensuring their needs are reflected in mainstream strategies.

Where progress has been slower this has been almost entirely down to the market (Kings Hill, Rendezvous site) or reduced (and sometimes delayed) resources available from our partners i.e. progress with Leader+, Dartford and Northfleet stations, Rural Access to Service Programme).

### Exception reporting against Key Performance Indicators and projects, developments and key actions

Total number of Projects/Development/Key Actions **134**

Task complete: **99 (74%)**

Part complete and carried forward: **20 (15%)**

Not complete or not started or part complete but not being carried forward: **15 (11%)**

Explanation for part complete projects/developments being carried forward in 2009/10 business plan and tasks that will not be completed

#### Part Complete and being carried forward

- Housing Strategy – complexity, ambition and political sensitivity of projects has extended timetable needed to complete. Launch of strategy is planned

for October

- Margate Rendezvous Site targets (4 targets) – The delivery of the scheme has been delayed by difficulties in achieving consensus, introduction of new proposals and the market downturn. Research has been commissioned on potential of hotel and conferencing markets which will give the work new direction to be taken forward in 2010/11
- Natural East Kent Project targets (2 targets) – Work was delayed as recruitment to the key project manager post took longer than expected but is now starting to deliver on outcomes and new targets are in place for 2010/11
- Refurbishment of Dartford Station should have commenced in 2010/11 but programme funding was only agreed on 31 March and work will now be undertaken and completed in 2010/11
- Funding for the refurbishment of Northfleet station was not secured in the current CSR (Comprehensive Spending Review) period and the scheme has been suspended pending a bid for funding in the 2011/12 to 2013/14 CSR period
- Rural Access to Service Programme had targeted to develop 4 community shop enterprises but only 3 have come forward in 2009/10 though there are now 2 more under development
- Kent Design Initiative (2 targets) – website and training programme development were hampered by lack of resource to deliver but internal resource has now been identified to deliver in 2010/11
- Homes and Roads (3 targets) - It was expected that the funding agreement for Homes and Roads would be signed very early in 2009/10 but was not agreed until March 2010 delaying agreement of programme and its review. With the agreement now in place this work is being progressed in 2010/11
- Some of the project outcomes for Ashford projects (5 targets) have not been achieved due to delays in timetable outside control of KCC.

**Not complete or not started or part complete but not being carried forward**

- Kent Science Park (2 targets) around route alignment design and phasing plan have stalled and the project has been accelerated to political levels for lobbying to KSP
- Kings Hill projects (2 targets) on home building and development of business space have been affected by the market downturn
- Target to commence occupation of Gravesend Old Town Hall has been delayed because of a lack of revenue funding to operate the building. Revenue bid has been submitted to the Regeneration Fund
- Green and Blue Grid – delay in the timetable outside of KCC control
- Changes to SEEDA organisational structure and re-prioritising of work have meant that (3) targets on delegated rural delivery, post office access, Leader + were not able to be pursued
- The Rural Towns Programme (2 targets) has been affected by unplanned absence and the subsequent loss of the programme manger. The work is not being taken forward in 2010/11
- Kent Design Initiative (2) targets on publicity programme and advising on 10 major developments have not been pursued due to other priorities
- Rural Access to Service Programme It was intended to fund an innovative flagship project for the programme but partners decided not to proceed prioritising continued investment in other programme strands

- Kent Business Observatory research was decided not to take forward in this format but as an off-shore wind farm supply directory.

<b>Towards 2010</b>				
<b>Target/Accountable Directorate</b>	<b>Sept 2008</b>	<b>Mar 2009</b>	<b>Sept 2009</b>	<b>Mar 2010</b>
Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding <i>Regeneration &amp; Economy</i>	On course	On course	On course	On course
Target 7: Fulfil Kent's potential as a premier tourist destination <i>Regeneration &amp; Economy</i>	On course	On course	More progress needed	On course
Target 39: Bring back into use the large number of empty homes in Kent <i>Regeneration &amp; Economy</i>	On course	On course	Done and ongoing	Done and ongoing
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes <i>EHW/Regeneration &amp; Economy</i>	More progress needed	More progress needed	On course	On course

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## PERSONNEL AND DEVELOPMENT

### Key Activities

Commission and deliver learning and development interventions to enable staff to meet challenging and changing business objectives.

Support the recruitment of the right people to the right roles using a range of tools and techniques including specialist assessment centres.

The Employment Strategy Group provides a KCC wide employment framework through employment policy, procedures, terms and conditions of employment, diversity and equality, workforce strategy, employee engagement and the development/delivery of KCC's reward strategy.

Promote the health and wellbeing of the workforce. Develop and co-ordinate action through the delivery of the Wellbeing Strategy and ensure the effective delivery of Occupational Health, Staff Counselling and Mediation Services as the "corporate client". Ensure organisational ability to respond to change.

Business Support leads on people management issues within directorates (Communities, Environment, Highways and Waste, and Chief Executive's Department). Support managers in the delivery of organisational change projects and managing employee performance for 6,500 employees.

Provide Personnel Information and System Development managing business support for Oracle HR and oracle payroll, and access historic information through the legacy personnel systems.

Provide user support, advice and training to approximately 275 personnel, finance and business users; maintain organisational hierarchies and contract templates. Specify and deliver system driven projects and enhancements.

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

Provide fully integrated Employee Services to non schools employees county-wide. Services cover recruitment, personnel, payroll and expenses. Recruitment covers all aspects of recruitment process on/off-line, advice on advertising (budget c £1m) and recruitment options, profiling and carrying out CRB checks. Full payroll management paying KCC's 17,000 employees at a cost of £3.24m per annum. Process and validate an average of 6000 monthly expenses claims. Personnel services support managers and staff in a variety of areas during the life cycle of our staff, including offers, contracts, leavers, hierarchies, pay reviews, ensuring employment law and policy compliance at all times.

Provide a School Personnel Service; full personnel/payroll administration and personnel consultancy services to schools on a commercial contract/purchase basis. Deliver contracted support and activities to schools on behalf of the LA. 97% of Kent maintained schools buy a service covering 30,000 teaching, support

and relief staff. This involves processing 38,000 pay amendments/contractual changes last year and 19,000 CRB checks plus casework to support sensitive staffing matters.

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

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**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, 1 July 2010

**Subject:** *WorkPlace Transformation* (formerly *Better WorkPlaces*) Update

**Classification:** Unrestricted

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**Summary:** *WorkPlace Transformation* (formerly known as *Better WorkPlaces*) is a 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)

Since reporting to Policy Overview Committee in early 2009, the programme has made significant progress, closing four office buildings during 2009, and preparing the ground for future changes. Directorates have continued to work in a coherent and consensual fashion based on an agreed series of protocols.

This report updates Members on progress to date, future plans for the office estate under the *Better WorkPlaces* banner, and additional projects now being undertaken.

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## Introduction

1. (1) In early 2008, Cabinet and Chief Officer Group signed up to a series of Protocols, including elements of mobile and flexible working to suit service delivery, to guide us in transforming our office estate. Their publication demonstrated in earnest the commitment of Members and senior officers to this programme of change, which was further validated by Policy Overview Committee.
- (2) The Programme is overseen by the *Better WorkPlaces* Steering Group, chaired by the Managing Director of KASS, and with other directorates represented by their Resource Directors. It is likely that governance arrangements will be revisited over the next few months, given the increased impetus for this work discussed at 3 (1). Additional strategy groups and implementation teams exist and meet when needed, comprising experts from those directorates affected by the issues being discussed.
- (3) Operational and other non-office buildings are not directly involved in the programme; however, they will form part of the overall solution, and the future face of Kent County Council. *Better WorkPlaces* may be considered the “back-office” complement to Gateway, and the programmes are in close contact.
- (4) *Better WorkPlaces*’s prime catalysts are the lease expiry/break dates on our existing leasehold estate, which in some cases are as late as 2015. Savings are based on the current over-provision of desks, and by extension, office space, given present moves to new patterns of work and improved information systems, and new locations for contact with Kent residents.

## **Better WorkPlaces Progress to date**

### **2. (1) Financial Year 2008/9**

- Closure of **27 Castle Street, Canterbury**

Capital costs           £25k  
Rent saving             £48.5k  
Running costs          £30.2k

Staff transferred to other existing sites

- Closure of **Lyons House, Tonbridge**

Capital costs           £75k  
Rent saving             £152k  
Running costs          £95.9k

Staff transferred to other existing sites

### **(2) Financial Year 2009/10**

- Closure of **Cambridge Terrace, Dover**

Rent saving             £76k  
Running costs          £80.9k

- Closure of **Megger Building, Dover**

£100k rent/running costs funded from Government re Asylum

- Opening of **Thistley Hill, Dover**

Capital costs           £500k  
Revenue costs          £120k                 (one-off)  
Running costs          £146k  
Less transferral       £80.9k                from Cambridge Terrace  
Less transferral       £50k                   from Government re Asylum  
Current Shortfall      £15.1

Note that Thistley Hill is not simply a replacement for Cambridge Terrace and Megger. It has enabled directorates to realise savings at some of their sites, and in the longer term, Thistley Hill will enable us to release East Kent leasehold sites, notably Queens House, Folkestone

## **Summary of current plans for Better WorkPlaces**

3. (1) *Better WorkPlaces* has established savings targets in the short to medium term, and a means to achieve them. The programme's prime catalysts are the lease expiry/break dates on our existing leasehold estate, which in some cases are as late as 2015. If the remainder of the programme is delivered on schedule, the annual net savings (after all borrowing costs and expenditure is accounted for) will **between £2m and £3m**. It has therefore been agreed that we will continue to work towards our current aims, mindful of the following opportunities and challenges:

#### **(a) Total Place**

*Better WorkPlaces* is engaged with and monitoring closely the developments around Total Place, until such time as it can successfully merge with Total Place activity as and when appropriate.

#### **(b) Financial Pressures and Staffing Reductions**

Current financial pressures and staffing reductions mean that, in conjunction with Property Group, we are continually revisiting the remainder of the programme, with a view to releasing revenue savings more rapidly where opportunities exist.

Meantime, the established future plan for *Better WorkPlaces* is set out as an exempt Appendix.

## 17 Kings Hill Avenue

4. (1) During 2008 and 2009, discussions were held on the future of the County Office known as 17 Kings Hill Avenue. The site is our most expensive office building on most measures, currently costing almost £1m per annum to rent and run. At present, the building is the base for around 475 staff (approximately 200 KASS, 200 CFE, the remainder being a mixture of CMY and CED), many of whom are operational. The building is not public-facing, in the sense that members of the general public do not access services face-to-face at that location.
- (2) The original working assumption of *Better WorkPlaces* was to replace the building with a more cost-effective solution (ideally freehold – either an existing building, or a new-build) in mid-West Kent. Extensive searches over 18 months by both Property Group and external consultants failed to provide an affordable and workable alternative.
- (3) As a result, the *Better WorkPlaces* Steering Group agreed to Property Group entering negotiations on a new, short-term lease on 17 Kings Hill Avenue. These demonstrated that, were we to renew the lease, the estimated total costs would be:
- (a) 5 years - £4,993,682 (or an average of £999k per annum)
  - (b) 3 years – £3,465,562 (or an average of £1.16m per annum)  
including penalty for exercising the break clause
- (4) Based on that information, and given the current financial climate, Chief Officer Group asked the Programme Manager, Office Transformation, to investigate the potential of releasing the building rather than renewing the lease, and redeploying staff to other KCC and public sector sites in West Kent. Discussions were held, in strict confidence, with directorate senior management, and representatives of a range of public sector organisations, to establish the reality of this exercise. Based purely on the numbers of staff involved, and the space available at other sites, two options emerged:
- (a) **Total Place style solution**  
Staff would be dispersed across a range of buildings in the Tonbridge and Tunbridge Wells areas, as well as to a lesser extent to some capacity in KCC sites across West Kent.  
  
One-off costs (capital and revenue) estimated at £958k  
Annual revenue costs estimated at £835k  
Annual revenue saving estimated at 165k
  - (b) **KCC estate solution**  
Staff would be rehoused in a smaller number of existing KCC buildings, with increased use of flexible and mobile working.  
  
One-off costs estimated at £770  
Annual revenue costs to KCC estimated at £24k  
Annual revenue saving estimated at £970k  
The capital element of the one-off costs will be met from the existing Capital Programme.  
The revenue element of the one-off costs will be met from the in-year revenue savings from vacating 17 Kings Hill Avenue.

- (5) The Leader, Deputy Leader and Cabinet Member for Corporate Support Services & Performance Management, in consultation with Chief Officer Group and Corporate Finance, decided in favour of the second option (4 (4) (b)), given the manifestly lower annual revenue costs, and the fact that the one-off costs would largely consist of investment in KCC's own buildings. The Programme Manager, Office Transformation, is now overseeing this project, with a view to moving staff to other sites by 3 December 2010.

### Consultations

5. (1) From the outset, *Better WorkPlaces* has engaged with colleagues across all directorates, and in conjunction with Personnel & Development, hold routine consultation meetings with representatives of the recognised trades unions at programme level.
- (2) Consultation at the local level, including the statutory personnel consultations in the lead-up to any relocations, are carried out by relevant directorate colleagues, co-ordinated by corporate Personnel & Development representatives, and reporting in to the Programme.

### Local Members

6. (1) Local members will be consulted in accordance with the Property Management Protocol, as is usual in these matters.

### Conclusion

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

#### Background Documents:

*Better WorkPlaces* documentation, including Vision Map, on KNet

### 8. Author Contact Details

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**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, 1 July 2010

**Subject:** Report on Contact Centre (Consumer Direct South East)

**Classification:** Unrestricted

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This report advises of the latest position in relation to the future of Consumer Direct from April 2011. It details the actions taken to date to try and secure the future of the service.

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## 1. Introduction

1.1 At present Kent County Council provides the Consumer Direct service under a sub-contract for Trading Standards South East Limited. Trading Standards South East Limited has a contract with the Office of Fair Trading.

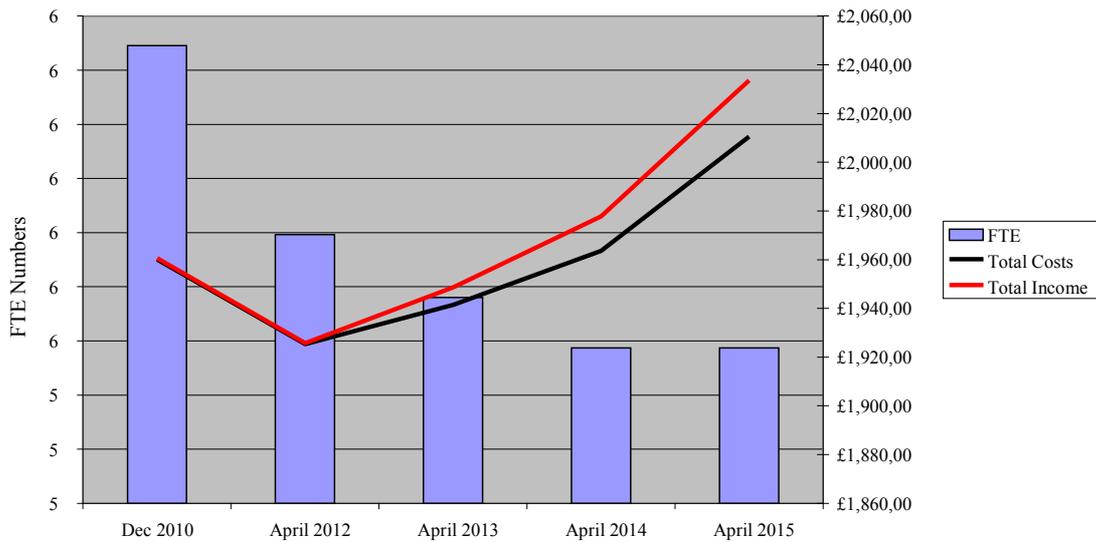
1.2 The service was established in 2005 when a contract was secured with the Department of Trade and Industry. The remit was to provide first tier consumer advice for residents residing in the GOSE region. In October 2009 Consumer Direct South East was awarded an interim contract to continue the delivery of the Consumer Direct service until the 31 March 2011.

1.3 Consumer Direct is a discrete unit within Contact Kent and currently employs 41.7 FTE. At present Consumer Direct is paid for each contact it handles and last year made a surplus of £229,708.

### External revenue forecast

	5 years £000	7 years £000
Profit	140	200
Property charge (£118k per year)	590	826
ISG charge (£700 per user)	210	294
Total revenue	940	1,320

**Financial Projections for 500,000 contacts for CDSE (1.7m nationally)**



**1.4 The risks of delivering this service are: -**

- Banding levels are wide so profitability impacted by actual volumes
- Staffing levels not matching contact volumes and costs are not covered by income
- Quality bonus is not earned, losing £190k in revenue and causing a £170k loss
- Internet self serve causes a drop in main contact volumes and revenue reduces
- IT costs increase as a result of more than 50 seats needed to meet contact volumes. ISG have advised that any increase will result in the need to purchase a new switch and other systems at a cost of £200k
- Consortium collapses

**1.5 Mitigation against risks**

- Flow calls between centres to get the correct balance. If total contacts change then recruit or reduce staff. Manage channels to get lowest costs and increase marketing to generate more demand. Renegotiate service levels and/or use reserves
- Reduce costs to balance budget and renegotiate SLA and bonus criteria
- Negotiate cheaper option or join Contact Kent in procuring a new standalone system
- Flow calls between remaining centres, though as the partnership is strong this is considered unlikely
- Reduce costs

1.6 If we are not successful with our bid then the service would be run down, for complete closure in March 2011. A detailed exit plan will be defined if required, with Personnel already fully informed of the decision. It is likely that redundancies would have to be made.

## **Full report**

### **2. Summary**

This report outlines the latest position in relation to the future of Consumer Direct from April 2011. It details the actions taken to date to try and secure the future of the service.

### **3. Introduction**

3.1 At present Kent County Council provides the Consumer Direct service under a sub-contract for Trading Standards South East Limited. Trading Standards South East Limited has a contract with the Office of Fair Trading.

3.2 The service was established in 2005 when a contract was secured with the Department of Trade and Industry. The remit was to provide first tier consumer advice for residents residing in the GOSE region. In October 2009 Consumer Direct South East was awarded an interim contract to continue the delivery of the Consumer Direct service until the 31 March 2011.

2.3 Consumer Direct is a discrete unit within Contact Kent and currently employs 41.7 FTE. At present Consumer Direct is paid for each contact it handles and over 5 years has made a £700k surplus. (£350k in reserves, £100k last year and £250k this year)

### **4. The Strategic Contract**

4.1 The Office of Fair Trading in September 2009 placed an advertisement in the OJEU (Official Journal European Union) for the Consumer Direct Service from April 2011.

4.2 The OFT was seeking a single contractor to provide the following services:

- The delivery of a contact handling service for Great Britain for first tier consumer advice, Energy and Post.
- Maintenance, hosting and design of the Consumer Direct website.
- Management of partnerships with stakeholders, such as Consumer Focus and Trading Standards.
- Provision of a telephony system
- Provision and management of a case handling system and knowledge base.
- Marketing of the consumer direct service.

4.3 The contract will be for 5 years from April 2011, with the option to extend for a further 2 years.

4.4 After reviewing the content of the OJEU notice it was decided that it was beyond the scope of Kent County Council to seek the award of this contract.

4.5 We however wanted to explore the possibility of retaining and expanding the contact centre activity. An approach was therefore made to Agilisys via the Trading Standard South East Limited to ascertain whether we could work in partnership.

4.6 Agilisys currently provide the Consumer Direct North West service for Cumbria County Council. Agilisys are an IT service and outsourcing provider, who work within the private and public sector. They had the potential scope to provide the complete service as outlined in the OJEU notice.

4.7 A successful PPQ submission was made by Agilisys, the consortium included the following:

Agilisys  
CDSW  
CDSE  
Trading Standard Institute  
The Listening Company.

4.8 The PPQ submissions was successful and the following were invited by the OFT to submit tenders.

- Agilisys
- Civica
- Logica
- Capita
- Vertex
- Serco
- Eaga

4.9 5 Tenders were submitted by the 26 March 2010. Logica and Civica withdrew from the process.

4.10 Agilisys was shortlisted for the next stage of the procurement process together we believe with one other contractor. A presentation was made to the OFT on the 13 May 2010 and site visits conducted on the 17 and 19 May 2010.

## 5. Milestones

DATE	STAGE
22 June 2010	Notification of proposed award (delayed due to Cabinet Office and Treasury review of Public Spending)
2 July 2010	Contract Signature (delayed as above)

5.1 The OFT have outlined that they would want the transition arrangements to commence in September 2010, (possible delay as above) with the service fully operational in April 2011.

## **6. Risks**

A summary of the risks are set out below:

### **6.1 CDSE fails to secure the contract**

When the contracts are signed with the successful contractor the exit strategy will commence. Centres are likely to be closed on a rolling basis from Mid October to March 2011. The current advice is that the successful contractor will have TUPE responsibilities for the CDSE staff. Kent County Council will therefore have no responsibility for redundancy payments.

### **6.2 Finance projections for new contract**

6.21 The attached graphs outline the financial position. The payments made by the OFT are dependant on the number of contacts in a financial year. A contact is telephone, web chat or web forms. The bandings are 1,100,000, 1,300,000, 1,500,000, 1,700,000 and 1,900,000 contacts per year.

6.22 CDSE will be paid dependant on the total number of contacts received by the whole consortium and the percentage of staff resource that we commit to the handling of this work. If the consortium handles 1,900,000 contacts, then CDSE would be expected to provide a 73 FTE call handling resource, an increase of 38 FTE. If the number of contacts reduced for instance in year 2 to 1,700,000 contacts, then we would need a total of 62 FTE. Current attrition rates are not sufficiently high, to allow for natural wastage of 11 FTE. If we failed to deal with the overstaffing levels by redeployment or redundancy, then there would be a risk of a loss being made.

6.23 CDSE is currently paid per contact, so over the life of the existing contract, management of staffing levels has been critical. Over the last 2 years, there is clear evidence that this has been successful, as an overall surplus of nearly £350,000 has been made. I am therefore confident that we can deal with the challenges of the new contract.

6.24 The Quality Bonus equates to 10% of the payment. This is dependant on service levels, customer satisfaction and call quality monitoring. The OFT reduce the amount payable on a sliding scale, dependant on the actual performance achieved and the variation with the KPI. CDSE has a very good record of achieving Quality Bonus, and this is also the case with CDSW and CDNW.

6.25 ISG have advised us of this potential cost if we decide to increase the number of desks beyond 50. "The main issue with extending beyond 50 seats is the need for additional DDI numbers (you currently only have 100). The most appropriate solution to this, in the interests of KCC, would be to separate CDSE from the rest of the KCC voice infrastructure and that would require us to install everything, switch, ACD application, voice recording etc. Without testing the market place fully, this is estimated at around £200K. This is a ballpark figure and depends where, how many, network services etc." Our plan is not to expand the number of desks beyond 50, but to use hot desking to make

greatest use of this resource. Under current arrangements ISG will also charge us £700 per user, rather than per workstation. This arrangement is not commercially viable. ISG have been asked for further details for this and we are still awaiting a response.

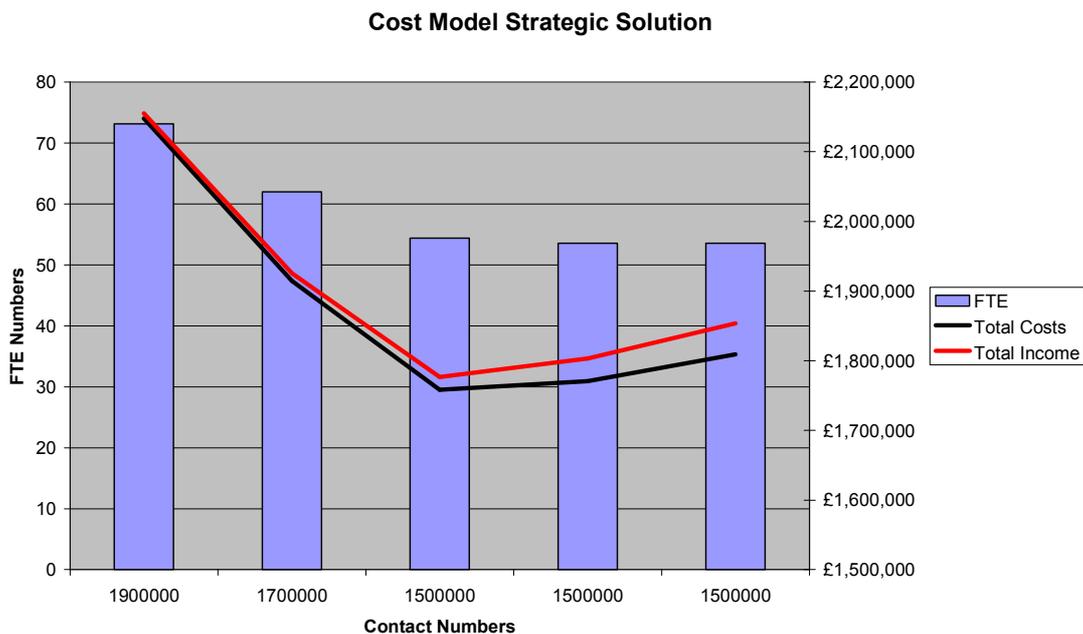
## 7. Opportunities

7.1 The award of this contract would secure the employment of the existing 41.7 FTE for 5 years. It could also result potentially in the employment of an additional 38 FTE.

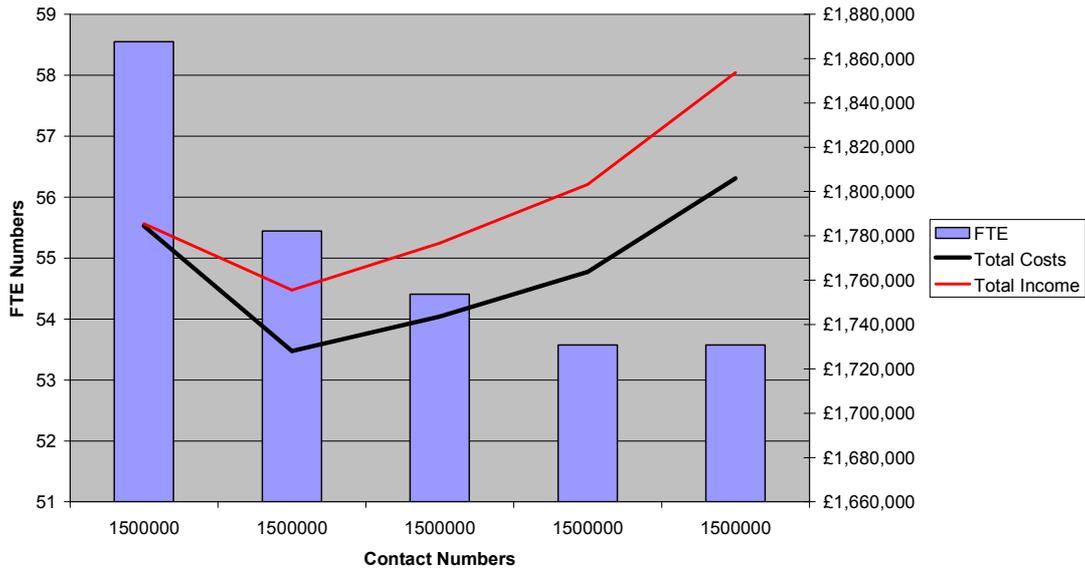
7.2 This prestigious national contract with Central Government could provide additional opportunities in the future for Kent County Council. There could be a possibility in the future to add work such as “Money made clear”, “National Fraud” etc.

7.3 The Consumer Direct Contract to date has generated considerable external income for Kent County Council. The current efficiencies within the centre in relation to utilisation etc will help to generate a surplus over the next 5 years.

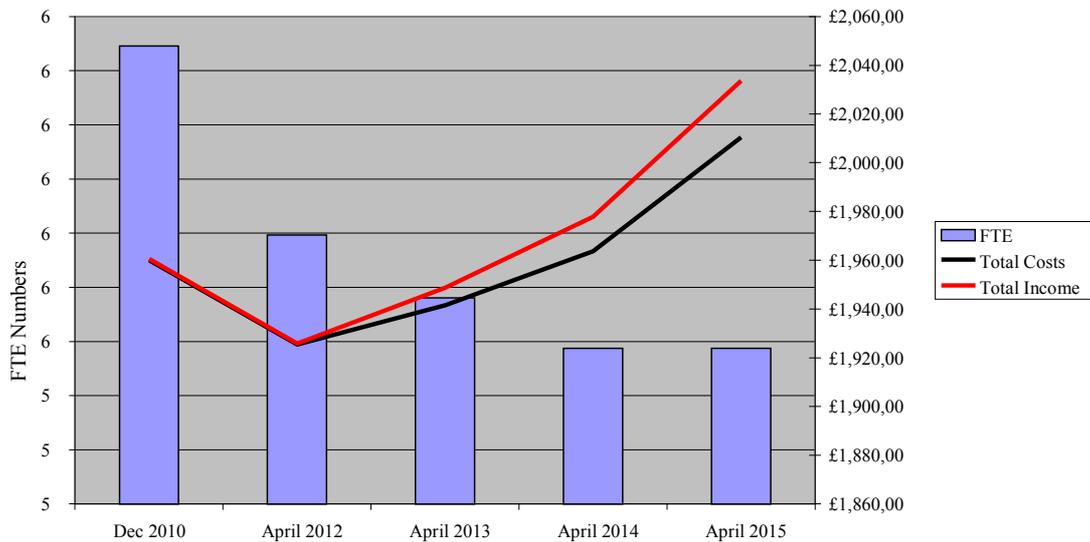
## 8. Financial projections



**Cost projections based on 1500000 contacts**



**Financial Projections for 1,700,000 contacts**



Local members will be consulted as is usual in these matters.

**9. RECOMMENDATION**

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

**10. Author Contact Details**

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By Alex King, Deputy Leader and Cabinet Member for Localism and Partnerships  
Roger Gough, Cabinet Member for Corporate Support Services & Performance Management  
David Cockburn, Interim Chief Executive

To: Corporate Policy Overview and Scrutiny Committee

Date: 1 July 2010

Subject: A Comprehensive Engagement Strategy for Kent County Council

Classification: Unrestricted

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Summary: The purpose of this report is to share with CPOSC members the vision and principles developed for the Comprehensive Engagement Strategy; set out three examples of consultation standards and invite CPOSC members to contribute any suggestions for standards they consider ought to be incorporated in the document when it is completed.

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## 1. HISTORY

1.1 The County Council has a long history of consulting Kent residents on issues that affect quality of life, specific services and spending priorities.

1.2 From time to time the authority's approach to consultation has been assessed and set down, for instance in the Public Consultation Strategy in July 1998 and A Consultation Strategy for Kent County Council in June 2006.

1.3 The June 2006 document was reported to the then Corporate Policy Overview Committee in November 2006 and a number of Members made suggestions for inclusion, which were subsequently agreed by the Deputy Leader to be included in a revised and updated version.

1.4 What was recognised at the time was that further work would be needed to reflect new legislation and to recognise the changes in community engagement under way in KCC.

## 2. A COMPREHENSIVE ENGAGEMENT STRATEGY

2.1 Work has continued, primarily through the officer Corporate Consultation & Involvement Group, to progress the production of a strategy document for consultation and engagement.

2.2 To recognise the step change in activities beyond consultation and into community engagement, the new document is entitled A Comprehensive Engagement Strategy.

## 2.3 The document will contain when completed

- Introduction
- Vision
- Principles
- Standards
- Toolkits and other practical information
- Legal obligations and voluntary agreements

## 2.4 The first three sections are included in Appendix 1 with this report.

## 3. STANDARDS

3.1 The Comprehensive Engagement Strategy is a work in progress and work is currently underway assembling and agreeing the standards that will form the fourth part of the document.

## 3.2 Topics for standards are likely to include

- Customer impact assessment
- Business planning process
- Providing feedback, outputs and outcomes
- Development of a forward plan of consultation and involvement activities
- The duty to inform, consult and involve
- The duty to promote democracy
- The duty to respond to petitions
- Community engagement
- Engaging hard to reach/seldom heard individuals and communities
- The role of Members
- Overview and Scrutiny aspects
- Public satisfaction surveys
- Complaints, compliments and comments
- Other customer insight approaches
- Reimbursement, rewards and incentives for participants in consultation and involvement
- Consultation/Engagement finder, portal or website
- Directorate approval processes
- Implications from KASS new Public Involvement Strategy
- Working with Partners
- Data standards

## 4. EXAMPLES

4.1 Attached as Appendix 2 to this report are three examples of the standards being assembled, presented as concrete examples of how recent consultation/engagement activities were directed and presenting CPOSC Members with additional detail in terms of methodology and process than would normally be reported.

4.2 Based on these examples and their own experience of consultation and engagement, POSC Members are invited to suggest any actions or processes they consider should become incorporated into the standards which will form part 4 of the strategy document.

## 5. RECOMMENDATIONS

Members are asked to:

- a) note the progress being made in developing A Comprehensive Engagement Strategy for Kent County Council and comment on the first three sections as presented,
- b) indicate any actions or processes they believe should be incorporated into standards to be included in the strategy document when completed..

Nick Warren

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### *Background Documents:*

APPENDIX 1 Extract from the developing Comprehensive Engagement Strategy – sections 1 Introduction, 2 Vision and 3 Principles Attached

APPENDIX 2 Standards for (1) the Duty to Inform, Consult and Involve; (2) Complaints and (3) Public Satisfaction Surveys Attached

*Other Useful Information: None*

## **APPENDIX 1 Extract from the developing Comprehensive Engagement Strategy – sections 1 Introduction, 2 Vision and 3 Principles**

### **1 INTRODUCTION**

#### **1.1 What is this Comprehensive Engagement Strategy?**

This Comprehensive Engagement Strategy sets out Kent County Council's aims and objectives in relation to consulting and engaging its citizens and communities and then elaborates principles and commits to processes and standards of how that consultation and engagement will be conducted.

#### **1.2 Why does KCC need a Comprehensive Engagement Strategy?**

KCC needs a Comprehensive Engagement Strategy in order to ensure that its consultation and engagement activities are suitable; effective; co-ordinated; that they fulfil current legislative standards; support sound governance and also represent good value for money.

### **2 VISION**

#### **2.1 Putting Kent people at the centre of everything we do**

KCC's core business is focused on providing for the needs of our customers. Our vision is that we will put the needs, views and interests of Kent citizens at the centre of everything we do.

#### **2.2 What this means in practice**

What this means in practice is that we will inform, consult and engage with Kent citizens about the benefits and services we provide them and create opportunities for citizens to contribute to their own development as well as to the well-being of their communities. If we are successful, citizens and communities will value our consultation and engagement activities as genuine, appropriate and empowering.

### **3 PRINCIPLES**

There are eight principles that guide how we plan and conduct consultation and engagement.

#### **3.1 Authenticity**

We do not intend to consult or engage with all sections of the community about every aspect of service and policy every time we are considering changes. Elsewhere in this Strategy the decision process will be set down to illustrate the types of situations where it is appropriate to inform citizens about a decision that has been taken or consult with them before a decision is taken or involve them in some other way to understand and respond to their views.

The principle is that when we **do** consult or engage with citizens and communities it will be because we want to know their opinion, we haven't already reached a conclusion, their input will be valued and listened to and our decision will take account of the views we have sought.

### **3.2 Preparation and planning**

We will always check when consultation and engagement will be required and build sufficient time into our decision making timescale so that citizens and communities have full opportunity to understand the issues at stake, consider how they will be affected and formulate an informed response for us to consider. In practice a 12 week consultation period is the standard and will be allowed for.

### **3.3 Inclusivity**

We will include in our consultation and engagement activities all people with an interest in the research in question or representatives of the people interested. We will include so called **hard to reach** and **often overlooked** groups in our activities as a matter of course.

### **3.4 Robust and appropriate methods**

When we seek citizens' and communities' involvement and engagement we will do so using robust and appropriate methods – striving to achieve sufficient breadth and/or depth of engagement, full communication of facts and implications and accuracy of results leading to the identification of actions that can be taken on the basis of informed opinions.

### **3.5 All aspects evidenced and open**

We will be open with citizens and tell them the extent to which their involvement might affect the decision we will take following consultation or engagement. We will keep records of all aspects of the consultation and engagement we undertake and so be able to evidence why we chose the methods we did, the questions we asked and the answers we received and what difference the involvement of citizens and communities made overall.

### **3.6 Honest analysis**

When we consider what we have been told in response to consultation and engagement we will strive not only to draw conclusions based on an assessment of the facts, we will also seek to identify all the opinions expressed and consider them all, giving each appropriate weight for the circumstances.

### **3.7 Feedback**

After we have consulted or engaged and subsequently made a decision with the benefit of citizens and communities views, we will publish our decision and the extent of influence those views had on our decision.

### **3.8 Outputs and outcomes**

We will ensure that we plan consultation and engagement activities with a strong preference to achieving outcomes such as changed services or reduced costs, rather than producing outputs such as survey results collected for the sake of it and kept stored in a file.

### **3.9 Closer collaboration with Partners**

The Strategy is being written to record and regulate how KCC consults and engages with Kent's citizens and communities. In order to reduce consultation fatigue in respondents and to secure value for money, this Strategy recommends that KCC works collaboratively with partners such as police, fire and rescue, health authorities and district councils, but this is not a Partnership Strategy which will remain the ambition for the next stage of consultation and engagement working in the future.

## **APPENDIX 2 Standards for (1) the Duty to Inform, Consult and Involve; (2) Complaints and (3) Public Satisfaction Surveys**

### **1 - The Duty to Inform, Consult and Involve**

The Duty to Inform, Consult and Involve was introduced from April 2009 through the Local Government and Public Involvement in Health Act 2007 and applies to all councils. The duty does not replace existing statutory requirements or non-statutory agreements but needs to be considered in addition to them.

The duty can be found in section 138 of the Local Government and Public Involvement in Health Act.1

In order to meet the requirements of the Duty, we need to demonstrate a real commitment to gathering and understanding the needs and wishes of Kent's local people and clearly link this knowledge to improvements in service delivery and decision making.

The Council needs to demonstrate through evidence gathered in the normal course of business, that:

- It understands the interests and requirements of local people
- It uses this understanding to ensure information, consultation and involvement opportunities are provided on the right issues, targeted at the right people and accessible to those people
- It has appropriate corporate approach to providing information consulting and involving that flows through the organisation
- Local people feel that it provides relevant and accessible engagement opportunities and know how to get involved
- Local people recognise its policies reflect this involvement.

#### **Business Benefits**

The duty states that services will only be fully improved and communities strengthened if local people are effectively engaged and empowered either as individuals or through organisations representing them.

If local people are consulted and involved in the planning and delivery of services they use, the Council should:

- Be more successful in meeting their needs
- Improve their well-being
- Enjoy the consequences of increased customer satisfaction
- Strengthen the view of local people that they are able to influence decisions.

## What do we mean by Inform, Consult and Involve?

The aspiration for the new duty is 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.

It provides that where a best value authority (this includes Kent County Council) considers it appropriate for 'representatives of local persons' (or of local persons of a particular description) to be involved in the exercise of any of its functions by being:

(a) provided with information about the exercise of the function

This is telling people about decisions that have been made or about how they can have their say or get involved in changes to, or the delivery of, council functions.

(b) consulted about the exercise of the function

The process by which councils seek advice, information and opinions about planned changes, strategies, policies and services in order to inform its decisions. This includes many activities, for example user and resident forums, public meetings, surveys, research projects.

(c) involved in another way.

The most interactive form of engagement which provides opportunities, over and above being informed and consulted, for local people to influence decisions and/or delivery. This includes interactive engagement that allows for greater influence over decisions or delivery of service. For example representatives of local persons to be involved in the commissioning of services such as learning difficulties partnership board; citizens acting as mystery shoppers and user evaluators

To empower people according to this definition will require the use of specialist skills.

Who are representatives of local persons?

The duty defines the term "local persons" to refer to those likely to be affected by, or interested in, a particular authority function.

The term "local persons" is not simply a reference to local residents but also includes those who work or study in the area (including those who work for the authority); visitors; service users; local third sector groups; businesses; bodies such as parish councils; and anyone else likely to be affected by, or interested in, the function. The term covers children and young people, as well as adults.

The phrase "*representatives of local persons*" refers to a mix of "local persons", i.e. a balanced selection of the individuals, groups, businesses or organisations the authority considers likely to be affected by, or have an interest in the authority function. In this context "representative" does not refer to formally elected or nominated members of the community, such as councillors.

We will need to consider carefully who might be affected by, or interested in, a particular function and ensure any information provision, consultation or involvement opportunity effectively reaches the relevant parts of the community – including those who can often be marginalised or vulnerable people (referred to in KCC as 'Seldom Heard').

It is important that information provision, consultation and involvement opportunities are not limited to those with the 'loudest voice'

### **When should the Duty be considered?**

The Duty to Involve should be considered when any change to the delivery of existing services/functions or change to existing policies/strategies are planned or when the introduction of a new service/function/policy/strategy is being considered.

The decision to inform, consult and involve should be made and recorded as part of the development of the following:

- Forward Plan of decisions
- Local Area Agreement
- Vision for Kent
- Council Budget
- Medium Term Plan/Annual Business Plans
- Project Plans

This supports the requirement that authorities have a corporate approach that flows throughout the organisation.

It is important that all consultation and engagement activities are captured, co-ordinated and published. The use of Annual Business Operating Plans is important in this process as they should identify how planned changes/developments link to existing feedback from local people and what the future plans are to inform, consult or involve.

Planned inform, consult and involvement activity from the Annual Business Operating Plans is available on the Have Your Say pages of [kent.gov.uk](http://kent.gov.uk)

Who should decide whether to inform, consult, or involve?

The decision on whether to inform, consult, or involve should be made by:

- Executive Members where high level activity has been agreed as part of the policy setting framework
- the Head of Service or those responsible for the relevant budget or service

This approach seeks to raise the level of decision making in order to avoid unnecessary or duplicate engagement activities and to clarify accountability.

### **Advice and guidance for decision makers will need to:**

- Identify local people likely to be affected by, or interested in the service/function
- Identify of any existing knowledge on the needs and priorities of those affected. This should include service usage information, information from previous consultation and involvement activities, customer insight information and customer knowledge
- Identification of the most appropriate technique, and
- Information about the potential costs of consultation as well as the available budget.

## **Inform, Consult, Involve - How to decide?**

*Is there an existing statutory or Government advisory requirement to consult and/or involve which covers the service? If yes then we must consult.*

*What is the scope of the planned change? If the changes are minimal/lack significance and the cost of consulting outweigh any likely benefits, then inform only is most appropriate.*

*If the changes are more substantial and the benefits of the activity outweigh the costs and are in proportion to the allocated budget, then consult is appropriate.*

*Are the changes required by legislation, government advice, part of a partnership arrangement or included in the election manifesto of the political party who lead the Council? If yes, then any consultation or involvement activity may need to be limited to how the changes are implemented.*

*What knowledge do we already hold about the needs and priorities of local people? If sufficient knowledge is available for use by the Council, then to inform only is the most appropriate.*

*If there are gaps in our existing knowledge, then to consult is appropriate.*

*Is there a need to involve local people in a more continuous or in-depth way, for example being involved in the commissioning or assessment of services, carrying out some aspects of services themselves? If yes then involve is most appropriate.*

*Is there a need to develop ownership of the outcomes and outputs? If yes then involve is most appropriate.*

## **Additional Considerations**

If there is no or very limited scope to influence then inform only but we must explain why there is limited scope to influence.

We need to be clear about the scope for local peoples' views to influence the decision. The different options available, the pros and cons of each and any other relevant background information

The decision making process i.e.

- how decisions are made
- who makes the final decision
- what evidence will be taken into consideration
- how their views will inform decisions
- how they will be informed about the actions/ decisions and any relevant means of appeal

It may not be possible, or appropriate, to take the course of action favoured by local people, their views may conflict with other requirements/considerations for example. In these instances we need to explain how their views have influenced the decision and explain reasons for the final decision.

It is important to demonstrate that the Council understands its different communities and that it consults, engages, listens, acts and communicates accordingly and identifies who will be affected by the decision/change and ensure representatives from all communities/groups are included in the activity. It is important that we use previously gathered information to include those we have found difficult to reach in the past.

Decisions need to be made on how best to engage local people considering accessibility, proportionality, co-ordination, timing and previous engagement or involvement. See Comprehensive Engagement Strategy.

All inform, consult and/or involve activities must comply with corporate equality standards. The Duty requirements must also be considered as part of the Customer Impact Assessments.

Information provided in inform, consult and/or involve activities must be in plain language and available in other accessible formats on request.

## **2 – Complaints, Comments and Compliments**

Handling complaints appropriately, and using them as a source of feedback about services, is an important element of our approach to community engagement and understanding.

We are committed to operating an effective complaints and customer feedback system, that demonstrates to the public that we:

- are “putting our customers first” (one of the Kent First pledges)
- listen to what residents have to say
- are open, honest and transparent
- are responsive and fair.

What is a complaint, comment and compliment?

- A complaint is an expression of dissatisfaction, however made, about the standard of or the delivery of service, the actions or lack of action by the Council or its staff which affects an individual service user or group of users.
- A comment is any suggestion made by customers that they believe would improve the service delivered.
- A compliment is an expression of thanks or congratulations or any other positive remark. (Internal compliments are excluded from this process)

We give staff training and guidance to handle complaints and to investigate them objectively, and ensure that staff are equipped and empowered to act decisively to resolve complaints.

This KCC Complaints, Comments and Compliments policy sets out KCC’s position on complaints, comments and compliments management.

The purpose of the policy is to:

- clarify how the public may make a complaint about us
- define the standards the public can expect when they make a complaint
- recognise the importance of complaints, comments and compliments in providing feedback about council services and performance
- set out how the council will monitor complaints, comments and compliments and use that information to improve services and identify training needs

The complaints, comments and compliments policy is available on the KCC website. The policy and standards are reviewed annually by the Corporate Complaints Group.

### **Standards**

- We will acknowledge receipt of your complaint within 3 working days.
- We will use plain language
- We will give you a contact name and telephone number.
- We will answer all complaints within 20 working days or explain why a reply may take longer.

### **Monitoring**

Directorate Management Teams will receive quarterly monitoring reports prepared by the Directorate's lead officer for complaints.

Each report will contain:

- number of complaints
- how complaints are received; phone, letter, e-mail
- % answered within standards
- identified improvements to service delivery introduced in response to complaints
- recommend action to minimise or avoid similar complaints in future
- recommend procedural improvements for handling and resolving complaints
- identified training and information needs
- equalities information
- compensation paid
- Ombudsman complaints

Policy Overview Committees will receive an annual report on complaints activity prepared by the Chair of the Corporate Complaints Group.

Governance and Audit Committee will receive a KCC Complaints, Comments and Compliment report annually prepared by the Chair of the Corporate Complaints Group.

## **3 – Public Satisfaction Surveys**

From 2010/11 we will undertake a programme of public satisfaction surveys annually in order to track public usage of and satisfaction with our main services. The surveys will be commissioned corporately, undertaken using the Kent & Medway Citizens' Panel and will be conducted in four parts, one part in each quarter of the financial year.

The results of the surveys will be reported to Managing Directors, Heads of Service and Cabinet and published on the KCC website, together with details of any action taken as a result of the surveys' findings.

By: Alex King, Deputy Leader  
David Cockburn, Interim Chief Executive

To: Corporate Policy Overview and Scrutiny Committee 1 July 2010.

Subject: Sustainability and Climate Change Update

Classification: Unrestricted

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**Summary:**

This paper provides the annual update of Kent County Council and the Chief Executive's Departments progress against our commitments in the KCC Environment Policy and ISO14001 Environmental Management System accreditation.

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**1. Introduction**

This report summarises progress over the last year by the County Council, and the Chief Executive's Department (CED) in particular, in delivering the objectives of KCC's Environment Policy. All Policy and Scrutiny Committees receive an individual report for their own respective Directorates on an annual basis.

**2. Changing Policy Context – Revised Kent Environment Strategy**

At its meeting on the 8<sup>th</sup> June, the Kent Partnership agreed the final draft of the revised Kent Environment Strategy, which is a daughter document of Vision for Kent and the KCC Regeneration Framework. The final draft strategy will be available on [www.kent.gov.uk](http://www.kent.gov.uk)

The revised strategy has 10 Priorities under which there are a small number of high level strategic actions. There are two cross cutting themes; environmental engagement and green jobs. The table in Appendix 1 details KCC's and Cad's current and planned actions (as well as potential gaps in activity) against these 10 priorities.

**3. Corporate Progress in delivering the KCC Environment Policy**

A summary of key corporate achievements delivered against KCC's Environment Policy is set out below using the main headings of the policy document. KCC's full Corporate Environmental Performance Report for 2009 is available on [www.kent.gov.uk](http://www.kent.gov.uk).

- **Our Decisions and Leadership**

Full Council accreditation to ISO14001 was completed in May 2009. Since then the council has successfully passed two further external verification assessments the most recently in May of this year. This is a significant achievement with KCC being only one of a small handful of councils to achieve overall accreditation, and definitely the largest and most diverse of those Local Authorities with similar accreditation.

The Kent Environment Strategy, part of the Regeneration Framework has been successfully reviewed, and a new version of the strategy agreed by the Kent Partnership. A full delivery plan is now being developed with key partners.

- **Our Estate**

Overall carbon emissions are showing an increase against our 2004 baseline, this is mainly due to an increase in energy use in schools as a result of policy changes such as extended schools and increased levels of ICT. Schools account for 80% of KCC's energy use.

Energy price changes have also had an effect with a net increase of £315000 in electricity and a small decrease in gas charges.

The KCC Energy and Water Investment Fund has loaned and granted £928,995, saving £1,923,246 over the lifetime of the equipment.

Improved waste contracts have delivered at least 50% recycling rates for office wastes and battery recycling is being implemented.

- **Our Travel and Transport**

Overall the council achieved a business miles reduction of 3.5% between 2009 and 2010 with savings of £277,000.

So far £5000 of BT Meetme teleconference calls have been made by the council, which equates to estimated savings of £45000 compared to face to face meetings. Only 10% of KCC BT MeetMe accounts have currently been used with savings potential being much greater.

- **Our Procurement**

Environment Highways and Waste Directorate, working with the CED has set up the South East Carbon Hub which provides both online and targeted face to face advice to the public sector supply chain in Kent to save money and cut carbon. The Carbon Hub will aim to help around 1000 businesses by 2013.

- **Our Workforce**

There are now over 300 Green Guardian champions across KCC, and environment considerations have been integrated into Ways to Success.

- **Our Community Leadership**

KCC continues to provide strong community leadership in Kent. In particular the KCC Climate Change Team has provided strong support across Kent to achieve money and carbon savings, and ensure Kent is resilient to the impacts of climate change such as severe weather events. KCC has been identified as a national case study in this area.

#### **4. Specific progress for the Chief Executive's Department against KCC's Environment Policy**

Energy performance and carbon reduction from buildings continues to be challenging. KCC's top 5 energy use sites are managed by CED and all have Display Energy Certificate ratings of either average or below, mainly as a result of the existing fabric and age of the buildings. However, several efficiency projects which have been installed this year are expected to improve these ratings in 2010. Laser energy team manage the KCC Energy and Water Investment Fund, and have secured £665,000 external funding for energy efficiency and renewable energy projects.

Compared to 2008-09 financial year, CED business miles were reduced by 8% with cost savings of £48,000. In the last 6 months, CED has been one of the main users of the BT MeetMe teleconferencing service. ISG with EHW were instrumental in setting BT MeetMe up.

There are 54 Green Guardians in Chief Executives Department and more than 300 overall across the council. Personnel and development and ISG have been amongst the most active business units across KCC.

#### **5. Potential changes to the KCC Environment Policy, and KCC's implementation priorities**

As part of the annual review process an assessment is made as to whether new policy drivers or the rate of progress in achieving our objectives require changes to the KCC Environment Policy or its implementation priorities.

Rising energy prices, carbon reduction and ensuring KCC and Kent are resilient to climate change impacts will continue to be high priorities. However, just as important is how KCC and Kent realise the potential green jobs and growth opportunities that are becoming increasingly apparent.

As a result of this the following priorities for KCC for 2010-11 are being proposed:

- Driving energy efficiency and carbon reduction in buildings
- Performance and compliance with the Carbon Reduction Commitment
- Ensuring KCC are proactive in dealing with the risks of climate change
- Enabling community action especially with regards to energy efficiency in homes and fuel Poverty
- Visible Leadership
- Capacity Building

In addition, incorporating climate change and sustainability into decision making and procurement will continue to be a strong focus.

No substantial changes are recommended to the Environment Policy, however it is suggested that the following areas be strengthened: Climate change risk and resilience; domestic sector energy efficiency and Green jobs and opportunities

#### **Recommendations**

CEDPOSC Members are asked to:

- a. Note, and celebrate overall progress made by KCC and CED, especially the re accreditation to ISO14001
- b. Discuss future KCC and CED priorities and agree the approach going forward as outlined in Section 5

Contact:

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**Appendix 1 - Kent Environment Strategy Priorities, KCC and CED's Current and Planned Activity.**

Living Well Within Our Environmental Limits	KCC Environment Policy reference.	KCC and CED Current Activity and Progress	Gaps in Delivery/Issues	RAG
Priority 1 Make homes and public sector buildings in Kent energy and water efficient, and cut costs for residents and taxpayers	Our estate  Our leadership role in the community	Overall carbon emissions are showing an increase against our 2004 baseline, this is mainly due to an increase in energy use in schools due to policy changes such as extended schools and increase levels of ICT. Schools account for the largest share of KCC's energy use.  The KCC Energy and Water Investment Fund has loaned and granted £928,995, saving £1,923,246 over the lifetime of the equipment.	Build on fuel poverty and energy efficiency in the home activity already underway in partnership with other KCC Directorates as part of the KCC Retrofit Project.	KCC Target is red.
Priority 2 New developments and infrastructure in Kent are cost effective, low carbon and resource efficient whilst not entailing unreasonable costs.	Our leadership role in the community	Developing activity	Developing activity	
Priority 3 Turn Kent's waste into new resources and jobs for Kent	Partially covered under Our Decisions	Developing activity	Developing activity	
Priority 4 Reduce the ecological footprint of what we consume	Partially covered under 'Our Procurement'	EHW, working with the CED have set up the South East Carbon Hub which provides both online and targeted face to face to the public sector supply chain in Kent to save money and cut carbon. The Carbon Hub will aim to help around 1000 businesses by 2013.	More focus is needed around KCC's procurement – efficiencies and how we account for carbon.	Amber

<b>Meeting the Climate Change Challenge</b>				
Priority 5 Reduce future carbon emissions	Partially covered under Our Estate	Overall the council achieved a business miles reduction of 3.5% between 2009 and 2010 with savings of £277,000.  Compared to 2008-09 financial year, CED business miles reduced by 8% with cost savings of £48,000.	More work needed on how we develop renewable energy resources within KCC and Kent, and how we support the development of green jobs and growth.	Amber
Priority 6 Manage the impacts of climate change, in particular extreme weather events	Partially covered under Our Decisions	Climate risk is incorporated into the KCC Corporate Risk Register. Areas of particular risk or vulnerability have been identified and action in progressing.	Detailed action plans need to be developed for each of the nine priority risk areas identified, and action begun.	Green
Priority 7 Support the development of green jobs and business in Kent	Partially covered under Our Decisions.	Low Carbon Sector Strategy developed. Low Carbon Futures Bid submitted to the KCC Regeneration Fund.	KCC approach and resources need to be agreed.	Amber
<b>Value From Our Natural and Living Environment</b>				
Priority 8 Utilise the full social and economic potential of a high quality natural and historic environment in Kent	Partially covered under Our Estate and Our Leadership role in the Community.	Activity currently limited, thought some action has been undertaken through social return on investment and by Public Health.	CED needs to ensure continued links are made between the natural environment, the economy and the community.	Amber
Priority 9 Conserve and enhance the quality of Kent's natural and heritage capital	Partially covered under Our Estate and Our Leadership role in the Community.	Work underway to implement KCC's new Biodiversity Duty.	Work underway to implement KCC's new Biodiversity Duty.	Amber
Priority 10 Ensure that Kent residents have access to the benefits of Kent's coast, countryside, green space and cultural heritage	Partially covered under Our Estate and Our Leadership role in the Community.	N/A	Make more links between Regeneration and Economy in particular tourism priorities and the natural environment.	Amber

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**By:** Roger Gough, Cabinet Member for Corporate Support Services and Performance Management  
David Cockburn, Executive Director, Strategy, Economic Development and ICT

**To:** Corporate Policy Overview and Scrutiny Committee

**Date:** 1 July 2010

**Subject:** Information Systems Deployment

**Classification:** Unrestricted

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## Summary

**This report provides an update to Members on the use of information systems in support of direct services.**

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### 1. Systems Architecture

- 1.1 The council's technical architecture is made up of a number of layers comprising:-
- 1.2 Infrastructure – The hardware and cabling that provides the means of access to electronic services.

Network: The physical network connecting over 1,100 public sector sites in Kent as well as providing access points to the internet and onward connection to central government and other regional networks. In addition there is internal cabling and switching for 380 sites at which council staff are based.

Desktop Personal computing devices used by individual members of staff, to capture, access and analyse data; communicate with suppliers, colleagues, clients and other agencies and provide point of access for systems. Over 14,000 PC's, notebook and tablet computers are currently deployed by the council to both staff and as public access devices. Increasingly smaller handheld devices such as smart phones and blackberries are also in use.

Hosting The machine room and server environments where the network connects to the large multi user computers (servers) holding data and application systems

- 1.3 Business Applications – The software systems delivering the business processes supporting direct service..

**Systems** The applications that store, process and collate data to record and generate the transactions used in the delivery of council services. Internal and external communication; providing access to public information via the kent.gov.uk website; generating payments; ordering care services; logging schools admissions; managing library loans; scheduling adult education classes; coordinating school admissions; workflow for highway repairs; traffic management; monitoring of weather conditions; assistive technologies that monitor clients health, every area of council service exploits technology through the use of computer systems.

## 2. Application Dependency

- 2.1 The use of technology has created a dependency on technology in the delivery of direct service. This is a significant consideration in assessing budget challenges. Incorrectly balancing spend on ICT would not only put on going efficiency programmes at risk but could lead to a major failure of the delivery of direct service. Awareness of this risk has informed the development of service levels and the on going ICT capital investment programme.
- 2.2 The criteria for service level monitoring for both infrastructure components and applications is determined by availability. A failure of any of the constituent elements of ICT service could potentially result in a system being not being available which is why individual targets are set at the levels identified below. Loss of systems access would result in an almost immediate impact on service delivery and also on capacity to manage were there a prolonged failure. Business continuity arrangements are designed to address the former and disaster recovery provisions the latter.
- 2.3 The service level availability targets and performance, which are also reflected in the business plan are reported below.

Measured SLA Activity	Annual Target	Performance 2009/10
Desktop Availability	99.4%	99.52%
Network Availability	99.0%	99.96%
Systems Availability	99.0%	99.35%

- 2.4 The total annual expenditure on ICT by the council, including directorate spend, average cost of capital renewals over the life of systems and equipment, together with revenue support costs, is in the order of £33M per annum. A moderate estimate of the comparable cost of delivering service without the embedded automation would be in the region of £70M per annum. There are also an increasing number of examples of services entirely driven by new technologies, such as telehealth, telecare, web casting as well as services that government now require to be discharged exclusively through electronic channels such as benefit services.

### 3. Scope of Systems

- 3.1 The following table identifies the most significant internal council systems in terms of number of users. While the systems listed are notable due to scale and throughput, in addition there are a large number of small and medium size applications used by individual directorates and units across all areas of council activity.

<b>System</b>	<b>Approximate number of users</b>
Registration Services System (RSS)	100
Authority Public protection (APP)	100
Quality Education Solutions (QES) - Fastlane (Youth Statistics)	100
Blue Pumpkin (Impact 306 - Workforce Management - WFM - Forecasting & Scheduling)	125
Lone Worker System - Lone Star	150
Msoft (Integrated Community Equipment Service)	150
Enterprise	200
Trace	250
Smart Lock (Library Services)	260
Careworks - RAISE (Web Version)	300
Hornbill Supportworks	350
Impulse	400
Work and Asset Management System (WAMS)	400
Interprise	600
NetLoan (Library PC Booking system)	700
Websense Reporting	700
WebSense (ISA Filtering Service)	700
Deep Freeze Enterprise	700
Spydus (Library's PC Booking System)	800
ICS Capita One	1400
Swift	2500
Oracle System – Financial & HR	500 core and 6000 self service
Email & desktop applications	14,700

3.2 A list of the systems used by the council and logged through information services change control process is provided as appendices A, B, C & D. These identify the four categories of system used by the council:

- KCC Software: Developed by the council accessed across the council's network and hosted on council equipment.
- 3<sup>rd</sup> Party Software externally hosted: Software purchased from and managed by external suppliers accessed via the council network.
- 3<sup>rd</sup> Party Software internally hosted: Software purchased under licence from external suppliers, accessed via the council network, managed by the council and hosted on council equipment.
- Web Applications: Public facing internet pages, applications and services.

3.3 The scale and diversity of applications is an increasingly important consideration. The dependency on common infrastructure, processes and operating software requires significant effort in maintaining interoperability. Some applications, particularly those provided by third parties may be subject to upgrade as frequently as once a month. Considerable effort has to be expended to ensure that the introduction of such changes does not have an adverse effect on other systems of infrastructure.

3.4 The information services group works alongside directorate owners of the line of business systems to ensure compatibility with hardware infrastructure and support development of the applications. Shared use of systems where there are common requirements and data integration and/or procurement economies is a priority in selecting and implementing new systems, where this can be done without compromising service outcomes.

#### **4. Application Strategy**

4.1 Implementing common hardware infrastructure for pan public service use has been a major element of technology strategy for the council over the past four years. The delivery of the Kent Public Services Network and more recently the regional data centre facility opens the way for integration and shared use of applications between local authorities and other public agencies.

4.2 The most recent example is the deployment of a shared directory, through the Kent Connects partnership, supported by all Kent local authorities. This paves the way towards the implementation of common systems across multiple agencies. This directory structure has been created in the first instance to support the development of a shared

revenues and benefits system between Sevenoaks and Dartford councils but will also support aggregation between other systems and deliver savings against the duplication of overheads arising from multiple installations.

## **5. Recommendation**

Members are asked to note and comment on the content of this report.

Lead Officer Contact:  
Head of ICT Commissioning  
Peter Bole  
Tel: 01622 696174

## **Appendix A**

### **KCC SOFTWARE & SYSTEMS**

Achieve Forms (Kent Health Watch)  
Adoptions DB (Adoptions)  
Annual % Rate of Charge for Credit  
Early Settlement Rebate  
Awards (Area)  
Awards (Central)  
Free School Meals (FSM)  
Bewl Water (Course Booking)  
Blue Badge Public  
Blue Badge Back Office  
Bulk Flow  
Calibration System  
Social Care Jobs  
Care Services (Kent Care Online Directory)  
Certificates (RIOS)  
Child Care Provider (Early Years)  
Childrens Disability Register  
Children Residential Information System (CRIS)  
Children In Entertainment (CIE)  
Claims Insurance Database (Debtors)  
Clubs and Societies  
Contacts DB (ED & LUTP)  
Compliance (Delegated)  
Compliance (Non Delegated)  
Contracted Services Billing (Web Based)  
Contractor Vetting  
Contracts and Procurement  
Council Elections (Public Site)  
Council Elections (Back End)  
Criminal Records Bureau (CRB Disclosures)  
Council Search  
Consultations  
Dignity Grants  
Duty Screening System  
Early Years Free Entitlement (EYFE)  
Efaults  
Elections Database  
Events Registration & Diaries (EDRS)  
External Funding Database System (EFDS)  
Foster Payment System  
Gazetteer  
Gonvernment Consultations  
Human Resources Management Information System (HRMIS)

ISG Shop  
Kent Abandoned Vehicle Service (KAVES)  
Kent Film Office  
Kent Landscape Information Service  
Kent Traffic and Travel  
KHSNet  
KHSShared  
KNET  
Kent Phone Book (Update Details)  
Kent Phone Book (Search Facility)  
KentView  
Kent Crimeview (Replacement for KentCaddie)  
Lease Cars  
Library Opening (Find a Library)  
Library Online Resources  
Libraries Mobile  
Lord Chancellors System  
Land UseTransport Policy - Consultees  
Land Use Transport Policy - Library  
Map Distribution System  
Master Address  
Members Database  
MIDAS  
National Speed Awareness  
Online Schools Admissions (OLA)  
OTIS  
Outlook Web Access  
P11D (Interfaces) Inc. Emmissions - Play Data & Class 1a  
Parish Clerks  
Postcode search on Explore Kent  
Procedure for Entry to Secondary Education (PESE)  
Personnel Information System (PIS)  
PONDS Database  
Project Monitoring (Site Monitoring)  
Property Contractors (PCON)  
Schools Rolls Forecasting  
School Travel Information  
Searchable Schools (SSD2) - (Schools Searchable Database)  
Secondary Transfer Database (STD)  
Simple Enquiry (Contact Us)  
SNAP Surveys  
Supporting People Directory  
Trading Standards Legal Process  
Training Database (Registration and Coroners)  
Training Database (Trading Standards)  
Unauthorised Encampments

VAT for Schools  
Voluntary Escorts System (VES)  
Ceremony Information Management System (CIMS)  
Your Neighbourhood - My Nearest  
KHS Definitions MapBrowser  
ECO Schools  
WasteBase  
Exploring Kents Past (Web Site)  
Explore Kent (Web Site)  
Advisory Service Kent (ASK) - Head Teachers Database  
Teachers Pensions  
Community Schools (Extended Schools)  
Contact Centre Intranet  
RedAmGO (Operational Risk in Real Time)

## Appendix B

### 3rd PARTY SOFTWARE & SYSTEMS - External Hosting

CaRa (ZEBE-D)  
Norton Waugh Risk  
Building Control software  
HP1100 Control software (Chemstation)  
HP6590 GC/1050 HPLC Control (Chemstation)  
Quality Education Solutions (QES) - Sports Club Members  
Quality Education Solutions (QES) - Sports System  
Kentsport.org.uk (Website)  
Quality Education Solutions (QES) - Outdoor Education Visits  
Quality Education Solutions (QES) - Fastlane (Youth Statistics)  
Quality Education Solutions (QES) - Positive Activities for Young People  
togogo.info (Youth and Communities associated Website)  
Registrations Online (RON)  
Lone Worker System - Lone Star  
Kent Scientific Website  
Key Training Services Website  
Key Training Services Website - Virtual Learning Environment (VLE)  
hereshistorykent.org.uk (Website hosted updated by EIS)  
kentarchives.org.uk/Index.htm (Website)  
kaesonline.com (Website - online resource for tutors and students)  
kaes.ac.uk (Website main Portal for site)  
kaes.ac.uk (Webmail facility for tutors)  
jahlis.net/cgi-jahlis/alcalendar/calendar.pl (calendar of events)  
//art.kent.gov.uk/ (Website)  
Atlantic Database  
bowlwater.org (WebSite)  
Kentish Websites (akentishceremony.com, akentishwedding.com,  
akentishpartnership.com)  
swattenden.org (Swattenden Centre Website)  
thekmc.co.uk (Kent Mountain Centre Website)  
turnercontemporary.org (Website)  
tradingstandards.gov.uk/kent (Website)  
CALM for Archives System (one component within the DSCALM suite)  
EMeTAS  
RT-PRO 2000 Reference Test  
Spydus (Library's PC Booking System)  
Smart Lock (Library Services)  
Animal Movement Enforcement Sstem (AMES)  
Lexis Nexus (Butterworths Electronic Textbooks)  
Kent Act Registrations (Online registration for second hand dealers)  
Vehicle Milage Checking System  
Education Booking System (KAES EBS)  
Food Surveillance System (FSS Net 3)

## Abloads

AutoCad LT (versions 2008 - 2009)  
AutoCad MAP 3D (versions 2008 - 2009)  
Confirm Arboriculture (WAMS Module)  
Customer Service Module (WAMS Module)  
HIMS (WAMS Module)  
Stree Lighting (WAMS Module)  
Work and Asset Management System (WAMS)  
Crashes (Web Based)  
Msoft (Integrated Community Equipement Service)  
Electronic local Government Information Network (eLGIN)  
IceNet  
Lighting Reality  
SASPAC (Census Software)  
SignPlot  
Trace  
Traffic Counts  
Structures (Jacobs Database)  
Transport Development & Land Use Database (TRICS)  
Portable Antiquities Scheme Database (PAS)  
Arcsoft Panorama maker 3  
Auto desk Design review  
Autoroute 12  
CAD Viewer v7  
Voloview express  
ECO PC  
Jacobs Environmental Monitoring Application (JEMA)  
Kent Tourism Website  
Urban Traffic Control Communications  
WeBOS (UTMC Web Based Operator Station)  
TMC Automatic Traffic Count Sites  
Traffic Management Centre (Cutlas)  
Urban Traffic Control (UTC)  
Bus location / Real Time Passenger Information (RTPI)  
CCTV for traffic monitoring  
Variable Message Signs (VMS)  
Automatic Number Plate Recognition System (ANPR)  
Kent-Teach (Web Site)  
Kent Trust Web  
Kent Resource Directory for Childrens Services  
CFE CPD online  
Secure Kent Trust Web (Access by Login only)  
Kent Learning Zone (KLZ) - MS Sharepoint collaboration infrastructure  
Financial Management System (FMS)  
Schools Information Management System (SIMS.net)

## Appendix C

### 3rd PARTY SOFTWARE & SYSTEMS - Internal Hosting

Registration Services System (RSS)  
Laboratory Information Management System (LIMS)  
ANT - Auditor and Risk Assessor 3.54.164 (hand-held)  
Norton Waugh Risk (Kent Scientific Services)  
Norton Waugh Risk (Kent Trading Standards)  
KCC Partnership Forum  
Kent Drug & Alcohol Action Team (Web-Site)  
Sage 50 Accounts 2008 (Key Training Services)  
MAYTAS 3  
Performance Plus  
Enterprise  
Interprise  
The Raisers Edge  
CALM for Records System (one component within DSCALM application)  
NetLoan (Library PC Booking System)  
WebSense Reporting  
WebSense (ISA - Filtering Service)  
Deep Freeze Enterprise  
Authority Public Protection (APP)  
i2 Anaylsts Notebook (ibase5)  
KTS Prosecutions (Trading Standards - Legal Process Database)  
Education Booking System (EBS - Only Printing is Hosted!!)  
Careworks - RAISE (Web Version)  
Saturn (Residential Care System)  
Client Tracker  
Pro-Achieve  
Pro-General  
EUNet - Telehealth (Viterion)  
TCO Admin Roster  
Swift  
Trained Swift Users  
Autotrack  
Development Control Management System (DCMAN)  
Mayrise (Streetworks)  
Kent Messaging System (KMS - HIME)  
Mailnow  
Elgin  
ArcGIS v9.1 - v9.2 (including ArcMap & Earth resource map)  
ParkMap  
Integrated Waste System (IWS)  
Historic Buildings Sites & Monuments Records database (HBSMR)  
Texbox  
3C - Complaints system (Access database)

Countryside Access Management System (CAMS)  
Content Management Server (CMS)  
Authorisation of External Conference Attendance  
Primary MFL (Modern Foreign Languages)  
Work Schedule AST Outreach Database  
Unaccompanied Asylum Seeking Children (UASC)  
Partnership with Parents (PWP)  
Self Assessment - CSAW (Web Based Access)  
IMPULSE (Admissions and Transport)  
FigTree  
Blue Pumpkin (Impact 306 - Workforce Management - WFM - Forcasting & Scheduling)  
Axis CPX Pensions  
Contract (Education Contract Record System)  
Conference Room Booking System (CABS)  
Datatime for Schools Personnel Service (Datix)  
Datatime for Commercial & Environmental (Datix)  
Microsift Visual SourceSafe (VSS)  
TeamMate (Replacement for APACE)  
Hornbill Supportworks  
IDOX (Image Management System)  
Atrium (PRISM)  
NatWest Streamline Payments  
MS CRM v 1.2  
Respond CentrePoint

## **Appendix D**

### **WEB APPLICATIONS, SYSTEMS & SERVICES**

#### **Static Content**

kent.gov.uk/static

StreamUK

Content Management System

#### **Dynamic Content (XML with XSLT)**

A to Z

Councillor search

Explore Kent walk search

FAQ

Publications

Your Neighbourhood

#### **Applications/Services**

Adult Education (Externally Hosted)

Approved Premises (Marriage venues) - (Externally Hosted)

Birth, Marriage and Death Certificates

Blue Badge registration

Blue Badge Back Office

Care Jobs

Care Services

Children in Entertainment (CIE)

Clubs index

Committees (Externally Hosted)

Compliance Delegated

Compliance Non Delegated

Council Elections Public Site

Consultations

Contact details

Councillor complaints (Achieve Forms)

ISG Shop (ISG Shop)

Kentish Weddings (Externally Hosted)

Kent Car Share (Externally Hosted)

Kent Crime View

Kent Film Office

Kent Highway Services eFault

Kent School database

Kent Traffic and Travel

Kent Agreement 2

KNET Phone Book

KCC Preferred Contractors

Elections Database

Events list

Explore Kent map  
Job search (Externally Hosted)  
KASS Self Assessment  
Kent Landscape Information System  
Kent on Canvas (Externally Hosted)  
Kent View  
National Speed Awareness  
Libraries and Archives forum  
Library catalogue  
Library search  
Online Schools Admissions (OLA) (Externally Hosted)  
Online Shop (KCC Shop)  
OTIS  
Outlook Web Access  
Search engine (Externally Hosted)  
Searchable Schools(ssd2)  
Self Assessment  
Supporting People  
Webcasts of council meetings (Externally Hosted)  
Kent Drug and Alcohol Action Team  
Exploring Kents Past  
Explore Kent

### Summary of progress towards each Select Committee Recommendation

Recommendation 1:	Progress to date	Lead Officer	Status
<p>Raise profile of elected members and use other strategies to change public perception.</p>	<p>This overarching recommendation depends on the delivery of all the other recommendations. It involves the use of technology, development of a Members portal, potential development of Members' blogs, and Members websites, shadowing opportunities for elected Members and officers, roadshows, the emerging localism agenda etc.</p> <p>Members are welcome and encouraged to use Gateways to hold "surgeries" or as a facility for reaching their local constituents.</p> <p><b>Development of members portal.</b> Work ongoing to consider options including use of Pic and Mix. Lead: Jude Sage/Edward Thomas and Members of the Member Information Member Officer Group.</p> <p><b>Communications publicity Campaign</b> Campaign to raise awareness and understanding of what councils do, role of members and how members and the public have made a difference. To be launched as part of Local democracy week. (links to R4). Lead: Jane Clarke/ Marcus Chrysostomou.</p> <p><b>Shadowing opportunities for elected members and officers:</b> Internal scheme to be piloted with lead officers and members to shadow each other. Lead: Paul Wickenden, Coral Ingleton.</p> <p><b>British Youth Council scheme 'Youth of today'</b>- looking to take part in scheme aimed at 13 to 19 year olds to shadow councillors designed to help young people learn more about</p>	<p>All officers and elected Members</p>	<p>Ongoing</p> <p>To launch 100 day campaign October 2010</p> <p>To be piloted</p>

	what they need to know to take part in the democratic process. Lead: Nigel Baker/John Turner		
Recommendation 2:	Progress to date	Lead Officer	Status
<p>a) A 'menu of options' of how local people can get involved in local democracy in Kent should be promoted.</p> <p>b) All proposals taken through County Council or Overview and Scrutiny should be required to state the degree of public involvement to date. This would improve accountability and demonstrate how information from consultations is used (especially the effect on decision making).</p> <p>c) Existing good practice should be advertised and promoted, identifying future priority issues for local action/campaign with elected members and/or highlight possible areas for review.</p>	<p><b>Promoting options for involvement:</b> The many different ways local people can get involved/make change happen can be highlighted as part of the communications publicity campaign (see R1), and as part of the Gateway Multi channel.</p> <p>The County Council is exploring the various mechanisms available to it to allow the public to express their views which might highlight areas for possible review. This could be piloted through a mechanism to be developed to understand the views which might lead to a Topic Review for the Select Committee Topic Review Programme.</p> <p><b>Consultation Portal:</b> Many consultations are currently promoted on the KCC website and a few have direct links for residents to use to access the consultation and participate. Improvements to the consultation portal – including covering all consultation and involvement; searchable database; online access to participate; results and outcomes – deferred again and needing higher priority to move to implementation. Lead : Robert Hardy</p> <p><b>Model Report.</b> Model report about to be re-launched to include new paragraphs on degree of public involvement to date and how the duty to involve and promote democracy is being delivered. Lead: Geoff Mills/ Christine Singh</p> <p><b>Participation Techniques</b> - Key to explore new opportunities to increase involvement of local people in local democracy. This is an evolving process and focus is on continued development to involve local people. Consideration by committees to using different methods to engage with all sectors of the community where appropriate. Implemented Webcasting of Local Board Meetings with interactive live feed.</p>	Robert Hardy/Peter Sass	<p>Ongoing</p> <p>Deferred</p> <p>Ongoing</p>

	<p>Increasing knowledge base of different participation techniques (Participate by right, Social Innovation Laboratory for Kent method deck).</p> <p><b>Local action to empower communities project</b> - The 100 days campaign is under discussion and early planning stage. A multi agency approach, members, partners and the public working together to tackle a specific issue through joint action. A catalyst for change and empowering 'change makers' in local community. Initial meeting held 25 Nov 09. Lead: Robert Hardy/Jane Clarke/Marcus Chrysostomou. 3 Member focus group to be established.</p> <p><b>Gateway</b> are available to promote democracy more generally. Opportunity of using Gateway for surgeries highlighted to all members. The network of seven Gateway across Kent is an ideal platform for promoting democracy in our county. With over 40 partner agencies in place delivering services via Gateway, it has proved a vital link and vehicle for communicating with the public. A variety of meeting rooms are available via reservation to host drop-in sessions or surgeries with councillors. This is already working successfully in Tunbridge Wells Gateway and Thanet's Gateway Plus, with all Gateway printed publications promoting url links to find further information on the Councillors in their area.</p> <p>Gateway provides a user-friendly, supportive, modern and comfortable atmosphere, in which the work of Councillors, and the issues and needs of the people of Kent can meet. Each Gateway has the ability to hold 'roadshow' type events where there is a targeted promotional theme if there was a specific date/ week that you would like to focus on. For example, held a 'Backing Kent People' (BKP) week across the Gateway network, where all Gateway had a BKP pop-up and Moneybox booklets to distribute which was also supported by a series of radio adverts advising the event. Lead: Tanya Oliver/Marcus Chrysostomou.</p>		To launch October 2010
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	<p>There are currently two mobile Gateway units, designed to enhance public access in rural and hard to reach communities – particularly communities with relatively poor public transport links and/or at a distance from commercial hubs. The Gateway mobiles can be used as a channel to support specific public sector campaigns and consultations. Gateway will be used as part of the 100 day campaign. Lead: Tanya Oliver/Marcus Chysostomou</p> <p><b>Kent TV:</b> Kent TV provided an excellent medium to facilitate democracy and reach younger people in particular. Piloted the use of Kent TV during elections approaching the three political group leaders. Following the decision not to continue with the pilot, KCC has made a commitment to continue engaging with citizens through <b>digital media</b> on Kent.gov. The wealth of information gathered during the pilot is now available on the website; a small team will work on creating new content and on specific projects to continue engaging with young people and help the public to engage further with democracy through video.</p>		<p>Pilot Ended</p> <p>Ongoing</p>
Recommendation 3:	Progress to date	Lead Officer	Status
<p>The Member Charter, and programme of member development to help ensure Kent has high calibre effective community leaders, should incorporate media training and public speaking skills.</p>	<p>As part of the County Council's preparation for the South East Employers Member Development Charter all Members were invited to identify those skills on which they would welcome development. Media training was a high priority and this has been built into the ongoing programme of development for all Members. Training has been arranged for all members.</p> <p>The IMG Member Development and the IMG Member Information undertook a survey of all prospective candidates and interviewing all elected Members on their needs following the County Council elections. The staff in the Information Point interviewed members as part of their induction.</p>	<p>Coral Ingleton/Mary Cooper/Jane Clarke</p>	<p>Achieved </p>

Recommendation 4:	Progress to date	Lead Officer	Status
<p>As part of the 'Communications Strategy' KCC should actively promote the role of elected members as community leaders and advocates within their community using a range of communication tools.</p>	<p>The Media and Communications Centre can advise but do not have the resources to promote each Member, but are running a publicity campaign to promote KCC Members and what they do, (see Rec 1)</p> <p><b>Toolkit for members:</b> The Communications team has developed a toolkit for members to enable individual members to utilize the various communication tools available. Also have toolkit from Courier Group and will marry together. Working on new communications protocol for committees Lead: Jane Clarke/Marcus Chrysostomou</p>	Jane Clarke	<p>Achieved </p> <p>Ongoing</p>
Recommendation 5:	Progress to date	Lead Officer	Status
<p>Embrace democracy in secondary schools and school councils should be encouraged to operate through age range - advocate school councils in primary school.</p> <p>(a) All elected members should be involved in schools democracy week.</p> <p>(b) Ensure all teaching staff are firmly encouraged to undertake Continuous Professional Development on democracy.</p> <p>(c) Linkage between School Councils, Kent County Council and District,</p>	<p>Opportunity to embrace democracy in secondary schools through the Personal, Social and Health Education curriculum on School and Councillor Wellbeing, extend the Kent County Council where Year 6 children will join together to form the Kent Primary School Children's Council and discuss the big issues of the day. Projects being undertaken:</p> <p><b>Kent Primary Schools Children's Council (KPSCC).</b> The on-going plan is for the KPSCC to meet twice a year to discuss the issues of the day. The KPSCC is made up of 69 Year 5 pupils (3 from each LCSP) and is held at The Chambers in Maidstone's County Hall. These pupils stay as KPSCC for four meetings (over two years) to ensure continuity, development of discussion and to build strong relationships. The meetings, which are chaired by the KYCC, take place in March and November every year and the fourth meeting will take place in November 2010. The agenda is formulated around the ideas bought in by each KPSCC member. So far, the topics debated include: the appropriateness of PHSE education in primary schools, bullying, internet safety, climate change, sustainable schools, Say No To Phonebooks and the Rights of the Child (Article 12</p>	Peter Sass/Jane Clarke/Rosalind Turner/Allan Foster	<p>Achieved </p>

<p>Town and Parish Councils should be promoted.</p>	<p>from the Convention on the Rights of the Child).</p> <p>At the March 2010 meeting, a group formed a journalist team to report on and produce a newspaper which was viewed at the day. This meeting also saw the premiere of the animated DVD "Voices Grow Louder." Voices recorded at the November 2009 meeting were animated into a Creature Comforts-style DVD by the 12 KPSCC members from Maidstone, Tonbridge and Malling. Unicef and CRAE requested copies of the DVD to help promote the importance of pupil voice. The KPSCC members all received letters from Baroness Delyth Morgan (DSCF) in November 2009 and the Rt. Hon. Dawn Primarolo (DCSF) in March 2010 which congratulated the children in actively engaging with important issues. All meetings provide the children the opportunity to hear presentations from Keynote speakers and ask open and frank questions, which are then reported back to their schools and District councils. The link between all the KPSCC members is maintained by their registration to the safe social networking site SuperClubsPLUS. The event is also used to conduct consultations with the KPSCC members and their input has contributed to the KCC/KCT Participation Charter/Commitment. Lead: Emma Jenkins (CFE)</p> <p><b>Councillors in Secondary Schools project</b> developed. This project, which involves councillors visiting schools to tell children more about democracy, aims to improve young people's understanding of and interest in the democratic process. Launched in democracy week and takes place during Key stage 3 focus within citizenship classes. Teaching support and a resource pack are provided together with 'before' and 'after' questionnaires to monitor effectiveness. Results so far have been extremely positive. Using Electoral commission recipes for framework.</p> <p>The intention is for all eighty four Members to build good relations with at least one of their local secondary schools</p>		<p>Achieved </p>
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	<p>through the implementation and roll-out of the Councillors in Schools project.</p> <p>An invitation was sent to all secondary schools via the cluster web and all Members with a request to initially express an interest in participating. Nine schools and fifteen Members have responded which produced five natural matches. To date four Members have held an initial meeting with their local school and identified a way forward on becoming better integrated within the school environment and amongst the students. A further two Members have meetings scheduled and more will take place as and when mutual dates can be determined. Has for example led to involvement of students and members in consultation on new cycle paths, youth provision in new community building, student surgeries. Lead: Louise Bolton.</p> <p><b>Kent TV - engaging schools and young people:</b> In February 2010 the decision was taken not to extend the Kent TV pilot . However KCC is committed to looking at new ways of engaging with young people through <b>digital media</b> and in particular video content. This will include proposals for a 'Youth Channel' which will allow young people to upload their own videos, giving them a forum to express their views and showcase their talents, in a safe and moderated environment</p>		Pilot ended
Recommendation 6:	Progress to date	Lead Officer	Status
Citizenship pack should include information on how to register to vote, the role of local elected members and how to contact local members at District, County and National level.	<p>The Citizenship pack includes the Electoral Commission leaflet "Register to Vote" which includes an electoral registration form. The leaflet is a generic one. Also enclosed in the pack is a list of the addresses of the 12 district council electoral registration sections in Kent. Many new citizens will have registered to vote prior to gaining citizenship as they already have entitlement to vote eg EU elections etc but the leaflet will be useful to those who have not already registered.</p> <p>Information provided on</p>	Giles Adey/Jane Clarke	Achieved 

	<ul style="list-style-type: none"> <li>- Member roles, contact information. Jane Clarke/Marcus Chrystommou</li> <li>- Kent and Medway Citizens Panel information included. Nick Warren.</li> </ul>		
Recommendation 7:	Progress to date	Lead Officer	Status
Need to ensure that induction and information pack for new staff includes information on how to have your say and get involved in local decision making and how public involvement has made a difference.	The induction programme for new staff includes the decision making process and how it is possible to get involved in local decision making. This programme is also delivered to other staff groups across the County Council. Information about how to have your say to be provided/linked in online information pack - Delayed until revision of new website (how to get involved pages). Lead: Denise Fitch/ Philippa Cracknell	Peter Sass	To be completed
Recommendation: 8	Progress to date	Lead Officer	Status
KCC should provide subtitles and British Sign Language option on all DVDs produced.	Strategic Development Unit already do this and the Gateway DVD produced in January 2007 has been used as an example. Communications to develop standard note/ policy to ensure production of DVDs and BSL is consistent across KCC. Is policy that this should happen each time a DVD is made.	Jane Clarke	

Recommendation 9:	Progress to date	Lead Officer	Status
<p>a) Elected members should have a hard copy summary of all the planned KCC consultations.</p> <p>b) Information regarding consultations and the need to inform and involve elected members needs to be highlighted and included within future plans to develop a discreet section of information for members on the web and clear commitments reflected within the Consultation and Engagement Strategy.</p> <p>c) Information on consultations should include note on method of engagement to be used.</p>	<p>This will be linked to the new consultation and involvement database being developed for Kent.gov. BUT please note this has been further delayed and needs to be afforded a higher priority in order to secure its implementation.</p> <p>The <b>Consultation and Engagement Strategy</b> offers the opportunity to explore a range of tools depending on the consultation being conducted to reach the audience using in the most appropriate method(s). The comprehensive Engagement and Involvement strategy is being developed in sections and is programmed to be brought together and launched in June2010.</p> <p>c) Information to be incorporated in consultation database – to help recognise and embed practice. Please note reference to delay as above.</p>	Robert Hardy	<p>ongoing</p> <p>To launch June2010</p>
Recommendation 10	Progress to date	Lead Officer	Status
<p>a) Facilities for video conferencing should be utilized, maximizing opportunities in Kent with KCC and partners.</p> <p>b) Elected members should be supported in using this</p>	<p>To ensure that when opportunities present themselves for installing video conferencing facilities this should happen. For example, 'Gateway's' have video conferencing facilities.</p> <p>Through the decision making and democratic processes of the County Council all opportunities should be taken to explore the use of video conferencing. This will be built into the Training and Development module for elected Members.</p>	<p>Facilities &amp; Property Management</p> <p>Peter Sass/ Coral Ingleton</p>	<p>Achieved </p>

service through current resources, training and support mechanisms.	Video conferencing promoted to staff via global emails and training sessions provided and promoted. Training being given on a one to one basis where required.		Achieved 
Recommendation 11:	Progress to date	Lead Officer	Status
a) Need effective promotion of E-consultation and decision making (E-democracy) to raise profile and encourage local people to have their say and voices heard.	E-consultations represent only one engagement tool. The Consultation and Engagement Strategy offers the opportunity to explore a range of tools depending on the consultation being conducted to reach the audience in the most appropriate method(s).	Tanya Oliver/Peter Bole/Tracey Gleeson	Ongoing
b) All engagement activities and weblinks should be brought under easily recognisable umbrella and portal e.g. 'Ask Kent', to ensure two way interactive communication.	<p>"Access Kent" is one of the key themes being supported by the Kent Partnership and will contribute a lot on streamlining engagement as well as access.</p> <p>Consideration is being given to revamping Member blogs. There is an issue here about developing a policy on the use of blogs.</p>	Jane Clarke/Tanya Oliver	
c) Facilities for blogs, emails, online surgeries, plus training and support should be available for elected members.	<p>New '<b>Have your say</b>' area on the website, completed on direction of Consultations Group. Plus about to promote <b>online survey tool</b> for staff to use. Lead: Marcus Chyrsostomou</p> <p>b) To build in to Access Kent Initiative and see how this develops, now Gateway multi channel. Lead Tanya Oliver</p> <p>c) <b>Power hour</b> support to talk through and embed ways of working.</p>		Achieved 
		Coral Ingleton/Adam Fox	Ongoing
			Achieved 

Recommendation 12:	Progress to date	Lead Officer	Status
<p>In promoting the role of elected members and interaction with communities KCC should embrace e-democracy/ technological solutions to make elected members activities more visible and to open up dialogue and debate, for example e-petition, e-campaigns generated by Local Boards and local people, and e-debate.</p> <p>(As tool in box to increase participation and revive democracy.)</p>	<p>The emerging localism agenda and the duty to involve and to promote democracy opens up a whole range of ways in which the Council will engage with its local people which will promote the role of elected Members.</p> <p><b>New website:</b> exploring possibilities of new website to move accessing Democracy agenda forward to raise profile and encourage local people to have their say, opening up dialogue and debate. Lead: Jane Clarke</p> <p><b>Webcast and live emails to Neighbourhood forums:</b> The Gravesham Neighbourhood Foras successfully trialled webcasting the joint KCC/GBC/Parish neighbourhood forums in Gravesham. The webcast includes the presentations (normally given by officers relating to the issues on the agenda) and round table discussions that follow the presentation capturing public mood and issues raised. Internet users can also send in live questions and comments (but moderated first) to be fed via lap top and digital project onto the screen at the front of the meeting. Videoed material would be used to create short DVDs by GBC/KCC to promote the Forums and widen interest further. Lead Officer: Will Farmer.</p> <p><b>e- petitions:</b> Being developed to use Modern.gov system to support e-petitions. Protocol drafted and awaiting new legislation before launch, so can incorporate changes as necessary. Lead Officer: Denise Fitch/Denise Eden Green.</p> <p><b>Kent TV</b> was considered as a possibility to use Kent TV as a platform for local forum meetings through webcasting or training to local community members so they can film their own videos on issues that are affecting them. With option to use voting facility available on Kent TV to gage peoples views.</p>	<p>Robert Hardy/Peter Sass/Paul Wickenden</p>	<p>Ongoing</p> <p>Achieved </p> <p>Ongoing</p> <p>Pilot ended</p>

	<p>The Kent TV specifications allowed for quarterly debates/Webinars on current topics relevant to Kent, this should involve members of the public and be attended by relevant experts. The Pilot has now ended.</p> <p>The new Digital Service will look at new ways of engaging with the public to enhance e-democracy and engagement. This will include piloting Members video blogs and creating content informing people of their rights and how to engage with the council.</p> <p><b>Web jam.</b> In Feb 2010 , KCC had been proposing to hold a public ‘web jam session on behalf of the Kent Partnership. This would have enabled residents of Kent to ask questions or write comments on a particular subject within an on-line ‘real-time’ environment. The session would have interactive allowing moderators and KCC/partners’ staff to respond to the questions asked. KCC is a strong supporter of using new innovative technologies to communicate with Kent residents. The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important. However, due to the cutting-edge technology involved there is a significant cost attached to such activities. Given the current financial climate, we feel that spending such costs can not be justified at the present time. We will look to use existing communication channels such as the Kent and Medway Citizens Panel and public user groups to get residents views to inform our work.</p>		Not justified as significant cost implication
Recommendation 13:	Progress to date	Lead Officer	Status
Raising interest in both the opportunity and how to become an elected member needs to be clear and transparent. Agree more diversity in elected members	Help KCC embrace the duty to promote democracy, and develop information for website. Adjust as necessary to ensure take account of the duty (Local Government and democracy and Construction Act 2009) when it exists and the statutory guidance for this duty. Information on ‘How to become a councillor’ to be provided on	Jane Clarke	Ongoing





community priorities and preferences.			
Recommendation 17:	Progress to date	Lead Officer	Status
<p>The opportunity for participatory budgeting from devolved discretionary funds should be provided within the next budget year, with delivery mechanism to be determined, and a sum of underpinning monies to enable local people to determine how the resource should be spent.</p>	<p>Participatory Budgeting workshop featured at the Community Engagement Conference at Oakwood on 28 November 2008, and included in the Member Development programme. Piloted innovative method of Participatory Budgeting 09/10 where residents and supporters of local organisations decided who should be allocated community grants. The pilots run last year over came many of the anxieties on the part of local community groups and councillors who were unsure about the process, whether residents would turn up and the resource intensive nature of the set-up process for Participatory Budgeting. A strong and effective delivery team, the transparent decision making processes and the numbers of people willing to give up a Saturday has seen many more KCC members wanting to run PB events to allocate community grants – with 7 events planned for 10/11 so far. Dates so far are: 17 July –Willesborough in Ashford 11 September – Sandgate Folkestone 18 September - Dover West and Dover North 25 September – Tonbridge and Malling 2 October – Deal, Walmer and Sandwich 8 October – Dover Town November – Gravesham Forums (TBC)</p> <p>Lead: David Geoghegan</p>	Peter Sass	Achieved 

Key:  = Complete/advanced progress

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## SELECT COMMITTEE - ACCESSING DEMOCRACY

MINUTES of a meeting of the Select Committee - Accessing Democracy held at Wantsum Room, Sessions House, County Hall, Maidstone on Tuesday, 15 June 2010.

PRESENT: Mrs A D Allen, Mr D L Brazier, Mr W A Hayton, Mr S J G Koowaree and Mr R Tolputt

ALSO PRESENT: Mr A H T Bowles and Mr A J King, MBE

IN ATTENDANCE: Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)) and Mr P D Wickenden (Overview, Scrutiny and Localism Manager)

### UNRESTRICTED ITEMS

**1. Election of Chairman for the meeting**

*(Item. 1)*

RESOLVED that Mr D Brazier be elected Chairman for the meeting.

**2. Select Committee - Accessing Democracy - progress monitoring report**

*(Item. 2)*

(1) Mr Wickenden and Mr King introduced a report which updated the Select Committee on the general progress that had been made in this area since the Select Committee had submitted their report to the County Council. .

(2) Mr Wickenden explained that this area of work was cross cutting and there was no project lead for it. The progress report had been co-ordinated in Democratic Services. It was important that a project lead was identified to progress the area of work. He explained that the minutes from this meeting would be submitted to the Corporate Policy Overview and Scrutiny Committee on 1 July 2010. The update would form part of the report to County Council in July 2010 on the progress with recommendations from all Select Committees.

(3) The Committee discussed the progress made on each of the 17 recommendations. Mr King, Mr Bowles and Mr Wickenden answered specific questions on the action taken to date and action proposed:-

*Recommendation 1*

(4) Mr Wickenden stated that a meeting of the Member Information Member and Officer Group was being held on 15 June 2010 which would contribute to some of the strands of this recommendation. A key issue was way in which the culture of the organisation needed to develop, and proposals such as Member and Officer shadowing opportunities could assist with this.

(5) Members discussed the speed at which new methods of communication being developed and the importance of remembering that social communication

tools such as twitter and facebook may have a very short lifespan. Technology whilst being an important communication tool would not solve all of Members information and communication needs.

(6) Mr King stated that the County Council could not ignore any means of communication that the public wanted to use.

(7) Members referred to the different ways in which "Local Boards" engage with young people in their area.

#### *Recommendation 2*

(8) Mr King stated that there was likely to be a change in the way in which consultation was viewed by the new government. He referred to the Draft Community Engagement Strategy which was due to be considered at Corporate Policy Overview and Scrutiny Committee on 1 July 2010 this would include a coherent criteria for consultation across the authority. A new model report was due to be considered by Chief Officers Group in the next few weeks.

(9) In relation to participation techniques, different methods were currently being explored through the various models of community engagement being piloted across the County. Member would be consulted on a number of matters after the summer recess including participation techniques, the work of Overview and Scrutiny and Member use of Gateways. The development of the Scrutiny role of Policy Overview and Scrutiny Committees and the making of recommendations that may be referred to Cabinet was one of a range of initiatives currently being developed.

#### *Recommendation 3*

(10) Members discussed the training that they had attended. There was a view that some training was presented at a superficial level and there was a need to practise the skills that had been learned. Mr King asked that a meeting be arranged with Mr Wickenden, Mr Brazier, Mrs Cooper, Mrs Ingleton and himself to discuss the concerns raised regarding the adequacy of Member Training.

(11) Regarding the Members Development Charter, Mr King stated that the inspection was due to be carried out in September 2010. Members were currently producing their Personal Development Plans, supported by officers. He was confident that KCC would achieve the Members Development Charter in the autumn.

#### *Recommendation 4*

(12) Mr King confirmed that the 'communication tool kit' for Members had been produced and was due to be circulated to all Members shortly.

#### *Recommendation 5*

(13) Mr King referred to the link between Local Democracy week and the 100 days campaign. He encouraged all Members to go into secondary schools and talk to young people about the excitement of politics.

(14) Members gave examples of the way that they had engaged with some of their local schools. The importance of having a two way dialogue with schools to ensure that the maximum benefit was obtained from these visits for the young people was emphasised. Also the use of supporting audio visual material for these visits was mentioned. It was important that at national and local level advantage was taken of the ground swell of interest amongst young people in politics generated by the general election debates.

*Recommendation 6*

(15) The importance of the citizenship pack being in an easy read form was emphasised. Also mentioned was the importance of engaging adults with learning disabilities to ensure that they were able to participate in the democratic process.

*Recommendation 7*

(16) Mr Wickenden explained that some of the work on this area had been awaiting the upgrading of KCC's website.

*Recommendation 8*

(17) Mr King referred to the need to review Marketing and Communication across the county council. One of the areas under consideration would be the effective and efficient use of promotional DVD's.

*Recommendation 9*

(18) Mr King referred Members to the draft Community Engagement Strategy which would include these issues.

*Recommendation 10*

(19) Mr King stated that the technology for video conferencing had improved over since the Select Committee report. However, in order to get the best results the equipment at both ends needed to be of a high standard.

*Recommendation 11*

(20) Mr King explained that there had been a delay in implementing "have your say" due to a number of factors including the end of the Kent TV contract and changes to the website.

(21) Members reinforced the importance of ensuring that there was public confidence in the County Councils consultations process.

(22) There was discussion on the use of blogs. Although they could be a useful tool they only appealed to a limited section of the public, it should be recognised that they were only one of methods of engaging with the public. People would use the method of a range of communication that there were most comfortable with and found most effective.

(23) In relation to the challenge of engaging with the community, a Member referred to the local radio station established by the Marlowe Academy and the invitation to Local Board Members to have a weekly slot.

*Recommendation 12*

(24) Mr Bowles referred to the successful webcasting of the Gravesham Neighbourhood Forum. Mr Wickenden confirmed that the new webcast contract contained a requirement to provide equipment to webcast meeting in external venues.

*Recommendation 13*

(25) It was noted that this recommendation was being progressed by the Head of Communications & Media Centre.

*Recommendation 14*

(26) The Committee noted the ongoing action being taken to progress recommendation.

*Recommendation 15*

(27) The Committee noted the achievement of this recommendation.

*Recommendation 16*

(28) Mr King referred to the models of community engagement pilots being undertaken in district council areas, the outcome from these would be reported to Members in the autumn. He referred to a group of 3 District Council Leaders, chaired by Mr Bowles was looking at refreshing the Kent Commitment.

(29) Members discussed County Council relationships with both District and Parish Councils, including the potential opportunity for regional funding to move down to lower tiers of local government.

*Recommendation 17*

(30) Mr King referred to the participatory budgeting events being arranged for 2010-11. This was part of transforming the culture leading to greater engagement of people in making wider choices in the years ahead.

(31) RESOLVED that the progress made on the recommendations be noted and that consideration be given to identifying a lead officer to project manage the recommendations from the Review.

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By: Overview, Scrutiny and Localism Manager  
To: Corporate Policy Overview and Scrutiny Committee  
1 July 2010  
Subject: **SELECT COMMITTEE - UPDATE**  
Classification: Unrestricted

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Summary: To update the Committee on the current topic review programme and to invite suggestions for future Select Committee topic reviews.

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### **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 – which has started its work and is due to submit its final report to the County Council in October 2010
- Extended Services (previously called Extended Schools) – which has started its work and is due to submit its final report to the County Council in December 2010.
- Educational Attainment of Pupils and Schools in Areas of High Deprivation – which is due to start its work in the autumn of 2010
- Dementia which is due to start work in the autumn of 2010 and report to County Council in April 2011.

### **Select Committee: Accessing Democracy**

2. This Select Committee met on 15 June 2010, under the Chairmanship of Mr D Brazier, and received a report on progress made with the recommendations since the Select Committee reported to County Council in March 2009. A copy of the minutes from this meeting is attached as Appendix 1 and the update on progress on recommendations is attached as Appendix 2.

### **Suggestions for Select Committee topic reviews**

3. At the meeting of the Scrutiny Board on 24 February 2010 Members received an update on the current Select Committee topic review programme. Although resources to support reviews are all currently allocated, there would be the potential to start new reviews in November 2010 and January 2011. 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**

(1) Members are asked to note the progress made with the recommendations from the Select Committee review on Accessing Democracy.

(2) 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*