

**CORPORATE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

Wednesday, 6th July, 2011

10.00 am

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





AGENDA

CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 6 July 2011 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, Mrs J P Law, Mr S Manion, Mr R J Parry, Mr J E Scholes Mr M V Snelling

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

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UNRESTRICTED ITEMS

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

Item No

1 Introduction/Webcasting

A. COMMITTEE BUSINESS

A1 Substitutes

A2 Declaration of Interests by Members in items on the Agenda for this meeting.

A3 Minutes (1 - 8)

B. ITEMS FOR CONSIDERATION

B1 KCC International Activities - Annual Report 2010 - 11 (9 - 46)

B2 Chief Executive's Department Financial Outturn 2010/11 (47 - 54)

- B3 Savings Monitoring Report (55 - 58)
- B4 Finance - Restructuring (59 - 64)
- B5 Update on the transformation Programme 'Change to Keep Succeeding' - Presentation
- B6 Core Monitoring (65 - 82)
- B7 Single Performance Framework (83 - 94)
- B8 Delivering the Environmental Strategy (95 - 102)
- B9 Health and Wellbeing Board - Update (103 - 114)

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (115 - 116)

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
(01622) 694002

Tuesday, 28 June 2011

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

**CORPORATE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

MINUTES of a meeting of the Corporate Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 31 March 2011.

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

ALSO PRESENT: Mr A H T Bowles, Miss S J Carey, Mr R W Gough, Mr P W A Lake, Mr K H Pugh Mr J D Simmonds

IN ATTENDANCE: Mr M Ballard (Project Manager), Mrs A Beer (Director of Personnel & Development), Mr D Cockburn (Corporate Director of Business and Support), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Mr R Fitzgerald (Performance Manager), Mrs S Garton (County Performance and Evaluation Manager), Ms K Kerswell (Managing Director), Mr M Lemon (Head of Policy), Mr T Molloy (Programme Manager - Office Transformation), Mrs T Oliver (Director of Strategic Development and Public Access), Ms M Peachey (Kent Director Of Public Health), Mr D Shipton (Finance Strategy Manager), Mr P D Wickenden (Overview, Scrutiny and Localism Manager) Mr A Wood (Acting Director of Finance)

UNRESTRICTED ITEMS

105. Membership

(Item A2)

It was noted that no changes had been made to the Membership of this Committee.

106. Minutes - 13 January 2011

(Item A5)

The Chairman informed the committee that, in relation to minute number 100 (Proposed Company Structures – rules applying to the provision of Legal Services) this matter was being re-considered and therefore no arrangements had been made for the proposed Informal Member Group to meet.

RESOLVED that the minutes of the meeting held on 13 January 2011 are correctly recorded and that they be signed as a correct record.

107. Financial Monitoring Report : Corporate Services 2010/11

(Item B1)

(1) Mr Shipton introduced the third quarter's budget monitoring report for 2010/11 which would be reported to the Cabinet on 4 April 2011 and the latest exception report. He stated that the underspend was slightly larger than anticipated due to the moratorium that had been in place since December 2010.

(2) Mr Wood explained the process for managing the delivery of the £95m of efficiency, policy and one-off savings included in the 2011/12 budget approved by County Council. For any savings over £200k the responsible manager was required to complete a Project Initiation Document, which would be subject to detailed monitoring. Progress reports would be submitted to Cabinet alongside the normal budget monitoring report, and would also be presented to each Policy Overview and Scrutiny Committee after they have been considered by Cabinet.

(3) The Cabinet Member and Officers answered questions from Members and noted comments which included the following:-

- Regarding the reduction in the Members IT budget (it had been reduced by 100K to 50K), 25K was for equipment renewal and 25K was the annual contribution towards new equipment following the next County Council election.
- It was confirmed that next years budget would see an increase in the income target for Personnel and Development. Ms Beer confirmed that a proportion of this income would come from external organisations, such as Kent Police and Kent and Medway Fire and Rescue Authority, buying management qualification courses from KCC.
- Mr Cockburn undertook to speak to Mr Parry outside of the meeting about the level of Blackberry allocated to Elected Members.
- It was confirmed that Members were able to have their Blackberry's phone enabled and payment was made via payment self service.
- Mr Shipton was asked to supply the Committee with background information on paragraph 1.1.3.1 – relating to the release of -£83k for annual IT support for Members.
- It was confirmed that surplus property was generally being retained until values improved. As long as asset values exceeded borrowing, officers were comfortable with this.

(4) RESOLVED that the projected outturn for the Chief Executive's Department and Financing Items for 2010/11 based on the third quarter's monitoring report to Cabinet be noted.

108. Treasury Adviser Appointment

(Item B2)

(1) Mr Vickers introduced a report which explained that the County Council had been out to competition in a European Union compliant tender process for the

appointment of a treasury adviser. The Council currently used both Arlingclose and Sector. The report provided a summary of the process and outcome.

(2) In response to a question Mr Vickers gave an assurance to the Committee that the criteria for the appointment of a treasury advisor met the recommendations made by the Audit Commission in their report.

(3) RESOLVED that the report be noted.

109. Access & Assessment and Workplace Transformation Progress

(Item B3)

(1) Mrs Oliver introduced a report which informed the Committee of the progress being made to identify savings from streamlining and improving access and assessment processes. She emphasised the importance of avoiding duplication within KCC and with other organisations in order to achieve savings and also the need to make sure that effective use was made of joined up IT systems.

(2) The Cabinet Members and Officers answered questions from Members and noted comments which included the following:-

- It was confirmed that where possible people attending Gateways would be shown how to access services on line so that they could use this method in future if they wished.
- It was explained that the difference between the Kent Contact Centre cost per contact during the day and out of hours was that there were not so many calls out of hours so the cost per contact was higher.
- An assurance was sought that Members would see the Channel Strategy before it was completed in July 2011, and that there should be a baseline set of targets. It was noted that this would come within the remit for the new Customer and Communities POSC from 6 April 2011.
- The importance of the Members Information Group was emphasised.
- The issues some Members experienced in using outlook web access were mentioned.
- It was requested that an update on the implementation of the issuing of concessionary bus passes by KCC from 1 April 2011 be provided for Members so that they could answer questions from their constituents.

(3) The Chairman, on behalf of the Committee, thanked Mrs Tanya Oliver for all her hard work and wished her every success in the future.

(4) RESOLVED that the actions being taken to improve access to services and to achieve the savings targets for access and assessment set over the next four years be noted.

110. Potential Impact and Response to the Localism and Devolution Bill

(Item B4)

(1) Mr King introduced a report which set out the potential impact of the legislation for the County Council and how the Council with its partners was planning to respond to this proposed legislation.

(2) The Cabinet Member and Officers answered questions from Members and noted comments which included the following:-

- Mr King explained that the development of the Locality Boards would be an evolutionary process, they would be non decision making but they needed to be as efficient as possible. There was a need to share and clarify responsibilities between District/ Borough Councils and the County Council. The decision making power would still rest with the Cabinets of the respective Councils.
- A Member mentioned that one District was opting not to have a Locality Board and therefore the County Councillors for that area would not have this opportunity to be more involved locally. It was pointed out that most areas still had Local Boards and this mechanism could be used to give County Councillors involvement in their local area.
- It was emphasised that Local Boards had a different role in Community Engagement to that of Locality Boards and that that there was not a “one size fits all” for either of these. It was acknowledged that Local Boards worked better in some areas than in others.
- The need for clarity around the function of the new Locality Boards was highlighted.
- A Member stated that as the proposal for Locality Boards had been forged at a time when all District Councils had a Conservative administration, if there were any changes of administration following the May elections this could raise issues.
- It was clarified that the Joint Kent Chiefs was made up of the Chief Executives of the Kent public sector bodies. The Ambition Boards were Member led and these were being developed.
- It was noted that the housing and planning issues in the bill were of major interest to District/Borough Councils.
- A Member expressed the view that local referendums needed to be more inclusive e.g. postal and proxy votes should be allowed, in order to get a larger percentage of the population taking part.

(3) RESOLVED that Members comments on the report and the emerging infrastructure for responding to the proposed legislative framework for localism and devolution be noted.

111. KCC progress on changes to health service organisation

(Item B5)

(1) Mr Gough, Ms Peachey and Mr Lemon introduced a report which referred to recent white papers and proposed legislation which were radically reforming the governance of the NHS, public health and social care. New arrangements to oversee

the commissioning of health and other services had to be in place over the next two years. Kent was an "Early Implementer" for some of these changes and significant progress had now been made. The report updated the Committee on the progress especially regarding the county Health and Wellbeing Board and GP Commissioning Consortia.

(2) The Cabinet Member and Officers answered questions from Members and noted comments which included the following:-

- Although this appeared to be going well in Kent, Members asked to be made aware if this changed.
- It was clarified that these proposals cut across a number of Cabinet Portfolios and Directorates. Mr Gough and Mr Gibbens were working on this together. There was a group of officers who were reviewing the developments on a weekly basis. Although it was a cross cutting matter there was clarity around who was leading various aspects.
- Disappointment was expressed that the proposed GP Consortiums would not be coterminous with Districts.

(3) RESOLVED that the progress on implementing the provisions of the health and social care bill especially those relating to the health and wellbeing board be noted.

112. Update on response to consultation on "Healthy Lives, Healthy People" white paper *(Item B6)*

(1) Mr Lake and Ms Peachey introduced a report which referred to the consultations on the Public Health White Paper – 'Healthy Lives, Healthy People – Our strategy for public health in England' and associated documents, the Consultation on the funding and commissioning routes for public health and proposals for a Public Health Outcomes Framework. The report brought together the draft of a KCC response to all three consultations that had been considered and amended by Corporate Management Team and Cabinet.

(2) The report also included the proposed three stage transition programme for integration of public health responsibilities and the Public Health function with some early transfers from 1 April 2011.

(2) The Cabinet Member and Officers answered questions from Members and noted comments which included the following:-

- It was suggested that information on the proposed three stage transition programme should be shared with the Local Children's Trust Boards to inform the health related side of their work.
- An assurance was sought that the GP consortiums would hold their meetings in public. It was explained that the governance arrangements for GP consortiums was not a matter for KCC.
- In relation to the scrutiny of GP consortiums, it was clarified that in the proposed legislation there would be a body, like the current Health Overview

and Committee, which would have the ability to call in and question any provider of health services.

RESOLVED that the draft consultation response be noted and that recommendations 1 to 7 on page 87 of the report be endorsed.

113. Core Monitoring

(Item B7)

(1) Mr Gough, Mrs Garton and Mr Fitzgerald introduced an extract from the third Core Monitoring report for 2010/11 which provided information for the third quarter of the year up to the end of December 2010. The full Core Monitoring report would be presented to Cabinet on 4 April 2011. Each Policy Overview and Scrutiny Committee was receiving the section of the report relevant to their remit.

(2) The Cabinet Member and Officers answered questions from Members and noted comments which included the following:-

- Members liked the new format and the clarity given by the Red/Amber/Green assessment.
- Information was sought on how it was planned to move from Red to Amber. It was explained that this process formed part of the report on Performance Monitoring later in the meeting. When the information went to Cabinet Members they selected three areas for a “deep dive” exercise.
- It was confirmed that the “Children with Child Protection plan” was one of the deep dive areas.

(3) RESOLVED that the reports and comments made by Members be noted.

114. KCC's Performance Management Framework

(Item B8)

(1) Ms Kerswell introduced a paper which provided details of work underway to develop a clear Performance Management Framework for the authority.

(2) It was suggested that Bold Steps for Kent could be monitored by one Committee in order to achieve consistency. Mr Gough stated that he believed that the Corporate Policy Overview and Scrutiny Committee had responsibility to ensure that the process was carried out correctly but that the all Policy Overview and Scrutiny Committee should have a role in monitor the performance of areas that fell within their remit.

(3) RESOLVED that the approach being taken to provide a clear performance management framework for the authority and the comments made by Members be noted.

115. Select Committees - update

(Item C1)

- (1) The Committee received an update report on progress with the current Select Committees.
- (2) Mrs Dean, Chairman of the Dementia Select Committee, explained that the Select Committee were considering making an interim recommendation requesting the Health and Wellbeing Board to put Dementia at the top of its agenda.
- (3) RESOLVED that the Select Committee topic review update be noted.

116. Exempt Item

(Item)

RESOLVED that in accordance with section 100A of the Local Government Act 1972, the press and public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 4 of Schedule 12A of the Act.

117. Human Resources Restructuring

(Item B9)

- (1) Mr Gough and Ms Beer introduced a report on the proposals for the restructuring of Personnel and Development .
- (2) Ms Beer undertook to provide Members of the Committee with the consultation details reported to them verbally at the meeting.

RESOLVED that Members comments on the proposals be noted.

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By: Alex King, Deputy Leader
Jocelyn Foster, Director of Business Strategy

To: Corporate Policy Overview and
Scrutiny Committee – 6 July 2011

Subject: KCC International Activities
Annual Report 2010 – 11

Classification: Unrestricted

Introduction

- 1.1 This Sixth KCC International Activities Annual Report provides an overview for Members of the range of international work undertaken across the authority and county over the past year. This also reflects the commitment contained within Kent County Council's International Strategy to keep Members fully informed about international work in Kent.
- 1.2 The Report highlights in particular how this work has contributed to the achievement of the priorities of KCC's Medium Plan to 2014/15, 'Bold Steps for Kent.' As in previous years, a major success has been the continued securing of significant EU-funded projects, including the greatest amount of Interreg cross-border funding of all eligible county or unitary areas.
- 1.3 However the Report focuses not only on the role of EU funding in supporting Bold Steps' priority for economic growth and prosperity in the county, but also the importance of international partnership and best-practice collaboration to improve local performance and promote innovation.
- 1.4 Bold Steps also, however, recognises the importance of access to a range of activities that allow residents to enjoy life. The Report outlines the ways in which an international dimension is contributing to quality of life and improved outcomes for Kent residents, ranging from the 2012 Olympics and Open Golf to youth and school exchanges.

Recommendation

Members are asked to note and comment on the content of this Report and its annexes.

Lead Officer Contact

Ron Moys
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KCC International Activities Annual Report 2010/11

**International Kent
Global Reach – Local Benefit**



Contents

Foreword

Highlights of 2010 – 11

Summary of Activities

1. Helping the Kent economy to grow

- *EU Funding*
- *Upcoming projects*
- *Locate in Kent*
- *Kent International Business (KIB)*
- *Kent Tourism*

2. Partnership Working

- *Partnership with Nord-Pas de Calais*
- *Trans-Manche Metro*
- *Kent partnership with The Gambia*
- *Local partnerships*
- *The Health and Europe Centre*

3. Supporting a High Quality of Life for Kent Residents

- *2012 Olympics*
- *Open Golf*
- *Kent Youth Service*
- *Families and Social Care*
- *Pascal*

4. Conclusions

- *Maintaining an outward-looking focus*
- *EU Funding after 2013*

Annex 1

'Where's the Money Gone?' – EU Funding secured in Kent 2007 – 13

Annex 2

'What's the Money Done?' – Some examples of project outputs and achievements

Foreword

KCC's Medium Term Plan to 2014/15 'Bold Steps for Kent', declares that 'KCC will remain international in focus', emphasising 'the strong international ties in the USA and Europe which have been important to learning and innovation in service delivery'. It also confirms KCC's intention to maintain its position as 'one of the leading local authorities in the UK at using its influence to maximise funding from EU programmes into Kent.'

The last year has also, of course, continued to be dominated by heavy pressure on public funding and budgetary reductions within the County Council. Such domestic pressures might have made it more difficult for KCC to maintain an outward-looking focus and international profile. However, the contribution of EU funding to business priorities and the identification of European best-practice and collaborative working to improve performance makes this activity even more important in the current climate.

This Sixth International Activities Report therefore illustrates the ways in which international work, undertaken in a range of fields across the authority and county during 2010 – 11, has contributed to 'Bold Steps.' As in previous years, a major achievement has been the continued securing and implementation of EU-funded projects (a total of £24 million to date) which underpin Bold Steps' primary aim: 'To help the Kent economy to grow'. Kent has also maintained its position at the head of the 'league table' of EU 'Interreg' funding for cross-border cooperation. Likewise, in February 2011, resources were mobilised quickly to identify, and secure, EU funding support for workers made redundant at Pfizer in Sandwich.

'Bold Steps' also recognises, however, that 'a high quality of life is not just derived from economic security but having access to a range of pastimes and activities that allow residents to enjoy life.' The Report therefore also provides an update on the latest developments in Kent related, for example, to the 2012 London Olympics, the Sandwich Open Golf Championship and the international activities of Kent Youth Service.

International working from the perspective of the Kent, Greater Essex and East Sussex Local Enterprise Partnership (LEP) has also been initiated over the period. This will contribute to ensuring that local authorities have a much greater role in the development of future Structural Funds programmes and the choice of funding priorities in the new programming period 2014 – 20.










Alex King

Deputy Leader

Jocelyn Foster

Director of Business Strategy

Highlights of 2010 – 11

	<ul style="list-style-type: none"> • Securing a total of £24 million since 2008 in EU funding grants for Kent in support of the priorities of 'Bold Steps for Kent'
	<ul style="list-style-type: none"> • Approval over the last year of a number of significant, strategic Kent EU-funded projects for example, '2-Seas Trade' which will help Kent SMEs to 'internationalise'
	<ul style="list-style-type: none"> • Identification of potential EU funding programmes and securing of European Social Fund (ESF) provision to support workers made redundant by the closure of Pfizer's research site in Sandwich
	<ul style="list-style-type: none"> • Locate in Kent has assisted a wide range of international companies in the 2010-11 financial year, securing 73 investments with a total value of £42.6 million and the creation or retention of 2,588 direct and indirect jobs.
	<ul style="list-style-type: none"> • Initiation of the Kent International Business (KIB) initiative to promote international trade and investment in the county
	<ul style="list-style-type: none"> • Implementation of key EU-funded tourism projects, including 'Greet the World' and 'CAST' aimed at boosting Kent's tourism in the run-up to 2012
	<ul style="list-style-type: none"> • Ongoing implementation and development of a range of joint projects with the Conseil Général du Pas de Calais and the signing of a Memorandum of Understanding on the 'European Straits Initiative' (ESI).
	<ul style="list-style-type: none"> • Developing the global citizenship of young people in Kent through a partnership with The Gambia
	<ul style="list-style-type: none"> • Continuing commitment of Kent Youth Service to high quality international youth work including exchanges with Finland



- Brands Hatch in Kent announced as venue for 2012 Paralympic Road Cycling Event

Summary of Activities

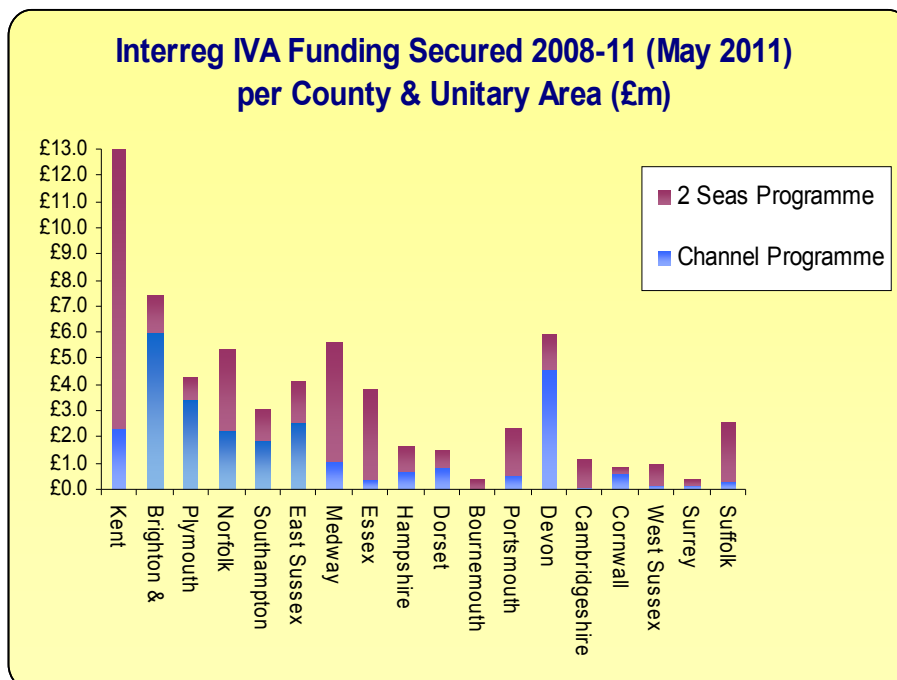
1. Helping the Kent economy to grow

'We will remain international in focus, and will work towards increasing the amount of EU funding that the county has access to, and on maximising the added value EU funding can bring to public services in Kent.'

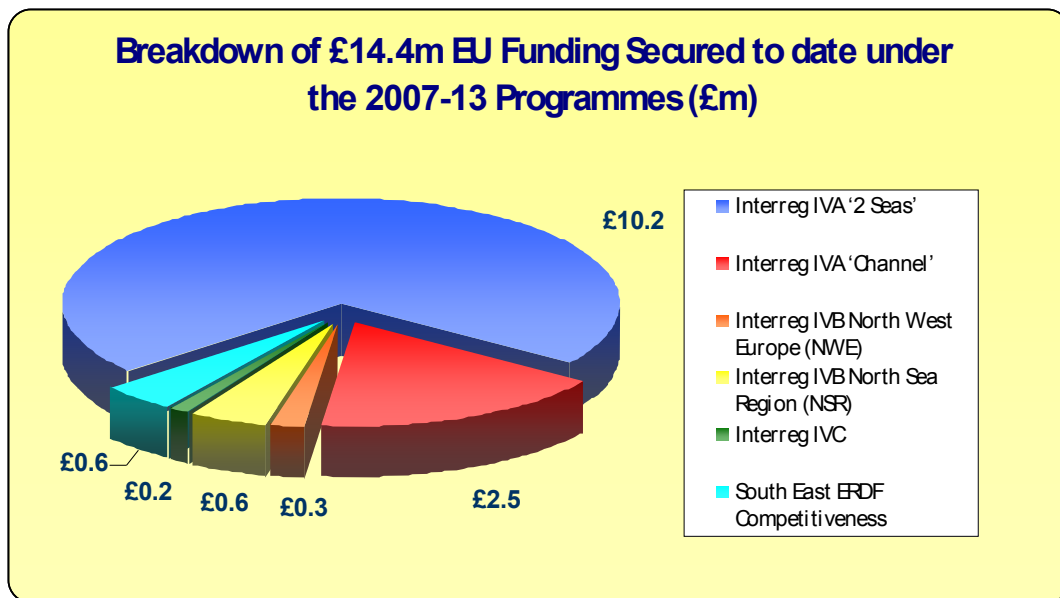
Bold Steps for Kent (Chapter 1)

EU Funding

- 1.1. KCC, through its International Affairs Group (IAG), is already one of the leading authorities in the UK at using its influence, networks and partnerships in positioning the county to maximise its access to EU Structural Funds. Project deliverables must support KCC business priorities especially for economic growth and prosperity as outlined in 'Bold Steps for Kent.' - in order to ensure that this is the case, all projects are subject to member review before submission.
- 1.2. Since late 2008 when the current programmes were approved, it is estimated that KCC and Kent organisations have now secured around **£24.2 million** in EU ERDF grant from 'mainstream' programmes. Together with approx. **£9.8 million** secured from the European Social Fund ESF), this includes the greatest amount of Interreg cross-border funding (**£13 million**) compared to the other eligible county or unitary areas (see below), the next highest being Brighton & Hove (£7.5 million) followed by Devon (£6 million) and Medway (5.5 million).



- 1.3. Many of the 44 Kent projects so far approved (excluding 54 smaller projects under the LEADER programme for rural development) contribute directly to growth and jobs in the county. They range from those supporting the SME sector, e.g. the '2-Seas Trade' project to help Kent companies 'internationalise' their businesses (worth £362K in EU grant for Kent) through to the funding for the Port of Ramsgate under the 'PATCH' project (worth £640K in EU grant).



- 1.4. **Annex 1 : 'Where's the Money Gone?'** provides details, in particular the concrete outputs, including how they contribute to 'Bold Steps' of all successful EU projects approved in Kent under the various programmes for which the county is eligible in 2007-13. **Annex 2 : 'What's the Money Done?'** provides some examples of recent project outputs and achievements.

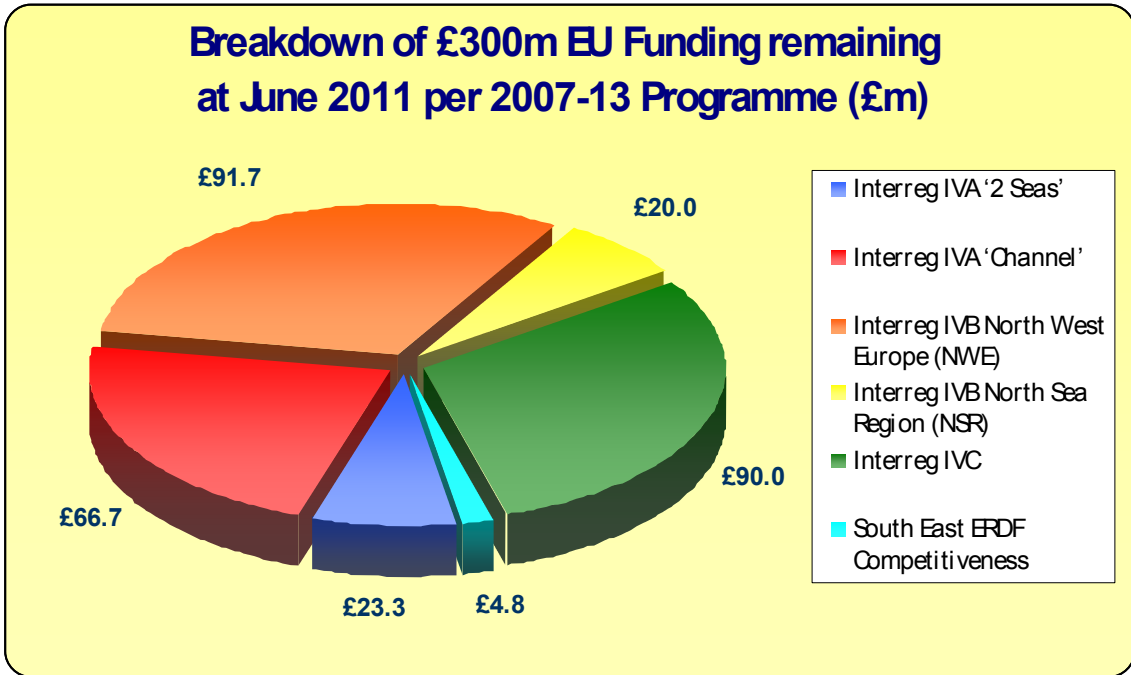
Pfizer

Following the announcement by Pfizer in February 2011 that it was to close its research site at Sandwich with the loss of 2,400 jobs, International Affairs Group investigated the potential for EU funding to support workers made redundant as a result of the company's decision. The **European Social Fund (ESF)** and **European Globalisation Adjustment Fund (EGF)** were identified as potential candidates in the immediate term. An early approach was made to Chris Grayling, Minister for Employment, discussions were held with the Skills Funding Agency (SFA) and a Skills Sub-Group was established reporting to the Sandwich Economic Development Task Force.

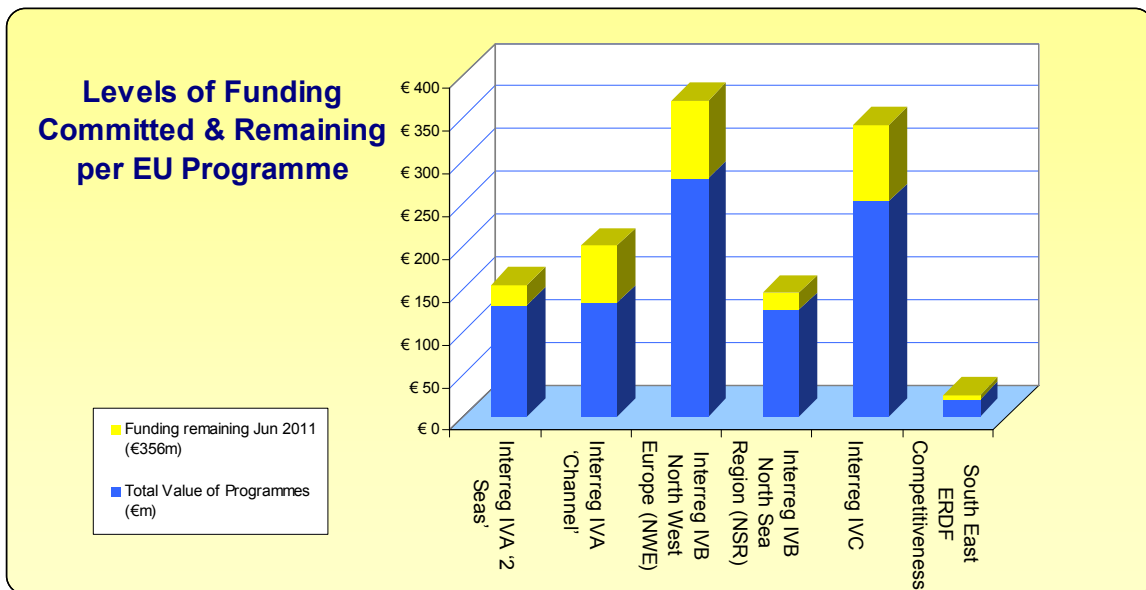
As a result, together with a range of training providers in the South East, the SFA recently offered a contract to Thanet College and other providers to deliver a package 'Skills Support for Redundancy' worth around **£700K**. Support will be aimed at individuals under consultation or threat of redundancy including up-skilling or re-skilling, targeted careers advice and skills-based interventions to meet the needs of employers offering recruitment. The European Globalisation Adjustment Fund could also be further considered especially to cover any gaps in ESF provision. Other EU programmes may help support enterprise and entrepreneurship to diversify the local economy and offset some of the impact of the Pfizer closure.

Upcoming projects

1.5 As can be seen from the table below, some £300 Million (€350 million) remained to be allocated across all the mainstream programmes for which Kent is eligible as at June 2011.



However certain programmes, including the Interreg 2-Seas programme and South East ERDF Competitiveness Programme have now almost fully committed their funds.



1.6 The next two years therefore represent a particularly important period for securing projects as the programme authorities will be increasingly focused on committing

remaining monies. Nonetheless, a number of potential KCC/Kent projects are currently in the pipeline including:

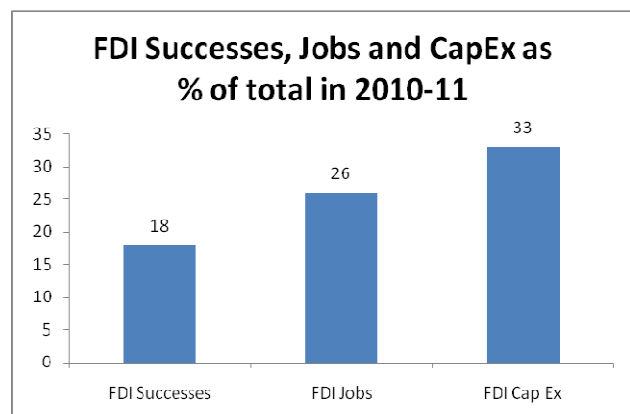
- **Apprenticeships** (working with businesses, schools, parents and young people to promote the value of apprenticeships)
- **Sustainable access to port areas** (better public access to Dover/Ramsgate/Sheerness)
- **Rural Broadband**
- **Protected Area Landscape Management Kent Downs AONB**
- **Maritime Incident Response Kent Fire & Rescue**
- **Tourism** - Dickens Bicentenary; Sea-Economics (coastal tourism); Invest (tourism research); Rural Tourism
- **Social inclusion in the Green Jobs sector**
- **Renewable Energy** (addressing skills gaps inc. around offshore energy, windfarms)
- **Education**, teaching languages (accreditation for language training in primary schools)

Locate in Kent

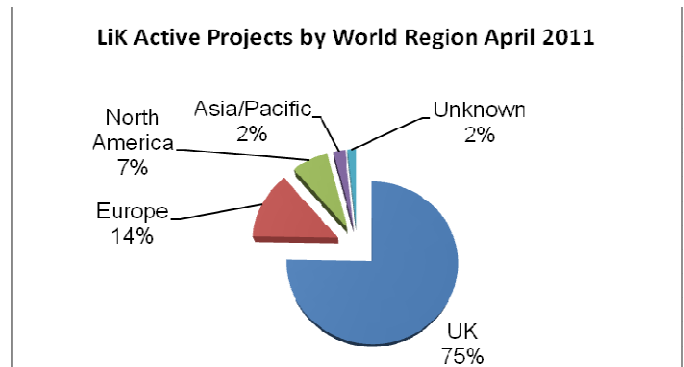
1.7 Locate in Kent (LiK) is Kent's investment promotion agency owned jointly by the Kent Developer Group and the County Council. In 2010-11, the company was again successful with 73 successes. Although the number of jobs created was affected by the recession, 2,588 direct and indirect jobs were created and retained, bringing the agency close to its jobs target. The total value of these investments was £42.6m. Jobs created and retained were of a high quality – 56% were in knowledge based sectors or were managerial.

1.8 Of these 73 successes, 13 (18%) were from overseas companies, including 5 from the US, 2 each from France and Germany and one each from Australia and New Zealand. These companies created or retained 676 jobs and took both office and industrial space all over the county from Thanet to Dartford, with the two largest investments being in Thanet and Dover. Of the 9 companies that reported their capital investment in Kent, this totalled £14.1m.

1.9 Most interesting is that although these overseas companies represent 18% of all successes, they created/retained 26% of all jobs and 33% of total capital investment by all companies assisted by LiK, showing just how important these overseas investments are. 2011-12 has started well with 3 overseas investments in April. Between 1997 and March 2011, LiK assisted 709 investments leading to the creation of 26,206 new jobs.



1.10 The graph opposite shows country of origin of projects in 2010-11. Further analysis over time shows, as well as an increase in the percentage of overseas projects, a particular increase in projects from Europe, particularly from France and Germany the percentage of which more than doubled, but also from USA where the percentage of all projects nearly doubled.



Kent International Business (KIB)

1.11 Export and overseas trade are proven routes to business growth, especially during and following a recession. The “Kent International Business Study” was carried out for KCC in May 2010 and concluded that Kent firms are not actively trading overseas or exporting as much as those in other parts of the South East. The study recommended that work be done in Kent to raise the aspirations of local companies in accessing new overseas markets as a route to business growth.



1.12 IAG has therefore established a local partnership of all stakeholders who support various aspects of international trade and investment in the county. The Kent International Business (KIB) partnership therefore aims to make the best use of trade-support resources available within the county to provide more coherent support for the business community in taking up overseas business opportunities.

1.13 KIB is supported by the following organisations:



1.14 The partnership is focusing on six main areas of activity:

- Co-ordination of international trade activities in Kent
- Making the most of opportunities to facilitate business internationalisation
- Engaging with Kent business to raise awareness of the benefits of overseas trade
- Supporting Kent firms to take the first steps to international trade

- Providing more support to Kent's international traders
- Monitoring and promoting success stories in Kent.

KIB will be formally launched during 2011 and will deliver a series of joined-up activities over the coming months and years.

See www.kentinternationalbusiness.co.uk for more details.

Kent Tourism

1.15 Visit Kent and International Affairs Group have continued to work in close partnership during 2010 – 11. As indicated in Section 1 of the Report, this has included the ongoing implementation of several significant EU funded projects aimed at boosting cross-Channel tourism, as well as the development of new projects, for example, in relation to the Dickens Bicentenary in 2012.



1.16 Visit Kent was the sole British organisation to give a presentation at European Tourism Day in September 2010, sharing a platform with the European Commissioner for Tourism and several national tourism ministers. Later in the year Visit Kent launched their new 'Greet the World' brand for their Benelux tourism agents in the presence of the UK Ambassador to Belgium, Dr Jonathan Brenton at his official residence in Brussels.

2. Partnership Working

'Partnership working should not exist for its own sake but must provide value and improved outcomes for the residents of Kent.'

Bold Steps for Kent (Chapter 3)

2.1 This clear statement applies equally, if not more, to International activity, not least because most EU funding into the county requires cross-border consortium bids. Policy influence in the EU and nationally is also greatly enhanced by an international partnership approach and KCC needs to identify and use best practice from anywhere in the world to support service improvement and innovation.

Partnership with Nord-Pas de Calais

2.2 Since the last Annual Meeting on 18 May 2010 between Paul Carter, Leaders of KCC and Dominique Dupilet, Président du Conseil Général du Pas de Calais, the two authorities have continued to work together on the implementation of a range of joint Interreg-funded initiatives including the 'Greet the World' and 'CAST' tourism projects. In this regard, the partnership has also enabled the development of a new Interreg project to be submitted in July 2011 based on the bicentenary of Charles Dickens' birth in 2012, given the strong connections of the author to both Kent and Pas de Calais. As part of an ongoing 'Cross-Border Observatory' project aimed at improving public services in Kent and Pas de Calais, the Conseil Général opened

its first 'Gateway' based on the Kent experience in Pas de Calais on 16 May 2011 attended by KCC Deputy Leader Alex King.

- 2.3 A Memorandum of Understanding on a 'European Straits Initiative' (ESI) had also been signed by Alex King on behalf of KCC at the offices of Eurotunnel in Calais on 23 November 2010. Led jointly by KCC and Pas de Calais, the network comprises 15 local authorities bordering 8 maritime straits within Europe (Strait of Dover, Strait of Messina, Kvarken, Strait of Sicily, Gulf of Finland, Strait of Otranto, Fehmarn Belt, Strait of Bonifacio). The prime aim of the ESI is to achieve recognition by the European Commission and Member States of the particular threats and opportunities posed for Maritime Straits, both within the Commission's Integrated Maritime Policy and within the current debate on EU cohesion policy after 2013 (see section 4) in order to be able to secure EU funding.



- 2.4 In this regard, an application has been submitted on behalf of the ESI to the Interreg IVC Interregional Cooperation programme. The 'Network of Straits' (NOSTRA) project is focused on the preservation of biodiversity and natural heritage and sustainable development - if successful, it would be worth €162K in EU grant to KCC.

Transmanche Metro

- 2.5 The Trans-Manche Metro (TMM) is part of a wider EU-funded Interreg IVB North West Europe transnational cooperation project: 'ROCK' (Regions of Connected Knowledge) in which KCC has agreed to be a partner to replace SEEDA. KCC's longstanding partners, the Conseil Régional Nord-Pas de Calais are leading the project
- 2.6 The concept of Trans-Manche Metro is to link together the regions of Kent and Nord-Pas de Calais by providing a regular through-rail service that would start at London St Pancras and serve Ebbsfleet, Ashford, Calais Fréthun, Lille and Brussels. This would facilitate regular movement of passengers for business, education, employment and leisure service. The Conseil Régional is currently conducting a feasibility study which will provide options and a detailed business case.

Kent Partnership with The Gambia

- 2.7 Kent County Council is committed to encouraging and empowering the learning and achievement of the young people of Kent within a rapidly changing and shrinking global



environment. It is important for young people and those around them to develop skills to communicate and engage in a global society. To further these aims, since April 2009, International Development has officially linked 38 schools in Kent with a partner school in The Gambia. Furthermore, 33 Teachers have been given the chance to visit their partner schools through projects and funding streams such as the British Council's Area Linking and the Teachers' International Development Programme. This equates to £40,000 worth of external funding provided to Kent Teachers to take part in these linking visits.

- 2.8 The partnership between the Ministry of Basic and Secondary Education of The Gambia and KCC International Development has developed into a strategic co-operative relationship. By mutual agreement the main priorities for co-operation have been raising standards and community cohesion. These priorities and have provided invaluable learning experiences for teachers and students alike. One teacher is quoted saying "The trip enabled me to revisit my views on the child as part of a wider community and enabled me to view the children and families we deal with as being part of a wider global community". For Kent teachers it has also been an experience for them to reflect on their own teaching practices. "A practical outcome has been the way I use resources now, as I saw lots of usage of items in The Gambia which I would have thrown away previously- I now use and re use and the children are much more aware of our resources and using them properly."

Local partnerships

- 2.9 KCC's International Affairs Group has continued to provide support for international activities for a range of organisations throughout Kent. This has included brokering partnerships and projects through formal Service Level Agreements (SLAs). For example:
- Kent and Fire Rescue - the UK has developed the Maritime Incident Response Group (MIRG) which consists of 15 Local Authority Fire and Rescue Service teams working in partnership with the Maritime and Coastguard Agency (MCA) to provide an emergency fire and chemical incident response to ships at sea. An Interreg IVA 2 Seas bid under development is looking at extending the scheme across the Channel and train UK and French fire fighters to work together to increase maritime safety and achieve economies of scale.
 - University of Greenwich - a Memorandum of Understanding is to be signed by the Greenwich Maritime Institute and the Université de la Cote d'Opale, Pas-de-Calais partnership covering :
 - training exchange of students, development of modules/courses in common,
 - research programmes,
 - contributions to seminars/lectures
 - teacher exchanges

The Health and Europe Centre

- 2.10 The Health and Europe Centre was established in 2001 as a two-year research and development programme, based at the University of Kent and funded by the then

Kent Health Authorities. The aim of the programme was to explore opportunities for Kent and Medway Primary Care Trusts to engage with Europe in a number of ways including participation in EU-funded health and social care projects. The outcome of the programme was so successful that the work continued and today the Health and Europe Centre is a Social Enterprise funded by the following NHS stakeholder organisations: NHS Eastern and Coastal Kent, NHS West Kent, NHS Medway; NHS South East Coast; Kent and Medway NHS and Social Care Partnership Trust

- 2.11 However, given current changes to NHS structures, as well as the creation of a Kent Health and Wellbeing Board and the relocation of some of the existing PCT Public Health functions to the County Council, initial discussions have taken place on the future hosting of the Health and Europe Centre within KCC's International Affairs Group. Given the EU's formal responsibility for the health of its citizens (although having no power to legislate on how healthcare is delivered) such an initiative linking the Health and Europe Centre with Kent County Council could potentially provide a powerful Kent-led regional voice to promote local health services, develop EU-funded health projects and influence EU health policy.

3. Supporting a High Quality of Life for Kent Residents

'We will continue to support a range of projects which allow residents to enjoy all that Kent has to offer, from the Kent School Games to the support for the 2012 London Olympics, so that the quality of life in the County remains one of the most attractive places to live, as well as work.'

Bold steps for Kent (Chapter 1)

2012 Olympics

- 3.1 Following initial contact last August with the London Organising Committee of the Olympic and Paralympic Games (LOCOG) by KCC Sport, Leisure and Olympics service, it was announced on 20 May 2011 that Brands Hatch in Kent will be the venue for the Paralympic Road Cycling events in September 2012. The event will attract 225 competitors from more than 50 nations competing in 32 events over four days. The riders will race round a course that passes through the county with Brands Hatch comprising around half of the distance, including the start and finish.



- 3.2 After signing teams from Ukraine, Belarus and Slovenia for Pre-Olympics training camps, the Sports, Leisure and Olympics service has secured further deals with Athletics Australia and Papua New Guinea. The arrangement with Australia created worldwide news, with newspapers in India, the USA, Germany, China and Australia covering the story. Reconnaissance visits and



dialogue took place with further nations, including China, USA, Russia, Belgium and Uganda, following the KCC Sport, Leisure and Olympics service's international marketing campaign to seek nations to train in Kent. The service anticipates that further deals will be struck in 2011/12.

Open Golf

- 3.3 Planning has continued over the past year on the Open Golf Championship, to be held in Sandwich between 14 and 17 July 2011. The event is expected to attract nearly 200,000 visitors, many of whom will be from overseas. A Kent marquee has been organised which will be attractive to international visitors and potential investors into Kent. The economic benefit for Kent of hosting The Open is estimated at between £70 million and £80 million, of which a substantial element will also be in reputational value internationally. The Open will be covered by 2,000 media personnel and will be watched on TV in 110 nations, with particular interest coming from Northern Europe, Japan and the USA.

Kent Youth Service

- 3.4 Following the success of the Kent 'Eurocamp' in August 2010 which brought together more than 200 people from 14 countries across Europe, Kent Youth Service's commitment to high quality international youth work has continued. Activities during the period from September 2010 included the following international exchanges and visits:



- February 2011 - youth exchange to Finland. This was the second leg of a youth exchange following the visit of Finnish young people to Ashford, Kent in September 2010. Ten young people from the Towers School, supported by the Community Youth Tutor, developed their cultural awareness, confidence and their leadership and presentation skills. A number of the young people were from disadvantaged backgrounds and this was therefore a once-in-a-lifetime opportunity for them.
- March 2011 - The Gold level Duke of Edinburgh Award expedition to Inari in northern Finland saw young people completing a major part of their Award hundreds of miles within the Arctic Circle. Kent Youth Service has a strong relationship with Finland, particularly through the Duke of Edinburgh Award and Avartti (the Finish version of the International Award for Young People)

Families and Social Care

- 3.5 The use of assistive technology in managing long-term conditions, continued to attract considerable interest from abroad. During the year, KCC locality teams hosted several delegate visits from Japan and Finland including a visit by a group of Finnish municipal government leads in health and social care to learn about personal budgets and the Kent Card.

- 3.6 As part of KCC's on-going collaboration with the Conseil Général du Pas de Calais (see para. 2.2) adoption, unaccompanied minors and the ageing population were identified as areas of particular joint interest in the field of social care. It was agreed that a more joined up approach to intelligence gathering was needed especially with regards to trafficking and missing minors. The Conseil Général is also interested in a staff exchange programme around practice in age assessment and safeguarding. It is looking into setting up an emergency night shelter and day reception centre for unaccompanied minors aged 16-18 in the Calais region and is keen to learn from Kent's experience.

PASCAL: Influencing Policy and Learning from the Best

- 3.7 The PASCAL International Observatory, of which KCC is a founding member, is now in its 9th year of international leading edge, applied research. Through its membership, KCC is connected to 50 countries across the globe via PASCAL offices in Glasgow, Melbourne, Chicago and Pretoria. This is further supported by a vast network of international experts in the fields of education, economic development, environment, skills, governance, policy and research. PASCAL activities range from international research and development projects, to targeted local inputs to members' policy and practice development.

- 3.8 In summary PASCAL provides:

- Opportunities to participate in major international research and development projects
- The contribution of international expertise to support local research and development
- "Bespoke" projects to meet local needs
- Access to a library of materials on relevant topics and policy and practice issues
- News and updates on important events
- Information about PASCAL members activities
- Policy bulletins on current debates
- Access to a range of specific tools and services to benchmark and analysis of local provision and policy
- Opportunities to showcase local initiatives and market expertise.

4. Conclusions

Maintaining an outward-looking focus

- 4.1 The last year has continued to be dominated by heavy pressure on public funding and budgetary reductions within the County Council. Whilst this might have made it more difficult for KCC to maintain an outward-looking focus and international profile, the importance of this activity, especially the contribution of EU funding to business priorities and the identification of European best-practice and collaborative working to improve performance has, if anything, increased. In this regard, joint International working from the perspective of the Kent, Greater Essex and East Sussex Local Enterprise Partnership (LEP) has also been initiated over the period. This will in particular contribute to ensuring that local authorities have a much greater role in

the development of future Structural Funds programmes and the choice of funding priorities in the new programming period 2014 – 20 (see also below).

- 4.2 However, the scarcity of other public funding sources means increasing competition for EU funding from local authorities and other organisations. At the same time, resource constraints have made it increasingly difficult for KCC Directorates to develop successful project applications. In order for Directorates to take full advantage of the remaining opportunities (see para. 1.5) to use EU funding in support of their business priorities they may therefore need to re-prioritise limited staff and resources for this activity.

EU Funding after 2013

- 4.3 The European Commission is expected to present its legislative proposals in the autumn in respect of future EU cohesion policy and the Structural Funds for the next programming period 2014-20. KCC through its International Affairs Group (IAG) has kept fully abreast of developments in this field, including through responses submitted to European Commission and UK government consultations.
- 4.4 Current emerging indications on the likely future shape of cohesion policy are potentially rather positive for Kent, including acceptance by the UK government that all regions of the EU, including in 'wealthier' Member States, should continue to receive funding after 2013. Subject to negotiations, the county is therefore likely to remain eligible for EU Structural Funds programmes after 2013 and may also benefit from increased and strengthened support for Interreg cross-border co-operation whose value was recently endorsed by the UK government in its own submission to the European Commission.

WHERE'S THE MONEY GONE? EU FUNDING SECURED IN KENT 2007-2013 (at June 2011)



Introduction:

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


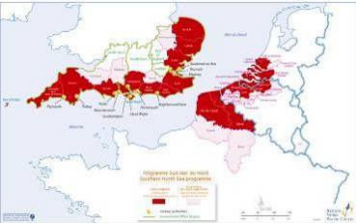
EU funding is continuing to be sought and secured in Kent under the current EU funding programmes in support of KCC and Kent priorities, including those within ‘Bold Steps for Kent’ and KCC’s Framework for Regeneration 2009-2020. This paper provides details of successful EU projects approved in Kent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

EU FUNDING INTO KENT 2007-13

Name of Funding Programme	No. of Projects Approved involving Kent partners	Total Value of Projects (EU + match funding) (0.85 exchange rate)	Total Value of EU Funding Secured for Kent (0.85 exchange rate)	Total Value of EU Funding Secured for KCC (0.85 exchange rate)
Interreg IVA 2 Seas Programme (Annex 1)	24	£62,799,899	£10,185,282	£4,346,343
Interreg IVA Channel Programme (Annex 2)	13	£10,144,672	£2,445,795	£778,848
Interreg IVB North Sea Region Programme (Annex 3)	2	£7,192,101	£641,340	£136,015
Interreg IVB North West Europe Programme (Annex 4)	1	£7,152,627	£265,445	
Interreg IVC Programme (Annex 5)	2	£2,077,7510	£194,184	£194,184
South East ERDF Competitiveness Programme (Annex 6)	2	£1,244,976	£622,488	£373,401
Sub Total			£14,354,534	
European Social Fund	(Data not readily available from Co-financing)	£9,828,375 (Estimate for Kent as Data only available at Kent &	£9,828,375 (Estimate for Kent as data only available at Kent &	

	Organisations)	<u>Medway Level)</u>	<u>Medway Level)</u>	
TOTAL	44		£24,182,909	£5,828,791
Kent Downs & Marshes Leader Programme (Annex 7)	25	£761,073	£2.25m secured for the total project. £761,073 drawn down to January 2011. (EU, Defra and Voluntary Modulation grant funds which are part of the Rural Development Programme for England)	
West Kent Leader (Annex 8)	29	£559,978	£1.8 million	
TOTAL	54	£1,321,051	£4.05 million	

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

EU Funding Programme	Project Information	Value of EU Grant	'Bold Steps for Kent'
<p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The 2 Seas programme can part-finance projects under three main priorities: supporting an economically competitive, attractive & accessible area, promoting and enhancing a safe & healthy environment and improving quality of life. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p>			
<div style="text-align: center;">  <p>Interreg IVA '2 Seas' Programme (England-France-Flanders-Netherlands)</p> <p>£120m 2007-13</p> </div> <div style="text-align: center; margin-top: 20px;">  </div>	<p>Cross-Border Observatory to Optimise Public Service Delivery: (KCC, Conseil Général du Pas de Calais, all Kent districts, Medway Council)</p> <p>The project aimed to improving the delivery of public services and will involve the Gateways on the Kent side. Customer profiling techniques will be developed, targeted at the less well off and those living in rural areas. It will include the development of a customer service delivery framework which will show how services can be tailored to fit the needs of different groups. The results of the project will also help to inform decisions about the location of Gateway services to ensure good links between the needs of the population and the Gateways.</p>	<p>Total (Fr-UK) €2,239,934 of which Kent partners will receive €1,516,734</p>	<p>Putting the Citizen in Control – driving personalisation of services</p>
	<p>Developing Best Practice in Promoting Enterprise: (Business Support Kent with the Chamber of Commerce in East Flanders)</p> <p>The main aim of the project is to develop an enterprise culture and promote entrepreneurship in disadvantaged areas so that individuals gain self-respect and a work ethic. Activities will include fostering an enterprise culture in schools and other training establishments, disadvantaged communities, rural areas and coastal towns.</p> <p>Key outcomes will include increasing the availability and quality of entrepreneurship education and training and bringing together the key players in this field.</p>	<p>Total (Be-UK) €565,646 of which BSK will receive €408,384</p>	<p>Building a new relationship with business</p>
	<p>Eco-Mind (Business Support Kent, CD2E, Chamber of Commerce Lille, Delft University of Technology, UCA Surrey, and other partners)</p> <p>The purpose of the project is to gain a better understanding and meet the specific needs of small and medium-sized businesses seeking to develop innovative products and services for the environment and to assist them in using, to their advantage, the growing market for environmental products.</p>	<p>Total (Fr-Be-UK) €3,659,678 of which BSK will receive €898,790</p>	<p>Building a new relationship with business</p>

	<p>TIME – (Technology Enterprise Kent, Aditek Pas de Calais, Innotek - Flanders)</p> <p>The project aims to promote economic and technological cross-border cooperation in maritime activities in Pas de Calais, Kent and the region of Antwerp. Links will be established among three Business and Innovation centres to work on innovation management techniques, to identify needs and opportunities, to assist client organisations to reach agreements and successfully implement innovative projects.</p>	<p>Total (Fr-UK-Be) €853,843 of which TEK will receive €250,431</p>	<p>Driving economic prosperity</p>
	<p>TEN – Transmanche Enterprise Network: (Canterbury City Council, Medway Council, Province West Flanders, Boulogne Development, Boulogne Chamber of Commerce)</p> <p>The project aims to assist small businesses develop in Medway, Canterbury, Nord Pas de Calais and West Flanders through supporting and encouraging entrepreneurship, the development of micro businesses and encouraging cross border trading.</p>	<p>Total (Fr-UK-Be) €728,278 of which CCC will receive €204,486</p>	<p>Building a new relationship with business</p>
	<p>Connect to Compete: (Dover Harbour Board, SEEDA, Chamber of Calais and partners in Ostende and Portsmouth)</p> <p>This project aims at improving the connectivity of cross-border ports and assisting in the development of intermodal freight transport in order to make it more efficient and “sustainable”. The project also seeks to strengthen regional competitiveness in terms of intra-European and international trade and transport chains.</p>	<p>Total (Fr-UK) €4,806,077 of which DHB will receive €656,550</p>	<p>Driving economic prosperity</p>
	<p>Face2Face (Espace Croisé Turner Contemporary, Commissions East, Saison Vidéo, Artconnexion)</p> <p>The project is a programme of contemporary art tours that encourages tourists and local people to access high quality cultural activity via environmentally sustainable bike, boat, train, bus and walking routes. The aim is to encourage a wide variety of audiences, as well as artists and art professionals, to explore either side of the Channel. Key Outputs for Kent will include the creation of a number of cultural tours and Joint marketing and educational activities for the partner arts organisations.</p>	<p>Total (Fr-UK) €1,202,657 of which Turner will receive €50,295</p>	<p>Driving economic prosperity</p>
	<p>Assessing Changes to Regional Habitats (ARCH) (KCC, Conseil Régional Nord-Pas de Calais):</p>	<p>Total (Fr-UK) €1,229,605 of which Kent will receive €659,061</p>	<p>Delivering Kent's Environment Strategy</p>
	<p>A project to map and analyse the current condition of landscapes and wildlife in Kent and Nord-Pas de Calais. The partners will identify where these are under threat in order to develop new ways of protecting and conserving important sites and species.</p>		


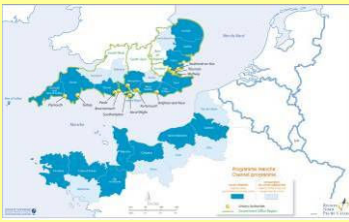
	<p>SusTrip (Sustainable Tourism Research & Intelligence Partnership) (KCC, CRT Nord-Pas de Calais, Westtoer, Hogeschool Zeeland, NHTV Breda):</p> <p>The project will enable key tourism agencies to learn more about visitors to Kent, Nord-Pas de Calais, West Flanders and the Netherlands including what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

	<p>coastal tourism facilities, development of a coastal tourism management strategy, production of coastal maps, a targeted marketing campaign including the use of new technologies, developing networks of volunteers and the organisation of 'active coast' weekends.</p>		
	<p>Greet the World (Kent County Council, Visit Kent, Comité Départemental de Tourisme du Pas de Calais, Comité Départemental de Tourisme du Nord, Comité Régional de Tourisme NPDC)</p> <p>The project will harness the significant opportunities presented by a range of cultural and sporting developments in the Cross-Channel region taking place over the coming 3 years e.g. the Olympic Games in 2012, new contemporary art galleries at Lens and Margate and other international sporting and cultural events. These will act as a catalyst to bring more visitors to the region and have the potential to boost tourism. The project aims to better communicate with visitors (both international and domestic) making full use of the latest technology and new routes to market. The project will also focus on residents and businesses as ambassadors for their regions which is critical in ensuring a warm welcome for visitors. Project activities will include the development of a cross-Channel access website with information about travel and accommodation on both sides of the Channel, a significant media-relations campaign to promote the Cross-Channel Region, joint attendance at tourism exhibitions, a cross-border tourism guide for businesses and the organisation of a cross-Channel "Big Day Out" for local residents.</p>	<p>Total (Fr-UK) €2,228,401 of which Kent will receive €1,021,955</p>	<p>Driving economic prosperity</p>
	<p>Ports Adapting to Change (PATCH): (Dutch, Belgian & French partners with SEEDA, <u>Port of Ramsgate</u> and other UK partners)</p> <p>This project aims to help ports adapt to economic changes by focusing on innovation, developing new services and enabling diversification of operations/landside facilities. The project will pilot a number of small investment activities related to the traffic / handling-flows in the connecting-ports at the other side of Sea and the routing of commodities between markets. The partners will work together to improve the following aspects of ports:</p> <ul style="list-style-type: none"> - Their management and entrepreneurial skills - Their economic and diversification potential - Their logistic and functional capacities. <p>The project will include the installation of a pontoon mooring system that can be used by vessels engaged in the provision and construction of offshore wind-farms in Kent.</p>	<p>Total (Fr-UK- Ne-Be) €4,493,600 of which Kent will receive €737,800</p>	<p>Driving economic prosperity</p>

	<p>Transmanche Green Networks (TGN) (<u>Shepway DC, Canterbury CC, Discover Folkestone, Kent Wildlife Trust, CAB Boulogne, BOSCO Association</u>)</p> <p>The project aims to jointly develop and promote the Reculver, ARENA and Romney Marsh green tourism centres, which have excellent potential to become high profile visitor attractions and contribute to the development of green tourism. Project activities will include staff exchange, joint promotion and development of the sites, development of educational resources, exhibitions and events in the three areas.</p>	<p>Total (Fr-UK) €386,431 of which Kent will receive €192,938</p>	<p>Delivering Kent's Environment Strategy – valuing our natural, historic and living environment</p>
	<p>International Composer Pyramid (ICP) (<u>Sounds New (Canterbury), Coups de Vents (France)</u>)</p> <p>This project aims to develop a programme of exchanges, competitions and courses to enable sustainable development in the composition of new music on a cross-Channel basis. The project will offer expert teaching to young composers on both sides of the channel and organise competitions and joint cultural (music) events.</p>	<p>Total (Fr-UK) €316,981 of which Kent will receive €325,257</p>	<p>Unlocking talent</p>
	<p>Treasures Revealed (Shepway District Council, Canterbury City Council, Kent County Council, Ville de Boulogne)</p> <p>The project will allow Shepway District Council, Canterbury City Council and Kent County Council to work with the Ville de Boulogne in Pas-de Calais, France on the “Treasures Revealed” project. The project aims to develop the cultural potential of three venues; Boulogne’s crypt, Canterbury’s Art Museum & Library and the Folkestone History Centre and help boost tourism in the three towns. Activities will include archaeological restoration works, museum improvements and educational programmes.</p>	<p>Total (Fr-UK) €2,925,366 of which Kent will receive €885,585</p>	<p>Delivering Kent's Environment Strategy – Valuing our natural, historic and living environment</p>
	<p>2 Seas Trade (KCC, Lik, Thames Gateway and Kent Invicta COC, BSK-CIC, East and West Flanders Chambers of Commerce, POM West Flanders and SW Holland Chamber of Commerce)</p> <p>The project aims to support companies in taking the first steps to international trade in the partner region areas. Three main areas of activity will be delivered: awareness raising activities to encourage SMEs to consider export and overseas trade as a route to growth, business support activities (events, workshops, self assessment tools, information provision, individual business visits to assess ‘trade-readiness’) and promotional activities to encourage inbound trade to the partner areas.</p>	<p>Total (UK-Be-Ne) €760,468 of which Kent will receive €417,971</p>	<p>Driving economic prosperity – Building a new relationship with business</p>
	<p>Coastal Communities 2150 (CC2150) (Environment Agency, KCC, Hants CC, and Dutch and Flemish partners)</p>	<p>Total (UK-Be-Ne) €1,443,213 of which Kent will receive</p>	<p>Meeting the Climate Challenge</p>
	<p>This project aims to create the conditions that could decrease vulnerability to coastal</p>		

	change in communities in the project area through the exchange of knowledge within the context of integrated coastal zone management. Coastal communities could face significant change as climate change accelerates the natural processes of coastal change. This increases the future risk of coastal erosion and flooding. This project will inform communities of the best available prediction of future coastal climate change impact on them and enable them to better plan and prepare for coastal change.	€268,000	
	BALANCE (Suffolk CC, KCC, RSPB and Dutch and Flemish partners) A project which aims to explore the balance between nature conservation in and public access (recreation) to green spaces in peri-urban areas. The project will engage with local communities to raise awareness of the environmental value of local green spaces close to urban areas. In Kent the project will pilot a series of physical improvements to green spaces in North Kent including 5km of multi use (pedestrians, cyclists, horse riding, disabled) public access enhancement alongside the creation of natural habitats in peri urban settings.	Total (UK-BE-NE) €3,348,160 of which KCC will receive €836,670	Delivering Kent's Environment Strategy – valuing our natural, historic and living environment
	SYSIASS (Universities of Kent and Essex, East Kent Hospitals University Foundation Trust and partner institutions in France) The SYSIASS research project focuses on technological advancement in order to enable healthcare professionals in the region to take up new technology to assist with their healthcare provision. Specifically the proposal addresses the provision of technology to assist patient's mobility and the secure provision of communication services. An exemplar of such technology would be an intelligent wheelchair that is able to provide mobility to the patient and allow healthcare providers to transport patients to desired locations in a clinical or domestic environment.	Total (UK-FR) €1,233,040 of which Kent will receive €267,949	Reduce avoidable demand on Health and Social Care services
	Bronze Age Boat 1550BC project: (Canterbury Christ Church Uni, Canterbury Archaeological Trust and French and Flemish partners) This project will enable researchers from three countries to share their knowledge and raise awareness of the public, schoolchildren and the media of this unique discovery and history of societies on both sides of the Channel 3500 years ago. This will include an exhibition centred around a half-scale replica of the boat, an educational programme and teacher-training.	Total (UK-FR) €904,119 of which Kent will receive €117,659	Delivering Kent's Environment Strategy – valuing our natural, historic and living environment
	Yacht Valley: (French, Dutch & Flemish partners as well as Thanet District Council) This project focuses on providing improved facilities for maintenance, repairs and trade in the nautical sector in order to support employment and economic development in the local economy. This includes the modernization of the industry through the use and redevelopment of old harbour and obsolete heritage, including the renovation of workspaces in the Port of Ramsgate.	Total (UK-FR) €3,825,095 of which Kent will receive €627,750	Driving economic prosperity
www.interreg4a-2mers.eu			


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

EU Funding Programme	Project Information	Value of EU Grant	'Bold Steps for Kent'
<p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The Channel programme can part-finance projects under four main priorities: Reinforce the sense of belonging to a common space of citizenship & raise awareness of common interests, building partnerships for cross-border economic development & centres of excellence, building an attractive region to live in & visit and ensuring a sustainable environmental development of the common space. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p>			
<div style="text-align: center;">  <p>Interreg IVA Channel Programme (France-England)</p> <p>£124m 2007-13</p> </div> <div style="text-align: center; margin-top: 20px;">  </div>	<p>Landscapes & Nature for All: (KCC - Kent Downs AONB, Parc Naturel Régional NPDC and local partners on both sides of the Channel) The project will deliver the following in the Kent Downs and Parc Naturel Régional areas: natural heritage enhancements, communication, education and awareness raising activities, strategic research and monitoring of protected landscapes and cross border co-operation and exchanges on the main areas of activity.</p>	<p>Total (Fr-UK) €2,369,673 of which Kent organisations will receive €1,290,222</p>	<p>Delivering Kent's Environment Strategy – valuing our natural, historic and living environment</p>
	<p>NETFORCE: (Business Support Kent, Partners in Haute Normandie) This is a pilot project which aims to review the way that entrepreneurship is supported from a cross-border perspective and promoting entrepreneurship in Kent & Normandy. Activities will include a promotional campaign, research work, network development and the development of a wider project to implement the findings.</p>	<p>Total (Fr-UK) €42,198 of which BSK will receive €30,762</p>	<p>Unlocking talent to support the Kent economy</p>
	<p>Self-Efficacy: (Health & Europe Centre, Kent PCTs, Partners in Somme) This project builds on a previous Interreg 3A project which investigated the causes of teenage pregnancy and worked with young people on preventative measures. This new project will carry out an international literature review into how poor self image among young people can contribute to social exclusion and health problems. The findings of the project will lead to a larger project being developed.</p>	<p>Total (Fr-UK) €42,857 of which Kent partners will receive €27,607</p>	<p>Reducing avoidable demand on health and social care services</p>
	<p>Cross-Border Association of Public Health (Health & Europe Centre, Conseil Général de la Somme and other Kent and Somme Partners) The project will create a Cross Border Association of Public Health & Social Medicine between partners in Kent and the Somme. Health professionals and organisations will come together to share and compare ways of addressing health threats/challenges, perceptions, community practices and responses to specific health issues in children and adults.</p>	<p>Total (Fr-UK) €34,352 of which Kent partners will receive €25,000</p>	<p>Reducing avoidable demand on health and social care services</p>


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

	<p>VEGE'DURABLE (East Malling Research): A project looking at improving (sustainable) pest and disease management in leeks and baby salads which doesn't rely on the scheduled application of pesticides, which may lead to excessive use of pesticides. The project will look at predicting pest outbreaks to better target control measures (e.g. planting systems, biocontrol agents, pesticides) at the right time against the correct causal species. This approach to pest Within this project, the main objective is to reduce the fungicide input by up to 50%.</p>	<p>Total (Fr-UK) €299,835 of which EMR will receive €107,979</p>	<p>Driving economic prosperity</p>
	<p>Time Domain Electromagnetic Characterisation and Simulation for EMCTECS (University of Kent, IRSEEM (France))</p> <p>This is a joint research project which aims to extend near-field techniques to time domain measurements and to develop algorithms and software tools for modelling of electromagnetic interference.</p>	<p>Total (Fr-UK) €404,527 of which UoK will receive €135,214</p>	<p>Driving economic prosperity</p>
	<p>DocExplore 2 (University of Kent, University of Rouen) The DocExplore 2 project aims to investigate and implement an IT-based system for the exploration of historical documents, providing effective solutions which enhance the interaction with and understanding of documents and associated data to exhibit our common cultural heritage. This second phase project consists of research, development and implementation.</p>	<p>Total (Fr-UK) €472,865 of which UoK will receive €207,457</p>	<p>Valuing our natural, historic and living environment</p>
	<p>Netforce 2 (Business Support Kent CIC, University of Kent and KCC as an associate partner with various French partners from Upper Normandy) The key partners agree that the mission of Netforce 2 is to develop a 'Start-up Framework' across the Interreg IVA Manche Cross-border area, working to promote a common culture of enterprise and identify clear, accessible and integrated support for individuals so they feel prepared to start the journey towards creating new businesses and improving their employability. The target groups are women, 'repreneurs' and older people</p>	<p>Total €739,696 of which Kent will receive €446,887</p>	<p>Building a new relationship with business</p>
<p>www.interreg3.com/EN/homepage.asp</p>			


Annex 3: Interreg IVB North Sea Region Programme (Sweden, Denmark, Belgium, Netherlands, Germany, UK and Norway)

EU Funding Programme	Project Information	Value of Project	‘Bold Steps for Kent’	
<p>The overall aim of the Programme is to make the North Sea Region a better place to live, work and invest in. The programme encourages cooperation between regions covering parts of Sweden, Denmark, Belgium, Netherlands, Germany, UK and Norway (see map below for the eligible area). Kent is eligible for the first time for this programme under the 2007-13 programming period. The programme aims to stimulate transnational cooperation in ways that will provide tangible benefits to the areas concerned and the Region as a whole.</p>				
<div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center;">  <p>The Interreg IVB North Sea Region Programme</p> </div> <div style="text-align: center; margin-left: 20px;"> <p>Interreg IVB North Sea Region</p> <p>€148m 2007-13</p> </div> </div>	<p>GSA – Sustainable Airport Solutions (KCC, SEEDA (Kent focus), Dutch, Belgian, Danish, Norwegian and German partners) A project looking at exploring and implementing a series of measures and activities to increase the sustainability of regional airports. Kent’s involvement includes studies on improved ‘surface access’ to Manston airport.</p>	<p>€1,942,823 of which Kent will receive €170,018</p>	<p>Delivering radical transport solutions for East Kent</p>	
	<p>iTransfer (SEEDA, Gravesham BC, KCC, Thames Gateway Institute for Sustainability, Dutch, German, Belgian and Danish partners) Improving water-based public transport is a key issue in the NSR to safeguard sustainable accessibility of regions which would otherwise be inaccessible or suffering from their remote location. The iTransfer partners pursue an implementation-oriented “TOP” approach to improve water-based accessibility by fostering development of Technology (ferries & landings), Operation (integration with public transport & set-up of ferry connections) and addressing Policy issues (tendering of ferry services & barrier-free access for disabled people) on the national and EU level. Activities in Kent include a contribution to a ferry service linking Gravesend and Tilbury.</p>	<p>€2,287,825 of which Kent will receive €584,500</p>	<p>Delivering growth without transport gridlock</p>	

**Annex 4: Interreg IVB North West Europe Programme
(UK, Ireland, Belgium, France, the Netherlands, Germany, Luxembourg and Switzerland)**

EU Funding Programme	Project Information	Value of Project	'Bold Steps for Kent'
The aim of the programme is to fund projects which contribute to a cohesive and sustainable territorial development of North-West Europe.			
 <p>Interreg IVB North West Europe €148m 2007-13</p>	<p>Knowledge Acceleration and Responsible Innovation Meta-network (8 partners from France, UK, the Netherlands, Germany and the Czech Republic – Business Support Kent-CIC is the Kent partner)</p> <p>The project aims to improve SME access to high value innovation support and technology and make NWE more competitive. By 2014 the project will create a network of 500+ innovation actors to achieve this. Actions will create transnational support for innovation and technology transfer; provide SMEs access to a wider range of high quality technologies and innovation support than available locally; increase capacity of SMEs and universities to access and provide support transnationally; and reduce regional disparities in SME access to innovation support and technology.</p> <p>Actions will demonstrate the value of the network in improving SME competitiveness; change existing infrastructures to sustain transnational access by SMEs; and lead increased adoption of the approach at all policy levels. Funding will be used to modify existing, regionally-based support to enable transnational access and piloting of actions building on established best-practice from two or more regions.</p>	<p>Total ERDF €4015599 of which BSK will receive €312,289</p>	<p>Building new relationships with business</p>
www.nweurope.eu			


Annex 5: Interreg IVC Programme (EU 27)

EU Funding Programme	Project Information	Value of Project	'Bold Steps for Kent'	
<p>The European Social Fund (ESF) is funding from the European Union designed to improve the skills of the workforce and help people who are having difficulty finding work. This money is distributed by the Government Office for the South East (GOSE) to the co-financing organisations in the region: The Learning and Skills Council, Job Centre Plus and the South East England Development Agency (SEEDA)</p> <p>These organisations set out their respective priorities and invite providers to bid for project funding to deliver activities that will help them to achieve their priorities. ESF funding is awarded for time-limited projects through an open and competitive tendering (OCT) process. Once contracts have been awarded the co-financing organisation (CFO) works with the providers concerned to ensure they are delivering to agreed targets.</p>				
<div style="text-align: center;">  <p>Interreg IVC</p> </div>	<p>CLIMACT (Regions for Climate Protection: toward Governance, from Knowledge to Action): Region Rhone-Alpes (Lead partner) and 10 others from across Europe including KCC</p> <p>The project will focus on regions and their capacity to build greenhouse gas reduction policies based around three main strands: monitoring and observing greenhouse gases, developing regional strategies and action plans for greenhouse gas mitigation and regional governance of climate change: from knowledge to action.</p> <p>The sub-objectives of the project are:</p> <ul style="list-style-type: none"> - enabling regions to efficiently monitor and observe greenhouse gases - to develop regional policies for greenhouse gas mitigation using good governance processes - strengthening dialogue between Regions and the EU on climate change policies and their implementation on the ground. 	<p>€2,133,000 of which KCC will receive €165,956</p>	<p>Meeting the climate challenge and working towards a low carbon economy</p>	
	<p>A POWER (project administered by SEEDA) Sub Project called “Strategies for Innovative Low Carbon Settlements (KCC, Noord-Brabant, Andalucia, University of Portsmouth)</p> <p>A project which will enable the partners to pilot a series of low carbon community initiatives and share experience on facilitating community participation, financing, organisation and low carbon technologies.</p>	<p>€233,559 of which KCC will receive €60,497</p>	<p>Meeting the climate challenge and working towards a low carbon economy</p>	

Annex 6: South East ERDF Competitiveness Programme


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

Annex 7: LEADER Programme

EU Funding Programme	Project Information	Value of EU Grant	'Bold Steps for Kent'
<p>The RDPE Leader Programme is a European Union rural funding approach, with grant money of £1.8m available to rural businesses and communities from late 2008 until 2013.</p> <p>The Kent Downs & Marshes Leader programme can provide grants of up to £50,000, depending upon the project, although match funding will be required in some cases. This money can be provided towards capital or revenue costs, and is available to social and community groups, and to rural and land based businesses. Projects seeking funding must be able to fit with the overall strategies of the Local Action Groups, broadly these are:</p> <ul style="list-style-type: none"> - improve the competitiveness and sustainability of Kent's land-based sectors through diversification, innovation, and adding value to products - fostering sustainable rural tourism and related businesses - assisting rural communities and businesses in managing change and combating rural deprivation <p>The following are some case-study examples amongst a wide range of small-scale projects funded under the programme.</p>			
 <p>Kent Downs & Marshes Leader Programme</p>	<p>Norman Davidson Company (Logs and wood products) The project involved the purchase of new equipment which enabled an increase in the production of logs for fuel, a reduction in wastage and an overall more efficient production process.</p>	<p>£23,545</p>	<p>Driving economic prosperity</p>
	<p>The Mobile Farm Experience The Mobile Farm Experience are based on a small holding, and breed a range of farm animals. It was experiencing increasing demand but was restricted in regards of time available and the loan of an old vehicle. The project enabled the Mobile Farm Experience to purchase a new vehicle which allowed them to increase their capacity and efficiency</p>	<p>£7,500</p>	<p>Driving economic prosperity</p>
	<p>Doughty Family Butcher Family business since 1920's. The business has its own slaughter house and small meat processing facilities. Grant was awarded to replace old processing facilities with larger premises for cutting, preparation, processing and packaging (award winning) products. Business has been able to expand and produce more local meat produce for which there is a growing demand. Business is also at the heart of the local community.</p>	<p>£2,053</p>	<p>Driving economic prosperity</p>

	<p>Cheesemakers of Canterbury The aim of the project was to allow the Cheesemakers of Canterbury to increase their capacity for making hard cheese, whilst expanding their product range to incorporate a number of soft cheeses, including a soft cheese made from local goats milk</p>	<p>£18,816</p>	<p>Driving economic prosperity</p>
<p>http://www.kentruralnetwork.org.uk/leader</p>			

Annex 8: West Kent LEADER Programme

EU Funding Programme	Project Information	Value of EU Grant	‘Bold Steps for Kent’
<p>West Kent Leader is a new source of funding available to farmers, growers, foresters, rural businesses and communities to help secure a sustainable future for rural West Kent. The £1.8 million of West Kent Leader grant funding is made available under the Rural Development Programme for England 2007-2013 (RDPE) and is funded by Defra and the European Agricultural Fund for Rural Development (EAFRD) and administered by the South East England Development Agency (SEEDA). Leader funding can help you to:</p> <ul style="list-style-type: none"> • Diversify into new enterprises. • Add value and develop new products and markets. • Develop renewable energy projects. • Improve the returns from forestry. • Collaborate with others to develop new business opportunities. • Develop new skills. • Improve your financial and environmental sustainability. • Support rural communities and micro businesses. <p>The following are just a few examples of the wide range of projects being funded under the programme:</p>			
 <p>West Kent Leader Programme</p>	<p>Mushroom Farmer Purchase of log splitter and firewood processor for farm diversification into providing logs for firewood</p>	£8,145	Driving economic prosperity
	<p>Historic Castle To improve number and visibility of Tourism Signs directing visitors to and around Chiddingstone Castle and to the Village.</p>	£2,087	Supporting a high quality of life
	<p>Social Enterprise Developing a public relations and promotion strategy, website and marketing material for farmers markets</p>	£36,822	Supporting the voluntary and community sector
	<p>Publican New rural shop and Post Office</p>	£16,000	Supporting the voluntary and community sector
<p>www.westkentleader.org.uk</p>			

WHAT'S THE MONEY DONE? SOME EXAMPLES OF PROJECT OUTPUTS AND ACHIEVEMENTS

“CBOOPSD” Customer Profiling Project - £1.3m EU grant for Kent

Objective: to deliver Kent’s public services more efficiently.

Key achievements to date:

- Mapping of Kent’s population into different types of service user
- Helping decide where to locate Kent ‘Gateways’
- Targeting Mobile Gateway visits to specific communities/groups
- Targeted marketing campaigns for:
 - Increasing uptake of housing retrofit
 - ‘Hard to reach’ customer groups
- Better targeting of library services
- More Kent public services delivered online



“GREET the World” – Promoting Kent’s Tourism - £900K EU Grant for Kent

Objective: Promoting Kent as a tourism destination in the run up to 2012

Key achievements to date:

- Presence at 4 major tourism exhibitions
- Promotion of Kent as Golf Tourism destination
- Kent’s Big Day out and Big Weekend events
- Olympics “Pass the Passion” Festival in Dover



“LNA” – Landscapes and Nature for All - £575K EU Grant for Kent

Objective: Enhancing the Kent Downs Area

Key achievements to date:

- 400ha chalk grassland conservation
- 3ha of new woodland
- Woodland management advice to owners
- 12 public information boards improving public woodland access
- 40 local conservation projects involving local people and community groups.
- 60 parishes and 2000 people from community groups involved in Kent conservation work
- 50 public events involving environmental education and action
- Part-funding 12 KCC and 20 Kent posts working in the environment sector



**TO: Corporate Policy Overview & Scrutiny Committee –
6th July 2011**

**BY: Paul Carter, Leader
Alex King, Deputy Leader
John Simmonds, Cabinet Member for Finance and
Business Support
Roger Gough, Cabinet Member for Business Strategy,
Performance and Health Reform
Katherine Kerswell, Group Managing Director**

**SUBJECT: Chief Executive’s Department Financial Outturn
2010/11**

Classification: Unrestricted

Summary:

This report summarises the 2010/11 financial outturn for each of the service units within the Chief Executive’s Department. Previously outturn reports to POSCs have included performance outcome information but this is now covered in the separate Core Monitoring report.

FOR INFORMATION

1. Introduction:

- 1.1 In the March/April cycle of meetings POSCs received a report setting out the latest forecast outturn for the 2010/11 financial year as reported to Cabinet based on the position as at the end of the third quarter. Third quarter performance monitoring against unit business plans was also covered at the same meetings in the Core Monitoring report.
- 1.2 This is the second year we have been able to bring the final outturn reports to the July round of POSC meetings. It is important that committees receive timely information on actual costs in advance of considering options for future years’ budgets during the autumn. This report includes the final outturn for each of the service units within the Chief Executive’s Department in the same format as reported throughout the year in monitoring reports together with an explanation of any significant variances from the third quarter’s monitoring. We are not in a position to report the outturn in the A to Z Service format used for the 2011/12 Budget Book as financial reporting for 2010/11 was not set up to produce information in this format.
- 1.3 At it’s meeting on 26th May Scrutiny Board considered how POSCs can be more engaged in the budget planning process. Scrutiny Board

recommended that each POSC should establish an Informal Member Group of up to 5 members which should meet between July and October in order to report back to the November POSC meeting on options for the forthcoming budget. The 2010/11 outturn report was identified as one of the core pieces of information that IMGs will need for these series of meetings.

2. Chief Executive's Department 2010/11 Financial Outturn- Revenue

a) Chief Executive's Department

- 2.1 The provisional revenue outturn was reported to Cabinet on 20th June together with recommendations on rollover for committed projects and contributions to reserves for uncommitted under spends. The overall position for the Chief Executive's Department was an under spend of £1.8m.

- 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.

Service Unit	F o o t n o t e	Original Budget £000s (Net)	Approved Cash Limit £000s (Net)	Final Outturn £000s (Net)	Variance from Cash Limit £000s (net)
Finance Portfolio					
Finance		1,869.0	2,069.0	2,068.4	-0.6
Portfolio Total		1,869.0	2,069.0	2,068.4	-0.6
Corporate Support Portfolio					
Personnel & Development	1	1,484.1	2,001.6	1,599.5	-402.1
Information Services		1,965.8	1,859.6	1,886.8	27.2
E-Government		150.0	256.2	214.8	-41.4
Property	2	1,323.1	153.0	-193.3	-346.3
Property Enterprise Fund		0.0	0.0	0.0	0.0
Oakwood Trading		0.0	0.0	0.0	0.0
Internal Audit & Procurement		286.0	328.2	340.5	12.3
Legal Services		-960.3	-1,150.3	-1,731.3	-581.0
Corporate Communications	3	1,164.6	1,666.2	1,576.7	-89.5
Strategic Development Unit	4	2,246.9	2,247.4	2,236.4	-11.0
Strategic Management		603.4	430.9	405.2	-25.7
Centrally Managed Budgets	5	3,010.4	1,954.5	2,109.4	154.9
Support Services purchased from CED		4,111.0	4,093.8	4,094.2	0.4
Contact Kent		3,117.0	3,269.2	3,197.0	-72.2
Central Policy		655.9	655.9	645.2	-10.7
Performance, Improvement & Engagement		691.1	691.1	615.6	-75.5
Kent Works		0.0	0.0	10.6	10.6
PFI & Dedicated Schools Grant		-4,894.0	-4,894.0	-4,893.0	1.0
Portfolio Total		14,955.0	13,563.3	12,114.3	-1,449.0
Localism & Partnership Portfolio					
Democratic Services	6	4,299.0	4,908.8	4,720.4	-188.4
International Affairs Group		537.0	537.0	526.4	-10.6
Kent Partnership		366.0	366.0	344.2	-21.8
County Council Elections		255.0	255.0	255.0	0.0
Public Consultation		100.0	100.0	43.7	-56.3
Member Community Grants		840.0	38.3	0.0	-38.3
Local Scheme Spending		400.0	43.4	0.0	-43.4
District Grants		570.0	808.0	807.7	-0.3
Portfolio Total		7,367.0	7,056.5	6,697.4	-359.1
TOTAL CORPORATE POSC					
		24,191.0	22,688.8	20,880.1	-1,808.7
Public Health & Innovation Portfolio					
		561.0	567.0	566.7	-0.3
Total Directorate Controllable					
		24,752.0	23,255.8	21,446.8	-1,809.0

Changes between Original Budget and Approved Cash Limits:

1. Personnel & Development cash limit includes roll-forwards from 2009/10 of £174k and the transfer in of £343k for the Kent Graduate Programme from Strategic Development Unit.

2. Property Group cash limit includes a major change relating to a year-end adjustment to comply with International Financial Reporting Standards (IFRS) for properties which are categorised as finance leases. It has no effect on Property Group overall variance and outturn position. There was also a transfer out of £460k to Strategic Development Unit for Workplace Transformation programme.
 3. £200k savings target originally allocated against Corporate Communications was redistributed to Directorate's communications budgets. Other adjustments include the transfer of a member of staff from EHW and the transfer from funds held in Financing Items for the Digital Kent service.
 4. The Strategic Development Unit's cash limit includes the transfer out of Kent Graduate Scheme to Personnel and the transfer in of the Workplace Transformation programme.
 5. Centrally Managed Budget originally included CED prudential borrowing costs which are transferred to capital financing during the year.
 6. The change to the Democratic Services cash limit reflects the transfer of Members staff officers and support staff from Directorates following the restructure of this function.
- 2.3 The final outturn shows an under spend of £1,809k, this represents a movement of £700k compared to the third quarter's monitoring. The significant variations include the following:
1. Personnel & Development's increased under spend of £126k relates primarily to the Kent Leadership and Coaching and Mentoring Programmes which will now run from March 2011 to November 2011. Due to the late start of the programmes the bulk of the costs will fall in to 2011/12 and the under spend has been rolled forward. There was also an increased under spend on the Wellbeing Health checks but as this was not contractually committed and was not submitted for roll-forward.
 2. Legal Services continued to over-recover costs by a further £128k during the final few months of the year.
 3. Member Grants and Local Scheme Spending showed under spends totalling £82k at the end of the year which had not previously been forecast, of which only £48k related to committed grants requiring roll-forward.
 4. Contact Kent experienced increased call volumes towards the end of the year as a result of other Consumer Direct centres elsewhere in the country closing, this generated additional income for Consumer Direct. They were also awarded a quality bonus. These added £72k to income and increased the under spend.
 6. A cash limit of £100k was set for public consultation on KCC's Budget and to cover a Central Government 'Place' survey. The 'Place' survey was scrapped by Central Government resulting in an under spend of £56k.

Other units returned small under spends of £20k to £40k due to the moratorium on non-essential spending.

- 2.4 The approved budget for 2011/12 was set on the basis of known/forecast activity as at December 2010. Of the above variations, all relate to one-off issues for 2010/11 and should not impact on the 2011/12 budget.
- 2.5 The first exception monitoring for 2011/12 will be reported to Cabinet on 18th July and the full monitoring as at the first quarter is scheduled to be reported on 19th September. The timing of this Cabinet means reports to the September round of POSCs may have to be despatched late in order to include the latest position considered by Cabinet.
- 2.6 The under spend for 2010/11 includes a number of areas of committed expenditure which Cabinet agreed should be rolled forward into 2011/12 as per table 2 below.

Table 2	Amount
Reason for Rollover	£000s
Corporate Support & Performance Management	
Personnel & Development - One-off money provided for changes to TCP in 2010/11. Scope extended to include Kent Scheme staff in Schools which has pushed delivery of some modules in to 2011/12.	87
- Leadership/Coaching/Mentoring qualification Programmes will span 2 financial years from March 2011 to November 2011.	56
E-Government (Kent Connects) - Remaining 8 months of fixed term contract for temporary staff member working on a Kent Connects project.	24
Localism & Partnerships	
Member Community Grants (re-phasing)	6
Local Scheme Spending (re-phasing)	42
Total Committed Rollover	215

- 2.7 The balance of the uncommitted under spend (£2.128m) for the County Council was transferred to the Economic Downturn reserve in accordance with the recommendation agreed by Cabinet.

b) Financing Items

- 2.8 The Financing Items outturn is mainly in line with the forecast reported to the last POSC with a final under spend of £6.636m. The only significant movement from the previous forecast relates to the Insurance Fund which ended up overspending by £1.269m (an increase of £669k compared to previous forecast). The movement

resulted from a higher than forecast number of liability claims and has been covered by a drawdown from the insurance reserve.

3. Chief Executive's Department 2010/11 Financial Outturn – Capital

3.1 Table 3 identifies the planned and actual spend on all capital projects in 2010/11 and the total approved and forecast spending over the lifetime of these projects.

	2010/11 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
Rolling Programmes							
Corporate Support & Performance Management							
Commercial Services Vehicles Plant & Equipment	935	2325	2,012	-313	4,045	3,732	-313
Property Asset Management System	224	55	0	-55	324	324	0
Works to Properties for Disposal	250	250	55	-195	750	555	-195
Management & Modernisation of Assets	722	622	585	-37	6,422	6,524	102
	2,131	3,252	2,652	-600	11,541	11,135	-406
Policy & Performance							
Small Community Projects	503	499	556	57	1,499	1,562	63
Schemes with Approval to Spend							
Corporate Support & External Affairs							
Connecting with Kent - Extending the accessibility of council services through electronic channels	378	153	153	0	2,413	2,413	0
Gateways - Providing Customer focused, cross agency outlets	1,605	297	356	59	6,540	6,540	0
Oracle Self Service Development - Personnel and Development Management Information System to support the Total Contribution Pay process	294	169	110	-59	633	633	0
Connecting Kent - Influencing Broadband agenda and provision across Kent	269	269	265	-4	1,212	1,212	0
Sustaining Kent - Maintaining the Infrastructure	6,226	3,577	3,591	14	10,247	10,247	0
Web Platform	790	277	300	23	1,125	1,139	14
Oracle Release 12 - HR & Finance modules	1,317	867	783	-84	1,733	1,733	0
Gateway Multi-Channel Service Delivery	300	0	0	0	0	0	0
Loan to Canterbury City Council	2,000	2,000	2,000	0	2,000	2,000	0
EIS Generator	0	0	32	32	0	32	32
Better Workplaces	768	1,054	1,030	-24	1,054	1,054	0
	13,947	8,663	8,620	-43	26,957	27,003	46
Schemes with Approval to Plan							
Corporate Support & External Affairs							
Better Workplaces					8,807	8,807	0
	0	0	0	0	8,807	8,807	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 2011/13 Medium Term

Financial Plan was approved in February. The variance from approved cash limit represents the latest actual spending for 2010/11 (and forecast spending for future years) since the capital programme was published and includes no significant issues.

4. Recommendations

4.1 Members of the Corporate POSC are asked to:

- a) NOTE the revenue and capital financial outturn for 2010/11 including rollovers for committed projects and changes to capital programme
- b) NOTE the potential impact of variations since the 2011/12 budget was approved
- c) PROVIDE any comments and guidance to IMG members on potential impact for 2012/13 and future years' budgets

Dave Shipton
Head of Financial Strategy
Tel 4597

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By: John Simmonds, Cabinet Member for Finance and Business Support
Dave Shipton, Finance Strategy Manager

To: Corporate Policy Overview and Scrutiny Committee
6th July 2011

Subject: **2011/12 Budget Savings**

Summary: This report sets out the process we have been through to ensure the delivery of the 2011/12 budget savings.

FOR INFORMATION

1. Introduction

- 1.1 This is a one-off report setting out the savings the Authority has to make in order to deliver the 2011/12 budget. We are presenting the overall position for KCC to Corporate Policy Overview and Scrutiny Committee (POSC) as well as details of the services specifically reporting to this POSC.
- 1.2 The scale of the savings included in the 2011/12 budget (£95m) is some three or four times larger than the savings requirement we have been used to in recent budget rounds, and is an unprecedented amount of savings for this Authority. We are doing this with minimal disruption to front line services.
- 1.3 Delivering the savings that the Authority will be required to make over the next few years will be extremely tough. We have therefore set up a rigorous process to monitor the delivery of the £95m savings, and we will follow this process again in future years, if necessary.
- 1.4 Although the delivery of the £95m of savings will be a major factor in delivering the 2011/12 budget on target, our overall net budget for 2011/12 is £909m and it is crucial that we ensure that the whole budget is delivered on target.

1.5 The 2011/12 budget is not all about savings. There is a substantial reorganisation under way, which will change the way we run our business. Our new structure will enable us to effectively deliver front line services in the most efficient way, and ensure we can adapt and prosper in what is sure to be a difficult financial climate. We have a clear vision for the future shape of the Authority, as evidenced in Bold Steps for Kent, and in future years of budget setting we will seek to ensure that we can deliver our vision for Kent.

2. Background

2.1 When the budget was approved by County Council, as is usual at this point in the process, some detail about how these savings would be made was missing. This was partly due to the impact of the County Council restructure, and partly due to a change in responsibilities for some services at Director level.

2.2 The process began with each saving line in the MTFP being allocated to responsible managers. As the MTFP is presented in the old structure, we had to ensure that savings were correctly split and allocated to the correct responsible managers where a saving in the old structure split across two Directorates in the new structure. In addition to this, where people had left the organisation it was important that their successor, or a suitable alternative officer, was made aware of the savings that had been agreed.

2.3 In March responsible managers were asked to 'RAG rate' each of their savings according to the following guidelines:

- Red – detailed plans not yet finalised and/or delivery not totally within our control
- Amber – anything that is between 'Green' and 'Red'
- Green – delivery of savings has already started

2.4 Subsequently 'Blue' has been added to this rating for savings that are already delivered and 'in the bag'. The 'BRAG rating' of savings has been an iterative process, and responsible managers provided several updates.

2.5 For savings in excess of £200k over the two years in the MTFP the responsible managers completed a Project Initiation Document (PID).

2.6 We set the threshold at £200k to ensure that we covered as much of the £95m of savings as possible, but with the emphasis being on the larger savings which would have the biggest impact if they were not delivered. There are around 250 savings lines in total, and around 100 PIDs have been created. The PIDs cover £92m of the £95m.

- 2.7 The PIDs identify how it is intended that the saving will be achieved and the key milestones which need to be met in order to deliver the saving as planned. This will enable us to monitor progress throughout the year to ensure that we are on target to deliver the planned savings and where plans have slipped what remedial action needs to be taken to ensure we stay within budget. It will also enable the necessary support for many of these savings, from HR and Communications in particular, to plan their workload accordingly.
- 2.8 The first PIDs were returned in March. A PID surgery was held by Corporate Finance on 6th April to discuss some of the savings with the responsible manager and the Directorate's Finance Business Partner (formerly the Head of Finance in each Directorate). Savings that were discussed at this surgery were those where there was some uncertainty over the deliverability of the saving from reading the contents of the PID. The PID surgery gave assurance over the deliverability of many of the savings discussed and revised PIDs have been submitted for the most of the savings discussed at the surgery.
- 2.9 There were some savings discussed at the PID surgery which remained 'red rated'. There is currently a total of £4.8m of 'red rated' savings across the Authority. The Corporate Management Team has agreed to continue to pursue £2.6m through the original means, and have asked the responsible Directorates to work up alternative savings for the remaining £2.2m.

3. Progress towards delivering the £95m

- 3.1 Directorates are reporting to their respective POSCs on the progress towards the delivery of the savings covered by each individual POSC. We have not repeated this detail to the Corporate POSC.
- 3.2 The overall progress towards the £95m is encouraging. The current totals for the 'BRAG rating' is:
- | | |
|-------|--------|
| Blue | £32.4m |
| Green | £29.1m |
| Amber | £28.4m |
| Red | £4.8m |
- 3.3 To date the focus of attention has been on the £95m savings in the 2011/12 budget. It is important that we now shift the focus to monitoring the overall 2011/12 budget of £909m and ensure we deliver this on target. Therefore, from now on monitoring the delivery of savings will be picked up as part of the routine budget monitoring process and reports.

4. Savings for services covered by this Committee

4.1 The total amount of savings falling specifically under the Business Strategy and Support (BSS) Directorate is £22.6m. The current totals for the BSS Directorate-specific savings is:

Blue	£14.4m
Green	£5.5m
Amber	£2.7m
Red	£nil

4.2 The vast majority of the 'Blue-rated' savings is for the release of reserves and roll-forward of the 2010/11 underspend.

4.3 'Green rated' savings that are well on-course for delivery/the savings have already started include: Total Place, savings on overall net debt costs including re-financing, increased income levels in Governance & Law, and HR efficiency savings.

4.4 The savings currently rated as 'Amber' include the multi-agency network unification and internal efficiency and demand savings in ISG, as well as a number of staffing savings across the Directorate. Clear plans are in place for their delivery of all these savings in 2011/12 and there is no cause for concern.

4.5 The Head of Financial Strategy will give a presentation at the meeting on the progress against each saving covered by this Policy Overview and Scrutiny Committee.

4.6 In addition to the above BSS Directorate-specific savings, there are seven additional Authority-wide savings totalling £10.3m. Approximately half of this is for the reduction in employer's pension contribution, which took effect from 1st April 2011. We remain on-track for the delivery of the rest of the £10.3m Authority-wide savings and have no cause for concern.

5. Recommendations

5.1 The Corporate Policy Overview and Scrutiny Committee is asked to note the progress against the delivery of the savings.

Contact Officer:

Dave Shipton
Head of Financial Strategy
Ext. 4597

By: John Simmonds, Cabinet Member for Finance & Procurement
Andy Wood, Acting Corporate Director of Finance & Procurement

To: Corporate Policy Overview & Scrutiny Committee – 6 July 2011

Subject: Centralisation and restructure of the Finance function

Summary: Members are asked to note the draft proposals for the restructure of the Finance function

FOR INFORMATION

1. INTRODUCTION

This report provides Members with some early indication of the likely shape of the restructure of the Finance function at KCC.

2 BACKGROUND

As part of 'Change to Keep Succeeding', the Finance function was centralised on 4 April. In reality, little changed in those first few weeks, but we have been working on options for delivering a Finance function fit for the future, for around 30% less cost.

Back in December 2010, on the back of the County Council decision to approve the new organisational structure, we asked for a working group of just three finance staff to produce a paper for the then Finance Strategy Board (FSB) to consider in early February 2011. The group produced an excellent options appraisal paper which they presented to the FSB on 11 February. The options were debated and resulted in a draft outline proposal being presented to the Corporate Management Team (CMT) on 1 March.

CMT endorsed the direction of travel set-out in the report. Consequently, an eMail was sent to all Finance staff on 2 March, advising them of the outline proposal. Since then, regular update eMails have been sent to all Finance staff keeping them informed of progress.

3 THE DRAFT PROPOSAL

The Finance function currently has 572.5 full-time equivalent posts. Of these, approximately 199.4¹ are directly funded by either the Pension Fund, the

¹ Ftes estimated pro rata to budget

Insurance Fund, external grant (such as dedicated Schools Grant) or external funding (such as schools).

The objectives of the restructure are:

- to reduce net cost by around 30% (subject to a formal decision being taken to that effect as part of the budget process)
- to use the remaining resource to best effect, which will require:
 - o a thorough review of all tasks undertaken within the function to determine what we can 'stop doing'
 - o adopting a risk based approach to supporting budget managers
 - o developing our systems to reduce budget managers' reliance upon Finance staff and to avoid the need for manual intervention
- to comply with the organisation design principles of no more than five tiers of management and a span of control for any manager of between six and eight, where possible.

The table below sets-out the financial and fte target we are aiming for:

	FTEs	£000
Total budgeted provision	572.5	19,269,456
Less income & DSG*	199.4	6,711,084
Net for 30% target*	373.1	12,558,372
30% savings target *	111.9	3,767,512
Current vacancies	29.3	766,446
Total target budget after 30% reduction	460.6	15,501,944

The attached structure provides initial proposals as to how this may be achieved. However more detailed work needs to be done in the next few months to determine task's and responsibilities of each team and to firm up numbers and grades of FTEs needed. The figures shown on the attached are planning targets rather than set in stone. All costs shown are also based on indicative salary plus on-costs. All posts will be subject to evaluation.

4 PROGRESS TO DATE

a) Structure

In order to get this more detailed work underway, appointments have already been made on a six month secondment basis, to seven of the posts in the structure. These are:

- Head of Financial Management, Cath Head
- Head of Financial Strategy, Dave Shipton
- Revenue Budgets and Monitoring, Simon Pleace
- Capital Budgets and Monitoring, Jo Lee and Julie Samson (job share)
- PFI and Projects, Jane Blenkinsop
- Business Partner BSS, Jackie Hansen
- Chief Accountant, John Holden

The secondments will run from 1 July until 31 December 2011. The first three months of these secondments will be used to determine the remit of each team in detail, and to work up job descriptions and person specifications for the new structure. In order to help with this there are a total of 25 volunteers from across Finance teams who have put themselves forward to be involved in the process, on a part-time basis.

b) Engagement

Throughout the restructure process there have been meetings across the County in order to engage Finance staff in the process. The single most common issue that has come out of these meetings is location, particularly from the East Kent based teams. Location is an issue that will need to be looked at during this process. However, it is unrealistic and unreasonable to expect staff on relatively low pay to travel over 100 miles per day and we will therefore be looking to keep a base in both Maidstone and East Kent.

Discussions have started with HR and the Union to ensure their engagement in this process and it has been agreed that David Buss will be the Unison representative for this project.

c) Systems

The key to being able to deliver the savings target is to develop a financial system that will:

- enable budget managers to perform their budget duties efficiently and with ease
- reduce input from finance staff
- reduce manual intervention and reconciliation
- **be one system – one truth**

In order to drive this forward an Oracle project team of eight Finance staff is being set up to be in place on 18 July. This will be a huge project and it is vital that we get this right first time. For this purpose the project team will consist of staff seconded full time for a period of 12 months.

d) Voluntary redundancy/early retirement

Due to the need to reduce the number of posts in the Finance team, expressions of interest in voluntary redundancy and early retirement are currently being considered. This offer was open to all finance staff regardless of whether their team is subject to major re-organisation. The closing date for requests was 30 June, and at the time of writing this report expressions of interest had been received from in excess of 40 Finance staff. The objective here is to minimise the level of compulsory redundancies later in the process, however we must be mindful not to put the business at risk. Each expression of interest will therefore be considered on an individual basis and individuals will be notified of the decision by 31 July 2011, wherever possible.

5 TIMETABLE

The provisional timetable for the finance restructure is as follows:

- 1 July & 18 July 2011 secondments made to key posts in the structure and to the Oracle project team.
- 1 – 31 July 2011 individuals notified of decisions re voluntary redundancy/early retirement.
- 1 July – 30 Sept 2011 detailed work on resources required to support the new structure
- Oct / Nov 2011 Reporting proposals to staff, Members and all affected parties
- 1 Nov 2011 90 day formal consultation with staff begins
Job descriptions and person specifications to be finalised
- 1 Feb 2012 formal consultation period ends
- March 2012 appointments made to new structure
- 1 April 2012 new structure operational, interim structure to continue to maintain activities not yet fully supported by self service
- asap after April 2012 interim structure ends, restructure complete

6 SUMMARY

This paper provides information on the progress to date of the centralisation and restructure of the Finance Function. Further update reports will follow in the Autumn.

7 RECOMMENDATIONS

The Corporate Policy Overview & Scrutiny Committee is asked to note the progress on the centralisation and restructure of the Finance function.

Background Documents: None

Officer Contact:

Andy Wood, Acting Corporate Director of Finance & Procurement, Ext 4622

Proposal 3 for CMT

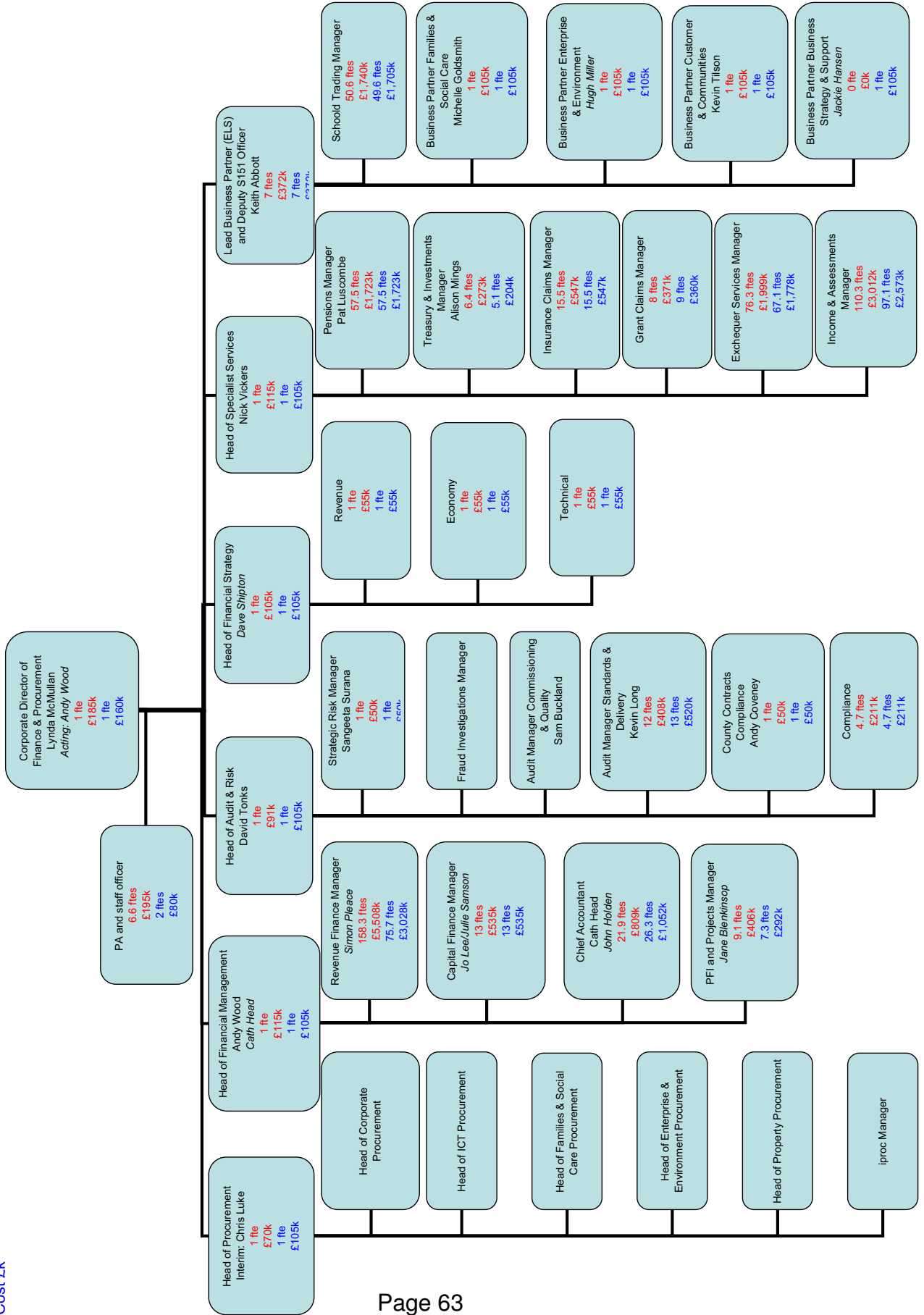
Fles **Red = April 2011 position - current posts in new structure**

Cost £k

Fles **Blue = April 2012 position - proposed posts and costs in new structure**

Cost £k

Names in italics are secondments



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By : Roger Gough, Cabinet Member for Business Strategy and Support
Katherine Kerswell, Managing Director

To: Corporate Policy Overview and Scrutiny Committee

Date: 6 July 2011

Subject: Core Monitoring Report

Classification: Unrestricted

Summary

The purpose of this report is to inform Members about key areas of performance and activity relating to Corporate services. It includes information up to the end of March 2011.

Introduction

1. The forth quarterly Core Monitoring report for 2010/11, including information up to the end of March 2011 was presented to Cabinet on 20 June.
2. Attached in Appendix 1 is the Corporate element of that report and the overall summary of performance for the whole authority.
3. This process contributes to the management of the overall performance of the authority and the reports are published on the external web site as part of KCC's transparency agenda.

Core Monitoring

4. Of the indicators relating to Corporate services in the Core Monitoring, one has a current status of Green, which is the same number as last quarter, although the Green status is now for a different indicator.
5. One indicator is currently rated as Red, which is the same as last quarter. The current Red indicator is CO2 emissions from the school estate.

Future Reports

8. The new reporting framework for 2011/12 is under development and will replace the current Core Monitoring. The new framework will deliver a single performance management process for the organisation and will incorporate the monitoring of "Bold Steps for Kent" and other outcomes for core services of the authority.

Recommendation

10. Members of the Corporate Policy Overview and Scrutiny Committee are asked to NOTE this report.

Contact officer:

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Kent County Council

Core Monitoring Report

Cabinet 20 June

Extracts for Corporate services

**Including Information up to the end of
March 2011**



Contents

Description	Page	Previous Status	Current Status
Overall Summary of Performance			
Key to interpreting the data			
Council-wide Indicators			
Contact Kent : calls answered within 20 seconds		Green	Amber
Gateways		Provided for information only	
Complaints			
Staffing numbers (FTE)			
Staffing age profile		Amber	Amber
Staffing equalities – disability		Amber	Amber
Staffing equalities – ethnicity		Amber	Amber
Staff turnover		Information only	
Staff sickness absence		Amber	Green
CO2 emissions from KCC non-schools estate		Amber	Amber
CO2 emissions from schools		Red	Red
Children, Families and Education			
Foundation Stage pupil attainment		Amber	Green
Key stage 2 attainment – all children		Red	Red
Key stage 2 attainment – looked after children		Red	Amber
GCSE results – all children		Amber	Amber
GCSE results – children with free school meals		Red	Red
GCSE results – looked after children		Amber	Red
Young people not in education, employment or training		Green	Green
Secondary schools inspections		Green	Green
Primary schools inspections		Red	Red
Early years and childcare providers inspections		Amber	Green
Schools in special measures		Amber	Red
SEN assessments		Amber	Amber
Pupil exclusions		Amber	Amber
Pupil absence – secondary schools		Amber	Amber
Children’s Social Services			
Referrals to children’s social services		Red	Red
Initial assessments		Red	Red
Initial assessments completed within 7 days		Red	Amber
Core assessments within timescales		Red	Red
Children with child protection plan		Red	Red
Number of looked after children (LAC)		Red	Red
Social worker vacancies		Amber	Green
Asylum service – young people now aged 18+		Red	Red
LAC placed in Kent by other local authorities		Red	Red

Description	Page	Previous Status	Current Status
Adult Social Services			
Direct payments/Personal budgets		Amber	Green
Older people in residential care		Amber	Amber
Older people in nursing care		Amber	Amber
Domiciliary care for older people		Amber	Green
Learning disability residential care		Red	Red
Environment, Highways and Waste			
Household waste tonnage		Amber	Amber
Recycling/composting		Amber	Amber
Municipal waste taken to landfill		Green	Green
Congestion - Maidstone		Amber	Green
Freedom pass		Amber	Red
Routine highways repairs within 28 days		Amber	Red
Pothole repairs – average repair time		Red	Amber
Streetlight faults repaired - KCC		Amber	Amber
Streetlight faults repaired - UKPN		Red	Red
Road traffic casualties		Amber	Green
Communities			
Library visits		Amber	Amber
Library book issues		Red	Red
KCC apprenticeships		Green	Green
New entrants to the youth justice system		Amber	Amber
Young offenders in education, employment and training		Amber	Amber
Adult education enrolments		Green	Green
Drug users leaving treatment free of dependency		Green	Green
Supporting People – people achieving independent living		Amber	Amber

Overall Summary of Performance

This is our fourth Core Monitoring report for 2010/11. It provides information on key activity and performance for the fourth financial quarter, up to the end of March 2011.

The publication of this report is part of our transparency agenda, making the information and data we use as an organisation more open to public scrutiny.

The main concern in the financial year was the poor Ofsted report for our children's social services received in November. An Improvement Plan has been drawn up and various actions to improve the service are now underway. The improvement of services for vulnerable children is the top priority for the council and additional indicators relating to Children's Social Services have been added to the Core Monitoring report to ensure that the position and improvements are openly reported.

Overall performance for the indicators included in the current Core Monitoring is as follows:

RAG Status	Indicators in each category		
	Previous	Current	Net Change
Green	7	14	+7
Amber	29	21	-8
Red	17	18	+1
Total	53	53	

The following areas have shown improvement:

- Average days sickness for staff has reduced in the year
- Attainment for Kent children is now significantly better than the national average at Foundation Stage
- Ofsted inspection results for early years settings are also now better than the national average
- Attainment for looked after children at Key Stage 2 has improved and is now close to the national average
- Timeliness of initial assessments for children's social services has improved and is now closer to the Improvement Notice target
- Social worker vacancies have now been reduced to close to zero
- The percentage of adult social services clients with personal budgets and direct payments has reached the national target level
- Hours of domiciliary care for older people purchased from the independent sector during the year has come in within budget
- Average journey time in Maidstone morning peak hours has improved in the quarter compared to the same time last year
- Average time to repair potholes improved in the quarter and performance was close to target
- The numbers of people with serious injury in road traffic accidents in Kent has continued to reduce this year and the rate of reduction is ahead of the last published national average.

The following areas have shown a drop in performance:

- Response times for answering in-coming phone calls dropped below the national benchmark for the quarter

- GCSE results for looked after children have fallen significantly behind the national average and actions to address this are in the Improvement Plan
- The number of schools in special measures has again increased in the quarter and is above the national average
- Take-up of the Freedom Pass has been very successful and as a result has led to a budget pressure
- Response times for routine highway repairs have dropped in the quarter and remain below target.

The following areas have maintained a high level of performance:

- The percentage of young people aged 16 to 18 not in education, employment or training in Kent continues to be significantly below the national average
- The rate of good or better Ofsted inspection results for secondary schools continues to be ahead of the national average
- The percentage of household waste taken to landfill in Kent is significantly lower than the national average
- The number of apprenticeships provided by KCC continues to be ahead of target
- Adult education enrolments in Kent exceeded target for the year
- Success rates for drug treatment services continue to be significantly better than national average.

The following areas show performance continuing to be rated with a Red RAG status:

- Carbon dioxide emissions from schools have increased and our target for a 10% reduction by 2010 has not been met
- Pupil attainment at Key Stage 2 remains significantly behind the national average as do the related primary school Ofsted inspection results
- Attainment results for children with free school meals is significantly below the national average
- A range of indicators relating to children's social services from referral rates, to speed of carrying out core assessments to the numbers of children on child protection plans or looked after are below target levels set in the Improvement Plan
- The number of unaccompanied asylum seeker children, now aged over 18 and continuing to be supported by KCC continues to be above past levels
- The number of looked after children placed in Kent by other local authorities continues to be significantly higher than the average for other local authorities
- The number of adults with learning disability supported in residential care continues to be significantly above the national average resulting in budget pressures
- Average response times for repairing streetlights where the network operator is responsible continue to remain some way behind the target level
- The number of library book issues continues to be significantly below the national average.

Further details on these areas of concern and the actions to address them can be found in the main body of this report.

**Katherine Kerswell
Group Managing Director
Kent County Council**

General notes on interpreting the data included in this report

A selection of key indicators for the core areas of activity and performance of the council is included in this report. Indicator values are shown by graph and data tables, including Direction of Travel and RAG ratings (see tables below for a key to interpreting these).




A range of presentation styles are provided for different indicators depending on the information available. In some cases we provide the most recent results for the last four financial year quarters, while for other indicators we provide annual data for the last few years with the most recent quarter's data also shown.

Where relevant and available, the indicators are provided with comparative data showing national averages or other suitable benchmark information.




It should be noted that past annual data provided in this report is generally validated data which is public domain and available in many cases within the remit of national statistics.

However, quarterly data provided in this report and all information subsequent to March 2010 is classed as provisional local management information which in some cases is provided on an estimated basis. This data is likely to be subject to future revisions.

Key to RAG (Red/Amber/Green) ratings

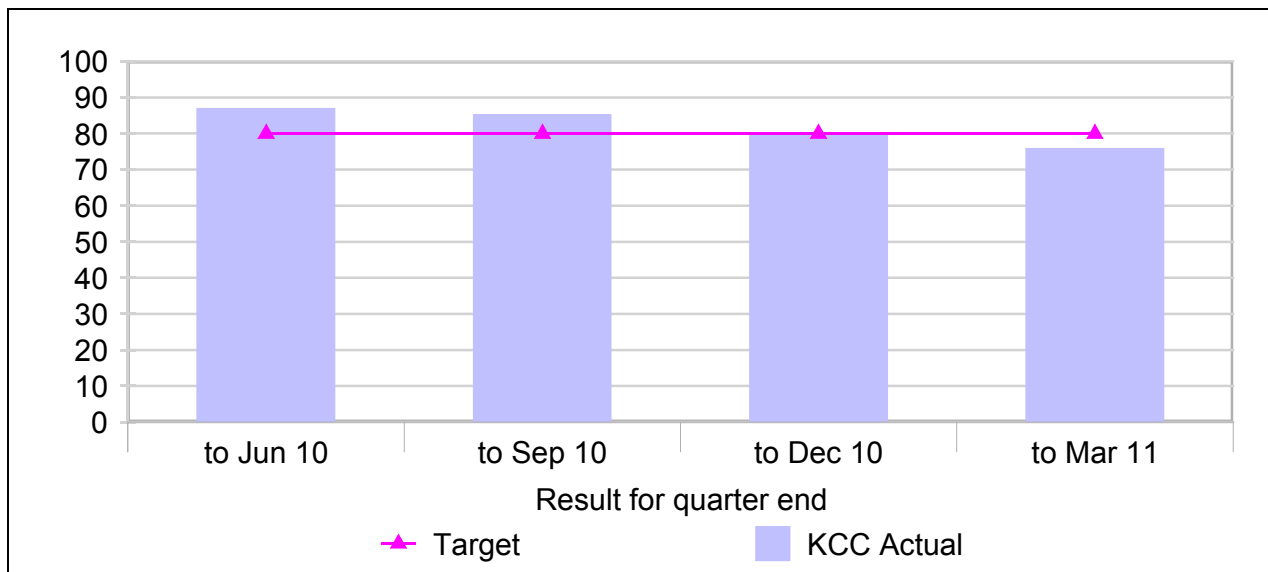
		RAG Ratings
Green		Performance is significantly better than the most recently published national average/benchmark or exceeds local targets where set or the indicator represents an activity which is performing within the budget allocation
Amber		Performance not significantly different from most recently published national average or close to but not exceeding local target or an activity which is performing close to the budget allocation
Red		Performance significantly worse than the most recently published national average or significantly behind local targets where set or the indicator represents an activity which is performing over the budget allocation provided
N/a		Data not available in order to assess performance

Key to DoT (Direction of Travel) ratings

		DoT Ratings
		Improvement in performance or change in activity levels with a positive impact on budgets and resources
		Fall in performance or change in activity levels with a negative impact on budget and resources
		No change in performance or activity levels

Contact Kent : Percentage of calls answered within 20 seconds

Amber



Higher value is better	Qtr to Jun 10	Qtr to Sept 10	Qtr to Dec 10	Qtr to Mar 11
KCC Result	87.0%	85.3% ↓	80.1% ↓	75.9% ↓
Target	80%	80%	80%	80%
RAG Rating	★	★	★	●
Calls received	261,000	270,000	269,000	287,000

Call answering response rates for Contact Kent are down again this quarter and with high call volumes performance has dropped below the target benchmark. The target level of 80% is a standard industry benchmark and there are significant diminishing returns on resource input in attempting to perform above this level.

Contact Kent currently supports 87 different services on a 24 hours a day, 7 days a week, 365 days a year basis. The range of services provided includes library book renewals, reporting pot-holes, arranging temporary housing for Maidstone residents and handling reporting of child protection concerns for both new and existing cases. The services with the highest volumes of calls received are Libraries, Highways and Registrations.

Detailed performance information for the complete year is as follows :

	2009 Full year	2010 Full year
Percentage of calls that were answered	94%	95%
Average wait time	15 seconds	13 seconds
Average abandon time	57 seconds	1 min 9 sec

Transactions and footfalls at Gateway facilities	Information only
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The Kent public sector Gateways have been hugely popular with residents, creating a single point of access to a wide range of public services in convenient town centre locations.

Transactions

	Jan – Mar 10	Apr – Jun 10	Jul – Sep 10	Oct – Dec 10	Jan – Mar 11
Ashford	8,829	11,126	12,958	13,519	14,920
Dover	11,514	11,780	11,735	10,267	12,617
Maidstone	13,244	12,652	16,742	10,646	13,271
Tenterden	4,633	6,030	4,987	3,235	3,153
Thanet	29,807	33,586	32,385	33,267	35,479
Tonbridge	15,991	17,640	21,029	13,949	13,789
Tunbridge Wells	17,516	13,409	11,999	10,154	13,078
TOTAL	101,534	106,223	111,835	95,037	106,307

Footfall

	Jan – Mar 10	Apr – Jun 10	Jul – Sep 10	Oct – Dec 10	Jan – Mar 11
Ashford	17,495	22,103	24,735	20,207	16,677
Tenterden	61,209	56,940	63,672	59,608	57,101
Thanet	109,813	104,764	121,012	96,652	107,357
Tunbridge Wells	34,018	30,952	28,407	30,615	24,137
TOTAL	222,535	214,759	237,816	207,082	205,272

Footfall in the quarter, for those Gateways where footfall is counted, was down compared to the previous quarter and also down compared to the same period last year. However, the overall number of transactions by the public at Gateways was higher in the quarter compared to previous quarter and the same time last year.

Future plans include embedding the Gateway approach across the full range of KCC services. New Gateways are planned to be opened in Sheerness and Swanley during financial year 2011/12.

Data Notes:

- Variations between quarters reflect seasonal variations and other changes to services offered or advertised at any given time.
- Footfall counters are not currently installed at Maidstone, Dover or Tonbridge.
- Thanet and Tenterden Gateway footfall includes library visitors but library transactions are not counted under Gateway transactions.

The number of complaints made to the council by residents	Information only
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Service area	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Full year 2010/11
Kent Highway Services (KHS)	534	532	646	247	1,959
Adult Social Services	139	126	123	135	523
Children, Families & Education	131	104	125	128	488
Environment & Waste	103	95	44	71	313
Risk Management & Insurance	96	49	51	220	416
Community Learning & Skills	32	49	38	32	151
Libraries & Archives	45	25	23	23	116
Other services	30	26	27	42	125
Gateways and contact centre	27	21	10	3	61
Commercial Services	11	27	18	17	73
Youth Service	5	12	18	8	43
Media Centre	1	3	30	0	34
Supporting People	8	12	5	7	32
Total	1,162	1,081	1,158	933	4,334

Lessons learned from complaints received are published within the **'You said, we did'** section of our website which illustrates the changes that are made as a result of complaints received.

The number of complaints in quarter 4 shows a reduction on previous quarters with a significant reduction in complaints to KHS.

Improved monthly monitoring of complaints in KHS has helped to highlight on-going problem areas and drive forward service improvements. Actions include improved information being made available at the KCC Contact Centre which has enabled us to provide up to date information to answer customer queries and provide more realistic timescales when customers report issues, which is helping reduce the number of complaints made.

The insurance team have seen an increase in complaints in the quarter, in relation to claims resulting from the severe winter weather in December.

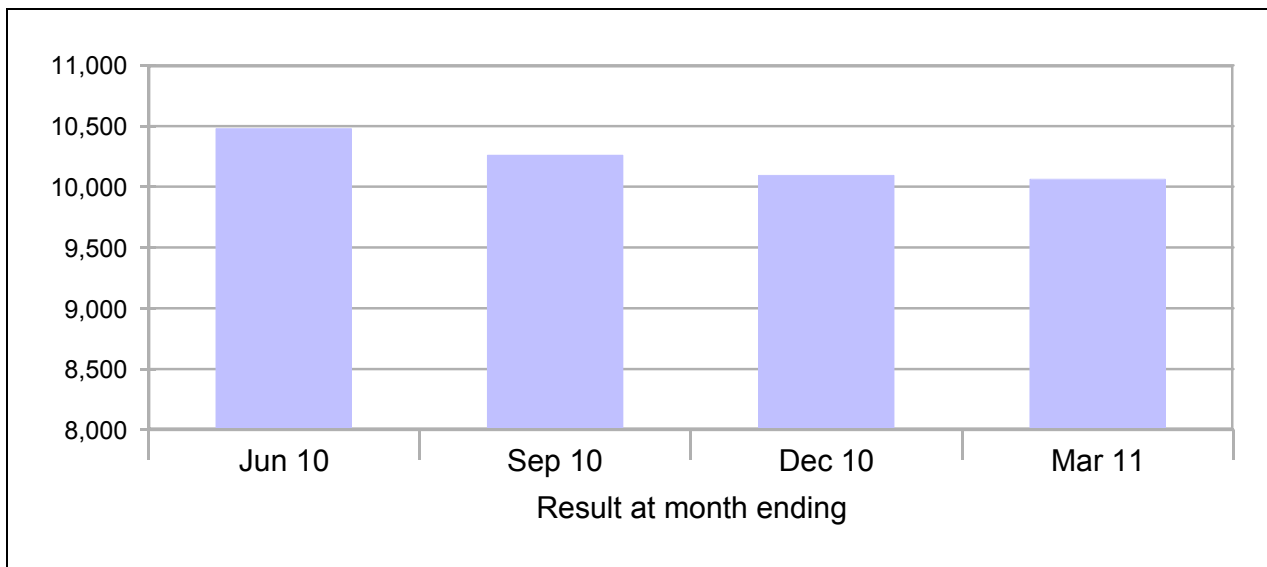
Complaints to the Media Centre have reduced back to normal levels after the particular issues experienced last quarter around the Traffic and Travel information site and our resident magazine Around Kent.

Data Notes:

- Data presented here shows the number of complaints received, although within this some individuals may have complained about more than one issue. Figures may not therefore agree to other published data on complaints where the analysis looks at the number of issues complained about.

Number of full time equivalent staff employed by KCC (excluding schools)

Information only



	Jun 10	Sept 10	Dec 10	Mar 11
Staffing numbers – FTE	10,477	10,259	10,094	10,061

The current financial year shows a drop in staffing levels as funding becomes reduced and the council prepares for further funding reductions in the years to follow, as government reduces the national budget deficit.

The staff reductions in the year by directorate since March 2010 when the FTE count was 10,531 were as follows:

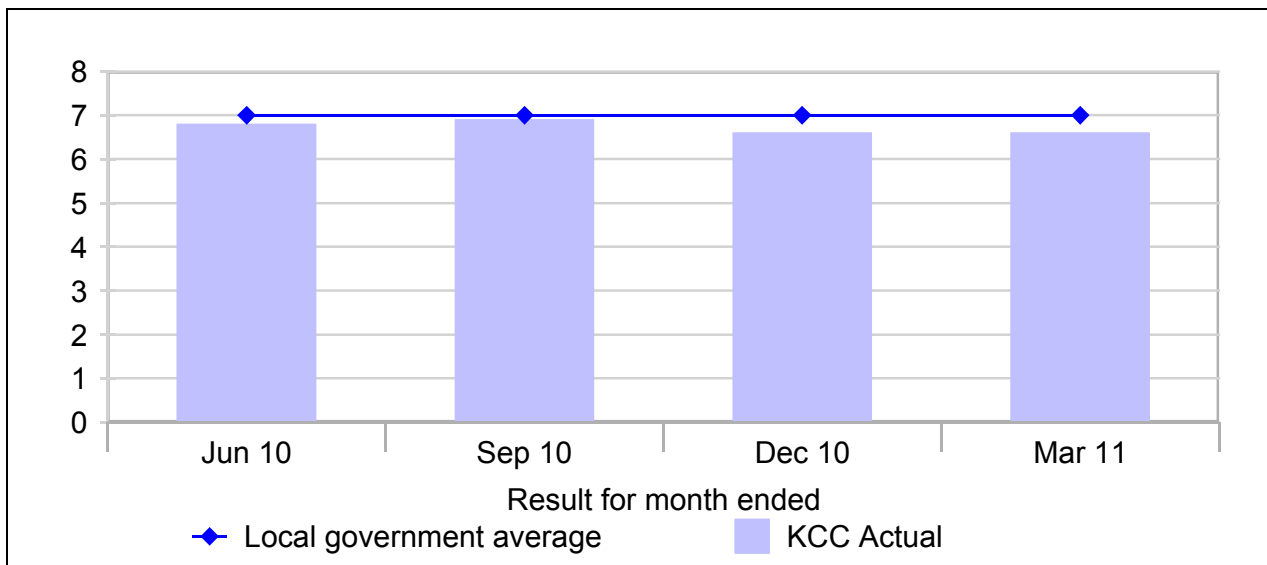
- Children, Families and Education: 107
- Communities: 168
- Environment, Highways and Waste: 6
- Chief Executives: 82
- Adult Social Services: 107
- Total: 470 (4.4%)

Data Notes:

- Source: KCC HR Business intelligence system, staff demographics.

Staff aged under 25 years old (as a percentage of headcount)

Amber



Higher value is better	Jun 10	Sept 10	Dec 10	Mar 11
Staff aged under 25	6.8%	6.9% ↑	6.6% ↓	6.6% ↔
Local government average	7.0%	7.0%	7.0%	7.0%
RAG Rating	●	●	●	●
Count of staff aged < 25	998	977	926	920

The proportion of staff aged under 25 dropped in the quarter to December but held steady in the most recent quarter. March 11 performance of 6.6% compares to performance of 7% in March 2010.

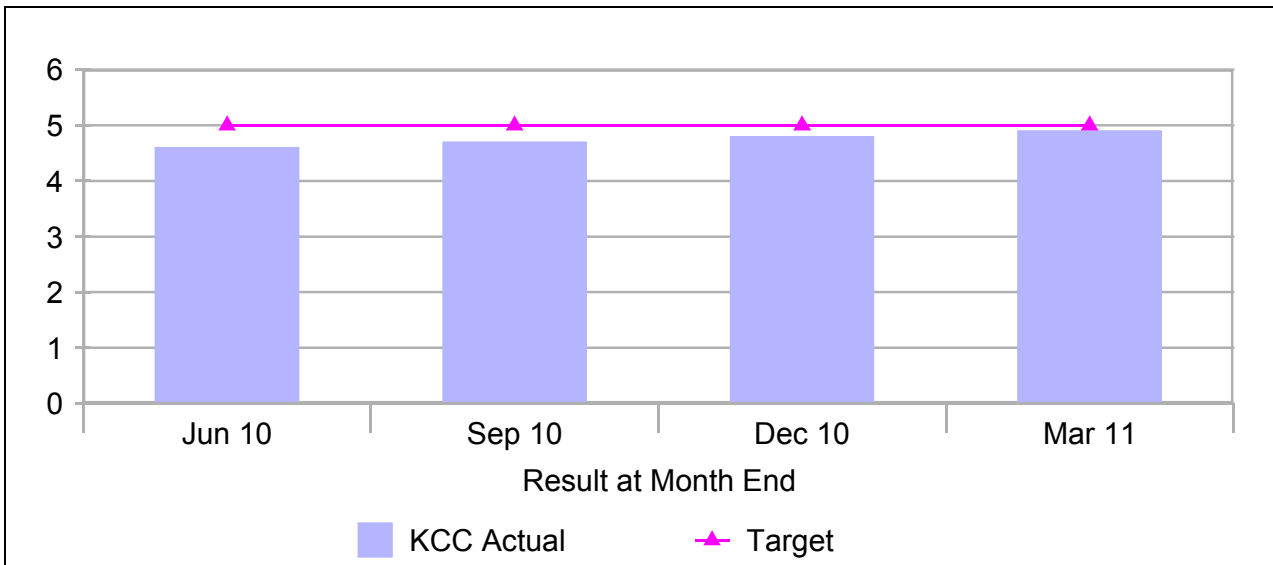
Future actions to increase the proportion of staff from this age group include the commitment for KCC to take on at least 350 additional apprenticeships over the next four years.

Data Notes:

- Source: KCC HR Business intelligence system, staff demographics.
- Local government average is taken from the Labour Force Survey.
- Results includes casual relief, sessional and supply contract staff.

Percentage of staff headcount from BME groups

Amber



Higher value is better	Jun 10	Sept 10	Dec 10	Mar 11
BME staff	4.6%	4.7% ↑	4.8% ↑	4.9% ↑
Target	5%	5%	5%	5%
RAG Rating	●	●	●	●
Count of BME staff	536	520	516	557

Progress is being made on attracting and retaining staff from black and minority ethnic groups with numbers as a percentage of headcount continuing to increase.

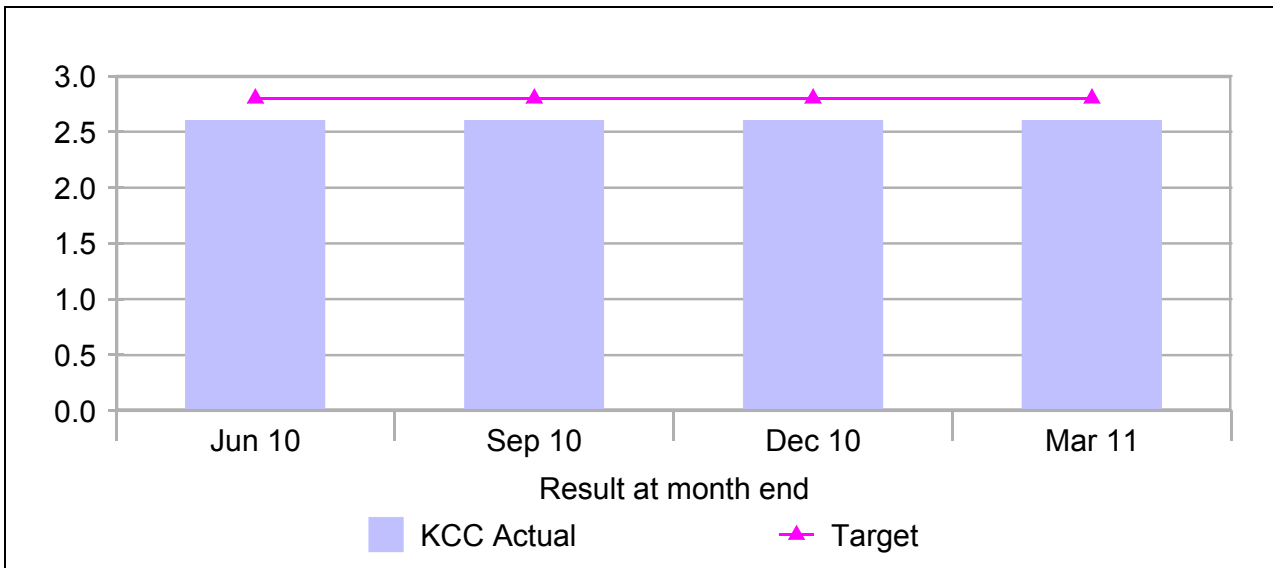
Since March 2010 performance has improved from 4.5% to 4.9%.

Data Notes:

- Source: KCC HR Business intelligence system, staff demographics.
- The percentage rate is calculated for staff where BME status is known.
- Results includes casual relief, sessional and supply contract staff.

Percentage of staff declaring a disability (DDA definition)

Amber



Higher value is better	Jun 10	Sept 10	Dec 10	Mar 11
Staff with disability	2.6%	2.6% ↔	2.6% ↔	2.6% ↔
Target	2.8%	2.8%	2.8%	2.8%
RAG Rating	●	●	●	●
Count of staff with disability	286	285	273	269

The percentage of staff with a disability has been holding at a steady rate all year but is slightly ahead of previous year.

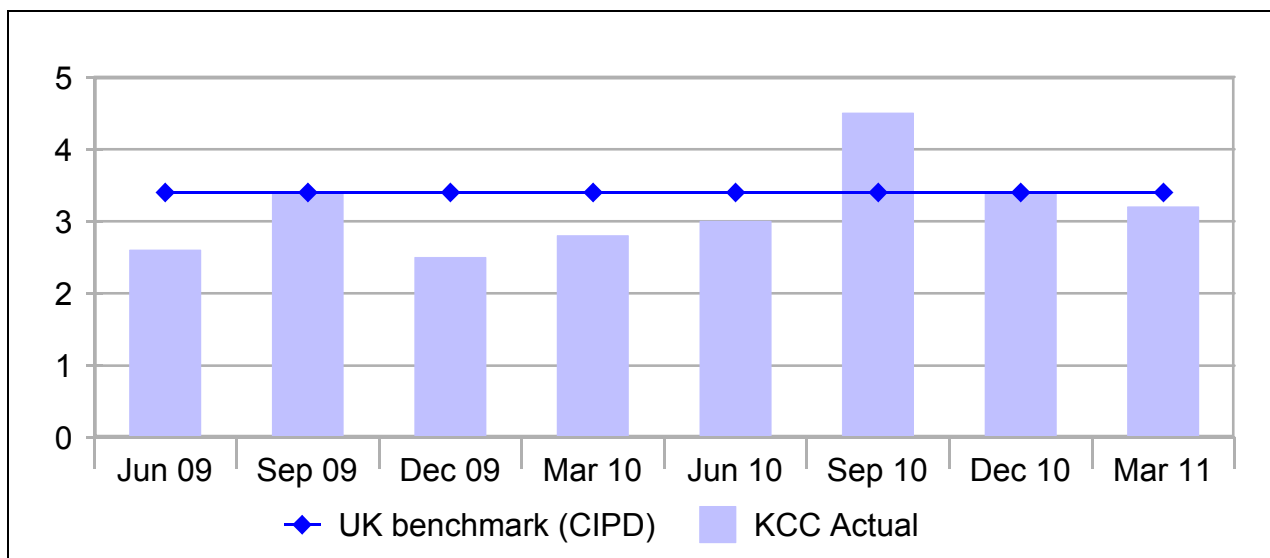
The March 2010 position was 2.5%.

Data Notes:

- Data taken from KCC HR Business intelligence system, staff demographics.
- Results includes casual relief, sessional and supply contract staff.

Staff turnover (leavers as a percentage of headcount)

Not rated



	Quarter to Jun 10	Quarter to Sept 10	Quarter to Dec 10	Quarter to Mar 11
Staff turnover actual	3.0%	4.5%	3.4%	3.2%
UK Benchmark	3.4%	3.4%	3.4%	3.4%

The number of staff leaving KCC as a percentage of the workforce continues to be close to the national benchmark.

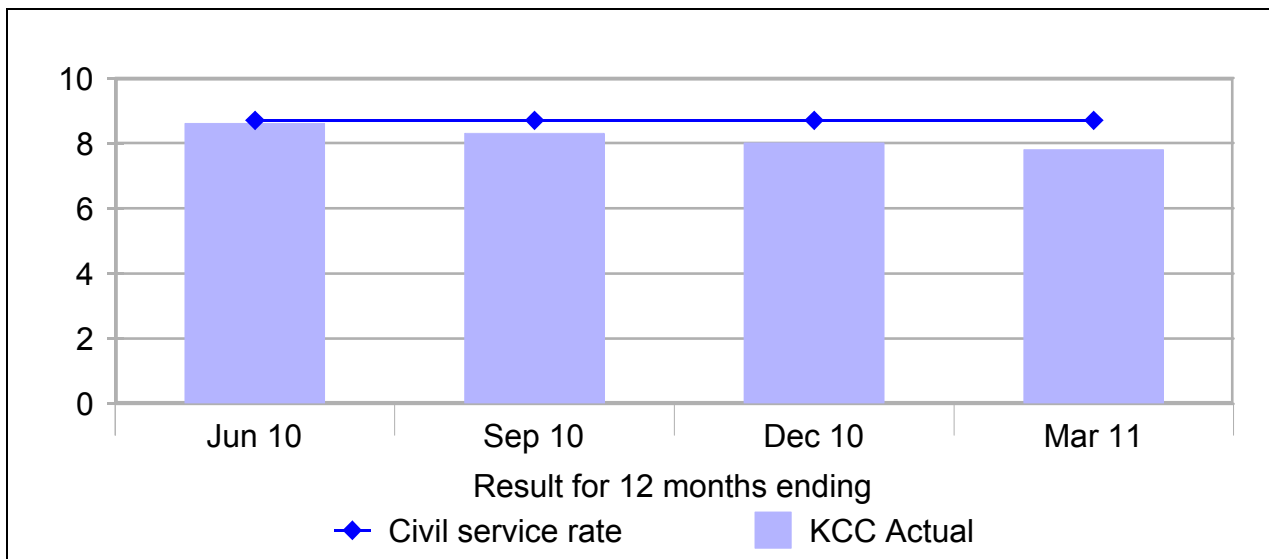
The higher level of turnover in the quarter ending September 2010 was mostly down to re-structuring within the Children, Families and Education directorate.

Data Notes:

- Source: KCC HR Business intelligence system.
- UK Benchmark provided by the Chartered Institute of Personnel and Development.
- No RAG rating provided and the ideal is to be close to the benchmark over the medium term.

**Staff sickness – average days lost per FTE
(rolling 12 months)**

Green
↑



Lower value is better	Year to Jun 10	Year to Sept 10	Year to Dec 10	Year to Mar 11
Staff sickness actual	8.6	8.3 ↑	8.0 ↑	7.8 ↑
Civil service rate	8.7	8.7	8.7	8.7
RAG Rating	●	●	●	★

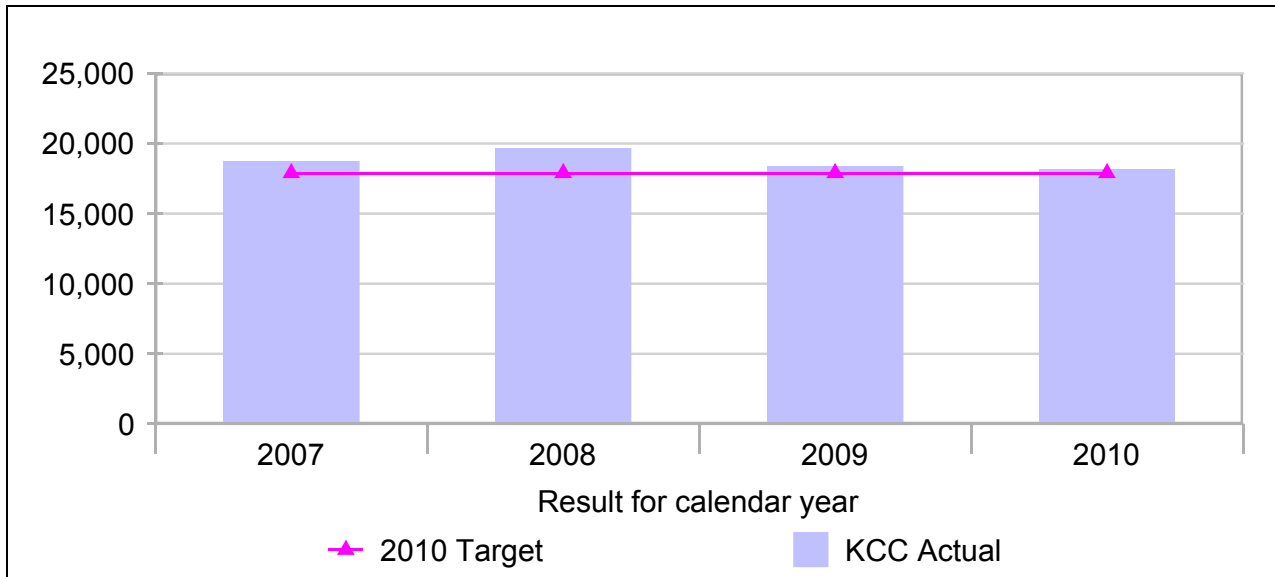
Staff sickness levels to improved in the quarter continuing the trend seen all year. Sickness levels at 7.8 days per FTE were at 90% of the level recorded for the civil service as a whole.

The result for the year is also an improvement on the previous financial year when sickness was recorded as 8.6 days per FTE. This is a reduction of 9%.

Data Notes:

- Source: KCC HR Business intelligence system
- There is no available benchmark for local authorities
- The civil service is used as a benchmark as there are a number of factors in the civil service workforce which are similar to a large local authority such as KCC. These include the size of organisation, the average age and the gender balance of the workforce, all of which will impact on the sickness rate recorded.
- Past data has been subject to minor revision, to ensure the FTE count used in the calculation is the average for the year and not the position at the end of the year – this is an important adjustment to ensure data reflects the true position as FTE counts have been reducing all year.

Tonnage of carbon emissions from KCC estate, excluding schools	Amber ↑
Tonnage of carbon emission from schools	Red ↓



Lower result is better	2004	2008	2009	2010 Provisional
KCC non-schools result	19,900	19,700 ↑	18,300 ↑	18,200 ↑
Target		17,900	17,900	17,900
RAG Rating		▲	●	●
Schools result (not graphed)	66,000	76,700 ↓	75,700 ↑	73,000 ↑
Target		59,400	59,400	59,400
RAG Rating		▲	▲	▲

KCC had a target for a 10% reduction in carbon emissions by 2010 compared to 2004. This target has not been met, and instead a growth in emissions has been seen, primarily due to a 50% increase in electricity use in the schools estate.

Non-school buildings emissions have reduced by 8% and further reductions are expected during the next 2 years as the estate efficiency programme makes an impact. Savings are being achieved in our larger estate buildings, but the large number of smaller, older and inefficient properties is holding back overall performance.

Whilst energy efficiency projects with a payback of less than 5 years continue to be implemented, we expect to see a step change in the next few years as the council reduces the number of county offices through better use of space and delivers several improvements through its ICT infrastructure and flexible working practices.

The increase in schools emissions is due to an increase in the size of the physical estate (additional school buildings), a significant increase in use of ICT in schools, longer 'hours of business' e.g. the Extended Schools Programme and new schools with higher energy use than those which they replace. The programme for supporting schools to reverse the upward trend in emissions is being further developed, including exploring different funding mechanisms.

By: Roger Gough, Cabinet Member for Business Strategy & Support
Katherine Kerswell, Managing Director

To: Corporate Policy Overview & Scrutiny Committee – 6 July 2011

Subject: KCC's Performance Management Framework - Delivering Bold Steps

Classification: Unrestricted

SUMMARY

We are currently developing the performance framework for delivering 'Bold Steps for Kent' which will go to County Council for approval on 21 July.

This report sets out the steps being taken to finalise the performance framework.

FOR COMMENT

1. Introduction

- 1.1 As part of the development of the performance framework for delivering 'Bold Steps for Kent' two workshops were held for Policy Overview & Scrutiny Committee (POSC) Members during May.
- 1.2 We have used the feedback from the workshops to help develop an early draft of the performance framework, and are now seeking feedback on this from all POSC members at their meetings in June/July before seeking approval to the final performance framework by County Council on 21 July.
- 1.3 **This paper attaches the latest iteration of the framework which is still draft and requires further development ahead of County Council in July.** It also sets out the steps being taken to develop and finalise the performance framework.

2. POSC Workshops

- 2.1 We held two structured workshops with POSC members during May to help develop the performance framework for 'Bold Steps for Kent' by seeking their views on the following areas for each of the 17 strategic priorities set out in 'Delivering Bold Steps':
 - The success factors i.e. what we will have needed to deliver by March 2015
 - The key milestones

- How we will measure performance. This is not just about quantitative PI data but should also include the use of qualitative data as well as formal evaluation of the outcomes delivered towards the end of the four year term of 'Bold Steps' for some key projects.

2.2 A copy of 'Delivering Bold Steps' was circulated to all POSC members in advance of the workshops. Members were offered a choice of two dates to attend and were invited to come to one of them. The events were well attended with around 15 members at each plus two different Cabinet Members on both days.

2.3 The purpose of the workshop was made clear at the start of each one. The workshops were structured to allow members to choose two themes out of the four and to spend at least 45 minutes at each round table discussing the priorities in those themes.

2.4 Two officers were at each round table to help facilitate discussion and to be able to provide some background knowledge on the priorities being discussed on the table.

2.5 There was some useful feedback. Much of this related to the boxes entitled 'By 2014/15 we will have delivered'. Some was also provided on the key milestones and measures. A copy of the feedback from the two workshops has already been sent to POSC members.

3. Next Steps

3.1 We are using the feedback from the two POSC workshops to help finalise both the milestones and measures for each of the 17 strategic priorities and the current iteration is attached for comment by members. Whilst Cabinet and the Corporate Management Team have inputted into earlier iterations of the milestones and performance measures, they have yet to endorse or approve the latest draft attached at Appendix 1. We are doing more work to refine this list with Cabinet Members as well as alongside officers in directorates to ensure the data is robust and collectable. However, we are keen to receive POSC members' views on the draft list of measures and milestones attached.

3.2 Once the measures and milestones have been finalised they will then go to County Council for approval in July.

3.3 Consideration of the comments made by POSC members on the boxes called 'By 2014/15 we will have delivered' is still in progress. On the whole members were in broad agreement with what was stated but they offered views on some of the specific nature of some of the words as well as views on what else they would like to see included.

3.4 The sections 'By 2014/15 we will have delivered' will now be subject to consideration by Cabinet Members and will result in some revised wording. This will be added to the milestones and measures and then the whole

'Delivering Bold Steps' document will be presented to County Council for approval on 21 July.

4. Recommendations

- 4.1 For Members to COMMENT on the draft milestones and measures of success and to NOTE the next steps as set out in section 3, above.

Appendices

Appendix 1: Delivering Bold Steps – Milestones and Indicators – Draft for discussion with POSC members.

Officer contact details:

Sue Garton,
County Performance & Evaluation Manager,
Business Strategy,
BSS, 01622 221980

David Whittle,
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Business Strategy,
BSS, 01622 696969

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Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members.
This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Transform how we procure and commission services to support new models of service delivery.	<ul style="list-style-type: none"> • Establish 7 Locality Boards by July 2012 • Publication of Procurement and Commissioning Register for all services by April 2012 • Pilot Right to Challenge • At least 3 Locality Boards with delegated budgets from County and District to allow joint commissioning of agreed services 	<ul style="list-style-type: none"> • The number of tenders from Small-Medium Sized Enterprises and the VCSE in KCC procurement processes • The total number of funding streams / the total volume of funding delegated to Locality Boards
Support the transformation of health and social care in Kent	<ul style="list-style-type: none"> • Full Shadow Health and Wellbeing Board for Kent established by April 2012 • JSNA completed and used to inform commissioning plans – October 2011 • An Integrated Health & Social Care Commissioning Strategy agreed by 2013 • By 2014 a 5% shift in total NHS resource in Kent from acute to community and primary health care 	<ul style="list-style-type: none"> • % NHS and Social Care budget commissioned jointly by KCC and Clinical Commissioning Consortia • Differences in all-age mortality gap across Kent • Measure relating to the patient /social care user experience of care

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members.
This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Ensure all pupils meet their full potential	<ul style="list-style-type: none"> • Introduction of the Kent Challenge • Establish EduKent by September 2011 • Kent Association of Schools established by September 2011 • Agreement on increased delegation of DSG from KCC to schools 	<ul style="list-style-type: none"> • Key stage 2 results achieving national average • Attainment gap (for children FSM, SEN or LAC) at key stage 2 reduced
Shape education and skills provision around the needs of the Kent economy	<ul style="list-style-type: none"> • Publication of KCC Select Committee on Student Journey • 14-24 Strategy Launched • Bid to transfer functions from National Apprenticeship Service for Kent submitted to Government by April 2012 	<ul style="list-style-type: none"> • No of apprenticeships provided by Kent Success Apprenticeship Scheme • Number of apprentices in Kent • % Residents with level 3 and level 4 skills
Deliver the Kent Environment Strategy	<ul style="list-style-type: none"> • Established a Kent 'Green Deal' • Delivered a targeted package of low carbon business support • Established functional habitat areas and wildlife networks in Biodiversity Opportunity Areas 	<ul style="list-style-type: none"> • KCC carbon footprint • Renewable energy generated in Kent • Biodiversity levels in Biodiversity Opportunity Areas

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Promote Kent and enhance its cultural and sporting offer for residents	<ul style="list-style-type: none"> • Kent School Games delivered in 2012 and 2014 • Future Libraries Strategy published • Opening of the Marlowe Theatre • Open Golf at Sandwich • Paralympics cycling event at Brands Hatch 	<ul style="list-style-type: none"> • Growth (new business or % share of economy) of the leisure and cultural sector in Kent • Participation in sport and physical activity
Build a strong relationship with key business sectors across Kent	<ul style="list-style-type: none"> • Programme of 'sector conversations' completed with actions identified and taken forward • Kent Rural PLC established and adding value to Kent economy 	<ul style="list-style-type: none"> • Businesses supported by Produced in Kent and Kent Downs and March Leader programmes • Employment growth in key sectors (advanced manufacturing, renewables/environmental, construction, rural, creative)
Respond to key regeneration challenges working with our partners in the Local Enterprise Partnership	<ul style="list-style-type: none"> • Programme of development commenced at Manston Park and Eurokent in Thanet • Town centre regeneration schemes in Dartford, Sittingbourne and Dover underway • Development of the Commercial Quarter in Ashford, adjacent to the Station 	<ul style="list-style-type: none"> • Rate of growth in Kent economy compared to national and regional average • Increased inward investment in the Kent economy (£ or job numbers)

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Support new housing growth that is affordable, sustainable with the right infrastructure	<ul style="list-style-type: none"> • Introduction of Community Infrastructure Levy across Kent • At least 100 homes brought back to use in Thanet and Dover through No Use Empty campaign • Establishment of Kent and Medway Investment Fund • 1,000 homes delivered on public sector land by 2015 	<ul style="list-style-type: none"> • Number of affordable homes delivered • % Kent residents expressing concern regarding access/affordability of housing in Kent
Facilitate access to high speed broadband infrastructure	<ul style="list-style-type: none"> • 15 innovative proof of concept models to deliver superfast broadband to rural communities underway • BDUK BID funded at an agreed level and actions underway 	<ul style="list-style-type: none"> • Better broadband provision to more businesses and households
Deliver Growth without Gridlock	<ul style="list-style-type: none"> • Location and funding package for a Lower Thames Crossing agreed with DfT • Kent Rail Action Plan has influenced new Integrated Kent rail franchise commencing in April 2014 	<ul style="list-style-type: none"> • Increased economic activity in the Thames Gateway through private sector confidence in the DfT's commitment to deliver a Lower Thames Crossing • Increased public satisfaction with the performance of the rail network

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Improve access to KCC services and move towards a single initial assessment process	<ul style="list-style-type: none"> • Publication of Customer Services Strategy • X new gateways introduced • Kent Card rolled out to at least three new service areas by April 2012 • Gateway online by March 2012 • Single initial assessment process established by April 2013 	<ul style="list-style-type: none"> • % Shift in customer contact from face-to-face to telephone and online • % Satisfaction with customer access
Empower Social Service users through increased use of personal budgets	<ul style="list-style-type: none"> • 100% of eligible social care users with a personal budget by 2013 • Roll out of additional Enablement Services 2011/12 • Additional investment in telecare and telehealth solutions through NHS integration grant 2011/12 	<ul style="list-style-type: none"> • % increase in use of enablement by 2014 • % Social care users with a personal budget • % Social care users accessing independent brokerage services
Establish a Big Society Fund to support new social enterprise in Kent	<ul style="list-style-type: none"> • Establishment of Fund • Bid to Big Society Bank • Leverage in at least an additional £5m by April 2014 	<ul style="list-style-type: none"> • Number of applications made to the Big Society Fund • Number of new social ventures supported by the fund

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Ensure the most robust and effective public protection arrangements	<ul style="list-style-type: none"> • Peripatetic team in place 2011-12 • Workforce strategy agreed 2011 • Revised establishment and structure for children's social care in place 2011 • Integrated access arrangements for public protection enquiries in place 2012 • Ofsted satisfactory rating for unannounced inspection 2011 • Ofsted satisfactory rating for announced inspection of safeguarding and LAC 	<ul style="list-style-type: none"> • Improvement Notice targets met in full • Audits of safeguarding in adults consistently demonstrate good practice across FSC
Improve services for some of the most vulnerable young people in Kent	<ul style="list-style-type: none"> • Specialist LAC teams in place by Sep 2011 • Integrated Community CAMHS service in place by April 2012 • Range of targeted prevention services in place to avoid unnecessary family breakdown 2011 • Supported Boarding Pilot established by September 2011 • Martin Narey report in Kent Fostering & Adoption published by September 2011 	<ul style="list-style-type: none"> • Number of Looked After Children (LAC) to 47 per 10,000 • Increase in numbers of children adopted

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

Priority	Possible Milestones	Possible Measures
Support families with complex needs and increase the use of community budgets	<ul style="list-style-type: none"> • Three new services areas identified, and pilot areas agreed for new Community Budgets by April 2012 • Further roll out of Community Budget for Families with Complex Needs by April 2012 • Locality Board to integrated into Community Budget governance arrangements by April 2012 	<ul style="list-style-type: none"> • Number of families with complex needs supported through Community Budget pilots • Saving per family to public services from engagement with families with complex need through programme

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By: Carolyn McKenzie – Sustainability and Climate Change
David Cockburn, Corporate Director Business Strategy and Support (BSS)
Alex King – Deputy Leader

To: Corporate Policy Overview and Scrutiny Committee 6th July 2011.

Subject: Kent Environment Strategy Update
Classification: Unrestricted

Summary:

This report summarises the progress towards delivery of the KCC Corporate commitments under the Kent Environment Strategy, emerging issues and gaps in delivery. Members are asked to note progress and agree recommendations outlined at the end of the report.

1. Introduction

1.1. The purpose of this paper is to give an annual update on progress towards delivery of KCC's commitments under the Kent Forum's Kent Environment Strategy. It replaces the annual sustainability and climate change update to Policy Overview and Scrutiny Committees.

The Kent Environment Strategy has now been agreed by Kent Forum and all Districts. Appendix 1 gives an overview of the key Themes and Priorities and Red/Amber/Green rates progress against each. The Strategy will be launched on the 22 July in Thanet and is available on:

www.kent.gov.uk/kentenvironmentstrategy .

1.2. The Kent Environment Strategy is a key part of Bold Steps for Kent and KCC's commitments have been woven into the new Bold Steps Performance Framework. Any necessary changes have also been made to the KCC Environment Policy. Progress will also be monitored through KCC's ISO14001 and reporting will be through POSC and Cabinet and the KCC Performance Assurance Team. A full report on Kent wide delivery of the Kent Environment Strategy will be produced in the fourth quarter of the year and reported to the Kent Forum.

2. Changing Policy Environment

2.1. Since the last update to POSCs the policy environment has changed significantly and is still in a considerable state of flux. National carbon targets have been raised to a 50% reduction by 2025 and numerous policy initiatives have been produced – most significantly the Green Deal and the Green Investment Bank as well as a Memorandum of Understanding signed between the Local Government Group and the Department for Energy and Climate Change. A more detailed written brief on policy changes can be produced if required.

2.2. Through targeted research, evidence gathering and continual evaluation of issues and opportunities KCC is seeking to place itself at the forefront of green developments and opportunities. Carbon modelling using specialised Carbon Descent Software and the commissioning of a Renewable Energy Resource Study to inform our long term action planning for renewable energy are good examples of this.

3. Priorities for Kent County Council

3.1. As the environment and climate change agenda is so disparate and diffuse, it is essential that KCC focuses on those issues that are most important and which we as a public sector body can influence. It is recommended that KCC put a greater focus on the three following areas:

- More efficient use of resources and reduction in carbon emissions, in particular:
 - KCC buildings, transport and travel, working closely with the rest of the public sector
 - Increasing the pace of energy efficiency/low carbon retrofit of the domestic sector housing, ensuring consistent communication and support to Kent residents
 - Assistance to SMEs to help save money and sell green credentials
- Building resilience to climate change and making the most of emerging opportunities:
 - Ensuring a proactive approach to delivery of the Kent Climate Change Adaptation Plan – working with the public sector, business and communities.
 - Facilitating the delivery of renewable energy generation in Kent through the Kent Renewable Energy Strategy and Action Plan
 - Ensuring the continuity of the sustainable business support programme to further develop and deliver green business support.
- Conserve and enhance the quality of Kent's natural and heritage capital:
 - Established functional habitat areas and wildlife networks in Biodiversity Opportunity Areas that support local landscape character.

3.2. Green jobs and green business growth, though a focus in its own right it, it should also be seen as a key strategic priority across all strands of work.

4. Challenges to the delivery of the Kent Environment Strategy

4.1. This is a fast moving agenda and many areas of policy are still unclear. If KCC is to deliver real improvement another step change in approach will be needed to accelerate change.

4.2. As already identified in external discussions through the Kent Partnership and lately the Kent Forum, strong and visible leadership is crucial. KCC will need to examine in full the way it operates and behaves, identifying smarter ways of working and new ways of delivering services.

4.3. This will need to include greater virtual working, better use of tele/video conferencing and increased online delivery of services or functions online. The use of teleconferencing in KCC is still lower than expected, with only 10% of BT MeetMe accounts in regular use, and only just over 900 accounts across KCC. If all BTMeetMe account holders used their accounts in line with current regular users, savings are estimated to be in the region of over £1.5m.

4.4. Step change physical improvements in the KCC estate, as well as increased stimulation of capital investment in local energy efficiency and renewable energy installations in Kent will need the development of innovative finance arrangements and partnerships. There will need to be an acceptance of a reasonable element of risk and perhaps longer term payback, which should be balanced against a comprehensive and pragmatic business case. KCC will need to match its aspirations by facilitating real investment.

4.5. Required behaviours will need to be embedded in existing and new processes to ensure environmental considerations are mainstreamed. Bolting on environment considerations in the final stages of policy, programme and project development leads to less than satisfactory environmental outcomes and increased costs.

4.6. Creating a positive and vibrant green image for KCC and Kent will be essential. Much will need to be developed in partnership and require meaningful engagement with residents and businesses. A key aspect of this engagement will be to raise the profile of the issues outlined in the Kent Environment Strategy and create clear communications that inform, engage and excite residents, Kent businesses and potential inward investors in Kent.

4.7. We need to build on the image of the 21st Century Garden of England, to create the vision that Kent is a green county, welcoming to the development of appropriate green business with a high quality natural and historic environment.

5. Progress in the KCC Corporate Estate – Buildings, Transport and ISO14001

5.1. KCC continues to meet the ISO 14001 Environmental Management Standard, with a successful external assessment in May 2011. The next assessment is due in November and following a best value contract review we will be transferring to assessors BSI. A full report on KCC's corporate progress can be found in the KCC Environment Report 2010 which can be found here: <https://shareweb.kent.gov.uk/Documents/environment-and-planning/environment-and-climate-change/FINAL%20Environment%20Report%202009.pdf>

5.2. The picture for carbon emissions is mixed. The non-school buildings emissions have reduced by just over 5% since 2004 and further reductions are expected during the next 2 years as the estate efficiency programme makes an impact. Savings are being achieved in our larger estate buildings, but the large number of smaller, older and inefficient properties is holding back overall performance. Emissions from the schools estate have increased due to an increase in electricity consumption of 50% mainly due to greater use of ICT and extended schools.

5.3. KCC continues to invest in energy, water and carbon reduction, mainly through its Energy and Water Investment Fund (EWIF) housed by Enterprise and Environment. This year £572,500 has been invested, making a total of £1,710,550 invested in 120 projects since 2005 and life time savings of £3,013,414. This figure includes almost £900,000 of grants. A further £324,000 has been invested in exemplar projects that are part of larger initiatives in the main e.g. Oakwood House. Investment this year includes:

- £317,000 13 energy efficiency projects; this makes a total of 58, the largest being an ICT server virtualisation project which will reduce energy costs by 75%, saving £768,331
- £65,000 in 14 water efficiency projects including our first rain water harvesting unit at the Welsh Mountain Youth Centre giving a £900 annual saving, and a total of 28 water projects
- £80,000 on 7 renewable energy installations, making a total of 28 across the estate including 3 school biomass boilers and a ground source heat pump and solar thermal panels at Oakwood. We are now exploring another 2 schools to take on biomass boilers using local wood suppliers. This could provide a good alternative to using expensive heating oil for schools that are not able to use gas.
- £60,000 in trialling new technologies including 6 LED lighting projects

5.4. An initial business case has been developed for further roll-out of solar panels across the KCC corporate estate. Though the initial return on investment is acceptable, actual investment return will be on a building-by-building basis. Individual buildings are now in the process of being identified and assessed.

5.5. Business miles travelled for 2010-11 has reduced again by 11%, a cumulative total of 14% since 2008/09 with 2.5m less miles travelled and a reduction in claims of £571,000 over two years.

5.6. There are now over 900 BT Meet Me Teleconferencing accounts open. In the last year it is estimated avoided costs relating to travel and time totalled £167,000. The number of conferences made last year was 1,730, this represented almost 200,000 minutes of call time. The peak use was coupled with the winter weather, where there was an increase of 57% in calls made.

5.7. As part of our strategy to reduce fuel use, a Smarter Driver Training pilot was run last year with 66 essential and fuel card users which demonstrated possible annual savings of £27,312, and a potential fuel saving of 20%. If this was carried out across all fuel card holders and drivers that use on-site fuel tanks, potential savings per year would equate to over £220,000. We are currently investigating roll-out.

5.8. The latest waste data shows office waste recycling is at best practice level at 66%, exceeding the 2010 target set of 50%. Approximately 100kg of office type waste is generated per employee, good practice is deemed 200kgs or less.

6. Community Leadership – Climate Change and Community

6.1. In March this year, KCC was awarded the Improvement Efficiency South East award for Progress through Innovation for the development of the Kent Climate Change Adaptation Plan. Kent is now a leading case study for our approach to tackling the impacts of climate change, and KCC sits on the Government's Local Adaptation Advisory Panel.

6.2. An important part of our climate change work is to further understand how we are impacted by, how we respond to and the costs of, climate change impacts in particular severe weather events. To enable this, we have developed in partnership with the public sector in Kent the Severe Weather Impacts Monitoring System (SWIMS). SWIMS is an on-line tool enabling service providers across Kent to record how their service is affected by severe weather. Reports are then produced for each organisation as a decision support tool.

6.3. As part of our work with communities, four Kent community groups were given the chance to develop an environmental project in their area after winning a share of Kent County Council's Community Challenge Fund 2010. Groups from across the county competed for the £11,000 funding. The winners were Petham Primary School, Canterbury, which was awarded £5,000 to install solar panels; Shoreham Village Hall, Shoreham, near Otford, which was awarded £3,915 to insulate the building; and Herne & Broomfield Parish Council, Herne, which was awarded £500 to buy 'Eco-eye' monitors that will allow local residents to measure their energy consumption. Wye Community Farm, Wye, which was highly commended, was awarded partial funding of £1,500 to help it become self sufficient in fuel and food production by processing its own bio-fuel.

6.4. Helping residents to keep warm and cut their costs through retrofitting their houses with energy efficiency measures continues to be a focus for KCC. Last year Kent County Council working with its partners provided practical help to residents to reduce their energy bills. In partnership with district councils in Dover, Swale, Thanet and Tunbridge Wells, 2,273 energy and water saving devices were installed in over 600 homes. This included energy monitors, TV power down switches, shower timers, toilet hippo bags and hosepipe trigger guns. Some householders were put in touch with accredited installers to carry out loft and cavity wall installation. So far, more than 125 installations have been completed, with more underway. The project has provided extremely valuable insight into the behaviour of residents and will help us frame future retrofit programmes for Kent.

6.5. KCC and Kent AONB are leading a Forestry Commission Pathfinder Project, backed with a European funding grant of around £120,000. The project looks at wood fuel potential in Kent and the issues, barriers and solutions to develop it further. There are several large scale developments in South East utilising wood fuel, providing a growing market for wood fuel that this project will help Kent businesses access.

7. Community Leadership - Sustainable Business.

7.1. Through the creation of the Carbon Hub online support service, using an ERDF grant of almost £400,000, KCC is now moving towards more virtual low carbon support that can reach a greater number of businesses in Kent. To date over 500 businesses have registered on the Carbon Hub and receive regular support from energy/water advice, travel and green marketing.

7.2. In addition, this Spring KCC began an intensive programme of activity to help support businesses in our supply chain. Almost 1,500 of our key suppliers have been contacted with a survey to ask them about their energy and water usage and what support they may need. Over 259 have already returned the survey and are now being provided with an initial environmental report which identifies money saving measures. Initial results show that for the almost 136 businesses that have had a completed report average annual savings equated to £4,865 – though more usual savings for a small or medium sized business would be around £2,000. We are rolling out our Supply Chain Programme with the Kent Police, Fire Service and Prison Service as well as corporate businesses such as Skanska.

7.3. Improving environmental management is a key part of our strategy to help Kent business retain and win more business both in and outside of Kent in an increasingly environmentally aware marketplace. To this end we have developed STEMS – Steps To Environment Management - an certification scheme equivalent to the BS855 Level 3 which is sufficient for most companies to satisfy large clients, and in particular the public sector. The certification scheme is simple and quick to use and supported by the Institute of Environmental Management and the Carbon Trust.

7.4. Learning from our experience within KCC we are now starting to provide economic driver training for small and medium sized businesses in Kent. The first training session was held mid June and estimated savings identified totalled £29,133 (6 businesses) – with one business planning to roll out the training to the rest of his business which could save them £17,990/ year.

7.5. A green business support package, building on the work of the Carbon Hub is being developed with Business Strategy and Support and Economic Development in Environment and Economy. Bids are being considered for ERDF funding and also the KCC Regeneration Fund. Existing green business support is being pulled together to maximise help available and provide a consistent communication with businesses in Kent in order to maximise opportunities.

Specific Progress for Business Strategy and Support (BSS) – Buildings and Transport

7.6. Much of the progress noted above has been as a result of the leadership shown by the former Chief Executives Department in partnership with the former Environment, Highways and Waste Directorate and the activities of the Sustainability and Climate Change Team. BSS continues to play a strategic lead, and KCC is now a best practice case study for climate change adaptation.

7.7. In particular the former CED RSI, now BSS Economic and Spatial Planning has been key in developing KCC's approach to green business and green business support. This can be seen particularly through the Low Carbon Opportunities for Growth Strategy. E&E working with BSS is now developing a more comprehensive support package to develop this sector further.

7.8. The end of year data for 2010/11 shows mileage claimed for the former CED as 1.5 million miles. This represents an overall decrease of 5.5% when compared to the previous year and a decrease of 12% from 07/08. This resulted mileage reduction claims costs of £70,000.

7.9. CED offices demonstrated an overall increase in total energy consumption of 1.3%, comparing Jan - Dec 2010 with baseline (2004). Electricity use remained constant, gas a 13% increase and oil use a decrease of 54%.

8. Conclusions

To conclude, much progress has been made, and some quite significant savings. However, the trajectory with regards to environment being seen as a national priority is upwards, and if KCC wish to be on the front foot and at the forefront of change then a new level of activity will be needed to ensure continued progress and innovation.

Recommendations

Corporate POSC Members are asked to:

- a. Note, and celebrate overall progress made by KCC and the BSS (CED) Directorate, especially the re accreditation to ISO14001
- b. Discuss and agree the priorities and recommended approach outlined in Section 3 and 4.

Background Documents: Kent Environment Strategy. Kent Climate Change Adaptation Plan. KCC Corporate Environment Report.

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Appendix 1 - Kent Environment Strategy Priorities, KCC and BSS (CED) Current and Planned Activity.

Living Well Within Our Environmental Limits	KCC Env. Policy reference.	Key KCC and E&E 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	<p>Overall carbon emissions are showing an increase against our 2004 baseline, this is mainly as a result of an increase in energy use in schools due to policy changes such as extended schools and increased levels of ICT. Schools account for the largest share of KCC's energy use. In contrast, non schools buildings energy use decreased by 5.2%, two cold winters have reduced savings gained from energy efficiency projects. E&E showed an overall increase, due to an expansion in the estate. The KCC Energy and Water Investment Fund has loaned and granted £1,710,550, saving £3,013,414 over the lifetime of the equipment.</p> <p>KCC is working closely with Districts to ensure Kent makes the most of the Green Deal when it comes into being, and developing targeted behaviour change campaigns and communications for residents relating to low carbon technologies, energy efficiency and water.</p>	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.	<p>KCC carbon target is red overall.</p> <p>Corporate Target is amber.</p>
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. Kent Design under review. A successful European Funded Event was held in January to work with key stakeholders to look at how energy efficiency, carbon and climate change can be incorporated into design and development in the future without incurring excessive additional cost.	Developing activity	
Priority 3 Turn Kent's waste into new resources and jobs for Kent	Partially covered under Our Decisions	Developing activity. A lot of work is being undertaken as part of the SE7 initiative. KCC is working closely with DEFRA, the SE7 and the Environment Agencies European Pathways to Zero Waste project.	Developing activity	
Priority 4 Reduce the ecological footprint of what we consume	Partially covered under 'Our Procurement	<p>E&E have set up the 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 1000 businesses by 2013.</p> <p>A survey of needs and opportunities for energy efficiency and renewable energy are being undertaken for KCC and the public sector in Kent.</p>	More focus is needed around KCC's procurement and how we account for carbon, and the purchase of local goods.	

Meeting the Climate Change Challenge	KCC Env Policy reference.	Key KCC and E&E Current Activity and Progress	Gaps in Delivery/Issues	RAG
Priority 5 Reduce future carbon emissions	Partially covered under Our Estate	<p>Overall the council achieved a business miles reduction of 11% between 2009 and 2010 with savings of £277,000. Compared to 2008-09 financial year, E&E business miles reduced by 23% with cost savings of £70,000.</p> <p>We have 28 renewable energy installations across the estate, and are continuing to explore further opportunities including more solar on corporate buildings and 2 more biomass boilers for schools supplied from a local woodland.</p> <p>The services provided by the Carbon Hub have been extended and a KCC Supply Chain Programme has been set up.</p>	<p>More work needed on how we develop and finance renewable energy resources within KCC and Kent, and how we support the development of green jobs and growth.</p> <p>To this end a Renewable Energy Resource Study is being undertaken to establish where the best opportunities are.</p>	
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. A Kent wide Adaptation Plan has been agreed, and is being implemented. Kent is a national case study.	Detailed action plans need to be developed for each of the nine priority risk areas identified, and action begun.	
Priority 7 Support the development of green jobs and business in Kent	Partially covered under Our Decisions.	<p>Low Carbon Sector Strategy developed. A bid for further funding for support is being considered by the ERDF Fund and the KCC Regeneration Fund.</p> <p>Support for Green Business is being consolidated.</p>	KCC approach and resources need to be agreed.	

Value From Our Natural and Living Environment				
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, though some action has been undertaken through social return on investment and by Public Health.	E&E needs to ensure continued links are made between the natural environment, the economy and the community.	
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.	Need to assess implications of Natural Environment White Paper.	
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.	Links continue to be made between delivery of KCC's services and Kent's natural and heritage environment.	More consistent links to be developed and maintained across service delivery areas in order to identify opportunities.	

By: Roger Gough, Cabinet Member for Business Strategy,
Performance & Health Reform

Meriden Peachey, Director of Public Health

To: Corporate POSC - 6 July 2011

Subject: Health and Wellbeing Board – Update

Summary: The paper outlines progress to date in regard to establishing a shadow Health and Wellbeing Board for Kent, including implications following the report of NHS Future Forum and the Government's proposed further changes to the Health and Social Care Bill

1. Background:

1.1 The Health and Social Care Bill outlines a new role for local authorities in the co-ordination, commissioning and oversight (including scrutiny) of health, social care (both adults and children's), public health and health improvement. The following are the key duties that Kent County Council will have (subject to the enactment of the Bill):

- Creation of a Health and Wellbeing Board (HWB)
- Transfer of Public Health and health improvement functions from the PCT, including a ring-fenced budget.
- Expansion of the health and social care scrutiny functions
- Establishment of a local HealthWatch.

1.2 Kent has been awarded Health and Wellbeing Board Early Implementer status by the Department of Health, enabling it to build on its strong track record of partnership working with health organisations. Shadow HWBs will have to be in place in every upper tier local authority by the end of 2011.

1.3 Once established, the HWB will act as a full KCC committee operating in shadow form until the Health and Social Care Bill is passed detailing the full statutory duties of the HWB and timetable for their commencement.¹ During this period, the shadow HWB will continue to develop relationships between professional groups, refine roles and responsibilities and identify and deliver some quick wins (e.g. joint commissioning). In support of this, an evaluation process has been developed to enable lessons to be learnt as this unique partnership develops in shadow form.

¹ the Health and Social Care Bill states that: "A Health and Wellbeing Board is a committee of the local authority which established it and, for the purposes of the enactment, is to be treated as if it were a committee appointed by that authority under section 102 of the Local Government Act 1972

2. Health and Social Care Bill:

2.1 The Bill outlines the role and responsibilities of the HWB as providing a strategic and integrated approach to local commissioning across the NHS, social care and public health, through:

- Encouraging integrated working, including increased joint commissioning and pooled budgets.
- Conducting a Joint Strategic Needs Assessment (JSNA) to assess health and wellbeing needs of local people, and identify local priorities.
- Using the JSNA, agreeing a Joint Health and Wellbeing Strategy (HWS) across the NHS, public health, social care and children's services
- Supporting individual organisations to align their commissioning strategies to the Joint Health and Wellbeing strategy for the county.
- Being able to formally write to the NHS Commissioning Board and the GPC if, in its opinion, the local NHS commissioning plans have not had adequate regard to the Joint Health and Wellbeing Strategy. It will also be able to write to the Local Authority if it feels the same is true of public health or social care commissioning plans.

3. Early Implementer Status:

3.1 The legislative framework sets out a requirement for HWBs to be in place by April 2013 (when they formally assume powers and duties). The legislative framework and next steps documentation set out by the Department of Health an indicative timetable for the development of HWBs as:

- Early 2011 – establishment of a network of early implementers, to start work on the new arrangements.
- By end 2011 – establishment of “shadow” HWBs in every upper tier authority.
- 2011/12 – Shadow running of HWBs.
- April 2013 onwards – statutory duties and powers to take full effect

3.2 Kent County Council was awarded Early Implementer status in March 2011, and has been in regular contact through an array of mechanisms with interested parties (including GPs), has established a Task Force to develop the terms of reference and governance arrangements and to establish the HWB in shadow form ahead of the April 2012 deadline.

3.3 Dover District Council has also been awarded Early Implementer status. Whilst the statutory duty will sit with upper tier authorities; having Early Implementer status for both the County and a district council will enable

the issues of working across two tiers on the HWB to be highlighted and addressed.

- 3.4 An evaluation process has been designed to review and evaluate the work undertaken by the HWB in its developmental phase. It is envisaged that the HWB will report to full Council annually on progress against its work plan.
- 3.5 It is proposed to seek approval for the creation of a shadow Health and Wellbeing Board for Kent as a committee of KCC when County Council meets in July. Pursuant to that, a paper outlining the proposed Terms of Reference (ToR) and Standing Orders (SO) for a HWB were agreed by the Selection and Member Services Committee at its meeting on 7 June. The ToR and draft standing orders are attached as Appendix A to this report.

4. NHS Futures Forum (Health and Social Care Bill Pause):

- 4.1 The Government paused the progress of the Health and Social Care Bill in May and established the NHS Futures Forum (chaired by Professor Steve Field) to seek the views of NHS staff, patients, public and stakeholders on the changes outlined in the Bill. The Futures Forum reported on the 13th June, and the Government outlined its responses to the recommendations on the 14th of June.
- 4.2 The most significant change in response to the pause is that proposed GP Consortia will now become Clinical Commissioning Groups (CCGs) comprising a broader membership from across the NHS and local communities. Before establishing any Clinical Commissioning Group, the NHS Commissioning Board will be required to consult, and take into account the views of, the local Health and Wellbeing Board.
- 4.3 The Government also outlined that HWB will:
 - Have a new duty to involve users and the public.
 - Be involved throughout the commissioning process, statutory guidance is due on CCG plans alignment with the local Health and Wellbeing Strategy.
 - Will be able to refer CCG commissioning plans back to CCG's or the NHS Commissioning Board for further consideration if they are deemed not to sufficiently comply with the local Health and Wellbeing Strategy.
 - Will have a pivotal role in promoting joint commissioning and integrated provision between health, public health and social care.
 - Will play a formal role in authorising Clinical Commissioning Groups - the NHS Commissioning Board will have to take the HWBs' views into account in their annual assessment of CCGs.
 - HWB will continue to operate as a committee of local government. It will be up to each local authority to determine the precise number of elected members on HWBs and they will be free to insist upon having a majority of elected councillors if they so wish.

- HWB will be subject to oversight and scrutiny by the existing scrutiny functions.

4.4 The Government response to the NHS Futures Forum further strengthens the role of the HWB with additional powers and stronger links to Clinical Commissioning Groups to promote greater integration between health and social care provision. For the moment, the proposed Terms of Reference for the shadow HWB do not need to be changed, but will be regularly reviewed and will also be formally reconsidered by County Council ahead of the HWB taking on full powers in 2013.

5. Relationship with Other Partnerships:

5.1 The HWB has a clear and strategic role working across the health system in Kent as described above. It will need to establish a distinct role that does not duplicate other arrangements while at the same time developing effective working relationships with existing or proposed partnerships.

5.2 The key relationships are with the following partnerships:

- **Kent Forum and Ambition Boards.** The work of the HWB will form part of the Ambition Board for “Tackling Disadvantage” and will report into the Kent Forum via this route.
- **Locality Boards.** These are in development across the County. Relationships between the HWB and the Locality Boards will be developed as the locality board model is developed. Links to Locality Boards remains important, reflecting the complexities of health and social care needs across Kent.
- **District level Health and Wellbeing Partnerships/Groups.** Kent has already established a network of district-level Health and Wellbeing Partnerships/Groups (HWBPs). These have focussed on delivering the Public Health/Choosing Health agenda (including allocation of limited resources in some areas of the County). They have to date had limited GP involvement in district-level HWBPs. The role of these groups needs reviewing in the light of the development of both the HWB and the Locality Boards. However, they remain a useful mechanism for delivering the public health agenda at a local level.

6. Consultation

6.1 The proposal to create a shadow HWB has been developed by the Health and Wellbeing Taskforce in consultation with the lead Cabinet Members for Adult Social Care & Public Health and Business Strategy, Performance & Health Reform, and other partners. The key consultation points have been:

- 16 March – HWB Workshop with key partners
- 25 March – Kent Forum presentation on emerging health agenda
- 28 March – First meeting of the Health and Wellbeing Task Group (chaired by Meriden Peachey)
- 18 May – Member Briefing on Health
- 6 June – Kent Forum Health Session
- 7 June – Selection and Member Services Committee
- 15 June – Second workshop/meeting for HWB key partners.

7. Recommendations:

7.1 Corporate POSC is asked to:

- a) Note the Report and comment as it sees appropriate

Appendices:

- Appendix A – Draft Terms of Reference and Standing Orders (as approved by Selection and Member Services Committee)

Background Documents:

- The full Government response to the NHS Future Forum can be found at: http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_127444
- Establishing a Shadow Health and Wellbeing Board for Kent, Selection and Member Services Committee, 7 June 2011

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Kent Shadow Health and Wellbeing Board

Draft Terms of Reference

Role

The shadow Health and Wellbeing Board (HWB) will lead and advise on work to improve the health and wellbeing of the people of Kent through joined up commissioning across the NHS, social care, public health and other services (that the HWB agrees are directly related to health and wellbeing,) in order to secure better health and wellbeing outcomes in Kent and better quality of care for all patients and care users. The HWB has a primary responsibility to make sure that health care services paid for by public monies are provided in a cost-effective manner.

The Shadow HWB also aims to increase the local democratic legitimacy in health and provide a key forum for public accountability for NHS, public health, social care and other commissioned services that relate to people's health and wellbeing.

Terms of Reference:

The HWB will:

1. Commission and endorse the Kent Joint Strategic Needs Assessment (JSNA), subject to final approval by relevant partners, if required.
2. Commission and endorse the Kent Joint Health and Wellbeing Strategy (JHWS) to meet the needs identified in the JSNA, subject to final approval by relevant partners, if required.
3. Commission and endorse the Kent Pharmaceutical Needs Assessment, subject to final approval by relevant partners, if required.
4. Review the commissioning plans for healthcare, social care (adults and children's services) and public health to ensure that they have due regard to the JSNA and JHWS, and to take appropriate action if they consider that they do not (for instance, by writing formally to the local authority leadership, GP consortium or the NHS Commissioning Board as appropriate, drawing attention to their reservations).
5. Consider the totality of the resources in Kent for health and wellbeing and consider how and where investment in health improvement and prevention services could (overall) improve the health and wellbeing of Kent's residents.

6. Endorse and secure joint arrangements where agreed and appropriate; including the use of pooled budgets for joint commissioning (s75), the development of appropriate partnership agreements for service integration, and the associated financial protocols and monitoring arrangements., making full use of the powers identified in all relevant NHS and local government legislation.
7. Facilitate pathway redesign to improve the patient journey and healthcare outcomes.
8. Consider and advise CQC, NHS Commissioning Board, Monitor and Providers in health and social care with regards to service reconfiguration and make recommendations to those providers to enable improved and integrated service delivery.
9. Provide advice (as and when requested) to the County Council on service reconfigurations that may be subject to referral to the Secretary of State on resolution by the full County Council.
10. Be the focal point for joint working in Kent on the wider determinants of health and wellbeing, such as housing, leisure facilities and accessibility, in order to enhance service integration.
11. Discharge its duty to encourage integrated working with relevant partners within Kent (e.g. at locality level).
12. Develop and implement a Key Deliverables Plan, which will support the HWB early implementer status evaluation report, to be submitted to the Department of Health in May 2012.
13. Will report to the full County Council on an annual basis on its activity and progress against the milestones set out in the Key Deliverables Plan.
14. Develop and implement a Communication and Engagement strategy for the work of the HWB; outlining how the work of the HWB will reflect stakeholders views and how the HWB will discharge its specific consultation and engagement duties. Work closely with LINKs/Local HealthWatch.
15. Represent Kent in relation to health and wellbeing issues across localities, nationally and internationally.
16. Subject to prior agreement and meeting the HWB's agreed criteria, the HWB may delegate those of its functions it considers appropriate to another committee established by one or more of the principle councils in Kent to carry out specified functions on its behalf for a specified period of time.

Membership

The Chairman will be elected by the HWB.

1. Kent County Council:

- The Leader of Kent County Council and/or their nominee*
 - Cabinet Member for Adult Social Care & Public Health
 - Cabinet Member for Business Strategy, Performance and Health Reform
 - Cabinet Member for Specialist Children's Services
 - Corporate Director for Families and Social Services*
 - Director of Public Health*
2. GP Consortia: up to a maximum of one representative from each consortium or to be determined by the GPC leads*
3. HealthWatch/Link*
4. Three elected Members representing the Kent District/Borough/City councils (nominated through the Kent Forum)
5. PCT Cluster Chief Executive (until 2013)
6. NHS Commissioning Board*

*denotes statutory member.

Kent Health and Wellbeing Board – Terms of Reference

Standing Orders

1. **Conduct.** Members of the HWB are expected to subscribe to and comply with any code of conduct that applies to them. No code of conduct will have precedence over another.
2. **Frequency of Meetings.** The HWB shall meet at least quarterly. The date, time and venue of meetings shall be fixed in advance by the HWB in order to coincide with the key decision-points and Forward Plan.
3. **Meeting Administration.** HWB meetings shall be advertised and held in public and be administered by the County Council. The HWB will consider matters submitted to it by local partners. The County Council shall give at least five clear working days' notice in writing to each member for every ordinary meeting of the HWB, to include any agenda of the business to be transacted at the meeting. Papers for each HWB meeting will be sent out five clear working days in advance. Late papers will be sent out or tabled only in exceptional circumstances. The HWB shall hold meetings in private session when deemed appropriate in view of the nature of business to be discussed. The Chair's decision on this matter shall be final.
4. **Special Meetings.** The Chair may convene special meetings of the HWB at short notice to consider matters of urgency. The notice convening such meetings shall state the particular business to be transacted and no other business will be transacted at such meeting.

The Chair will be required to convene a special meeting of the HWB if s/he is in receipt of a written requisition to do so signed by no less than [three] of the [Constituent Members/members] of the HWB. Such requisition shall specify the business to be transacted and no other business shall be transacted at such a meeting. The meeting must be held within seven days of the Chair's receipt of the requisition.

5. **Minutes.** The HWB shall cause minutes of all of its meetings to be prepared recording:
 - a) the names of all members present at a meeting and of those in attendance
 - b) apologies
 - c) details of all proceedings, decisions and resolutions of the meeting.

These minutes shall be printed and circulated to each member before the next meeting of the HWB when they shall be submitted for the approval of the HWB. When the minutes of the previous meeting have been approved they shall be signed by the Chair.

6. **Agenda.** The agenda for each meeting will normally include:
 - a. Minutes of the previous meeting for approval and signing

- b. Reports seeking a decision from the committee
- c. Any item which a Member of the Committee wishes included on the agenda, provided it is relevant to the terms of reference of the Committee and notice has been given to the Clerk at least nine working days before the meeting.

The Chairman may decide that there are special circumstances that justify an item of business, not included in the agenda, being considered as a matter of urgency. He must state these reasons at the meeting and the Clerk shall record them in the minutes.

7. **Chair and Vice Chair's Term of Office.** The Chair and Vice Chair's term of office shall terminate on 1 April in each year and they shall each be reappointed or replaced by another member, according to the decision of the HWB, at the first meeting of the HWB succeeding that date.
8. **Absence of Members and of the Chair.** If a member is unable to attend a meeting, then the relevant Constituent Member shall, where possible, provide an appropriate alternate member to attend in his/her place. Where possible, the Clerk of the meeting will be notified of any absence and/or substitution within 5 working days of the meeting. The Chair shall preside at HWB meetings if s/he is present. In her/his absence the Vice-Chair shall preside. If both are absent the HWB shall appoint, from amongst its members Acting Chair for the meeting in question.
9. **Voting.** The HWB will operate on a consensus basis. Where consensus cannot be achieved the subject (or meeting) will be adjourned. The matter will then be reconsidered; if at that point a consensus can still not be reached the matter will be put to a vote. All matters to be decided by the HWB shall be decided by a simple majority of the members present, but in the case of an equality of votes, the person presiding at the meeting shall have a second or casting vote. All votes shall be taken by a show of hands unless decided otherwise by the Chair.
10. **Quorum.** A third of [Constituent Members/members] shall form a quorum for meetings of the HWB. No business requiring a decision shall be transacted at any meeting of the HWB which is inquorate. If it arises during the course of a meeting that a quorum is no longer present, the Chair shall either suspend business until a quorum is re-established or declare the meeting at an end.
11. **Adjournments.** By the decision of the Chair of the HWB, or by the decision of a majority of those present at a meeting of the HWB, meetings of the HWB may be adjourned at any time to be reconvened at any other day, hour and place, as the HWB shall decide.
12. **Order at Meetings.** At all meetings of the HWB it shall be the duty of the Chair to preserve order and to ensure that all members are treated fairly. S/he shall decide all questions of order that may arise.
13. **Suspension/disqualification of Members.** At the discretion of the Chair, any body with a representative on the HWB will be asked to reconsider the

position of their nominee if they fail to attend two or more consecutive meetings without good reason or with the prior consent of the Chair or they breach the appropriate code of conduct.

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By: Overview, Scrutiny and Localism Manager
 To: Corporate Policy Overview and Scrutiny Committee
 6 July 2011
 Subject: **SELECT COMMITTEE - UPDATE**
 Classification: Unrestricted

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

Select Committee Topic Review Work Programme

1. (1) There are currently no Select Committee topic reviews in the work programme which fall under the remit of this Policy Overview and Scrutiny Committee.
- (2) The Select Committee work programme consists of the following:-
 - Dementia – Chairman Mrs T Dean – Evidence gathering is complete and a meeting will be held in July to discuss areas for recommendation.
 - Educational Attainment of Pupils and Schools in Areas of High Deprivation – Chairman Mr C Wells – The Committee has selected a study group of 46 schools and is receiving briefings on these prior visits in October 2011.
 - The Student Journey – Chairman Mr Kit Smith, currently holding evidence gathering sessions.

Suggestions for Select Committee topic reviews

2. At the Scrutiny Board It was agreed that Members would be asked to consider whether there are any topics that they would like to put forward for consideration for inclusion in the future topic review programme. If Members do have any suggestions could they contact the Democratic Services Officer for this POSC.

3. **Recommendation** Members are asked to note the Select Committee topic review update and to advise the Democratic Services officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme

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Background Information: *Nil*

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