

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 22nd November, 2012

9.30 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 22 November 2012, at 9.30 am
Darent Room, Sessions House, County
Hall, Maidstone

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

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (15)

Conservative (13): Mr E E C Hotson (Chairman), Mr J R Bullock, MBE (Vice-Chairman), Mr R W Bayford, Mr A H T Bowles, Ms S J Carey, Mr M J Jarvis, Mr S C Manion, Mr R J Parry, Mr K H Pugh, Mr L B Ridings, MBE, Mrs P A V Stockell and Mr J N Wedgbury

Liberal Democrat (1): Mrs T Dean

Labour (1) Mr G Cowan

UNRESTRICTED ITEMS

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

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

A - Committee Business

A1 Introduction/Webcast announcement

A2 Substitutes

A3 Membership

Following the sad death of Mr M V Snelling there is a vacancy on the Committee for a Member from the Conservative Group.

A4 Declarations of Interest by Members in items on the Agenda

A5 Minutes of the meeting held on 27 September 2012 (Pages 1 - 14)

B - Key or significant Cabinet Member Decision(s) for recommendation or endorsement

B1 To consider the future of East Kent Joint Arrangements Committee and agree a resolution to issues identified - Decision 12/01987 (Pages 15 - 18)

C - Monitoring of Performance

C1 Business Strategy & Support Performance Dashboard (Pages 19 - 34)

C2 Business Strategy & Support Mid-Year Business Plan Monitoring (Pages 35 - 40)

C3 Financial Monitoring (Pages 41 - 44)

D - other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

D1 Consultation on 2013/14 Revenue Budget (Pages 45 - 52)

D2 Capital Strategy (Pages 53 - 56)

D3 Business Planning 2013/14 (Pages 57 - 72)

D4 KCC Annual Equality Report (Statutory) (Pages 73 - 128)

D5 Kent Joint Health and Wellbeing Strategy - Decision 12/01972 (Pages 129 - 156)

D6 Establishment of a Property Sub-Committee (Pages 157 - 158)

E - FOR INFORMATION ONLY - Cabinet Member Decision - taken with out being considered at a meeting of the Cabinet Committee

Members are asked to note that the following decision was taken between meetings as it could not reasonably be deferred to the next diarised Policy & Resources Cabinet Committee meeting. The Cabinet Chairman and Group Spokesmen of this Cabinet Committee were consulted their prior to the decision being made in accordance with the new governance arrangements and their views were taken into account by the Cabinet Member.

E1 Establishing a Police and Crime Panel for Kent and Medway (Pages 159 - 182)

Motion to exclude the press and public

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

F - Key or significant Cabinet Member Decision(s) for recommendation or endorsement

F1 New Work Spaces - Decision 12/01970 (Pages 183 - 190)

- F2 LIVE Margate - Housing Intervention Programme - Decision 12/01979 (Pages 191 - 218)
- F3 Kent Academies, Batch 2 Procurement - St Augustine Academy - Decision 12/01899 (Pages 219 - 224)
- F4 Kent Academies, Batch 2 Procurement - Knole Academy - Decision 12/01898 (Pages 225 - 230)
- F5 Kent Academies - Duke of York's Royal Military School, Dover - Decision No 12/01968 (Pages 231 - 234)

G - FOR INFORMATION ONLY - Cabinet Member Decision - taken with out being considered at a meeting of the Cabinet Committee

Members are asked to note that the following decision was taken between meetings as it could not reasonably be deferred to the next diarised Policy & Resources Cabinet Committee meeting. The Cabinet Chairman and Group Spokesmen of this Cabinet Committee were consulted their prior to the decision being made in accordance with the new governance arrangements and their views were taken into account by the Cabinet Member.

- G1 Fastrack Phase 1 Major Scheme - Compulsory Purchase Order Claim by Darent Valley Hospital Trust, Dartford - Decision 12/01990 (Pages 235 - 258)

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

Wednesday, 14 November 2012

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KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 27 September 2012.

PRESENT: Mr E E C Hotson (Chairman), Mr J R Bullock, MBE (Vice-Chairman), Mr R W Bayford, Mr A H T Bowles, Ms S J Carey, Mr G Cowan, Mr M J Jarvis, Mr S C Manion, Mr R J Parry, Mr K H Pugh, Mr L B Ridings, MBE, Mr M J Vye (Substitute for Mrs T Dean) and Mr J N Wedgbury

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

IN ATTENDANCE: Mr S Charman (Head of Consultation and Engagement), Mr D Cockburn (Corporate Director of Business Strategy and Support), Ms B Cooper (Director of Economic Development), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Mr R Fitzgerald (Performance Manager), Ms T Gailey (Public Health Policy Manager), Mr L Gurr (Technology Solutions Research), Mr R Hallett (Head of Finance and Resources - EHW), Ms J Hansen (Finance Business Partner BSS), Mr M Hyland (Executive Officer EKO LLP), Mr D Jackson (Planning Director Commercial Services), Mr P Lamacraft (Senior Commercial Manager), Mr T Micklewright (Contracts Manager - Pfi), Ms K Millar (Manager - Capital Programme Delivery), Mr C Miller (Reward Manager), Ms J Van Ruyckevelt (Interim Head of Citizen Engagement for Health), Ms R Spore (Director of Property & Infrastructure Support), Mr D Whittle (Head of Policy and Strategic Relationships) and Mr A Wood (Corporate Director of Finance and Procurement)

UNRESTRICTED ITEMS

26. Declarations of Interest by Members in items on the Agenda
(Item A3)

Mr J N Wedgbury declared an interest in various items as a Member of the Fire Brigades Union and an active trade unionist.

27. Minutes of the meeting held on 11 July 2012
(Item A4)

RESOLVED that the minutes of the meeting held on 11 July 2012 are correctly recorded and that they be signed by the Chairman as a correct record.

28. Re-alignment of Commercial Services company structure - Decision 12/07946
(Item B1)

(1) Mr Sweetland introduced a report which set out the proposed changes in the management, operation and company structure of Commercial Services following an independent review and consideration by the Governing Board for Commercial Services. He introduced Mr McPherson, Managing Director of Commercial Services who gave details of the proposals.

(2) Mr Sweetland and Mr McPherson answered questions and noted comments from Members which included the following:

- Mr McPherson confirmed that Commercial Services generated £8k net profit per member of staff at no cost to the County Council or Council tax payers.
- A Member emphasised the importance of some of the Directors on the Board being from the private sector. Officers undertook to supply a copy of the company structure and details of the Directors to members of the Committee.
- In relation to a question on profitability, Mr McPherson stated that LAZER made 1.5%, with reduced overall profitability, the other areas turned over 5% which was acceptable.
- In response to a question on how to ensure that there was no perceived advantage to Commercial Services in its dealings with the County Council, Mr McPherson stated that it was essential that the procurement process with KCC was seen to be fair and that there was no preferential procurement. It was important that Value for Money (VFM) was demonstrated and that contracts were only awarded to Commercial Services Companies if they could demonstrate VFM.
- The importance of making sure that Kent business knew that Commercial Services were competing with them on a level playing field was emphasised.
- In relation to the purchase of green energy, Mr McPherson stated that it was not possible to buy green energy in Kent.
- Regarding the premises for Commercial Services, Mr McPherson stated that it was important that Commercial Services were located in premises that were separate from the County Council, negotiations were underway regarding premises with the aim of being as cost effective as possible.
- The importance of there being more information about Commercial Services within the Budget Book was emphasised.

(3) RESOLVED that:

(a) the comments made by Members and the actions being taken to change and improve the management, governance and operations of Commercial Services be noted;

(b) the Cabinet Committee endorse the decisions to be taken by the Cabinet Member for Environment, Highways and Waste, the Cabinet Member for Business Strategy, Performance and Health Reform and the Corporate Director, Environment, Highways and Waste in relation to the formation of new companies; the transfer of existing KCC employees to such companies; and the entering into of all necessary leasehold and other agreements to give

effect to these arrangements, subject to the terms of the KCC Constitution and the Articles of Association of the Company, and
(c) an update report on the Commercial Services Companies be submitted to the Committee in 6 months time.

(Post meeting note: it was agreed that a more appropriate time for the update report to be submitted to the Committee would be after Commercial Services End of Year report was available at the end of May).

29. Establishing Local Healthwatch in Kent- Decision 12/01943

(Item B2)

(1) Mr Gough introduced a report which outlined the progress on the programme of work being undertaken to ensure the successful establishment of Local Healthwatch (LHW) in Kent by April 2013. The report set out the strategic approach to developing the model and outlined the key stages in ensuring successful delivery of the new requirements including the move towards procurement.

(2) Mr Gough, Ms Van Ruyckevelt and Ms Gailey answered questions and noted comments from Members which included the following.

- In response to a question on the amount of time that the interim Shadow Local Healthwatch Board would stay in place, Mr Gough explained that there was a need for flexibility as it was unlikely that the new Board would be in place by 1 April 2013, which was also the case for most other local authorities. Things would be clearer once the procurement exercise had been carried out and the Local Healthwatch organisation had been appointed.
- Regarding the Membership of the Shadow Board, Mr Gough stated that members had been selected by an open invitation for expressions of interest as part of an open and transparent appointment process.
- In response to a question on the complex relationships between Local Healthwatch and the County Council, Mr Gough stated that there was an inbuilt tension within the legislation. The County Council commissioned and paid for services but at the same time would be involved in scrutinising social care via the Health and Wellbeing Board.
- Mr Gough confirmed that the voluntary sector were keen to be involved with Local Healthwatch and this was being nurtured, especially as the Local Healthwatch had to be a social enterprise.
- A question was asked about what the reputational and financial risks were to the County Council, Officers undertook to circulate details of the risk analysis to all Members of the Committee.
- Ms Van Ruyckevelt stated that all of the views expressed from organisations regarding the commissioning would be placed on the County Councils website in order to be transparent.
- Ms Van Ruyckevelt confirmed that officers had worked closely with all parties especially Kent and Medway Networks who were the host organisation. They were also working closely with the Shadow Health and Wellbeing board to ensure that there was an integrated way forward.

- Ms Gailey referred to the work being carried out to ensure that the LINK legacy of information and experienced people were utilised under the new organisation.

(3) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member to move to procurement following the steps set out in the report.

30. Sale of development areas 01, 03 & 05, Kings Hill, Village 2 - Decision 12/01955

(Item B3)

(1) The Chairman referred to the need to look at a more efficient process for involving Members in the decision making process for this type of property decision. He stated that work was being carried out by the Director of Governance and officers to revise the property protocol which would have an impact on this process not just for decisions relating to Kings Hill but to other property decisions as well. Members would be kept informed of progress.

(2) Mr Abrahams and Mr Hyland introduced a report which outlined the rationale for the sale of three small development plots at Kings Hill as part of the adopted strategic land disposal programme at Kings Hill. Officers undertook to supply Members of the Committee with a copy of the programme.

(3) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member to authorise the sale of the three parcels of land (areas 01, 03 & 05, Kings Hill, Village 2).

31. Sale of development areas 57 Kings Hill, Village 2 - Decision 21/01954

(Item B4)

(1) Mr Hyland submitted a report which outlined the rationale for the sale of a large development plot at Kings Hill as part of the adopted strategic land disposal programme at Kings Hill.

(2) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member to authorise the sale of the land (areas 57 Kings Hill, Village 2).

32. Sale of development areas 62 Kings Hill, Village 2 - Decision 12/01956

(Item B5)

(1) Mr Hyland submitted a report which outlined the rationale for the sale of a large development plot at Kings Hill as part of the adopted strategic land disposal programme at Kings Hill.

(2) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member to authorise the sale of the land (areas 62 Kings Hill, Village 2).

33. Pension Auto Enrolment - Transitional Delay

(Item B6)

(1) Mr Gough and Ms Beer introduced a report on the Council's proposed approach to the introduction of auto enrolment of employees into an Occupational Pension Scheme.

(2) Ms Beer and Mr Miller answered questions and noted comments from Member which included the following:

- Ms Beer confirmed that the requirement to notify all staff every three years of their right to opt in or out of the pension scheme would be an administrative burden.
- Mr Miller stated that this legislation was really aimed at the private sector where pension scheme membership was low rather than the public sector which traditionally had a high take up of pension scheme membership. Ms Beer explained that currently all staff were auto enrolled into the pension scheme when they joined the authority. The new legislation required the authority to write to all staff every three years to inform them of their right to be part of the pension scheme, which generated the risk that in difficult financial times some people may take the opportunity to opt out of the scheme which might not be in their best long term interests. This was one of the reasons for suggesting that implementation of the requirement should be delayed.
- Mr Miller explained that the Local Government Pension Scheme had a significant number of members and that staff opting in and out had tended to have a smoothing effect. The fund was reviewed every three years.
- Mr Miller confirmed that as part of the new proposals the options for staff to make half contributions has been preserved.

(3) RESOLVED that the Cabinet Committee endorse the following decision to be taken by the Leader of the Council:

- KCC to fulfil the statutory requirements of Auto Enrolment by assessing and informing employees of their enrolment rights in accordance with Auto Enrolment Regulations. This is to comply with the initial staging date on 1 March 2013.
- KCC informs the Pensions Regulator of its wish to exercise the right to defer, using the transitional arrangements, the full implementation of Auto Enrolment until October 2017 for staff that have already opted out of the Local Government Pension Scheme or the Teachers Pension Scheme.

34. Business Strategy & Support performance dashboard

(Item C1)

(1) Mr Gough introduced The Business Strategy and Support performance dashboard provided Members with progress against targets set in the current financial year's business plans for key performance and activity indicators.

(2) Mr Gough, Mr Cockburn, Mr Hallett and Mr Fitzgerald answered questions and noted comments from Members which included the following:

- The Chairman referred to the informal meeting that had been held with Members to discuss improvements to the way that the Performance Dashboard information was displayed, the suggestions made by Members had been incorporated into the report.
- Mr Cockburn confirmed that the Performance Dashboards were reviewed at Management Team meetings and were a key source of information. He emphasised the importance of the information being provided in a meaningful format which helped officers to identify and address issues. It was important that this information related to the disbursement of resources.
- In relation to Freedom of Information, Mr Gough stated that there had been a huge movement in the right direction and he agreed that publicity should be given to this improvement. He referred to the steady work with officers to achieve improvements in the system of processing Freedom of Information request and the importance of ensuring as much key information was available on the website as possible. He stated that improvements had been achieved in spite of an increasing number of Freedom of Information requests.
- A Member expressed the view that the report should also bring out the cost effective way that this Directorate provided support to services for the people of Kent.
- Members were asked to put forward any suggestions for amendments to the Performance Dashboard via the Democratic Services Officer.
- In relation to a question on the Performance Indicator for responding to the Ombudsman, Mr Fitzgerald explained that there had been a change in the way that this indicator had been presented, to reflect the way that the Ombudsman assessed the County Council.
- A Member pointed out that the Performance information that Officers needed to effectively run their business was not necessarily the same as that which Members wanted to see.
- Mr Fitzgerald referred to the business planning process that was about to begin. Members would have an opportunity to input into the business planning process which would assist Members in deciding the data they required.
- Mr Gough stated that it was important that when issues of interest or concern to Members occurred the Performance Dashboard data was supplied. What was important was having the right level of meaningful information to assist Members.

(3) RESOLVED that the comments made by Members on the Business Strategy and Support performance dashboard, including the appropriateness and relevance of the indicators currently included in the dashboard, be noted

35. Business Strategy and Support Directorate and Commercial Services (Environment, Highways Waste Portfolio) Financial Monitoring 2012/13
(Item C2)

(1) Ms Hansen introduced the first quarter's full budget monitoring report for 2012/13 which had been reported to Cabinet on 17 September 2012.

(2) Mr Simmonds, Mr Gough, Ms Hansen and Mr Wood answered questions and noted comments from Members which included the following:

- In response to a question on the impact of the Finance restructure, Mr Wood stated that it had been difficult, 110 finance posts had been taken out of the structure, there had been a culture change for the organisation with budget management being moved to managers. The previous structure/way of working had been in place for 23 years up until April 2012. There were pockets of resistance to the change from individual managers but these had been quickly resolved. Generally there had been support for the change throughout the organisation. He stated that the journey would take about 2 years. The Chairman stated that it was important that the Committee were kept informed of the progress being made to move to the new way of working and that they could be kept up to date through the Financial Monitoring reports.
- Mr Gough responded to a question on “total place” and the management of public sector assets within an area. He stated that this work was part of the means to achieve the £10m saving through property rationalisation. He reminded Members that there was an exempt report on New Work Spaces later in the meeting.
- Mr Wood explained that the reference in Appendix 3 of the report to “interim” solutions, related to the situations where things had not gone to plan and it would take some time to find an alternative solution so a quick fix was put in place. He was aware of the importance of making sure that there was a proper long term solution to the issues and the interim solution removed as soon as possible before it became embedded. This gave the opportunity to learn from any problems. It was agreed that details of the lessons learned from overcoming these issues would be included in a future report to the Committee.
- Mr Simmonds stated that it was important to remember that in taking 30% of people out of finance made the unit very dependant on IT, it was therefore essential that the IT worked. He emphasised that taking over £3m out of the Finance budget was an enormous undertaking and that just because it had been done did not mean that it had not been extremely difficult.
- Mr Simmonds referred to the indicator for paying invoices within 20 days which had slipped, he confirmed that there was no backlog in Finance, down to the difficulties being experienced in Directorates as they take on their new responsibilities from the reorganisation. Often they had to deal with invoices with no reference number or inadequate information.

(3) RESOLVED that the revenue and capital forecast variances from budget for 2012/13 for the Finance and Business Support, Business Strategy Performance and Health Reform, Democracy and Partnerships and Environment, Highways Waste Portfolios based on the first quarter’s full monitoring to Cabinet and the progress of the new arrangements for finance support be noted.

36. Budget Consultation 2013/14

(Item D1)

(1) Mr Simmonds introduced an update on the 2013/14 budget consultation launched on 6th September

(2) Mr Simmonds answered questions and noted comments from Members which included the following:

- Regarding making sure that all sectors of the community were encouraged to respond to the consultation, Mr Simmonds stated that Members had a role to play in their community to raise awareness of the opportunity of responding to the proposals. Parish Councils were a good way of doing this. He stated that there had been 100 responses to date.
- A Member stated that Mr Simmonds had attended a meeting of his Locality Board and given a clear presentation on the Budget. Ms Carey stated that she and Mr Simmonds had volunteered to attend local meetings such as Local Engagement Forums etc.
- The importance of analysing the consultation feedback and in particular who had responded, or not, in order to learn from this exercise for next years consultation, was emphasised.
- It was noted that the second meeting of the IMG on the Budget would be held on 23 October at 3.30pm.

(3) RESOLVED that the launch of consultation be noted and that feedback be provided to the November round of Cabinet Committee meetings.

37. Kent County Council Equality Policy Statement and Objectives

(Item D2)

(1) Mr Charman and Ms Agyepong introduced a report which set out the new Equality Statement and Policy Objectives for Kent County Council following the implementation of the Equality Act 2010. Following consultation the Equality Objectives had been further developed since they were presented to the Policy and Resources Cabinet Committee meeting on 11 July 2012.

(2) Ms Agyepong answered questions and noted comments from Members which included the following:

- Ms Agyepong confirmed that over the past few months officers had been looking at the equalities systems that needed to be in place within the authority. It was intended that these would be embedded within the business planning process and was not to be an additional burden or a tick box exercise but would be part of the Authorities core process.
- As this Committee was going to monitor the County Council's Equalities Policy, a Member expressed concern about the amount of time that this Committee would be able to devote to this with the amount of other business that it had. The Chairman stated that this would be kept under review and that if necessary consideration could be given to establishing an Informal Member Group to carry out this important monitoring role.
- It would be useful for a future report to the Committee to include a full set of the targets to be achieved.
- Ms Agyepong stated that in terms of complaints these were dealt with by the complaints team who should be able to understand the nature of the complaint and to be able to identify those that were able equalities issues. She would then work with the business to address the issue at the point of service, when necessary the Equalities officer would provide additional support to the business.
- In relation to setting objectives and monitoring them it was important that relevant objectives were identified for specific parts of the business, for

example Highways may not need to record information on gender but it would be helpful to have information on disability.

- Ms Agyepong explained that the approach to the equalities objectives was heavily influenced by the County Council's priorities and would reflect the situation of negative budgets which meant that the County Council was not able to respond to all need but needed to prioritise in order to respond to the greatest need.

(3) RESOLVED that

(a) it be noted that the proposed equality policy statement and objectives for KCC will run from October 2012 to September 2016 and that the actions to achieve the objectives will be determined through annual business plans and priorities.

(b) the equality performance will be part of the Performance Management Framework and quarterly core monitoring received by this committee to enable the Committee to review compliance against the objectives and the Equality Act 2010 on a regular basis.

(c) the Committee receive the statutory Annual Equality Report on all equality outcomes.

38. Terms & Conditions Review - Reward Survey

(Item D3)

(1) Mr Gough introduced a report which outlined the approach taken to seek employee views about the various elements within their employment package. A countywide staff survey was currently being conducted and was taking place in advance of the requirement to make savings of £500k from terms and conditions from April 2013. The results of the survey would enable the Council to make informed choices about future short and long term changes to terms and conditions and the wider employment package.

(2) Ms Beer and Mr Miller answered questions and noted comments from Members which included the following:

- Mr Miller explained that the length of the survey reflected the breath of the employment package that the County Council offered. It also provided an opportunity to inform employees of what was currently available. He confirmed that the survey had been tested before it went live and it should take between 15 and 20 minutes to complete.
- Mr Gough confirmed that the outcome of the survey would be reported to Personnel Committee in November 2012. This report had been brought to this Committee meeting as part of the budget process.

(3) RESOLVED that the comments made by Members on the approach and the consultation be noted and that a further report be submitted to the Committee on the outcome of the consultation.

39. HR Restructure

(Item D4)

(1) Mr Gough and Ms Beer introduced a report which set out the proposals for the restructure of the Learning and Development function in the Human Resources Division and gave the opportunity for the Committee to consider the changes made to the rest of the Division and its service delivery as a result of its restructure in July 2011.

(2) Mr Gough and Ms Beer answered questions and noted comments from Members which included the following:

- Ms Beer explained that the key change in the revised structure for the Learning and Development function was the flatter management structure, account had been taken of feedback and directorates had been reassured that they would continue to receive the required level of support as would key partner organisations.
- Regarding dedicated training for Contact Centre employees, Ms Beer explained that the Contact Centre had a high level of training required as it was the voice of Kent and therefore provision of specific in house trainers was justified. The reason why Contract Centre trainers were on a lower grade than trainers for Mental Health issues, for example, was that the complexity of statutory provision in this area of social care was higher and the Mental Health team also provided training to partner organisations.

(3) RESOLVED that the comments made by Members on the proposals for the new learning and development team and note the impact of the broader Human Resources restructure be noted.

40. Business Planning 2013/14

(Item D5)

(1) Mr Gough and Mr Whittle submitted a report which detailed changes made to the business planning process for 2012/13, as well as highlighting the proposed changes to the process planned for 2013/14. 2013/14 was the first planning year in which Cabinet Committees would be part of the planning process. KCC's business planning process was now co-ordinated by the Policy & Strategic Relationships team within Business Strategy who would make sure that cross cutting priorities were embedded across the Authority. Business Planning would be carried out a divisional level. Cabinet Committees had a pre-consultation role and would have the opportunity to consider and comment on the draft business plans before they were approved by the Cabinet in March 2013.

(2) Mr Cockburn emphasised the link between business planning and the democratic process supported by usable performance data across the Authority.

(3) RESOLVED that the changes to the business planning process for 2013/14 as set out in the report be noted.

41. Broadband Delivery UK

(Item D6)

(1) Mr Gough introduced a report on the £43 million project which Kent County Council was leading to transform Kent and Medway's Broadband infrastructure. This project, which was being delivered in partnership with the Government's Broadband Agency, BDUK, would ensure that at least 90% of properties could access superfast broadband by 2015 and that the remaining 10% had access of at least 2Mbits/s. Kent County Council had managed to secure an early slot on the Government's procurement pipeline and considerable preparatory work had been undertaken to ensure that the project was ready to procure at end of next month.

(2) Mr Gough, Ms Cooper, Mr Gurr and Mr Lamacraft answered questions and noted comments from Members which included the following:

- A Member questioned the adequacy of 10% of Kent properties having access of at least 2MB when the UK average was 8MB and asked whether it was possible to improve on this. Mr Gough accepted the point made but stated that 90% of Kent would be able to access superfast broadband and that 2MB for the remaining 10% was a minimum and was not the end of the story. Mr Gurr set out the disproportionate cost of providing superfast broadband for the remaining 10%. It was anticipated that beyond 2015 there would be more funding available from various sources to make improvements.
- Mr Gough explained that the roll out of superfast broadband had to be market driven. The preferred supplier will define the programme for the roll out. KCC had applied for funding from the Department for Environment, Food and Rural Affairs which would be useful in terms of tackling issues in rural areas. Mr Lamacraft confirmed that the suppliers would be required to provide the most economic and commercially viable roll out that they could in order to achieve the most efficient use of the money.

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

42. Facilities Management Review - Phase 1 Update - Decision 12/01838

(Item D7)

(1) Mr Gough, Ms Spore and Mr Micklewright introduced a report which explained that as part of the Medium Term Financial Plan £10 million of savings had been identified against Property and Infrastructure Support. Part of the strategy to deliver the saving was the implementation of the corporate landlord model and the central management of properties. One work stream being progressed was a review of Facilities Management (FM) delivery. Current delivery across the KCC estate was fragmented, with no clear strategy in place to ensure each location was provided with consistent, satisfactory and value for money FM services.

(2) The report was an update on the present position following the receipt of the FM Consultant's strategy options and recommendations. Phase 1 of the project was now close to completion, and further baseline costs were being sought from KCC Finance to ensure KCC's data was as accurate as possible before proceeding to procurement within Phase 2 (implementation). Following a review of the FM Consultant's options by the steering group, at the procurement board it was

recommended that the most appropriate strategy for Phase 2 (implementation) was to implement a total facilities management, with the county split into three geographical areas. A 5 year contract with a 2 year option to extend for each region with a start date of April 2013. Mobilisation of the three contracts was expected to take 6 months from this date.

(3) Mr Gough, Ms Spore and Mr Micklewright answered questions and noted comments from Member which included the following:

- Members sought an assurance that the new contracts would not exclude Small Medium Enterprises (SME's) and that one size would not fit all. Ms Spore assured Members that the contacts would be drafted in such a way as to ensure that smaller sub-contractors would be able to deliver some of the services and not to preclude the local supply chain.
- It was pointed out that some smaller companies would not be able to meet the pre-qualification limit. Ms Spore explained that KCC would pre qualify the main contractor and the localised supply chain. She confirmed that the concerns of Members in relation to insuring that SME's were not disadvantaged would be addressed in the procurement.
- Ms Spore explained that the proposed Total Facilities Management for Sessions House would still enable one contractor to have a number of supply chain members who would provide facilities.
- Mr Gough confirmed that the aim was to have a balance between achieving economies and being sensitive to local interests, which was why it was proposed to have three contracts for the County. He thanked Members for their input and welcomed Members oversight of the new contracts. He undertook to ensure that local interests were taken into account.

(4) RESOLVED that the Committee support a decision by the Cabinet Member for Business Strategy, Performance and Health Reform to progress to Phase 2 (implementation) for the delivery of Facilities Management.

43. Exclusion of the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of Exempt information as defined in paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act.

44. Goat Lees Primary School - Decision 12/01914

(Item E1)

(1) Ms Millar introduced a report which gave the background to the contract to allow progression of Goat Lees Primary School, Ashford to meet the anticipated completion date of August 2013.

(2) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member for the progression of the procurement for Goat Lees Primary School and that the Director of Law and Governance can enter into the necessary contracts with the successful tenderer.

45. St Mary's Platt, Sevenoaks - Decision 12/01965

(Item E2)

(1) Ms Millar introduced a report on the design and build contract to deliver the playing field, parking and new vehicular access for St Mary's Platt School, Sevenoaks with completion by end of 2012 .

(2) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member on the proposals to enter into a design and build contract to deliver the playing field, parking and new vehicular access for St Mary's Platt School.

46. Capital Programme procurement of external Property Consultancy Services under a new Framework and Associated Contracts- Decision no 12/01964

(Item E3)

(1) Ms Spore submitted a report which set out the need for a new Framework for the appointment of external property consultants to be procured and gave information as to progress made to date and anticipated timescales.

(2) RESOLVED that the current position be noted and that following the outcome of the procurement the Committee note that that the Director of Property and Infrastructure Support is authorised to establish the new framework for Property Consultancy Services.

47. New Work Spaces

(Item F1)

(1) Mr Gough introduced a paper which updated the Committee on progress in respect of the Total Place savings and the New Work Spaces Programme.

(2) RESOLVED that the Committee support the establishment of the Programme Board.

48. Dover Christchurch Academy - Decision 12/01902

(Item F2)

(1) Ms Millar introduced a report on the submission of the feasibility study for the Christchurch Academy Dover to the Department for Education for approval and following this approval a Future Schools Notice would be issued to the contractor.

(2) RESOLVED that the current progress in relation to the Dover Christchurch Academy be noted.

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Decision No 12/01987

From: Alex King, Deputy Leader and Cabinet member for
Democracy and Partnerships
Geoff Wild, Director of Governance and Law

To: Policy and Resources Cabinet Committee

Subject: To consider the future of East Kent Joint Arrangements
Committee and agree a resolution to issues identified.

Classification: Unrestricted

Summary: This report provides information on the history, remit and recent developments within the East Kent Joint Arrangements Committee and the East Kent Joint Scrutiny Committee and suggests a resolution to the issues recently identified.

Recommendations: Members of the Policy and Resources Cabinet Committee are asked to consider and either endorse or make recommendations on the proposed Cabinet Member decision to dissolve the East Kent Joint Arrangements Committee and recommend to Council the dissolution of the East Kent Joint Scrutiny Committee. Detailed recommendations at paragraph 6.

1. Introduction

- 1.1 The East Kent Joint Arrangements Committee (EKJAC) and East Kent Joint Scrutiny Committee (EKJSC) were formed in June 2008 as part of a plan to develop shared working across East Kent with the participation of the four district councils and the county council.
- 1.2 The arrangements envisaged that EKJAC would have a strategic role in overseeing the development of ideas and then a management and monitoring role as services became shared. EKJAC has overseen a significant programme of projects, including proposals for sharing revenues and benefits, information technology, customer contact centres, housing management, human resources and waste..
- 1.3 In May 2010 a review of the arrangements was carried out in an attempt to progress the shared work agenda.

- 1.4 However there has been considerable difficulty for EKJAC in fully implementing the recommendations within the 2010 report. In particular this difficulty has centred on the ability of members of EKJAC to participate in the governance of shared services of which they are not a part. There has continued to exist some reluctance for member authorities who are not engaged in a particular shared service to have an involvement in its governance. This slowing of progress has been of particular concern to the EKJSC
- 1.5 Therefore a further report was commissioned which EKJAC considered at its meeting on 20 June 2012. This report reviewed the suitability of the formal joint committee arrangements to progress the work to date and the possible options for its work in the future. The EKJSC also considered the report.

2. The need for EKJAC and EKJSC

- 2.1 Over time the relationships between the participating authorities have changed and now the East Kent services for which governance is provided by EKJAC only has three of the five EKJAC members taking part (Canterbury, Dover and Thanet).
- 2.2 Further to this, the strategic oversight that EKJAC is capable of providing for waste issues in the County is not currently live and would not realistically be necessary for some time, possibly 2017.
- 2.3 EKJAC considered these factors alongside others and in particular whether the vision on which the EKJAC had been founded was still relevant to the work of the authorities involved.
- 2.3 The EKJSC was created in order to scrutinise the EKJAC and has done its most valuable work when the proposals for shared services were being fashioned. Should the EKJAC cease to exist with only three remaining participants actively pursuing shared arrangements (as part of this set up), scrutiny can easily and effectively be performed at the point where services are delivered.
- 2.4 It is important to emphasise that the report received by EKJAC concerning its future options related to the formal committee arrangements only. The discussions between all east Kent chief executives and county representatives at the East Kent Forum, the East Kent Leaders and Chief Executives meetings, the East Kent Regeneration Board and discussions on some possible east Kent district arrangement would be entirely undisturbed.

3. Conclusions

- 3.1 Having considered the points above on 20 June 2012, EKJAC resolved that the vision under which EKJAC was originally founded had changed to the point that the Committee was no longer the right vehicle to deliver governance and it was agreed that the Joint Committee should be

dissolved.

- 3.2 Each authority must take decisions locally to formally dissolve the Joint Committee. The District Councils have already taken these steps.
- 3.3 Having been established through formal decision making procedures and having both executive and non-executive powers delegated to it via Cabinet and Council, a Cabinet Member decision is needed to dissolve the EKJAC and a resolution of full Council is needed to dissolve the EKJSC.

4. Financial Implications

None.

5. Bold Steps for Kent and Policy Framework

The monitoring, review and improvement of partnerships is crucial to the success of District and County relations and other partnerships. "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). This review, dissolution and eventual replacement with other methods will ensure that that is the case.

6. Recommendations

- 6.1 Members are requested to either endorse or make recommendations on the proposed Cabinet member decision below:

As Deputy Leader of Kent County Council I agree that the East Kent Joint Arrangements Committee be dissolved with immediate effect

In addition I agree that any existing delegations related to the functions of the Continuing Councils agenda, including the delegation to the Payroll officer for KCC for the benefit of Shepway District Council, should continue.

I further agree to recommend to full Council the related dissolution of the EKJSC.

7. Background Documents

None

8. Contact details

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From: Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform
David Cockburn, Corporate Director for Business Strategy and Support

To: Policy and Resources Cabinet Committee

Date: 22 November 2012

Subject: Business Strategy & Support performance dashboard

Classification: Unrestricted

Summary: The Business Strategy & Support performance dashboard provides members with progress against targets set in the current financial year's business plans for key performance and activity indicators.

Recommendation: Members are asked to REVIEW the Business Strategy & Support performance dashboard.

Introduction

1. The third Performance Dashboard for the Business Strategy and Support Directorate for 2012/13 is attached at Appendix 1. This includes data up to the end of September 2012.
2. The second Dashboard was reviewed at the last meeting of the Cabinet Committee and this covered results up to the end of July.

Performance Review

3. There are two main elements of the Performance Review which members are asked to consider:
 - Reviewing progress against the targets set in the current year business plans, as shown in the attached dashboard,
 - Reviewing the appropriateness and relevance of the indicators currently included in the dashboard.
4. As an outcome of their Performance Review, members may make reports and recommendations to the Leader, Cabinet Members, the Cabinet or officers.

Business Strategy & Support performance dashboard

5. The Business Strategy and Support performance dashboard, attached at Appendix 1, includes latest available results up to the end of September for the Key Performance Indicators (KPIs) and Activity Indicators included in this

year's Divisional business plans for the Business Strategy and Support Directorate.

6. Data for different indicators is available on different timeframes and there are two tables in the Dashboard to reflect data availability. Some indicators are shown with monthly results, and some are only reported annually.
7. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against business plan targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

September Dashboard

8. A number of requests and comments were made at the last Cabinet Committee, for changes to the presentation of the dashboard and responses are outlined below.
9. No changes have been made to the selection of indicators included in the dashboard and it has been noted that the main opportunity to influence the selection of indicators for the dashboard should be in January, when the Divisional Business Plans for next financial year are provided for member comment.
10. A summary of overall performance by theme has been included in the covering report, so that members can obtain a quick overview of performance within the need to study the detailed dashboard – see below.
11. Member interest in seeing the Business Support services demonstrating efficiency will be taken forward through KCC joining the CIPFA Value for Money benchmarking club. This service makes use of standard efficiency measures recommended by the Public Audit Forum. The results from this exercise will be reported to members in due course.
12. The previous year result for responding to Ombudsman complaints was incorrectly shown in the last report and this has now been corrected.
13. It is acknowledged that there is a difference between the indicators members may find of interest and the indicators used for operational management. Future developments in the dashboard will need to ensure an appropriate balance between core member interest and providing assurances to members that operational efficiency is being delivered.

Performance Indicator Commentary

14. To assist members with the performance review, commentary is provided below, giving an overall summary of performance by theme. More detailed explanation for particular variances can also be found within the dashboard.

Theme	Performance Summary
Supporting Strategic Objectives	GradsKent continues to exceed targets for placing graduates outside of KCC. The percentage of KCC staff aged under 25 continues to fluctuate slightly below the target level.
Meeting timescales (internal process)	Payment of invoices has fallen behind target and this will be addressed with the roll-out of I-procurement. September saw another failure by one directorate to submit Committee papers for publication within the statutory timescale. In future, late papers will be withdrawn from agendas. Response times to FOI requests have now reached the minimum standard level of 85% within 20 days.
Financial control and efficiency	Monthly indicators in this category are currently performing well. However most of the indicators relating to efficiency are more suitable for annual or infrequent monitoring. Further work needs to be done to help identify appropriate ways to benchmark some of the efficiency measures.
Developing and supporting staff	Good performance on most of the indicators within this theme with the success of Priority Connect worth noting. There is steady progress on encouraging staff to engage with Kent Rewards which is a key element of the total reward package. A full review of progress by Division against the Kent Manager standard using consistent criteria will be reported for the year end position.
Feedback and satisfaction	Consistently high results are being achieved in indicators within this theme. Consistent target setting will be considered for next year.

Additional and more detailed commentary for particular indicators can be found in Appendix 1 within the dashboard.

Recommendations

15. Members are asked to REVIEW the Business Strategy & Support performance dashboard.

Background papers : [KCC Business Plans 2012/13, Business Strategy and Support](#)

Contact Information

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Business Strategy & Support Performance Dashboard

September 2012

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Produced by Business Intelligence, Business Strategy

Publication Date: 30 October 2012



Guidance Notes

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Business Plans and represent levels of performance where management action should be taken.

DoT (Direction of Travel)

↑	Performance has improved in the latest month
↓	Performance has fallen in the latest month
↔	Performance is unchanged this month

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Divisions

Ref	Division	Director
HR	Human Resources	Amanda Beer
P&I	Property & Infrastructure Support	Rebecca Spore
F&P	Finance & Procurement	Andy Wood
G&L	Governance & Law	Geoff Wild
ICT	Information & Communications Technology	Peter Bole
IAG	International Affairs Group	David Oxlade

Please note:

For some indicators where improvement is expected to be delivered steadily over the course of the year, this has been reflected in phased targets. Year End Targets are shown in this dashboard, but full details of the phasing of targets, where appropriate, can be found in the Cabinet approved business plans.

Where data is only available annually, a forecast is provided and the result is assigned a similar alert to other indicators, by comparison of the forecast with the year end target.

Indicators which show the comment “Snapshot data” under Year To Date Result show results which are a snapshot position at the month-end. For such indicators a Year To Date Result is not applicable, as results do not accumulate through continuous measurement.#

It should be noted that the range of indicators shown as new for Property and Infrastructure is a result of the new Corporate Landlord model and data is not available for the previous year on a comparable basis, when responsibility for various assets was held within service directorates.

Glossary

N/A	Not applicable
Tbc	To be confirmed

Supporting strategic objectives

Monthly Indicators

Indicator	Division	Latest Month Result	Month RAG	DoT	Year to Date Result	Year to Date RAG	Year end Target	Floor Standard	Previous Year
Percentage of graduates appointed through GradsKent who are placed outside KCC	HR	50%	RED	↔	78%	GREEN	65%	60%	65.2%
Percentage of KCC staff headcount aged 25 and under (excludes casual contact staff)	HR	6.8%	AMBER	↓	Snapshot data		7%	6.8%	6.8%

GradsKent: 40 jobs have been advertised so far this year. Although the result for September was low, it should be noted that monthly figures can be volatile. The year to date figure is ahead of target and has been over 70% for most of the year so far.

Staff age profile: The percentage of KCC staff aged 25 and so far this year fluctuated between 6.7% and 7%. This has been against a background of a reduction in total FTE staff in KCC 230 (2.5%) in the last six months

Annual Indicators

Indicator	Division	Forecast	RAG	Year End Target	Floor Standard	Previous Year
Reduction in CO ₂ Emissions of Non-School Estate	P&I	2%	GREEN	2%	1%	TBC
Number of up-skilling opportunities per £m of contracts let (including apprenticeships and other workplace training)	P&I	2	GREEN	2	1.8	New Indicator

Meeting timescales (internal process)

Monthly Indicators

Indicator	Division	Latest Month Result	Month RAG	DoT	Year to Date Result	Year to Date RAG	Year end Target	Floor Standard	Previous Year
Percentage of pension correspondence dealt with within 15 working days	F&P	99%	GREEN	↔	99%	GREEN	95%	90%	98%
Percentage of retirement benefits paid within 20 working days of all paperwork received	F&P	99%	GREEN	↓	99%	GREEN	95%	90%	99%
Percentage of invoices for commercial good and services paid within 20 days	F&P	73%	RED	↑	79%	RED	90%	80%	85.4%
Percentage of Council and Committee papers published at least five clear days before meetings	G&L	93%	RED	↓	92%	RED	100%	100%	100%
Percentage of Freedom of Information Act requests completed within 20 working days	G&L	Data by calendar year up to 25 Oct		↑	85%	AMBER	100%	85%	77%
Percentage of Subject Access requests, under the Data Protection Act, completed within 40 calendar days	G&L	Data by calendar year up to 29 Oct		↓	67%	RED	100%	100%	69%
Average number of days to respond to Local Government Ombudsman complaints	G&L	Data up to 29 Oct		↑	28.4	AMBER	28	32	32
Percentage of people management cases (excluding ill-health) resolved within 3 months	HR	66.7%	AMBER	↓	69.7%	AMBER	100%	60%	63%
Percentage of call out requests responded to with specified timescales	P&I	Data collection now in place and results will be available at the next report.					90%	85%	New Indicator

Payment of invoices: This indicator has dropped from an Amber rating to a Red rating since the last report. A total of 85,000 invoices have been paid so far this year. There is an increasing trend at present of the Finance Accounts Payable section receiving more invoices from service teams which are already past the 20 day payment terms. All invoices are processed daily by the Accounts Payable Team to prevent any further delays, however late receipt and authorisation by service teams accounts for the majority late payments. These issues will be resolved in the future with the roll-out of the I-procurement system and invoices will be required to be sent direct to

accounts Payable by suppliers. In addition, we are managing payments to maximise cashflow, and where payment terms are 30 days or longer and the supplier is not a Kent SME, then payment will not be made within 20 days.

Committee Papers: This indicator continues to show a Red Rating. September saw one Committee paper being published late. However the year to date position is an improvement on the last reported figure (July was 92%) with no late papers in August.

FOI requests: The year to date performance on Freedom of Information Requests has now met the minimum standard required of 85% responded to within 20 working days. Sustained improvement is being delivered in response times this year with average weekly performance for the last 19 weeks has been 88%. Performance this year is significantly improved compared to previous years. The number of requests received this year so far is in line with last year (2011 saw 1,821 requests), which suggests that the significant burden caused on the authority by his statutory requirement may now have reached a peak level.

DPA Subject area requests: The concentration of efforts to achieve compliance with the more high profile FOI requests has adversely affected performance with other statutory timescales. Performance for responding to Data Protection Act requests has dropped since the last reported result, and is now slightly behind last year's result. Many enquiries can be responded to very quickly, while some enquiries are complex and require a significant time to respond to which takes them over the 40 day requirement. However it should be noted that our performance, if measured as an average response time, is ahead of the statutory target of 40 days.

Timescale targets: It should be noted that a range of targets in this theme are set at 100%. These are usually statutory targets or reflections of KCC policy, eg the statutory timescale for subject access requests under the data protection is 40 days and it is KCC policy to resolve people management cases within 3 months. However in practice these timescales are not achievable in every case for a range of reasons. We will always aspire to deliver the 100% targets and where there are exceptions to this, there are usually valid reasons why this has not be met.

Financial control and efficiency

Monthly Indicators

Indicator	Division	Latest Month Result	Month RAG	DoT	Year to Date Result	Year to Date RAG	Year end Target	Floor Standard	Previous Year
Percentage of sundry debt outstanding under 60 days old	F&P	79.5%	GREEN	↑	Snapshot data		75%	57%	57%
Percentage of sundry debt outstanding over 6 months old	F&P	10.6%	GREEN	↑	Snapshot data		18%	28%	28%
Percentage of rent due which was recovered	P&I	Data quality issues to be resolved					95%	90%	New Indicator

Sundry debt under 60 days old: The indicator has improved from an Amber to a Green rating. September saw some large invoices which were over 60 days old being paid and there were some large new invoices raised in the month. Sundry debt was £24.7m at the end of September, up from £18.4m the previous month.

Rent due: Rent invoicing raised up to the half-year point was £468k+. Full recovery of this amount is expected. Data is currently collected through a variety of systems inherited from the directorates after centralisation of this function, which has led to some data quality concerns. A new system is being procured to ensure robust monitoring of rent collection on a consistent basis.

Annual Indicators

Indicator	Division	Forecast	RAG	Year End Target	Floor Standard	Previous Year
External income generated by legal services	G&L	£1,582k	GREEN	£1,582k	£1,234k	£1,508k
External legal costs paid by KCC	G&L	New indicator under development				
Core HR cost per employee	HR	£180	GREEN	£180	£199	£199
Core HR staff per 1,000 employees	HR	6.5	GREEN	6.5	6.8	6.8
Percentage of annual income target generated	HR	100%	GREEN	100%	90%	97%

Indicator	Division	Forecast	RAG	Year End Target	Floor Standard	Previous Year
Workstations supported per support specialist	ICT	355	GREEN	355	346	351
Percentage of net capital receipts target of £17.6 million achieved	P&I	107.2%	GREEN	98%	80%	New Indicator
Increase in estates income	P&I	7%	GREEN	7%	4%	New Indicator
Reduction in property running costs per m ² of non-school estate	P&I	3%	GREEN	3%	2%	New Indicator
Average office floor space per member of staff in office based teams	P&I	6m ²	GREEN	6m ²	8m ²	New Indicator
Percentage of capital buildings projects where the actual cost is within +/- 5% of the budget	P&I	100%	GREEN	100%	98%	New Indicator
Value of funding successfully bid for by Kent based organisations supported by KCC	IAG	£790.9k	GREEN	£790.9k	£790.9k	£2.61m
Project draw down in to Kent facilitated	IAG	£1.2m	GREEN	£1.2m	£1.2m	New Indicator

Note: The majority of the financial and efficiency measures are only suitably measured on an annual basis. We are currently looking at suitable options to identify robust methods to benchmark the efficiency of the council's support services. Any options explored will be carefully evaluated to ensure that any benchmarking results provided are robust with like for like comparison.

Developing and supporting staff

Monthly Indicators

Indicator	Division	Latest Month Result	Month RAG	DoT	Year to Date Result	Year to Date RAG	Year end Target	Floor Standard	Previous Year
Percentage of expense claims made through self-service	HR	79%	GREEN	↔	78%	GREEN	76%	75%	76%
Percentage of sickness notification transactions by self-service	HR	72%	GREEN	↑	57%	GREEN	46%	46%	46%
Percentage of staff exiting Priority Connect who were redeployed within KCC	HR	50%	GREEN	↓	46%	GREEN	40%	30%	34.2%
Percentage of employees registered on Kent Rewards	HR	47%	AMBER	↑	Snapshot data		60%	52%	63%
ICT help desk – percentage of incidents resolved at first point of contact	ICT	71%	GREEN	↑	69%	AMBER	70%	65%	68.6%
Percentage of working hours where Oracle systems are available to staff	ICT	100%	GREEN	↔	100%	GREEN	99.95%	99.95%	100%

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Priority Connects: The rating for this indicator has improved from Red to Green for the monthly figures since the last report. The year to date figure of 46% is the highest level seen so far this year. By the end of September a total of 91 staff had passed through the Priority Connect process so far this year.

Kent Rewards: The significant drop in the result for this indicator at the start of the year was due to a data cleansing exercise. Action is being taken to encourage more staff to join the scheme with the aim of bringing results back to previous levels by the end of the year. Results have steadily improved on a constant upward trajectory so far this year, which is in line with the target trajectory. The scheme has recently been promoted through a range of communication channels with staff.

ICT help desk: Results for the last three months have been ahead of target, and if sustained, the year to date figure will soon move to ahead of target.

Developing and supporting staff

Annual Indicators

Indicator	Division	Forecast	Forecast RAG	Year End Target	Floor Standard	Previous Year
Average percentage completion of Kent Manager Programme by KR9 and above	P&I	50%	GREEN	50%	40%	New Indicator
Percentage of eligible managers in HR completing at least 1 module of Kent Manager	HR	100%	GREEN	100%	90%	New Indicator

The Kent Manager standard has recently been refreshed. A full review of progress by division against a consistent criteria will be reported for the full year performance.

Feedback and satisfaction

Monthly Indicators

Indicator	Division	Latest Month Result	Month RAG	DoT	Year to Date Result	Year to Date RAG	Year end Target	Floor Standard	Previous Year
Percentage of training events with overall satisfaction rating of 4 (satisfactory) or higher	HR	95%	GREEN	↓	96%	GREEN	75%	75%	New Indicator
Percentage satisfaction with the ICT help desk	ICT	97%	AMBER	↓	98%	GREEN	98%	95%	98.1%
Percentage of end users satisfied with service from Property and Infrastructure division	P&I	Indicator under development							New Indicator

High levels of satisfaction are being maintained. More consistent target levels between services will be considered for next year.

For Property & Infrastructure a baseline survey has been sent to 200 customers (mainly internal), and results will be available in due course.

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From: Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform

David Cockburn, Corporate Director for Business Strategy and Support

To: Policy and Resources Cabinet Committee

Date: 22 November 2012

Subject: Business Strategy & Support Mid-Year Business Plan Monitoring

Classification: Unrestricted

Summary: The mid-year Business Plan monitoring provides highlights of achievements to date for the divisions within the Business Strategy and Support Directorate.

Recommendation: Members are also asked to NOTE this report.

Introduction

1. A light touch mid-year Business Plan monitoring exercise was conducted, with the aim of identifying key achievements and areas where tasks were not completed.
2. Highlights of the mid-year Business Plan monitoring for Business Strategy and Support is shown below and is laid out by Division. The Economic Development team within Business Strategy has not been included as reports to another Committee.

Business Strategy - Business Intelligence (BI)

3. To support the new governance arrangements, performance dashboards have been produced for all directorates and submitted to all Cabinet Committees meetings for review. An ongoing process is under way to refine these dashboards to give Members the information and reassurance they require.
4. The Performance and Evaluation Board has been established. Chaired by the Cabinet Member for Business Strategy, Performance and Health Reform and with Director level representation from each of the Directorates, the Board works to drive forward performance improvement across the Authority.
5. The BI team continues to produce a range of well-received products, including supporting Locality Board information requirements, producing Census data briefings and supporting services to understand their customer data. The KCC Facts and Figures web-site page is kept up to date and is a valuable resource for KCC service planning and for partner organisations.

6. A new corporate risk team has been established and the corporate risk register was re-freshed and is closely monitored. Directorate and Divisional formal risk management arrangements have been improved in response to the recent risk management audit.
7. The Enterprise Resource Planning (ERP) programme has delivered the key elements of phase 1 including the new financial monitoring system, with Oracle Business Intelligence installed and Finance and HR reporting developed. I-Procurement has continued to be rolled out and is now available to over 1,400 users.

Business Strategy - Policy and Strategic Relationships

8. The team continues to focus on providing both pro-active and demand-led professional policy support to KCC, focusing on horizon scanning, analysis and interpretation of key policy and legislative trends. Advice and guidance is provided to Cabinet, Corporate Directors, senior officers and elected members.
9. The team has developed a number of initiatives and continues to support these after transferring day to day operations to services, including the Big Society Fund, Community Budgets and the Troubled Families programme.
10. The team has led the work to prepare the council for the Community Right to Challenge and contributed to the Make, Buy Sell reviews.
11. Analysis and advice has been provided on key new legislation including the Health and Social Care Bill, and the Public Services (Social Value) Act with on-going support to help KCC deliver new requirements, including for example Health and Well Being Board arrangements.
12. The impacts of welfare reform have been assessed and options developed for the localisation of the Social Fund.
13. KCC's business planning process has been re-freshed and the previous Statements of Required Practice (SORPs) for officers has been re-placed with the new Management Guidance.
14. The team has provided support to the Kent Forum and the development of the Locality Board model.
15. A planned review of the council's Policy Framework has been delayed and the initial intended scope for this work is to be re-examined.
16. The programme office has been established within the team, to ensure a consistent and robust approach to the delivery of key transformational programmes across the council.

Finance and Procurement

17. We successfully implemented the new Division structure on time with a reduction of 110 full time equivalent posts and as a consequence of that we've rolled out

Collaborative Planning to well over 100 budget managers. We're now learning from this before rolling out to those managers with bigger and higher risk budgets.

18. We have prepared the Revenue Budget for consultation and this was released on 6th September. The Budget Programme Board continues to evaluate all service strategies and efficiency programmes that are vital to the proposed Budget. We are also continuing an excellent working dialogue with district councils to resolve the very difficult issue of localisation of Council Tax Benefit.
19. Our Statement of Accounts for 2011/12 were again the first County Council Accounts to be approved and signed off by the auditors (in July 2012).
20. A number of highly complex fraud and other investigations have been carried out and remedial action taken. We have promoted an increased awareness of the risk of fraud within the Council. Whilst the number of investigations has impacted the on the Audit Plan, we are still forecasting the delivery of this Plan to target.
21. The new Strategic Sourcing and Procurement Team are now fully in place and are advising on all of the major procurement issues and improving processes and governance - although we have missed the June 2012 deadline for incorporating revised delegated authorities into our processes and systems. The Kent Portal is up and running.
22. A revised Treasury Strategy has been approved that reflects latest market conditions whilst recognising our own risk appetite. We continue to manage daily cash flows and internalise borrowing need, which is on target to save us over £3m in this financial year.

Governance and Law

23. Governance and Law continues to provide efficient Legal advice and services to Kent County Council and over 300 other public sector bodies.
24. For the first time, Legal is handling the full range of complex litigation on behalf of the Council and developed our in-house capability to handle major multi-million pound disputes in relation to contracts, procurement and construction. This work used to be sent to external solicitors at £250-£300 per hour and is now delivered at our internal rate of just £60 per hour. This has saved the council £60,000 since April (estimated full year savings: £100,000).
25. A new Case Management System has been procured and is being implemented with staff trained and using the system from early December 2012. The new system will change the way we work, leading to paper light ways of managing and delivering legal work. These are likely to have a major impact in 2013/14 but savings will still be felt in quarter 4 of 2012/13. (estimated full year savings: £4,000)
26. Greater partnership working is on target to reduce KCC's childcare legal costs this year by £1m compared to 2011/12. This is despite a continuing challenging climate which is resulting in unprecedented numbers of childcare proceedings and legal challenges (estimated full year savings: £1million).

27. Have grown the Kent Legal brand and had articles published in the MJ, the Law Society Gazette, Solicitors Journal, The Lawyer and Local Government Lawyer.
28. Delivered improved training programmes. This includes holding 5 seminars (338 attendees), and from November 2012, we will be working with the Judiciary across Kent to further develop our staff into high level advocates
29. The new Governance arrangements were successfully implemented and became operational on 1 April 2012. After three cycles of the new Cabinet Committees, the early potential of the new structure is beginning to be realised and the intended outcomes achieved
30. In October 2012 the Council achieved its target of 85% of Freedom of Information Act requests completed within 20 working days

Human Resources (HR)

31. We carried out the planned restructuring of the HR division, resulting in reduced staffing numbers and budget, while supporting KCC managers and staff through major transformation.
32. We have been working with all directorates to develop priorities for action plans to support the implementation of the Organisation Development and People Plan. A major outcome has been the publication of a KCC wide Training Strategy and the formation of directorate OD Groups to deliver training plans in accordance with a centralised budget.
33. Training plans to support the Children's Improvement Plan and the Kent and Medway Partnership Trust Plan have been delivered.
34. We have reviewed, refreshed and re-launched the Kent Manager programme. There are improving levels of engagement from staff and the first managers are now completing the programme.
35. A widespread employee consultation on benefits has been completed to inform a review of Terms and Conditions.
36. A Lean Review has been completed to identify efficiencies and potential savings in HR processes.
37. An engagement survey has been conducted to capture the Employee Value Proposition. Outcomes have been communicated to participating managers and used to understand and develop the new deal between KCC and employees.
38. Positive feedback has been received in response to the risk profiling programme which helps managers validate and more readily manage and monitor their service health and safety risks.
39. Increased external business has been generated through the HR Business Centre, including for our CRB service which has approved broker status, and the delivery of HR and payroll services for Shepway District Council. A trading review has been

completed to inform the future business model for HR and in particular the HR Business Centre.

40. The roll out a fixed establishment approach will be delivered from April 2013, with the business plan used to establish staff numbers for the year.

Information and Communications Technology (ICT)

41. The ICT Division continues to work to maximise the value of investments in information and communication technology to support improved service outcomes.
42. The Division has developed a new model to ensure decisions on major ICT investments are aligned to the council's strategic objectives and deliver value for money. The re-structure of the Division is complete with a rationalisation of job and role descriptions.
43. ICT security is being enhanced with the implementation of Exchange 2010, with completion of the project by December.
44. The Unified Communications project to deliver a new telephone system with additional functions and associated cost savings is in progress, with completion due in 2013.
45. ICT collaboration with partners continues to be pursued with a common action plan agreed with Joint Kent Chief Executive Officers and a regional network of networks endorsed by South East 7 Leaders.

46. The project for the replacement of the ICS system is in exception and the original timescale will not be met. The availability of business resource for user testing has compromised the go live date.
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47. The Enterprise Resource Planning (ERP) programme has delivered the key elements of phase 1, including the new financial monitoring system.
48. In collaboration with the Regeneration team, preparation is underway for the Kent roll-out of superfast Broadband, with the procurement of a network operator underway.

Property and Infrastructure Support

49. The relationship of the function with service units has changed significantly in the last year and new guidance and information has been issued to help managers across KCC with property issues. The division is focussed on driving improvements in customer satisfaction and work is underway to assess satisfaction with the service provided.
50. Progress is being made to realise opportunities from the new Corporate Landlord approach, to consolidate property related procurement to drive cost efficiencies.
51. A draft new Property Asset Management Strategy has been prepared and is being discussed with services. This should come to the Cabinet Committee for discussion in January.

52. A pilot of the New Work Spaces Strategy has been completed within the Property division and roll out within two directorates is now underway.
53. Property continues to work with Regeneration colleagues to support a range of projects including Margate Housing and the Rendez-vous site.
54. To support energy efficiency, solar panels were added to three operational buildings in July, although concerns about legal and risk issues are causing difficulties in wider adoption including at schools.
55. The Facilities Management review has completed and tendering for delivery of the new service model is now underway. Work has been undertaken to design a more efficient procurement arrangement for Estates management works, with some finalisation of details to be agreed before this is put in place.
56. Collaboration with district councils and other public sector organisations has been strengthened, with a range of projects identified and progressing. In particular new working relationships have been established with health partner organisations.
57. A Property Services offer for Academy schools has been developed through EduKent.
58. A new Management Concession for Oakwood House is now in place.
59. An updated schools maintenance plan and a basic need requirement for modernisation have been agreed and are being delivered.
60. Academy builds are progressing to plan for Spires, Isle of Sheppey, Skinners and Tunbridge Wells. For new projects, start of works for Dover Christchurch may not go through this year.

Recommendations

61. Members are asked to NOTE this report.

Background Documents: Business Strategy and Support Business Plans 2012/13

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TO: Policy and Resources Cabinet Committee – 22 November 2012

**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
David Cockburn, Corporate Director of Business Strategy and Support**

SUBJECT: Business Strategy and Support Directorate and Commercial Services (Environment, Highways & Waste Portfolio) Financial Monitoring 2012/13

Classification: Unrestricted

Summary:

Members of the Cabinet Committee are asked to note that the first quarter's full budget monitoring report for 2012/13 was reported to Cabinet on 17 September 2012. Members of the Cabinet Committee are also asked to note the subsequent update to this position which was reported in the monitoring exception report to Cabinet on 15 October 2012.

FOR INFORMATION

1. Introduction:

- 1.1 This is a regular report to this Committee on the forecast outturn for the Business Strategy and Support Directorate and Commercial Services (Environment, Highways Waste Portfolio).

2. Background:

- 2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio and will be reported to Cabinet Committees after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The first quarter's monitoring report for 2012/13 was reported to Cabinet Committees in September. An update to this position was reported in the monitoring exception report to Cabinet on 15 October. The relevant extracts from this exception report are included in the revenue and capital sections below.

3. Business Strategy and Support Directorate and Commercial Services (Environment, Highways & Waste Portfolio) 2012/13 Financial Forecast - Revenue

3.1 **Table 1** shows the movements reported in the exception report following the quarter 1 report provided to Cabinet Committees in September.

Portfolio	Forecast Variance £m	Movement from Qtr 1 report (before management action) £m
Finance and Business Support Portfolio	-0.100	+0.050
Business Strategy, Performance & Health Reform	+1.050	+0.030
Democracy and Partnerships Portfolio	-0.146	-0.072
Directorate Total	+0.804	+0.008
Environment Highways & Waste Portfolio (Commercial Services)	0.000	0.000

The main reasons for this movement are detailed below:

3.2 Finance and Business Support Portfolio:

- The underspend for this portfolio has reduced by +£0.050m this month to -£0.100m. This is due to more analysis on the Finance underspend highlighting that £0.050m related to Internal Audit and has therefore moved to the Democracy and Partnerships portfolio.

3.3 Business Strategy, Performance and Health Reform:

The projected pressure for this portfolio has increased by +£0.030m this month to +£1.050m. There were several small movements, none over £0.1m included within this +£0.030m. The management action reported in the first quarter for Property and Infrastructure, relating to the re-phasing of savings due to necessary extensions to leasehold payments, is on-going. Likewise, HR continues to look for efficiencies within all areas of its business, to compensate for the pressures within the Business Centre.

3.4 Democracy and Partnerships Portfolio:

The underspend for this portfolio has increased by -£0.072m this month to -£0.146m. -£0.050m of this is due to the transfer from the Finance and Procurement portfolio. The remaining -£0.022m relates to a staffing underspend in the Partnerships area.

4. Business Strategy and Support Directorate and Commercial Services (Environment, Highways & Waste Portfolio) 2012/13 Financial Forecast - Capital

4.1 **Table 2** shows the movements reported in the exception report following the quarter 1 report provided to Cabinet Committees in September.

Portfolio	Total Amount £m	Business Strategy, Performance & Health Reform Amount £m	Environment, Highways & Waste (Commercial Services) Amount £m
Unfunded variance			
Funded variance			
Variance to be funded from revenue			
Project underspend	-0.700	-0.700	
Rephasing (to/from beyond 2012-15)			
Total variance	-0.700	-0.700	0.000

There have been no movements since the quarter 1 report.

5. Recommendations

5.1 Members of the Policy and Resources Cabinet Committee are asked to note the revenue and capital forecast variances from budget for 2012/13 for the Finance and Business Support, Business Strategy Performance and Health Reform, Democracy and Partnerships and Environment, Highways & Waste Portfolios based on the first quarter's full monitoring to Cabinet and the subsequent exception report.

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To: Policy and Resources Cabinet Committee – 22nd November 2012

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

David Cockburn – Corporate Director for Business Strategy & Support

Andy Wood – Corporate Director of Finance & Procurement

Subject: Consultation on 2013/14 Revenue Budget

Summary: This report provides members with feedback on the recent consultation on 2013/14 budget and in particular how it relates to the portfolios within the Policy & Resources remit. The timing of this committee means we have not been able to fully analyse all the responses in time for this meeting. A full analysis of responses will be presented to Cabinet in December.

1. Introduction

1.1 Consultation on proposals for the 2013/14 revenue budget was launched on 6th September. This launch was much earlier than in previous years, allowing more time for respondents to make submissions and more time to consider responses. The consultation closed on 1st November.

1.2 The consultation included a variety of engagement approaches including:

- Media launch
- Easy to read consultation document (available in printed and on line versions)
- Tick-box questionnaire with the option of submitting a more detailed response
- 2 all day workshops with a cross section of Kent residents organised by independent market research firm Ipsos MORI
- Specific briefings and workshop sessions with a range of other stakeholders including business representatives, voluntary sector, youth county council and trade unions
- Engagement with representative member panels from Cabinet Committees

- Presentations by County Councillors to locality/local boards
- Briefing sessions for staff including Challenger group

1.3 This comprehensive consultation and communication strategy has been endorsed by Cabinet members with the aim of striking the right balance between in-depth engagement with a representative sample of Kent residents as well as wider engagement. We have devoted the majority of expense in engaging Ipsos MORI. Previous experience has demonstrated the additional benefit of independent market research rather than in-house. Ipsos MORI have given assurances that deliberative events with a small sample of residents can provide reliable and robust findings that are indicative of the larger population. The sessions included a cross section of the community and Ipsos MORI recommend that face to face engagement produces much higher quality research results than other forms of engagement.

1.4 In addition to the formal consultation process, Unison circulated a survey to KCC staff and others attending the County Council on 25th October. The results of this survey will be identified separately from the main consultation.

2. Consultation Proposals

2.1 The consultation identified that we are estimating an overall reduction in funding of £67m. These are estimates at this stage for consultation purposes as we have no provisional grant figures from central government or details of how the new funding arrangements will work under Local Government Finance Bill. We also only have an estimate for the Council Tax base, and at this stage districts have not agreed their local schemes for Council tax support to replace Council Tax benefit.

2.2 The funding estimate takes account of the loss of the one-off Council Tax Freeze grant for 2012/13 and the estimated loss of Formula Grant based on Spending Review 2010 planned totals. It also takes account of forecast changes in Dedicated Schools Grant due to additional pupils and conversion of academies.

2.3 The funding estimate includes the forecast impact of increased Council Tax base due to growing population and reduced collection rates due to transfer of responsibility for Council Tax benefit. The funding estimate includes a freeze in the County Council element of Council Tax without any additional Government support (at the time of the launch the Council Tax freeze grant now on offer had not been announced).

2.4 The funding estimates will need to be updated when we get provisional grant settlements, more details of the new funding arrangements following Royal Assent of the Local Government Finance Bill and better estimates of Council Tax base and collection rates. Members should be aware that these were our best estimates based upon available information for consultation purposes.

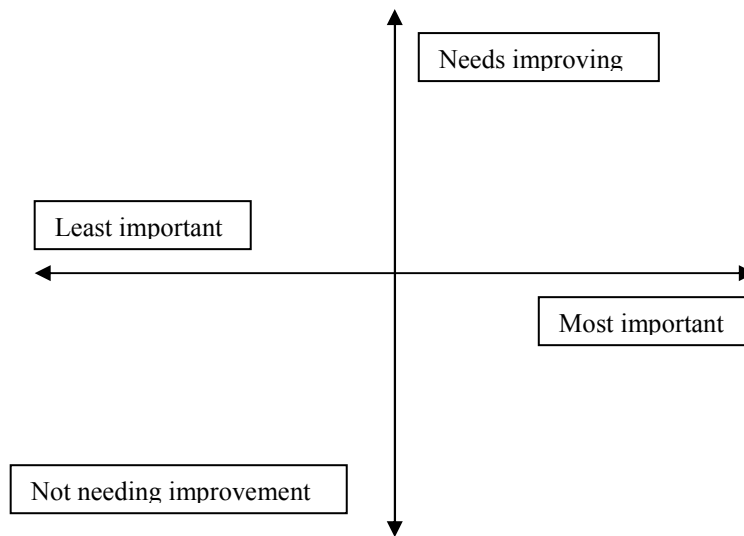
2.5 The consultation also identified estimated additional spending demands of £32m. The majority of these (£19m) are unavoidable due to inflationary, legislative and demand led pressures. As with funding, these estimates are based on the best available information for consultation purposes and will need to be refined prior to the budget being finalised. It is essential that the final budget is set according to the most up to date information. The remaining £13m of estimated additional spending would not be unavoidable and is subject to local policy choices e.g. impact of funding new capital spending.

2.6 In order to balance the estimated funding reductions (excluding DSG) and additional spending demands the consultation outlined £60m of possible savings, income and service transformations. £13m of this £60m will arise from the full year impact of actions being taken during 2012/13 or from decisions which have already been taken. The consultation did not seek views on this £13m. The consultation focussed on £44m arising from key new proposals which would be implemented in 2013/14.

3. Feedback from MORI Workshops

3.1 Ipsos MORI organised workshops with Kent residents on Saturday 29th September and 6th October. The first workshop covered East Kent and was held in Canterbury, the second workshop, for West Kent, was held in Tonbridge. Both had between 30 to 40 attendees recruited from a variety of backgrounds and age ranges. This number is consistent with similar workshops organised in previous years.

3.2 The sessions ran from 10am until 4.30pm. In the first session participants had the opportunity to identify what they like and don't like about living in Kent. This was discussed in 4 smaller groups and each group was asked to map a range of KCC services against a scale of importance and scale of scope for improvement as below.



3.3 The remainder of the morning session gave participants an insight into other MORI research into opinions on public spending and a presentation on the issues facing KCC next year and the proposals in the budget consultation.

3.4 In the afternoon MORI explored in more depth with the 4 groups whether KCC should address the budget gap through savings or council tax increases (including other ways the council could raise council tax). MORI also explored with the groups examples of KCC services and whether savings should be determined by the County Council, by local communities, or by individuals taking greater responsibility.

3.5 We have not received the report from Ipsos MORI in time for this committee meeting. The full report will be presented to Cabinet in December.

4. Feedback from On-Line Questionnaire and Budget Consultation Document

4.1 Confirmation will be provided on 22nd November of the total number of responses to the consultation which have been received. These are either from the questionnaire available on-line/included in the consultation document or e-mails to the dedicated address. This is the first year we have produced a plain English document, in addition to putting more resources into raising awareness of the budget consultation.

4.2 The response rate is considerably higher than in previous years but the number of respondents does mean that the results, although indicative of those who responded, may not be as robust as we would expect, or represent the views of the population at large. Therefore, we are suggesting that more emphasis should be placed on the qualitative exercise undertaken by Ipsos

MORI than the general responses, although both provide an insight into the opinions of Kent residents.

4.3 The consultation only closed on 1st November and therefore we have not had sufficient time to undertake a full analysis for this committee. A full analysis will be presented to cabinet in December.

5. Feedback from Specific Focus Groups

5.1 We have had held consultation sessions with the KEB Business Advisory Board, representatives from the Voluntary and Community Sector, and Kent Youth County Council. At each of these sessions a brief presentation was given setting the background to the 2013/14 budget and outlining the proposals in the consultation. Participants were asked for comment on issues and in particular the approach to transformation, whether local communities could take more responsibility and whether Council tax should be frozen.

5.2 Analysis from these sessions will be presented to Cabinet in December together with the MORI report and individual consultation responses.

6. Informal Member Groups

6.1 The Cabinet Committee agreed to establish an Informal Member Group (IMG) to consider budget issues. The group for this committee was chaired by Mr Hotson and included Mrs Dean, Mr Cowan, Mr Bayford, Mr Parry, Mr Ridings and Mrs Stockell representing the committee. The group met on two occasions, 14th September 2012 and 23rd October 2012.

6.2 The group considered all aspects of the budgets within the portfolios reporting to the Policy and Resources Cabinet Committee and were presented with papers setting out the Directorate budget, agreed savings from existing Medium Term Financial Plan and HR information.

At it's first meeting, Members of the IMG considered wide-ranging topics including:

- a) Community 'Right to Challenge'
- b) Property Disposals
- c) Targets for the reduction in use of gas and electricity
- d) Rent reviews and collections
- e) Contractual commitments for Insurance services and balance between self insurance and purchased insurance
- f) Legal Services charging policies

As the main areas of discussion focussed on topics within the Property and Legal Divisions, IMG Members decided to invite the Directors of Property and Legal Services to their next meeting.

At the second meeting:

Ms Spore gave the IMG an extensive briefing on many aspects of the Property budget including disposal targets and their link to funding the Capital Programme. Ms Spore also advised the IMG that there are targets to reduce use of gas and electricity but that supply costs keep increasing. The IMG were assured that rent reviews are carried out regularly and all rents due were being collected.

Mr Wild explained Legal Services' new strategy, 'Evolution, Efficiency, Enterprise' to reduce legal costs across the authority. The IMG were also informed that internal demand for Legal Services was not decreasing but that Legal are now doing more for less for example offering a free telephone helpline.

The IMG were informed that the County Council has a 5 year contract with Zurich for Insurance which runs until 31 December 2013 with an option to extend for 2 years.

6.3 The Chairman and Members of the Budget IMG agreed to recommend to the Policy and Resources Cabinet Committee that:

- (a) a high priority be given to ensuring that savings are generated by the release of property as a result of the Transformation Programme including Gateways, and that Members be kept informed of progress.
- (b) the data on the amount spent on external legal services for insurance matters be made available to Mr Wild so that he can look at the opportunities for savings to be achieved by using KCC legal Services and in due course this be reported to the Cabinet Committee.
- (c) Members of the IMG receive the regular Legal Services update "Evolution".
- (d) in due course consideration be given as to whether or not to extend the insurance contract with Zurich in December 2013.
- (e) the pay back costs in relation to the PEF be noted.

7. Next Steps

7.1 A full report on the consultation will be presented to Cabinet on 3rd December. Cabinet will be asked to consider all issues that arose during the consultation, and to make a formal response. This will include issues discussed and agreed at this Cabinet Committee. Cabinet will agree any necessary changes to the budget proposals and if necessary issue a revised draft budget.

7.2 The revised draft budget will include an update of all the estimated additional spending demands and savings / income / transformations. The update will also include the provisional grant settlement and updated Council Tax base. This could mean that the revised draft will not be published immediately after Cabinet on 3rd December depending on when information is available.

7.3 Cabinet Committees will have a further opportunity to review the revised final draft budget in the January round of meetings prior to it going to County Council on 14th February for final approval (including setting the Council Tax for 2013/14).

8. Recommendations

8.1 Members are asked to:

(a) NOTE the budget consultation process and that full analysis of responses will be presented to Cabinet in December.

(b) ENDORSE the recommendations of the IMG as set out in paragraph 6.3.

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By: Cabinet Member for Finance and Business Support
– John Simmonds
Corporate Director of Finance and Procurement
– Andy Wood

To: Policy and Resources Committee

Date: 22 November 2012

Subject: Capital Strategy

Classification: Unrestricted

Summary: This report sets out the background and proposals made that have formed the attached capital strategy

FOR COMMENT

1. INTRODUCTION AND BACKGROUND

- 1.1 We are in a very different and difficult financial climate and it is appropriate therefore, to completely re-examine and review our capital strategy.
- 1.2 In March, Cabinet Member for Finance and Business Support, John Simmonds requested that a Capital Strategy Working Group (CSWG) be set up to devise a new capital strategy. This group mainly consisted of senior officers from highways, property, policy, procurement, regeneration and finance.
- 1.3 A discussion paper on the strategy was completed by the end of September. This set out a number of questions and recommendations, presenting options for discussion and debate based on the changing financial climate, our strategic priorities and some historical statistics. This paper went to the Corporate Management Team on the 9 October.
- 1.4 On 16 October the strategy was debated by CMT and Cabinet at the capital away day.

2. THE STRATEGY

- 2.1 The strategy can be found in Appendix 1. The main points are highlighted below.
- 2.2 The main catalyst for shaping our capital strategy is our fiscal indicator in relation to debt costs. This states that our debt costs should not exceed

15% of our net revenue budget. For 2012/13 the prediction is that it will reach 13.6% and is rising, exceeding this fiscal indicator in 2013/14. This is partly due to the fact that our net revenue budget is predicted to reduce over the Medium Term Plan, so even if our annual debt costs stayed the same the % would rise. For every £10m borrowed there is a revenue cost of around £1m per annum, depending on the asset type that the borrowing is funding.

- 2.3 The recommendation of the CSWG is to maintain the 15% 'cap' on borrowing, given the funding outlook for local government in the medium term. This cap should remain until at least 2017/18.
- 2.4 In practice this means that we should not plan for any additional borrowing that is not already in the programme, over the next 5 years. The Medium Term Plan currently shows £175.3m of additional borrowing. At the capital away day on 16 October £24.5m of new bids were considered without a funding source. It was agreed that these should not be funded from borrowing but should seek other funding sources, predominantly capital receipts. After other adjustments and roll forwards from 11-12 our revised Medium Term Plan figure for borrowing is £172m. This will take us to our 15% cap.
- 2.5 The Authority is proposing to take a transformational stance in relation to its capital strategy. This involves setting aside some capital projects in favour of others that are more in-line with current strategic priorities. This stance will enable maximum flexibility but could also result in increased capital spend. This may be funded through the introduction of rigorous capital receipts targets, better targeted invest to save projects and other innovative funding streams but not through increased borrowing, which would have a negative impact on our fiscal indicator and revenue budget.
- 2.6 It is also proposed that a pot of £5m should be set aside to fund smaller, more innovative schemes; this will not be funded from borrowing, so other sources of funding will be sought.
- 2.7 Our previous capital strategy has been highly successful in delivering new roads, new schools, new libraries etc. The 'cap' on borrowing should not be seen as a reflection on previous decisions, but of the huge financial challenge facing the Authority over the medium term.

3. WHAT NEXT?

- 3.1 In order to make the strategy work we will need to review the processes that are currently in place. This will involve a detailed piece of work, including a thorough review of the business cases and having a weighted scoring system that meets our strategy.
- 3.2 There also needs to be clear governance that ensures the capital programme meets our strategy and ensures that decisions are made

promptly to meet KCC objectives as set out in Bold Steps and other strategy documents.

- 3.3 Clear communication channels will need to be developed between the business, property, finance, procurement and policy to ensure all possible scenarios are covered and to reduce any associated risks.

4. RECOMMENDATIONS

- 4.1 Members are asked to comment on the proposed capital strategy.

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By: Roger Gough, Cabinet Member for Business Strategy, Performance and Health
David Cockburn, Corporate Director Business Strategy & Support

To: Policy & Resources Cabinet Committee – 22nd November 2012

Subject: Business Planning 2013/14

Summary: This report details provisional headline priorities for the 2013/14 Business Plans for each division within the Business Strategy and Support directorate. Policy & Resources Cabinet Committee members are invited to consider and comment on the priorities, in order to influence the development of the draft business plans to be discussed in January 2013.

1. Introduction

- 1.1 Effective business planning is a pre-requisite for any organisation to ensure a clear focus on delivering agreed organisational priorities across both the medium to long-term and through more day-to-day activity.
- 1.2 It is important that annual divisional business plans are owned and developed by the relevant Director, Corporate Director and Cabinet Member, with support and quality assurance from the Policy and Strategic Relationships team in the Business Strategy Division. Cabinet Committees play an important pre-scrutiny role in shaping and influencing business plans, before they are approved by Cabinet with a formal key decision in March 2013. Cabinet Committees will then continue to have an oversight and assurance role of business plan delivery through the bi-annual business plan outturn monitoring process.
- 1.3 The Budget Consultation and forthcoming mid term report on 'Bold Steps for Kent' to the County Council in December reference five 'P' themes that are of strategic importance to the organisation: Prevention, Productivity, Partnership, Procurement and People. These provide a helpful, light-touch framework for discussions on how each division can contribute to these overarching themes that will help to deliver 'Bold Steps for Kent'.
- 1.4 Business plans should be influenced 'top down' by evidencing how each division contributes to cross-cutting transformation programmes and achievement of organisational strategic priorities. However, this needs to be balanced with 'bottom up' service, member and operational priorities, informed by discussions at divisional management meetings with Heads of Service, to ensure business plans remain relevant and meaningful for team and individual action planning.
- 1.5 As such, at this early stage in the process it is appropriate to reflect on the headline priorities for each division, which will then inform the development of more detailed SMART (Specific, Measurable, Achievable, Realistic and Timely) actions with named accountable

officers within the substantive draft business plans due to be considered by Cabinet Committees in January 2013.

2. **Headline Priorities 2013/14**

- 2.1 There are six divisional business plans covered by Policy & Resources Cabinet Committee:
- Business Strategy
 - Finance & Procurement
 - Governance & Law
 - Human Resources
 - Information and Communication Technology
 - Property and Infrastructure Support
- 2.2 The Business Strategy business plan will incorporate priorities for the Business Intelligence, Performance & Risk, International Affairs Group and Policy & Strategic Relationships units.
- 2.3 The Deputy Leader of the County Council, Mr King, has cabinet responsibility for the International Affairs Group which is part of the wider Business Strategy division and as such, the business plan development for this unit will be reported to the Policy & Resources Cabinet Committee.
- 2.4 To help provide the Policy and Resources Committee with an overview of the role and purpose of each division within the Business Strategy and Support directorate, a brief description of the function and indicative budget of each division is included for information in **Appendix A**.
- 2.5 Each division has considered their initial headline priorities within the five 'P' framework, in addition to highlighting specific financial and policy challenges:
- a) **Prevention:** demand management, contributing to preventative transformation programmes (e.g. Integrated Adolescent Support Services, FSC Adults Transformation, Public Health etc);
 - b) **Productivity:** efficient systems and processes, invest to save/value for money, smarter ways of working, contributing to transformation programmes (e.g. ERP, New Work Spaces, Digital Strategy, Channel Shift etc);
 - c) **Partnership:** building local internal and external partnership arrangements (e.g. SE7), governance, partnership projects & programmes (e.g. health & social care integration) relationship with central government;
 - d) **Procurement:** efficient commissioning and procurement processes, best value, category management, contract management, localist commissioning models (e.g. sub-contracting to VCS and SME providers);
 - e) **People:** improving internal and external customer relationships, customer focused processes, embedding the Customer Services Strategy, change management, cultural and behavioural change;
 - f) **Financial & Policy Challenges:** operational implications for delivering saving targets, managing demand and capacity with reduced resources, income generation, changes in national policy or legislation, feedback from Budget Informal Member Groups (IMGs);
- 2.6 Outlining headline priorities at an early stage will help to enable the Policy & Strategic Relationships team to work with divisions to identify cross-cutting issues, where more than one division is contributing to an overall outcome, priority or transformation programme. This will be an important element of quality assurance to ensure business plans are not developed in silos, and it will also help to develop more tangible, detailed actions within business plans that will demonstrate how we work consistently and coherently together across the organisation to achieve common goals.

2.7 For Business Strategy and Support directorate there are a number of headline priorities that the strategic support service divisions share in common to collectively support the organisation:

- The New Work Spaces programme to transform our office accommodation is being led by Property & Infrastructure Support but to be successfully delivered it particularly requires contribution from Finance & Procurement, HR and ICT to embed new ways of working and realise savings.
- Embedding the ERP Programme is about developing effective Oracle systems and processes, and providing a single source of management information to support and inform decision-making. This requires the collective contribution of ICT, Finance & Procurement, HR and Business Strategy.
- Supporting the delivery of the Customer Services Strategy to redesign processes from the customer perspective and facilitate channel shift (to reduce costs by putting more self-service transactions on the web and phone rather than via expensive face to face services) is recognised as a priority by Business Strategy, HR, ICT and Property & Infrastructure Support.
- Collaborating with other local authorities in effective partnerships is a priority for all six divisions.
- Promoting understanding and awareness of how strategic support services can engage and work with service divisions to support business needs is a common theme for Business Strategy, Finance & Procurement, Governance & Law, HR and Property & Infrastructure Support.
- Creative and productive ways of working to maximise income generation is a shared priority for Finance & Procurement, Governance & Law, HR, ICT and Property & Infrastructure Support.
- All the divisions have recognised the priority of supporting services to deliver transformational programmes, particularly high priority programmes with a focus on prevention (including Adults Transformation Programme and Children's Services Improvement Plan).
- Encouraging staff to achieve the Kent Manager standard is something all divisions are promoting within their teams.

2.8 Policy & Resources Cabinet Committee is invited to CONSIDER and COMMENT on the headline priorities set out in **Appendix B**. Any feedback will be considered by Directors and reflected within the draft plans for further discussion with the Committee in January 2013.

3. Timetable

3.1 Each division will develop their draft plan during the November to January period using a common template. Divisions will be required to share substantive, but still draft, business plans with Cabinet Committees at the January round of meetings as this is the last opportunity for Committees to formally consider draft plans before approval by Cabinet. It is important to recognise that as draft plans not all activity for the forthcoming year may have been agreed by January and it will not be possible to include detailed financial information as the 2013/14 budget will not yet have been approved by County Council.

3.2 The draft plans will be updated from January to February 2013 to take into account Cabinet Committee feedback. Policy & Strategic Relationships will work with Directors in February to provide quality assurance of the business plans, before formal approval by Cabinet in March 2013. The new plans will be published online and implemented from April 2013.

4. Recommendations:

4.1 Policy & Resources Cabinet Committee is asked to COMMENT on and NOTE the headline priorities for each division's business plan for 2013-14 as set out in this report.

Appendices:

Appendix A: Descriptions of role and function of each division

Appendix B: Draft Business Plan 2013/14 headline priorities per division

Background Documents:

N/A

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APPENDIX A: BUSINESS STRATEGY & SUPPORT DIVISION DESCRIPTIONS

Business Strategy Division

Business Intelligence

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Head of Business Intelligence – Richard Hallett

Current Gross Expenditure 2012/13:	£1.591m
Current FTE	28

The Research and Evaluation team draws together key information from both within and beyond KCC. The section uses expert techniques to analyse and evaluate this information to provide insight to drive better, more-informed decision making. The team also has a post that promotes transparency and open data to improve accessibility to our information.

The Performance team brings together performance information from across KCC in order to gain an organisation-wide view of performance and manage potential performance issues early. The team plays a key role in driving the work of the new Performance and Evaluation Board (chaired by the Cabinet Member for Business Strategy, Performance & Health Reform), which is a cross-directorate group tasked with holding Service managers to account for meeting their key performance targets.

The Risk team develops and maintains the KCC's capability to effectively identify and manage risks aligned to strategic direction, performance and decision making. The team ensures that Corporate, Directorate and Divisional level risks that may prevent the Authority from meeting its key Service objectives are identified by Service managers and that appropriate mitigating actions are put in place by those Service managers to reduce the impact or the likelihood of the risk occurring.

The team also houses two task and finish projects - the Enterprise Resource Planning (ERP) programme and the "Middle Office" programme.

Policy & Strategic Relationships

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Alex King, Deputy Leader of Kent County Council (Partnerships)
Head of Policy & Strategic Relationships – David Whittle

Current Gross Expenditure 2012/13:	£1.452m
Current FTE	20

The main purpose of the Policy and Strategic Relationships Division is to prepare KCC to meet the future agenda through strategic and medium term planning and policy development, and to provide assurance around delivering key priorities arising from key national legislation and initiatives. The team often leads responses to key Government policy consultations and co-ordinates and provides quality assurance of the annual business planning process.

A priority is providing professional advice and support for CMT, Cabinet and Directorate Management Teams. The team is focussed externally as well as internally to develop an understanding of what is going on beyond the boundaries of Kent and build strategic relationships, providing corporate support to the Kent Forum, Kent Joint Chiefs and other key partnerships.

The team works with maximum flexibility to meet quickly changing agendas and workload and assigns a 'task and finish' team/project working.

The Programme Office sits within P&SR and provides a strategic oversight and assurance of the delivery of key corporate projects/programmes and identifies gaps in delivery and cross-cutting links between transformation programmes.

International Affairs Group

Alex King, Deputy Leader of Kent County Council (International)
Head of International Trade & Strategy – David Oxlade

Current Gross Expenditure 2012/13:	£0.576m
Current FTE	6

The International Affairs Group (IAG) has responsibility for overseeing and influencing EU policy, funding and legislation relevant to KCC and Kent as a whole. As part of IAG, the Kent Brussels office provides an important liaison point with the EU bureaucracy in Brussels.

The strategic framework for the work of IAG is provided by the County Council's International Strategy '*Kent – Global Reach, Local Benefit*'. IAG is primarily focused on securing Kent's competitive position in securing EU funding now and in to the future. The intention is to ensure that the County secures more Interreg funding than any other upper tier authority area, with a target that the Kent based organisations receives at least €1.5m this coming year.

The team also works with Kent's schools in support of their approach to international work as well as having operational responsibility for the Harelott Education centre in Northern France.

Finance & Procurement Division

John Simmonds, Cabinet Member for Finance and Business Support
Alex King, Deputy Leader of Kent County Council (Audit)
Corporate Director of Finance and Procurement – Andy Wood

Current Gross Expenditure 2012/13:	£21.565m
Current Budgeted FTE Establishment:	463.8

The Division provides finance and procurement services across the whole Council and to an extensive range of other public bodies in Kent. It supports the Corporate Director of Finance & Procurement to deliver his responsibilities as the Chief Financial Officer, including his statutory responsibilities to produce the financial accounts and to administer the Superannuation Fund.

The core of the Division's role is:

- advising on the financial aspects within key service, policy and strategic developments;
- delivering a Medium Term Plan and annual budget, aligning priorities to available resources;
- managing the in-year revenue and capital budgets;
- ensuring the Council has effective internal control systems and processes that support good governance;
- delivering major improvements to the Council's procurement functioning to generate savings;
- providing the core financial services which support the organisation: treasury management; insurance; payments; debt recovery; etc.

The Division's key objectives are to: ensure the robust and effective management of the finances managed by the Council; and to develop a strategic approach to maximise efficiencies when delivering Council services.

Governance & Law Division

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform (Legal)
Alex King, Deputy Leader of Kent County Council (Democratic Services)
Director of Governance & Law – Geoff Wild

Current Gross Expenditure 2012/13:	£14.228m
Current Budgeted FTE Establishment:	197.4

The Governance and Law Unit operates within the Business Strategy & Support Directorate and is responsible for ensuring that the council correctly applies the law and regulations governing its business.

Governance and Law provides legal advice and services to Kent County Council and over 300 other public sector bodies. It is responsible for the council's Democratic and Member Services functions, including Elections. It is also responsible for co-ordinating and maintaining the Council's compliance with Information Governance, including dealing with all Freedom of Information, Data Protection and Environmental Information requests, as well as co-ordinating responses to Ombudsman investigations.

Legal Services not only supports internal KCC clients, but also generates in excess of £1.7million per year by acting for external clients. The two main Legal Groups have been expanding in numbers and expertise in recent years to accommodate increases in demand nationwide.

Legal Services supports various initiatives throughout the Council in bringing into effect economic development in Kent. It also proactively works across the Council, providing training and updating to assist in the development of Kent and our communities.

Human Resources Division

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Corporate Director of Human Resources – Amanda Beer

Current Gross Expenditure 2012/13:	£10.9m (after £1.63m savings)
Current (October) FTE	286.2 (with a planned reduction in place)

The function of HR is to support the delivery of the organisation's service priorities through the development and implementation of people focussed policies and strategies ensuring KCC has a high performing and improving workforce and culture. HR is comprised of the following functions:

- Employment Strategy Group which includes HR Advisory Team; Employment Policy; Reward and Health Promotion and Business Systems Development;
- Organisational Development which ensures KCC has the right "fit for the future" workforce to achieve KCC's strategic ambitions through organisational effectiveness and workforce development;
- The Health and Safety team which supports and advises managers in carrying out their H&S responsibilities and ensures KCC meets its statutory obligations;
- The HR Business Centre which includes personnel and payroll services; recruitment; Learning and Development; delivery of professional workforce development; Teacher recruitment and retention and Graduate Services. As well as providing services to KCC and schools, this group also has a number of external customers;
- Business Partners who work directly with the Directorates to help ensure that HR is able to respond to their needs and ensure that there is high level HR strategic input to the management of the directorates.

Information & Communication Technology Division

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Director of Information & Communication Technology – Peter Bole

Budget 2012/13 (as at September 2012) :	£18.8m (subject to change since April as budgets embedded in other Directorates have transferred in)
Current (September) FTE	344

The role of Information and Communication Technology (ICT) is to maximise the value of investments in information and technology through the efficient management of resources and delivering the best outcomes for the communities and citizens of Kent.

The objective is to match the opportunities that technology provides, in the context of Bold Steps for Kent, the Customer Services Strategy and the ICT Strategy, to facilitate increased shared working across the public, private and voluntary sectors to deliver the best outcomes across a range of shared priorities.

ICT is required to focus on both operational and strategic management; the recent re-structure was designed to improve and streamline our capability to meet both of these needs. Our focus is on delivering value, good customer service and wider business benefits through the effective use of technology. ICT is pivotal to the delivery of many strategic initiatives such as ERP, children's services improvement programme and New Work Spaces and therefore works in close collaboration with other Divisions and Directorates to achieve common goals.

The scale of ICT provision to the whole of KCC includes over 10,000 KCC users located at more than 400 locations plus 829 schools, of which 180 are located in other local authority areas.

Property & Infrastructure Support Division

Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Director of Property and Infrastructure Support – Rebecca Spore

Current Gross Expenditure 2012/13:	Revenue - £24.2m Capital - £19.3m (excluding where we manage capital builds under other funding streams)
Current (October) FTE	161

The purpose of the Property & Infrastructure Support division is to provide, manage and maintain the Council's property estate to support the delivery of County Council services to its customers and oversee/manage the effective delivery of the Council's Capital Programme. Due to the diverse nature of the services that Kent County Council offers to its customers, the requirements for property are considerable, leading to a wide ranging portfolio of both freehold and leased properties.

Property & Infrastructure Support consists of the following teams:

Asset Development & Commissioning: provides the strategic direction for Property & New Work Spaces, leads on asset reviews, and is responsible for financial and performance monitoring.

Estates Management & Disposals: This team deals with land ownership and lease issues, including maximising rental income; optimal utilisation of the estate; development and disposal of surplus property; and rationalisation of leasehold properties.

Capital Programme Delivery: The purpose of this team is to deliver large projects and capital works; additional school places for 2013 to 2015 including school and academy building programmes; asset modernisation and building fit-outs.

Property Operations: This team is responsible for the day-to-day management of maintenance and minor works; planned maintenance, ensuring the completion of statutory testing and asbestos management; management of facility management contracts and performance; and management of three PFI contracts which cover eleven schools. Property Operations also incorporates the current Facilities Management teams (excluding KFM) and the Room Bookings Unit.

Business Planning 2013/14: Business Strategy - Draft Headline Priorities

Prevention

- Development of a revised approach to child poverty in Kent
- Policy implications of welfare reform, particularly Universal Credit and the localisation of Social Fund
- Development and support of an Integrated Children's Services vision and strategy
- Support for Phase 3 of the Children's Service Improvement Plan
- Support the Kent Integrated Children's Services Board to discharge the approved Children's Services Accountability Protocol
- Support the FSC Transformation Programme

Productivity

- Oversight and reporting of strategic projects & programmes by the Programme Office
- Coordination of business planning process for 2014/15 and review of 2013/14 process
- Continued support for MBS reviews and other corporate review activity
- Updating Management Guides
- Enhance performance management to gain an organisation-wide view and manage potential issues early
- Maximise Kent's ability to apply for funding in the EU Programming period (2014-2020) and secure greater local control of EU funding decisions

Partnership

- Support for the Kent Forum and the Kent Joint Chiefs
- Policy support for the Kent Health & Wellbeing Board
- Implementation of a partnerships policy and the management of the strategic partnerships register for KCC
- Policy support to executive members on national and regional networks
- Drive forward Kent's International Trade Programme in support of local businesses
- Develop Kent Innovation strategy based on the EU's approach to Regional Innovation Strategies for Smart Specialisation

Procurement

- Continued support and representation on the Commissioning and Procurement Board
- Supporting development of policy and change context for procurement category strategies
- Ongoing management of the Community Right to Challenge
- Policy implications arising from the Growth and Infrastructure Bill (changes to employee led companies and mutual implications)
- Demonstrate efficient commissioning and procurement processes under IAG managed EU-funded projects

People

- Support the delivery of the Customer Services Strategy
- Review of Policy & Strategic Relationships Business Partner arrangements provided to Directorate Management Teams
- Development of a more mature corporate consultation approach to inform decision making
- Draw together key information from both within and beyond KCC to become a powerful asset for the organisation
- Sustain the operation of the Hardelot Centre in Northern France and increase its usage
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Scoping strategic policy statement / medium term plan beyond 2014/15
- Support for the Budget Programme Board
- Supporting CSR 2014 submission
- Implementation of KCC's strategic policy framework/register
- Creating purposeful, co-ordinated evidence – intelligence, analysis, insight, modelling & risk assessment – to inform decision making
- Ensure Cabinet & Cabinet Committees have the information and assurance they need to hold the organisation to account
- Effectively identify & manage risks aligned to strategic direction, performance and decision making

Prevention

- People and systems fully up to speed to ensure budget forecasting is accurate
- Capital and revenue expertise up to date and disseminated to prevent qualified accounts
- Medium term financial planning to allow longer-term planning and prevent 'last-minute' budgeting
- Work with the Directorates to provide financial input into the various transformation programmes and reviews

Productivity

- Integrate business systems for central forecasting to transform budget monitoring
- Improve payments performance within 20 days particularly to Kent businesses
- Update assessment and debt recovery processes to support Adults Transformation
- Promote effective and efficient systems through assurance, proactive fraud work and contract compliance reviews
- Increase use of Oracle in producing budget information and continue roll-out of ERP

Partnership

- Participate in SE7 discussions over infrastructure investment and pensions back office activities
- Work with Districts/Police/Fire to maximise the Council Tax base on which precept is determined
- Work with CLG to ensure that two tier issues are adequately addressed in any future LG funding arrangements
- Build on external partnerships for EduKent
- Engage with regional and national groups to provide an outward focus

Procurement

- Lead national procurement of a pensions administration system framework contract
- Embed a simple but robust framework for future tenders / procurements
- Ensure transparency of payments as well as contracts
- Review of specific long-term contracts (e.g. Allington Waste Incinerator)
- Continue to review our treasury management in order to maximise returns and minimise risk

People

- Greater engagement with Kent residents to identify future spending and savings priorities
- Promote awareness of the new Local Government Pension Scheme 2014
- Develop and improve changing culture around new finance support arrangements
- Brand and improve communication to internal stakeholders around new systems and support arrangements
- Greater engagement with the Division's staff to strengthen a culture that supports new ways of working
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Respond to the most challenging financial environment for 20+ years with year on year budget reductions
- Essentially delegating budgetary control to budget managers
- Continue to explore ways, with service providers, to maximise income from EduKent to support the overall KCC budget
- Review of PFI contracts with a view to reducing on-going costs
- Support major transformation projects such as Looked After Children, Older People Strategy and New Work Spaces

Prevention

- Suppression of Kent County Council's legal spend
- Ensuring proactive and timely legal input in all key areas of KCC activity where risk is evident
- Supporting the transformation and change agenda across the organisation to reduce the risk of legal challenge
- Offset management and legal risk by helping promote management information to inform business planning

Productivity

- Maintaining external income from academies from admissions and exclusions appeals administration
- Introduction of automated case management system to increase productivity and profitability, whilst reducing time and cost
- Smarter ways of working – redesign of legal services around client needs and changes in the external market
- Assisting and advising the Council in the delivery of Bold Steps for Kent

Partnership

- Application of new legislation relating to the Police and Crime Commissioner and implementation of the Police and Crime Panel
- Developing closer relationships with Kent Law Society and academic organisations across Kent
- Build on national and international arrangements and project Kent onto a wider stage

Procurement

- Closer liaison between legal and procurement teams on commissioning and procurement protocols
- Effective commissioning of external legal advice
- Assist procurement to devise methods and means to ensure more contracts are retained locally for Kent businesses and to help the Kent economy grow

People

- Co-ordinating the County Council Elections
- Induction and development of elected members following elections
- Improving access to information for external partners, public and internal staff
- Awareness raising with customers to create an intelligent client for legal services
- Increase graduation and school leaver recruitment to create more Kent jobs for Kent young people
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Ensuring compliance with changes in information governance policy
- Increasing external legal income whilst reducing the legal cost burden to KCC
- Understand and reduce what KCC spends on external legal services
- Assisting in the design phase of next medium term plan (Bold Steps for Kent)

Prevention

- HR's specific contribution and support to preventative transformation programmes (Troubled Families, FSC Transformation, and Integrated Adolescent Support Services)
- Improving recruitment & retention of staff and workforce development within high need areas of business, supporting the Children's Improvement Plan

Productivity

- Promoting self-sufficiency (staff, managers, links to OD & People Plan)
- Developing an appropriate Workforce Strategy for KCC for the short and longer term with emphasis on building capacity (including continuous development of Kent Manager)
- Improving the cost effectiveness of HR (self service, efficient business systems and slicker processes)
- Increase efficiency and effectiveness of core business activity
- Support structural and cultural organisational change across KCC
- Developing, implementing and embedding strategies to maximise employee engagement including through enhanced recognition

Partnership

- Improving and embedding relationships to support health & social care integration and public health transfer
- Continue to seek opportunities to work in partnership to provide core HR services across the public sector
- Work with partner organisations to develop a core framework of workforce development for those working in multi-agency teams (e.g. Kent Integrated Adolescent Support Services, Troubled Families)

Procurement

- Marketing and contracts with other local authorities and partners (HR Business Centre)
- Supporting implementation of efficient systems (supporting ERP, i-Procurement etc)
- Enhancing commissioning and contract management skills

People

- Implementing the OD & People Plan covering recruitment and retention, development, performance management and talent management
- Resilience and experience/skills of the workforce (workforce development strategy and planning)
- Embedding the Customer Service Strategy in our people focussed policies
- Promoting understanding and awareness of HR's support service offer to directorates
- Facilitate New Work Spaces programme through appropriate HR interventions
- Continue to align workforce to Bold Steps for Kent as well as wider KCC, Directorate and Division objectives
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Supporting development of a future operating model for the organisation (addressing implications and practicalities of a strategic commissioning authority model, working with Business Strategy)
- Maximising opportunities for income generation and trading

Prevention

- Implementing the technology solutions identified as part of the Children's Services Improvement Programme
- Developing technology apprenticeship opportunities for Kent Looked After Children
- Review and enhance physical security of technical infrastructure.
- Increase awareness of data security and information security

Productivity

- Working with the Corporate Landlord to reduce the office estate whilst providing staff with the systems access they need
- Implementing unified communications in support of more audio conferencing, reducing travel costs and enhancing productivity
- In support of the Customer Services Strategy, developing "digital by default" processes to improve efficiency and quality of customer service
- Enabling technology to promote new ways of working to support New Work Spaces

Partnership

- Working with county and regional partners to deliver common technologies in support of shared services
- Influence central government strategies and policies through the Cabinet Office, Chief Information Officers Council and Society for Information, Innovation & Improvement (SOCTIM)
- Supporting regeneration in the effective utilisation of Broadband Delivery UK (BDUK) funding to provide rural broadband

Procurement

- Analysis of match between existing contracts and technical architecture to improve value for money
- Through Kent Connects and SE7 seek opportunities for collaboration and reduction in procurement and transaction costs e.g. Kent Public Services Network (KPSN) re-procurement
- In association with regeneration help maximise the value that can be delivered through the Broadband Delivery UK (BDUK) funding for broadband "not spots"

People

- Continued support for Service Desk Institute (SDI) accreditation on customer service
- Improving processes through further adoption of ITIL – a widely adopted approach to IT Service Management best practice
- Embedding the ICT structural changes and rationalisation to develop a more agile culture
- Reducing the digital divide by improving broadband coverage
- Support the delivery of the Customer Services Strategy
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Supporting the technology change for the ERP programme to improve KCC's budget and resource management capability
- Developing ICT strategic partnerships to deliver improved income generation opportunities

Prevention

- Keeping the Estate open, dry, warm & safe
- Statutory compliance with national legislation and preventative programmes to mitigate against risk of criminal and civil procedures (e.g. Asbestos, Legionella, DDA, etc)
- Property solutions to support preventative service delivery

Productivity

- Implementation of new Property Asset Management System (PAMS)
- Resultant new procedures and ways of working with PAMS (process automation)
- Streamlining of Facilities Management Services
- Implementation of the 'Basic Need' programme, ensuring appropriate availability of school places to meet need.

Partnership

- Promoting asset collaboration - working with districts, health and other public sector organisations to maximise value from assets (e.g. sharing buildings and matching demand and supply across the public estate)
- Public/Private partnership working in support of regeneration and mutually advantageous projects
- Supporting the property requirements of service unit partnership working
- Department for Education and the Education Funding Agency for the provision and support of School Building Programmes

Procurement

- Total Facilities Management contract(s) to deliver streamlined FM Services
- Delivery of the capital build & modernisation of assets programmes
- Modernising the Select List of Approved Contractors (SeLAC)

People

- New Work Spaces programme delivering refreshed office environments & smarter ways of working
- Providing strategic property advice to support major change programmes within KCC such as Unified Communications, Customer Services Strategy and ERP
- KCC colleagues understanding the role of Property & Infrastructure Support and the value it brings
- Staff reaching the Kent Management Standard

Financial & Policy Challenges

- Delivering the property needs of the organisation
- Implementing the new Asset Management Strategy
- Reduction in the costs of the operational estate
- Maximising income opportunities from the estate
- Delivering capital receipts from disposal of property in a tough economic climate

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By: Mike Hill, Cabinet Member for Customer and Communities
 Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
 David Cockburn, Head of Paid Services
 Amanda Honey, Corporate Director, Customer & Communities

To: Policy & Resources 22 November 2012

Subject: KCC Annual Equality Report (Statutory)

Classification: Unrestricted

Summary:

This report provides the Policy & Resources Cabinet Committee information about the service outcomes KCC have delivered in 2011/12, and provides the final progress report against our previous equality action plan. It is a statutory requirement to produce this report and the report concentrates on KCC's statutory duties.

Decision:

Agree the contents of the KCC Annual 2011/12 Equality & Diversity Report

1. Introduction

1.1 To comply with the specific duties of the Equality Act 2010, KCC must produce an annual Equality and Diversity report that provides information on the Council's performance in promoting equality and tackling disadvantage over the period from April 2011 to March 2012. The report highlights some of the key issues, gives monitoring information on its performance over the last year and includes statistical information on our workforce.

1.2 In addition to the information contained within our published equality impact assessments and their action plans, this document provides information about the service outcomes KCC has delivered in 2011-12, providing the final progress report against our previous equality objectives.

The report covers our progress on:

- Effective leadership, partnership with the community
- Responsive and accessible services
- Fair and inclusive procurement
- Equal and appropriate treatment in employment

1.3 This is a public facing document and it reports on how KCC works with communities rather than directorates, and on what KCC policies have achieved rather than the policy themselves. As an example the work carried out by Libraries is featured in the Adults, Children and Education sections.

2 Relevant priority outcomes

2.1 A new Equality Policy Statement and Objectives was agreed by Cabinet on 17 September 2012. These objectives are now embedded within KCC's Business Plan Guidelines for 2012/13 next years annual report will cover this transition from old to new objectives.

2.2 Equality outcomes now form part of the new Ofsted inspection of Children's Service. With this in mind KCC will in future publish more detailed specific information to cover KCC's Public Sector Equality Duty and to demonstrate compliance to Ofsted on kent.gov.uk.

2.3 This is KCC's second annual report. Last years report was published in January. Following feedback from KCC Members the report is being published earlier this year.

3. Financial Implications

3.1 There are no financial implications in producing an annual report.

4. Legal Implications and Risk Management.

4.1 In accordance with the Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), the Council is required to publish its Equality Annual Report by 31 January the following year.

4.2 It is also a legal requirement to publish an equality analysis statement when decisions are taken to evidence that KCC has taken due regard to its PSED. KCC's Governance arrangements are that all decision papers include the outcome of the findings of equality analysis in the body of the report. The impact assessment is attached as an appendix to the decision report. This also enables us to fulfil the PSED duty to publish all Impact Assessments.

5. Equality Impact Assessments

5.1 As this decision is performance monitoring on the previous years work there is no requirement to undertake an Equality Impact Assessment.

6.1 Conclusion

KCC has experienced a period of significant change with reductions to its budget resulting in major reorganisations, some reductions to staffing and services and a new, leaner structure.

Maintaining a strong commitment to equality during a period of upheaval is always a challenge; it is difficult to achieve improvements against a backdrop of reductions, but the Council has managed to continue with essential everyday work, adjust to its new conditions and move forwards in some areas.

This annual report shows how far the Council has come in terms of delivering change for residents and staff across the protected characteristics. Equality and Diversity are starting to become mainstreamed into the working practices of the Council and the behaviours of the staff. This report also recognises the Councillors, staff, service users and voluntary sector partners who have been working on the range of equality and diversity issues across the County. Many of the achievements listed in this report are due to their hard work.

Recommendations

Policy & Resources are asked to approve the contents of the Equality Annual Report 2011/12.

Background Documents

KCC Equality Strategy, 8 September 2010, Scrutiny Board
11 October 2010, Cabinet

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=3026&Ver=4>

KCC Annual Equality & Diversity Report
11 January 2012, Corporate POSC
20 January 2012 Customer & Communities POSC

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=158&MId=4025&Ver=4>

Kent County Council Equality Policy Statement and Objectives
Cabinet 17 September 2012

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=3899&Ver=4>

Kent County Council Equality Policy Statement and Objectives
Policy & Resources 27 September 2012

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=750&MId=4858&Ver=4>

Contact details

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Equality & Diversity Officer
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**Equality and Diversity Annual Report
April 2011 to March 2012**

Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version please contact the Kent County Council Contact Centre on:

Tel: 08458 247 247

Minicom: 08458 247 905

diversityinfo@kent.gov.uk

or write to: Kent County Council, Diversity and Equality Team, Room G37, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

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Foreword by Paul Carter, Leader of Kent County Council

Kent County Council has recently experienced significant change, with reductions to its budget resulting in major reorganisation, some reductions to staffing and services and a new, leaner structure.

Maintaining a strong commitment to equality during a period of upheaval is always a challenge. It's difficult to achieve improvements against a backdrop of reductions, but the council has managed to continue with essential everyday work, adjust to its new conditions and move forward in some areas.

Public service delivery

In response to financial conditions and the Government's 'opening up' of public services, the council is becoming smaller and leaner, more flexible and more responsive. Therefore robust and helpful procurement and commissioning arrangements that take account of equality are crucial.

Health

The role the council plays in improving health and wellbeing will become more prominent in the future. A new Shadow Health and Wellbeing Board was established in April 2011 and will bring together organisations to coordinate and oversee the development of integrated approaches to the commissioning of services. From April 2011 the council assumed lead responsibility for a range of local public health improvement and prevention work. Addressing health inequalities and ensuring access to public health information will therefore become KCC's responsibility.

A new Healthwatch will be the consumer voice for health and social care. Through these arrangements, the voices of people at risk of discrimination and inequalities can be heard.

Welfare Reform

Changes to benefit entitlements will mean the profile of our communities, including levels and areas of deprivation, could change. Our role in helping people to get the information and benefits they are entitled to as well as influencing economic conditions and access to jobs, will be crucial.

Education

Our responsibility for education is changing. As schools become independent and more diverse in nature, our relationship with schools in championing the needs of the most vulnerable, closing the gap in outcomes and improving social mobility may change.

Partnerships

Our influence on education, transport and the environment means we are ideally placed to address the root causes of poor health. At the same time, by working in partnership we can support local communities and groups in relation to other key determinants of health such as housing and employment.

Due to the major restructure of the council, the reduction in budgets and the changing national issues, the council delayed the consultation on the new Equality Act objectives till April 2012. These new equality objectives have been developed drawing on the council's current priorities, known areas of national concern in relation to equality, combined with analysis of the Kent equality data and the new Public Sector Equality Duty.

They show a combined approach by presenting the objectives, in relation to the services that the council provides, and its responsibilities as an employer. The council's performance against the objectives will be published in next year's annual report.

This report shows how far the council has come in terms of delivering change for residents and staff. Equality and Diversity are starting to become more mainstream in the working practices of the council and the behaviours of the staff. This report also recognises the councillors, staff, service users and voluntary sector partners who have been working on a range of equality and diversity issues across the county. Many of the achievements listed in this report are due to their hard work.

Paul Carter

DRAFT

The new KCC Equality & Diversity Policy Statement

KCC believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets. The different ideas and perspectives that come from diversity will help the Council to deliver better services as well as making Kent a great county in which to live and work.

As a major employer and provider of a wide range of services, KCC is committed to and will challenge inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with all its statutory partners, including social enterprise, business and the voluntary sector, KCC is committed to achieving the highest possible standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

KCC Equality & Diversity Objectives 2012-2016

The Council will promote equality in employment and service delivery by:

Working with all our partners to define and jointly address areas of inequality – In particular through Kent's

- Vision for Kent
- Bold Steps
- Draft Poverty Strategy
- Bold steps for Education
- Kent Children and Young People's Joint Commissioning Board Strategy
- Mind the Gap - Health & Wellbeing Strategy
- Health Watch

We will know that we have been successful when we have achieved key milestones in our key strategies

Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services through:

- Knowing who makes up the different communities in Kent
- Keeping residents and staff informed;
- Enabling communities to have their say through consultations
- Making sure that communities have easy access to accessible information

Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions by:

- Knowing who makes up the communities in Kent
- Providing best practice guidance on the collection and use of community information for staff
- Understanding what and how the information will be used
- Offering guidance, updates and training on how to use and collect community information
- Clarifying what community information is needed/ used when commissioning services from partners
- Promoting consistent and clear standards in the use of data in defining service need and managing the performance of services

Providing inclusive and responsive customer services through:

- Understanding our customers needs
- Connecting with our customers effectively and efficiently
- Empowering staff to meet service expectations
- Improving access to services
- Working with our partners to improve our customer experience

Understanding and responding to the impacts on People when KCC is doing its work by ensuring:

- we understand the impact of all our decision through knowing our communities and their needs
- that we understand and monitor the cumulative impacts on People of the decisions that are taken within the Council
- we have a fair decision making process for making good decisions that take the needs of people into account

Introduction

The Public Sector Equality Duty takes a fundamentally different approach to previous equality duties.

Public authorities are now legally obliged to promote equal opportunity and eliminate discrimination against service users and staff, rather than waiting for individuals to complain. They have to go beyond 'ticking boxes' and to keep reviewing progress to make sure that they deliver results. If there are no positive outcomes, public authorities will be failing in their legal duties. This is a step towards a society where equality is the norm and diversity is seen as a benefit to everyone.

The Equality Act covers nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership, sex and sexual orientation. Every person has one or more of the protected characteristics so the act protects everyone against unfair treatment.

Kent County Council believes that discrimination on any grounds is unacceptable. Human rights legislation places specific obligations on public bodies, to consider the impact of services and policies. Implementing the General Duties requires a culture change and the council, as a public body must show that it has paid "due regard" to equality issues. This in practice means the council should prioritise and address the most significant inequalities in employment and service delivery.

This is not just about the numbers of people affected. Good practice procedures to fulfil the duties include:

- Gathering and analysing information
- Consulting stakeholders
- Gathering evidence and information on which key decisions have been made via equality impact assessments (EqIAs)
- Prioritising and implementing equality objectives
- Reporting and reviewing
- Monitoring requirements

The expectation is that the council as a public body will collect data relating to protected characteristic where relevant, and analyse and use the information for planning purposes. It is important that monitoring of equalities is an ongoing process and this is one of the authority's new equality objectives.

Change in approach to equality

April 2010 to March 2011 saw considerable change within the council. New centralised Equality and Diversity and Consultation teams were established resulting in a more joined up approach to the management and delivery of equality, diversity and consultation across the council.

The Equality and Diversity Team has worked with a range of services across KCC to raise the profile and implications of Equality Act 2010. Briefing sessions have been carried out for the council and partner organisations on the Equality Act 2010, the Public Sector Equality Duty and equality analysis.

A new equality analysis process has been put in place to embed Equality Impact Assessments (EqIAs) into the working practices of the council. EqIAs are included as

part of procurement, consultation and decision-making processes. Over 200 EqlAs were completed last year and the Equality and Diversity team will be monitoring the positive and negative cumulative impact of decisions on service users.

Further work is being undertaken in 2012 on a partnership protocol for EqlAs, to help the sharing of good practice and information across Kent.

The planning of any consultation is underpinned by the EqlA, which is critical to identifying stakeholders who may be impacted as a result of the proposals. This helps KCC with identifying groups who may be affected, and to identifying the most effective methods for communicating and engaging with these groups, which ensures that consultations are inclusive. Draft EqlAs are published during consultations to enable everyone to understand and challenge any assumptions made regarding our communities.

In the coming year, the Consultation team will further analyse data in relation to protected characteristics, providing the council with a better knowledge of who is responding to its consultations. This will be coupled with analysis of customer satisfaction across services to enable the council to provide services which meet residents' needs and the efficient targeting of resources.

A full list of consultations undertaken by KCC is available via <http://consultations.kent.gov.uk/consult.ti/system/listConsultations?type=O>.

KCC Workforce

KCC's aim is to reflect the diverse community of Kent in its workforce. The Council is committed to promoting equality, valuing diversity and combating unfair treatment, by providing a safe and accessible working environment with fair access to learning and development opportunities, and to encourage and support all staff in fulfilling their potential.

1. To employ a workforce that reflects the diverse community of Kent

As a major employer in Kent, KCC is committed to creating a dynamic workforce that is diverse, responsive to its customers and that understands Kent communities. The Council strives through progressive employment practice to meet the needs of all staff, listen to their views and to respond to feedback.

KCC endeavours to create an environment where managers and employees continuously improve their skills, knowledge and behavioural competencies through development programmes.

2. To provide fair access to learning and development opportunities and to encourage and support staff in fulfilling their potential

To continue to ensure equality is in every aspect of our services and employment, we aim to further embed diversity into all our training programmes, ensuring accessibility to all staff.

The Council has delivered a range of equality training, available to staff during 2011/12 which include:

- Families and Social Care delivered Valuing Diversity courses specifically aimed at for 156 frontline care worker staff
- Diversity awareness sessions were run for Kent Library and Archives Staff and included:
 - Disability Awareness – 115 staff attended
 - Visual Impairment – 40 staff attended
 - Ability Net (training programme for specialist software – 195 staff attended
 - British Sign Language – 40 staff attended
 - Mental Health Awareness - 46 staff attended
 - Challenging Behaviour – 294 staff attended
 - Equalities & Diversity training – 58 staff attended
- Diversity Awareness Workshops was provided to 114 staff
- Equality and Diversity on-line tool was used by 218 staff
- Recruitment and Selection training was provided for 158 Managers

3. Provide a safe environment and accessible environment that values and respects the identity and culture of each individual and that is free from discrimination, harassment and victimisation

Creating an environment in which people are and feel treated, fairly with respect demands more than minimum legal compliance. KCC's terms and conditions, policies and procedures are reviewed and impact assessed regularly. During 2011/12, KCC started a review of 15 policies and procedures to ensure they remain inclusive and fair for all.

KCC's Dignity & Respect Policy and Guidance describes how we expect our staff to be treated by those they work for, and with, and includes steps we take to protect them. This has been further supported by our 'Expect Respect' poster and information campaign, resulting in information being displayed in KCC workplaces and public access points. Throughout 2011/12 KCC has promoted 'Expect Respect' alongside other initiatives, including, LGBT History Month, LGBT Hate Crime Vigil and Dementia Awareness campaign.

During 2011/12, KCC was accredited for the 9th year running by the Department for Work and Pensions, as being Positive About Disabled People, and are proud to display the Two Ticks symbol on our recruitment and publicity material.

KCC continues to be committed to Mindful Employer, a Charter for Employers who are Positive About Mental Health in the work place. KCC has been a member of the Charter since 2006 and successfully completed a good practice review in 2011/12.

KCC is a member of the Employer Forum on Disability, Employers Network for Equality, Inclusion and Stonewall.

During 2011/12, KCC was shortlisted for the Employee Network Group of the Year and continues to be a member of the Stonewall Diversity Champion Programme.

KCC's GradsKent was launched in October 2010 and operates primarily through its website, www.GradsKent.com. The GradsKent website works with recruiting managers in KCC and external Kent based employers to promote student and graduate employment opportunities. 69% of registered users on GradsKent are aged 25 or under, and 91% are aged 35 or under.

During 2011/12, 75% of candidates recruited through the programme are still working within KCC. Formal Years in Industry opportunities have been offered to Graduates across areas including Property, (trainee surveyor role) Emergency Planning and our Environment Unit. A number of one year contracts have also been offered, 6 within our HR Business Centre and 5 within our Information and Communications Team.

KCC's Graduate Programme, offer opportunities within 3 graduate streams – Management, Finance and Highways. KCC has a long tradition of employing graduates through its Graduate Programme with over 40 employees having been recruited through the scheme and still in employment, from KR9 grade to senior positions including a Director.

KCC continues to provide work experience opportunities for young people in Kent schools. In the past work experience placements have been found in response to requests. Since 2010 a far more proactive approach has been taken by publicising placements on the kent.gov website and contacting schools directly to publicise opportunities. During 2011/12, 142 young people were provided with work experience placements.

Though the Kent Apprenticeship Programme, KCC continue to employ supernumerary apprentices in recognition of the benefits apprentices bring to the Council. A total of 54 apprentices have been successfully appointed to posts within KCC and during 2011/12, 103 apprentices have been recruited.

Apprentices are considered for KR2-4 posts where there are no suitable employees at risk of redundancy. Apprentices are also supported in obtaining employment within KCC or employers in Kent.

4. To provide fair and transparent pay and reward systems

KCC has implemented a single pay structure and undertakes equal pay audits on a yearly basis. The audits cover approximately 30,000 employees and cover gender, race and ethnicity. Our last audit in 2012 indicated that we are a fair employer in terms of those categories. We continue to monitor to ensure this position is maintained.

As part of our reward strategy, KCC continues to develop an inclusive and accessible reward package, ensuring KCC's wider benefits are accessible and appeal to all sections of KCC's workforce. During 2011/12, the Taste Card Scheme was piloted and the Cycle2Work scheme was re-introduced.

Performance assessment outcomes for all employees are also monitored on an annual basis for gender, age, ethnicity, disability, full and part-time staff. The distribution profile is reported within the organisation and the outcomes of the equalities analysis is shared with our recognised Trade Unions.

The results are used to help make ongoing improvements to both the process and understanding of managers across the Council. Examples of this include the inclusion of graphical distribution of appraisal ratings at the time of submission against the expected distribution and communication to managers that part-time workers have the same opportunity to achieve higher appraisal ratings as full time workers.

5. Involve and communicate effectively with members of staff and staff groups

KCC's four staff groups were set up to offer support, friendship, networking and training opportunities for members of staff who are under represented in the workforce. The groups play a vital role in supporting the organisation by commenting on policies, procedures and services to ensure they meet the needs of everyone.

A combined staff group leaflet was produced in 2010 and promoted across the organisation. KCC continues to explore the potential for new groups and other ways to better engage with all staff who work for KCC so that the approach to employment takes account of all and understands our staff's interests and needs.

The groups include:

UNITE: has been established for over 12 years and supports Black & Minority Ethnic staff. It provides a reference point for KCC on issues relating to ethnicity. As Kent becomes increasingly culturally diverse it is vital the Authority understands how it can develop and extend its services to respond to that diversity. UNITE offers a

support network to its members and assists, along with the other staff groups, in the development of service delivery and employment policy.

Level Playing Field: has been meeting since December 2000. The group is made up of disabled staff and friends and is open to all KCC employees who consider themselves to have a disability or who have an interest in disability related issues. The provision of equal access to employment within Kent County Council and the support of new staff are key priorities for LPF. The group also informs employment policy. This is coupled with the retention of existing staff through better understanding of reasonable adjustments.

Rainbow Forum: has been meeting since 2003. The Forum supports members of the Lesbian, Gay, Bi-sexual and Transgender staff community. It also informs and assists others who have a personal or professional interest in issues of sexuality, including other public sector organisations in Kent. The group gives advice on the services that KCC provide and its employment policies to ensure that all aspects of KCC's work is accessible and appropriate to all residents of Kent and employees regardless of sexual orientation.

Aspire: -supports younger members of staff (under 30) in KCC and promotes the value that younger staff members bring to the workplace. It aims to be proactive in empowering younger members of staff to fulfil their potential; seeking and taking opportunities to expand their experiences within the working environment, including outside the day job.

6. Statistical information relating to staff profiles, staff turnover and employee relation activity:

KCC's staffing profile for the last 3 years:

KCC - Non-Schools	2009/10		2010/11		2011/12	
Breakdown	14,719		13,850		12,652	
Male	3,775	25.65%	3,526	25.46%	3,248	25.67%
Female	10,944	74.35%	10,324	74.54%	9,404	74.33%
Disabled	283	1.92%	270	1.95%	430	3.40%
Non disabled	10,967	74.51%	10,143	73.23%	10,280	81.25%
Undeclared		0.00%	1,079	7.79%	433	3.42%
Unknown	3,469	23.57%	2,358	17.03%	1,509	11.93%
BME	517	3.51%	567	4.09%	513	4.05%
White	10,968	74.52%	10,863	78.43%	10,130	80.07%
Undeclared		0.00%	887	6.40%	293	2.32%
Unknown	3,234	21.97%	1,533	11.07%	1,716	13.56%
Christian	3,937	26.75%	5,334	38.51%	4,899	38.72%
Non Christian	2,436	16.55%	3,053	22.04%	2,931	23.17%
Undeclared		0.00%	715	5.16%	623	4.92%
Unknown	8,346	56.70%	4,748	34.28%	4,199	33.19%
Heterosexual	5,993	40.72%	7,931	57.26%	7,429	58.72%
Non Heterosexual	130	0.88%	166	1.20%	168	1.33%
Undeclared		0.00%	888	6.41%	752	5.94%

Unknown	8,596	58.40%	4,865	35.13%	4,303	34.01%
16-29	2,208	15.00%	2,006	14.48%	1,729	13.67%
30-44	4,428	30.08%	4,250	30.69%	3,904	30.86%
45-59	6,318	42.92%	5,994	43.28%	5,541	43.80%
Over 60	1,765	11.99%	1,600	11.55%	1,478	11.68%

Note - during 2011/12 our Disabled monitoring changed to include all those that consider themselves disabled, not just DDA

Summary:

- KCC predominantly employs female staff
- 3.4% of KCC's workforce is made up with staff who have declared that they have a disability
- over 4% of staff are from BME communities
- a little under 40% of staff state they have a Christian religious belief
- the majority of KCC's working population is aged between 30-59
- just under 14% of KCC's staff are between 16-29

Pay range data

KCC staffing profile across pay range groups for the last 3 years:

Paybands	KR 1-5 equivalent			KR 6-10 equivalent			KR 11-15 equivalent		
	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12
KCC - Non-Schools									
Breakdown	5,700	5,148	6,840	5,794	5,765	4,416	1,743	1,896	1,351
Male	1,207	1,076	1,499	1,394	1,405	1,210	643	628	511
Female	4,493	4,072	5,341	4,400	4,360	3,206	1,100	1,268	840
Disabled	106	106	204	124	127	206	41	43	67
Non disabled	4,451	3,983	4,987	4,788	4,690	4,779	1,446	1,574	1,490
Undeclared	379	186	259	199	216	165	42	45	48
Unknown	764	873	937	683	732	550	214	234	151
BME	233	249	292	227	255	187	68	82	65
White	4,504	4,243	5,253	4,760	4,861	3,711	1,457	1,618	1,138
Undeclared	148	101	877	87	97	308	17	31	93
Unknown	815	555	418	720	552	210	201	165	55
Christian	1,705	2,170	2,682	1,741	2,194	1,698	501	716	510
Non Christian	998	1,191	1,500	1,112	1,382	1,114	292	392	308
Undeclared	454	256	382	259	249	166	58	83	49
Unknown	2,543	1,531	2,276	2,682	1,940	1,438	892	705	484
Heterosexual	2,516	3,117	3,945	2,703	3,399	2,694	735	1,050	773
LGB	46	60	72	57	84	70	28	34	26
Undeclared	503	388	500	266	289	172	63	88	55

Unknown	2,635	1,583	2,323	2,768	1,993	1,480	917	724	497
15-29	1,142	958	1,139	779	795	571	24	26	19
30-44	1,578	1,457	1,933	2,091	2,095	1,601	529	571	362
45-59	2,266	2,118	2,738	2,466	2,429	1,923	1,014	1,114	845
Over 60	714	615	1,030	458	446	321	176	185	125

Employment profile data for the last 3 years:

Recruitment Process

Applications

KCC - NS	2009/10		2010/11		2011/12	
Breakdown	54,685		19,797		19,054	
Male	18,096	33.09%	6,728	33.98%	6,816	35.77%
Female	36,024	65.88%	12,872	65.02%	11,833	62.10%
Undeclared		0.00%	76	0.38%	181	0.95%
Unknown	565	1.03%	121	0.61%	224	1.18%
Disabled	1,704	3.12%	694	3.51%	803	4.21%
Non disabled	53,179	97.25%	18,980	95.87%	17,882	93.85%
Undeclared		0.00%	51	0.26%	147	0.77%
Unknown	439	0.80%	72	0.36%	222	1.17%
BME	8,121	14.85%	3,537	17.87%	4,521	13.73%
White	46,576	85.17%	15,862	80.12%	14,032	81.19%
Undeclared		0.00%	163	0.82%	279	2.30%
Unknown	625	1.14%	139	0.70%	222	2.78%
Christian	28,819	52.70%	10,149	51.27%	9,515	49.96%
Non Christian	24,834	45.41%	8,712	44.01%	8,291	43.54%
Undeclared		0.00%	705	3.56%	1,012	5.31%
Unknown	1,671	3.06%	231	1.17%	226	1.19%
Heterosexual	50,174	91.75%	18,008	90.96%	17,095	89.77%
LGB	1,026	1.88%	395	2.00%	318	1.67%
Undeclared		0.00%	815	4.12%	1,234	6.48%
Unknown	3,485	6.37%	579	2.92%	397	2.08%
Up to 19	2,699	4.94%	1,421	7.18%	1,538	8.08%
20 - 25	14,522	26.56%	5,599	28.28%	4,462	23.43%
26 - 35	13,757	25.16%	4,531	22.89%	4,417	23.20%
36 - 45	11,644	21.29%	3,759	18.99%	3,861	20.28%
46 - 55	9,727	17.79%	3,382	17.08%	3,423	17.98%
56 - 65	2,312	4.23%	822	4.15%	888	4.66%
over 65	61	0.11%	21	0.11%	29	0.15%
Undeclared		0.00%	113	0.57%	202	1.06%
Unknown	899	1.64%	149	0.75%	222	1.17%

Summary:

Proportionally higher application rates for most minorities of the Protected Characteristics compared to the organisational profile. Applications for people with a disability continues its upward trend in 2011/12.

Shortlisting

KCC - NS	2009/10		2010/11		2011/12	
Breakdown	9,116		3,718		4,134	
Male	2,377	26.08%	1,118	30.07%	1,266	30.62%
Female	6,567	72.04%	2,529	68.02%	2,741	66.30%
Undeclared		0.00%	19	0.51%	56	1.35%
Unknown	172	1.89%	52	1.40%	71	1.72%
Disabled	391	4.29%	188	5.06%	220	5.32%
Non disabled	8,524	93.51%	3,477	93.52%	3,778	91.39%
Undeclared		0.00%	17	0.46%	65	1.57%
Unknown	201	2.20%	36	0.97%	71	1.72%
BME	1,067	11.70%	558	15.01%	752	18.66%
White	7,837	85.97%	3,052	82.09%	3,253	78.29%
Undeclared		0.00%	32	0.86%	56	1.37%
Unknown	212	2.33%	54	1.45%	71	1.68%
Christian	4,757	52.18%	1,927	51.83%	2,141	51.92%
Non Christian	3,831	42.03%	1,556	41.85%	1,658	40.20%
Undeclared		0.00%	156	4.20%	254	6.16%
Unknown	525	5.76%	79	2.12%	71	1.72%
Heterosexual	8,108	88.94%	3,316	89.19%	3,672	88.82%
LGB	191	2.10%	79	2.12%	77	1.87%
Undeclared		0.00%	177	4.76%	278	6.72%
Unknown	817	8.96%	146	3.93%	107	2.59%
Up to 19	451	4.95%	191	5.14%	171	4.13%
20 - 25	1,837	20.15%	890	23.94%	729	17.63
26 - 35	2,266	24.86%	788	21.19%	925	22.36%
36 - 45	2,060	22.60%	828	22.27%	936	27.63%
46 - 55	1,864	20.45%	724	19.47%	974	23.55%
56 - 65	404	4.43%	210	5.65%	264	6.38%
over 65	8	0.09%	7	0.19%	12	0.29%
Undeclared		0.00%	24	0.65%	54	1.31%
Unknown	226	2.48%	56	1.51%	71	1.72%

Declaration rates	2009/10	2010/11	2011/12
Disability	97.80%	99.03%	98.28%
Ethnicity	97.67%	97.96%	98.32%
Faith	94.21%	97.88%	98.28%
Sexual Orientation	91.04%	96.07%	97.41%

Summary:

Over a quarter of people with a disability who applied for a job were shortlisted for an interview (compared to a fifth of all applicants). KCC continues to be accredited as a Two Ticks - Positive About Disabled People symbol user, demonstrating its commitment in supporting disabled people. Despite a small drop in the numbers of BME people applying for jobs the proportion of those shortlisted rose in 2012 against the previous year. Younger staff are not as successful at being shortlisted. Men are proportionally less likely to be shortlisted than their female counterparts.

Starters

KCC - NS	2009/10		2010/11		2011/12	
Breakdown	1713		1270		970	
Male	491	28.66%	392	30.87%	320	33.0%
Female	1222	71.34%	878	69.13%	650	67.0%
Disabled	20	1.17%	8	0.63%	34	3.5%
Non disabled	965	56.33%	509	40.08%	737	76.0%
Undeclared		0.00%		0.00%	91	9.4%
Unknown	728	42.50%	753	59.29%	108	11.1%
BME	108	6.30%	72	5.67%	68	7.0%
White	931	54.35%	527	41.50%	718	74.0%
Undeclared		0.00%		0.00%	12	1.2%
Unknown	674	39.35%	671	52.83%	172	17.7%
Christian	523	30.53%	336	26.46%	403	41.5%
Non Christian	457	26.68%	257	20.24%	333	34.3%
Undeclared		0.00%		0.00%	125	12.9%
Unknown	733	42.79%	677	53.31%	109	11.2%
Heterosexual	965	56.33%	579	45.59%	710	73.2%
LGB	24	1.40%	13	1.02%	26	2.7%
Undeclared		0.00%		0.00%	123	12.7%
Unknown	724	42.27%	678	53.39%	111	11.4%
15-29	719	41.97%	553	43.55%	406	41.9%
30-44	542	31.64%	394	31.02%	262	27.0%
45-59	409	23.88%	290	22.83%	260	26.8%
Over 60	43	2.51%	33	2.60%	42	4.3%

Declaration rates	2009/10	2010/11	2011/12
Disability	57.50%	40.71%	79.48%
Ethnicity	60.65%	47.17%	81.03%
Faith	57.21%	46.69%	75.88%
Sexual Orientation	57.73%	46.61%	75.88%

Contract Groups	2009/10	2010/11	2011/12
Casual	297	304	235
Fixed Term	276	249	181
Permanent	930	525	437
Temporary	191	162	119
Null	33	65	0
Contract Hours	2009/10	2010/11	2011/12
Full Time - Male	320	213	170
Full Time - Female	618	443	339
Part Time - Male	175	188	148

Part Time - Female	614	461	462
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Summary:

The reducing levels of starters reflects a contracting workforce. Proportion of BME staff joining is more than those leaving the organisation creating greater representation for this group. Proportion of staff aged 15-29 starting in the organisation is higher than those leaving, increasing representation across the organisation.

Leavers

KCC - NS	2009/10		2010/11		2011/12	
Breakdown	1,820		2,121		2,158	
Male	537	29.51%	661	31.16%	597	27.66%
Female	1,283	70.49%	1,460	68.84%	1,561	72.34%
Disabled	48	2.64%	42	1.98%	87	4.03%
Non disabled	1,241	68.19%	1,538	72.51%	1,654	76.65%
Undeclared		0.00%	153	7.21%	101	4.68%
Unknown	531	29.18%	388	18.29%	291	13.48%
BME	68	3.74%	90	4.24%	101	4.68%
White	1,235	67.86%	1,504	70.91%	1,636	75.81%
Undeclared		0.00%	80	3.77%	15	0.70%
Unknown	517	28.41%	447	21.07%	406	18.81%
Christian	423	23.24%	583	27.49%	817	37.86%
Non Christian	293	16.10%	407	19.19%	466	21.59%
Undeclared		0.00%	165	7.78%	134	6.21%
Unknown	1,104	60.66%	966	45.54%	741	34.34%
Heterosexual	670	36.81%	931	43.89%	1,202	55.70%
LGB	18	0.99%	24	1.13%	25	1.16%
Undeclared		0.00%	186	8.77%	172	7.97%
Unknown	1,132	62.20%	980	46.20%	759	35.17%
15-29	415	22.80%	518	24.42%	445	20.62%
30-44	434	23.85%	489	23.06%	494	22.89%
45-59	578	31.76%	587	27.68%	711	32.95%
Aged 60 and over	393	21.59%	527	24.85%	508	23.54%

Declaration rates	2009/10	2010/11	2011/12
Disability	70.82%	81.71%	76.02%
Ethnicity	71.59%	78.93%	76.16%
Faith	39.34%	54.46%	56.94%
Sexual Orientation	37.80%	53.80%	54.54%

Contract Groups	2009/10	2010/11	2011/12
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Casual	480	526	444
Fixed Term	155	291	265
Permanent	948	1,236	1386
Temporary	184	264	162
Null	1	0	0
Contract Hours	2009/10	2010/11	2011/12
Full Time - Male	298	382	382
Full Time - Female	457	577	624
Part Time - Male	265	334	223
Part Time - Female	920	1,024	958

Summary:

Overall number of staff leaving is increasing. This is commensurable with current budget profile and re-structuring. Proportion of male leavers is lower than starters. Proportion of disabled staff leaving the organisation is higher than those starting.

Turnover

KCC - NS	2009/10	2010/11	2011/12
Breakdown	12.39%	14.92%	16.41%
Male	14.16%	18.16%	17.76%
Female	11.78%	13.80%	15.95%
Disabled	16.93%	15.05%	19.53%
Non disabled	11.34%	14.62%	15.55%
Undeclared		13.30%	23.96%
Unknown	15.35%	17.08%	17.65%
BME	13.73%	16.96%	18.62%
White	11.31%	14.10%	15.61%
Undeclared		11.06%	10.24%
Unknown	15.82%	19.45%	20.46%
Christian	11.27%	14.18%	16.14%
Non Christian	12.78%	15.91%	15.74%
Undeclared		21.58%	20.46%
Unknown	12.78%	14.24%	16.57%
Heterosexual	11.88%	14.82%	15.80%
LGB	15.09%	16.28%	15.29%
Undeclared		22.26%	21.50%
Unknown	12.68%	14.10%	16.58%
15-29	19.42%	24.72%	24.12%
30-44	9.75%	11.27%	12.18%
45-59	9.15%	9.57%	12.40%
Aged 60 and over	22.11%	32.00%	33.51%

Contract Groups	2009/10	2010/11	2011/12
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Casual	14.08%	16.65%	15.40%
Fixed Term	26.10%	44.59%	48.18%
Permanent	8.28%	11.02%	13.19%
Temporary	24.81%	38.78%	29.14%
Contract Hours	2009/10	2010/11	2011/12
Full Time - Male	11.36%	15.14%	16.34%
Full Time - Female	9.15%	11.62%	13.29%
Part Time - Male	18.19%	23.67%	17.26%
Part Time - Female	12.93%	15.04%	15.54%

Decreases in fixed term and temporary contracts, which is to be expected in the current financial climate. Higher turnover in male part timers.

Summary:

Staff from Black & Minority Ethnic groups have a higher turnover rate than the overall figure. The turnover of non BME staff is lower than the organisational total.

This is the same picture for staff with a disability. Turnover of LGB staff is on par with those declared as heterosexual and is lower than the rate for the organisation as a whole. Staff aged 15-29 and over 60 have a significantly higher turnover than other age brackets.

Employee Relations

Type of Cases	2009/10		2010/11		2011/12	
Disciplinary	175	25.81%	175	18.64%	192	25.60%
Capability - Poor Performance	46	6.79%	75	7.99%	78	10.40%
Capability - Ill Health	345	50.89%	578	61.55%	380	50.70%
Capability - Other	7	1.03%	11	1.17%	9	1.20%
Grievance	63	9.29%	57	6.07%	46	6.10%
Harassment	15	2.21%	18	1.92%	24	3.20%
Appeals	27	3.98%	25	2.66%	21	2.80%
Total	678		939		750	

As of 2010/11 information is now collected and collated by protected characteristics.

The role of procurement in promoting equality

Kent County Council is one of the largest shire councils and spends around £1 billion per annum on goods, services and works to provide infrastructure and services to support the people of Kent. Therefore, the services provided to the community should be geared towards their diverse needs and requirements.

Spending by KCC sustains and maintains a significant number of jobs within Kent. The council has a statutory duty to make sure that public money is spent in a way that ensures value for money and does not lead to unfair discrimination and social exclusion.

Furthering equality is a key goal of best value, because the procurement process is one of the most important tools that a council has to develop its equality objectives and outcomes. Local government procurement must be carried out to comply with both EC and UK regulations, such as the Public Contract Regulations 2006 and the new Equality Act 2010 strengthens provisions on procurement.

The promotion of equality in procurement will help to:

- Improve overall value for money for the council in terms of the goods, works and services it purchases
- Improve the quality, responsiveness and appropriateness of council services
- Ensure that public money is not spent on practices which lead to unfair discrimination for sections of Kent
- Create a diverse and integrated workforce
- Deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities
- Encourage other organisations to promote and practice the council's policies on equality.

The future holds significant change for the council both in terms of significantly reduced budgets as well as moving to new ways of providing direct services. Bold Steps for Kent, the county council's ambitions, outlines a number of these challenges including 'Right to Buy' for staff and collaborative or integrated service provision with other agencies e.g. health. These will put a pressure on the council's ability to lead and manage procurement to deliver continuing value for money consistent with its strategic aims.

To position the council to deliver against these aims, we have transformed the procurement function and processes by:

- Resourcing and procurement expertise
We have restructured and centralised procurement to deliver a consistent approach. The new team have been briefed by the Equalities Team and are fully aware of the requirements to deliver the aims above.
- Governance and control of appropriate processes
All procurements over £50k have a procurement plan which is signed off by the relevant member of the procurement team. Included in the checklist for the plan is that the internal client has carried out equality analysis. The equality analysis will cover any additional needs required to complete the contract.

- **Systems support for efficient operation**
To support the introduction of the new standard processes the procurement pages of the intranet have been updated to give clear guidance for internal clients, training modules have been developed to inform internal clients of their responsibilities.

Training is also being developed to support internal clients in their contract management responsibilities which include monitoring the suppliers' adherence to the council's equality and diversity policy. As the council's overall procurement becomes more robust, equalities and diversity aims will become increasingly easier to deliver.

Promoting Equality

It is essential to consider the social and environmental needs of individuals, families and communities as key elements of any strategic framework. Inequalities do matter because they not only affect the health and well-being of today's communities but also future generations. The council recognises that one size does not fit all and local solutions and programmes need to be developed across Kent to meet the varied needs and aspirations of Kent residents. The council will be working with all our partners to define and jointly address areas of inequality.

Further information on how the Council promotes equality and makes a difference can be found in our key achievements for the residents of Kent in the following chapters.

Adult Social Care - Helping you get the most from life

Adult Social Services has a statutory responsibility for the assessment, planning and arranging or provision, of community care services for adults living in the Kent County Council area who may qualify for social care support.

KCC Adult Services carried out 25 impact assessments this year on new service developments and commissioning strategies. Measures to improve access and tackle barriers have been built into delivery plans.

Key achievements in 2011/12

Older People

Older people want to stay in their own homes for as long as possible. Managing long-term conditions using preventative technology and making adaptations to people's homes are some ways in which independence at home can be achieved. In partnership with five district councils, KCC delivered **228 units of social housing** for vulnerable people in 2011/12.

KCC supports older people to live independent, fulfilled and safe lives in their local communities. During 2011/12 KCC provided Home Care support for **5,807 people** to enable them to stay in their home. Residential Care was provided for **2,943 people**. KCC provided respite and short term care for more than 1,000 people.

KCC is using technology such as TeleHealth and Telecare to support over **2,000 people** with long term conditions to maintain their independence and give them reassurance and the ability to remain independent in their own homes with the use of alarm and monitoring systems.

"Telecare was installed recently to support my uncle who is very frail. ... Telecare equipment has allowed me (and him) to be reassured that in the event of a fall he can call for help immediately. He has had to use it on several occasions so the emergency services and I have been able to be called for help. Without telecare he would have laid on the floor all night".

(Comments from a carer).

A range of services are offered which are geared towards preventing people going into hospital if they do not need to, or having to stay in longer than necessary because there is no support at home. These services are also having a significant impact on reducing the rates of delayed hospital discharges across Kent.

KCC provided £15 million funding through grant and contract arrangements with the voluntary and community sector to provide a range of community based services. These include services such as bathing, befriending, support groups, home care, day care, short breaks, information and advice services and specialist support

KCC launched the "My Home Life Initiative" which provided training and opportunities for shared learning for providers of care homes in Kent. KCC worked with care home providers to set up Dignity in Care Champions in their homes. Their role was to share good practice amongst staff and to ensure residents are treated with dignity and respect.

In November 2011 KCC introduced a lesbian, gay, bisexual and transgender (LGBT) support toolkit. This toolkit provides important information and guidance for staff in an

area they may not be familiar with. The toolkit helps to recognise the importance of sexual orientation in someone's life. The toolkit is being used in in-house residential provision.

People with Dementia

KCC awarded grants of £67,370 for Alzheimer's and Dementia support services and £30,000 to Guideposts Trust for a web service. Grants totalling £180,000 were granted to ensure that there is a Peer Support Group and a Dementia Café in every local authority district throughout Kent. A county best practice group has been established to help providers develop services and maximise impact. In the first year of the Dementia Cafe initiative there were **13** Read Aloud and Pictures to Share sessions run by KCC Libraries. These were attended by **131** carers and people living with dementia.

Disability

Around 18% of Kent's population has some limiting long-term illness or disability and the number of long term conditions is set to rise. A wider range of assistive technologies and knowledge of long term conditions have enabled people to manage complex conditions and live fulfilling lives.

The Kent Contact and Assessment Service now offers direct access to equipment and minor adaptations across the whole of Kent so that people can obtain small pieces of equipment, such as grab rails, quickly to enable them to live safely and independently at home. In 2011/12, **50,383 items of small equipment** were provided to help people stay at home.

Services for people with a physical disability

KCC supports disabled people to live independent, fulfilled and safe lives in their local communities. During 2011/12 KCC provided Home Care support for **965 people** to enable them to stay in their homes. Residential Care was provided for **216 people**.

Occupational therapists work with service users to find the most appropriate way of adapting their home to maintain independence, and thereby minimise care and the risk of admissions to hospitals or care homes. They make recommendations for the Disabled Facilities Grant Fund to the local district, borough or city councils. In cases of hardship a 'top up' to the Disabled Facilities Grant is available from the KCC Home Support Fund. This KCC fund spent in the region of £1m in 2011/12 helping **427 people to stay in their homes**.

Case Study

Susan has learning and physical disabilities. She had been feeling unhappy with her care arrangements as the care workers were not always available during the hours she wanted them and also she did not always know the person who was coming to support her. With the help of an advocate Susan decided to receive her Personal Budget as a Direct Payment so she could employ her own personal assistant. With the support of her advocate Susan did this and is now much happier as she receives her care and support in a way that suits her.

Services for people with mental health problems

In Kent, up to **138,000** people may have a common mental health problem at any one time and we expect up to 34,000 of these may need some form of treatment. This need will typically be met in primary care through Improving Access to Psychological Therapies (IAPT) psychological services linked to GPs. More than

50,400 people will have a more severe mental health problem and of these, about 10,100 will have a severe and enduring problem. (Source: Kent and Medway Joint Strategic Needs Assessment). In mental health the emphasis is on a recovery model. It is not seen as a disability and our aim is that everyone finds a fulfilling and sustainable place in life.

People mainly receive a service from Kent and Medway Health and Social Care Partnership Trust (KMPT) and the voluntary sector. In 2010/11, KMPT recorded **9,681 people** who were referred to the 'front door' and **5,519 people** were being case managed by Care Coordinators in longer term teams.

In the voluntary sector, informal community services have worked with more than **5,000 people** this year. Mental health employment projects had helped **1,190 people** with severe mental health problems with **272 being helped back to sustained employment**. The advocacy projects have delivered **3,734 episodes of advocacy**.

KCC has supported the local Primary Care Trusts (PCTs) with a Community Development Worker initiative. This has enabled 11 workers to be placed with key mental health providers, to be bridge-builders to minority ethnic communities and to improve access to mainstream services.

KCC also funds the Sahayak project in North Kent which works with people from minority ethnic communities and provides carers' support, mental health information and a helpline in ways that meet the needs of language and culture.

722 people with mental health problems attended events in libraries across the county including Discovery Tours, three reading groups and a one creative writing group (compared to 87 in 2010-2011).

KCC's Archives team carried out research into the history of the treatment of people with mental health issues and learning disabilities using the records of two hospitals in Maidstone which are now closed. The 'How it Used to Be' project involved **28** members and staff from Maidstone Mind and **17** members of the Maidstone Ambassador User Group (adults with learning disabilities and their support workers). The project encouraged interaction with archive documents and oral history discussions focusing on their experiences and memories of these hospitals.

The Kent and Medway Independent Mental Capacity Advocacy service (which all councils have a statutory duty to fund and set up) provided **5,900** hours of advocacy to befriended vulnerable adults, who were deemed to lack capacity to make certain important decisions including serious medical treatment and major change of accommodation.

Activmobs

Activmobs are a group of people involved in community projects and have been commissioned to improve the local engagement of community mental health services in Canterbury and Dartford. This work provides valuable insight for service providers on how best to ensure that the local community make use of their facilities.

Services to blind and partially sighted people

KCC's Libraries and Archives team have signed up to the national Six Steps pledge to ensure that their services are accessible to the blind and partially sighted people. Over the year **702** blind and partially sighted people have attended events across the county, an increase of 18 % from 2010-2011. There were **eight** audio book groups for blind and partially sighted readers across the county supported by **three**

subscriptions from Calibre Audio Library.

Make a Noise in Libraries (MANIL) fortnight is an annual campaign to bring together public libraries with blind and partially sighted people to improve their access to books and information. During this time KCC Libraries made contact with local blind and partially sighted groups and the Kent Association for the Blind centres. Best practice and offers for services to blind and partially sighted people were promoted. Two blind and partially sighted reading groups held special events – an eBooks promotion at Herne Bay Library and Postal Loan Service promotion at Maidstone Library.

Services for deaf and deaf/blind people

A Kent-based Sign Language Service has been established in partnership with KCC, Kent Police, Kent Fire and Rescue Service, and the Kent Mental Health Partnership Trust. This service is provided by the Royal Association for Deaf People.

The benefits of the service include improved access to interpreters at short notice, the provision of local interpreters and specialist training. This service was developed with the involvement of the Deaf Community in Kent, and it is intended to extend the service to other public service providers within Kent. In 2011/ 12 the service had **574 bookings** an increase of 38 bookings from KCC alone on the previous year.

Services for People with learning disabilities

KCC has established The Good Day Programme which helps people with a learning disability to:

- Choose what they want to do during the day, evenings and weekends
- Have support when and where they need it
- Feel equal as citizens in their local community
- Have opportunities to lead a full and meaningful life.

It is now available for more than 300 adults with a learning disability.

KCC helped **125 adults** with a learning disability live independently and **533 adults** live in supported living accommodation. Community support was provided for **337 adults**.

Kent Libraries and Archives won the Chartered Institute of Library and Information Professionals (CILIP) **national Libraries Change Lives Award** and invested the £5,000 prize money in building on and developing new ways of working with adults with learning disabilities.

20 Easy Access collections are now located in the main town centres. These include selections of basic readers, Books Beyond Words and Pictures to Share series, as well as a selection of DVDs especially produced for adults with learning disabilities. These address social skills and health issues – including making a will, opening bank accounts and tenancy agreements.

Over the past year **1,162 adults with learning disabilities** (23% increase on the previous year) have attended activities in Kent libraries. This included Talk Times, author events, Knit and Natter sessions, Time2Give volunteering, IT session and the Six Book Challenge (**23 adults** with learning disabilities received a certificate after completing the challenge).

Over the past year **44 adults** with learning disabilities completed the **Passport to the Library course** and have been awarded their certificate (25 in 2010-2011). This course is run in partnership with Community Learning and Skills (CLS).

Books Beyond Words reading groups- using the Books Beyond Words series enabled **10 adults** with learning disabilities, with little or no literacy skills, to become involved in a book group at Dartford Library.

In partnership with CLS, libraries have developed and are now running the **Bag Books Community Learning and Skills (CLS) course** for **10** profoundly disabled adults with learning disabilities. CLS has never been able to offer a course to adults with this level of disability before. The course is now in its 3rd term at Birchington Library. Regular **Bag Books story sharing activities** have started at Hythe Library for **seven** adults with profound and multiple disabilities.

Autistic spectrum conditions

A new team for people with autistic spectrum conditions, without a learning disability, became operational at the end of. It is an integrated team with health staff from Kent and Medway NHS and Social Care Partnership Trust providing a local diagnostic service.

As part of this a countywide support service for people with autism is currently being commissioned and is expected to become operational in December 2012. This service will set up peer support, specialist carer support groups and 1:1 support for all people with autism across the county.

Mind the Gap

Mind the Gap is the Kent Health Inequalities Action Plan that demonstrates the Kent approach to reducing the gap in life expectancy between the most affluent and the most deprived. This plan sets out what will be done to fulfil new responsibilities in tackling health inequalities in our communities and to help keep everyone healthy and feeling well.

The action plan is available at : <http://www.kmpho.nhs.uk/search/?q=Mind+the+Gap>

LGBT equality in health and social care workshop

In February 2012 KCC and Kent Community NHS Trust co-hosted a workshop on LGBT equality in health and social care. Speakers from Public Health, Families and Social Care, HIV, Kent Trans Forum and The Metro Centre attended the workshop. It explored a range of issues from how professionals can better meet the needs of people who are lesbian, gay or bisexual and transgendered, to celebrating communities and understanding why it is important to recognise a person's sexual orientation or gender identity in the provision of services.

Children's Services

Children's Services covers how KCC works with partners and local communities to provide effective support to children, young people and families.

Improving use of resources

Four impact assessments have been carried out this year on new service developments and commissioning strategies. Measures to improve access and tackle barriers have been built into delivery plans. Examples include: the review of children's centres, and Children's Improvement Plan.

Key achievements in 2011/12

Children's Social Care Services

Children's social care services gather comprehensive equalities data to inform individual service and support care planning as well as providing aggregated data to assist in challenging and improving the total service. Information on the cultural backgrounds of looked after children are used to inform planning for foster carer recruitment and other placement procurement.

Information is also used to monitor access to services and the flow of children through care pathways from referral through assessment, to child protection 'section 47' investigations and in assessing and comparing the characteristics of children with an active 'child in need' plan,

At the end of March 2012 Kent County Council was looking after **1804 children and young people** (1618 citizen children and 186 unaccompanied asylum seeking children). This represents a net rise of 105 (6.1%) of children and young people over the year 2011/12 (April 2011 to March 2012).

The average number of children who become 'looked after' each month is 82.6, while the average number of children ceasing to be 'looked after' each month is 74.3 – a net increase of around **8.5** looked after children per month.

For the year 2011/12, 94.8% of children and young people participated at some level in their annual review and only 5.2% (213) of children and young people did not participate in any form at all. The overall average for children and young people attending their review meetings, excluding children under 4 years is 59.2% (2330).

Children's Centres

There are **97 Children's Centres** in Kent. Eight of these are commissioned centres, provided by seven organisations across the county. The remaining 89 are provided directly by KCC. 62 of the 97 Children's Centres are located on school sites.

There are currently **21 nurseries** located within Children's Centres that KCC has contracts with to provide childcare provision for local children and their families. Another 25 partnership agreements exist that create formal links between Children's Centres and local nurseries within walking distance of the site. In addition to this KCC currently runs three maintained nurseries, one of which is located within a Children's Centre and two of which are located on the same site.

The establishment of Children's centres throughout the county has enabled services to be targeted at those most in need whilst maintaining universal availability to all. As recognised by Ofsted, groups most in need include;

- Teenage mothers and pregnant teenagers
- Lone parents
- Children in workless households
- Children in black and minority ethnic groups
- Disabled children and children of disabled parents.

Outreach is provided to those families who are disengaged from services because of isolation, language or multiple problems.

Between April 2011 and March 2012, **12,547** new families were registered with a Children's centre and **856,906** visits were made to Children's Centres during the year.

Teenage parents are a key target group that access support through Children's Centres. At March 2012, **805** teenage parents had been registered at Children's Centres. Of those who visited Children's Centres between April 2011 and March 2012, 2% were teenage parents.

857 (2.1%) of children and **806 (1.9%)** of carers using the centre consider have declared a disability, a significantly lower figure than the Kent average.

A great deal of work goes on in Children's Centres to support particularly vulnerable service users who have disabilities, and the registration figures are dependent upon any person wishing to declare a disability at the point of registration.

Children's Centre services are, by their very nature open to all and services are accessible and open to users everyone. However, data collected demonstrates a higher number of females accessing Children's Centre services. This is perhaps to be expected given that a number of the services provided, whilst being inclusive, are likely to be accessed more predominantly by pregnant women and mothers (for example breastfeeding support, ante-natal support and post-natal depression support services).

Health

In June 2011 colleagues in Health undertook a review of Children Centres in Kent. This included for each District area the development of a core common data set to assess the current impact of local Children's Centres on the children of the county in their early years (ages 0-4).

The following data was analysed and summarised as part of the review;

- Percentage of resident children seen in each Children's Centre
- Number of children seen in each Children's Centre
- Number of children resident aged 0-4
- Income deprivation
- Tax Credit eligibility
- Fertility rates
- Low birth weight
- Breast feeding
- Injuries to children
- Respiratory admissions to hospital
- Personal, Social and Emotional Development and Communication, Language and Literacy indices
- Levels of obesity in children at Year R
- Not in Employment, education or training (NEETS)
- Teenage conceptions

These district summaries are available via the Kent and Medway Public Health Observatory here: <http://www.kmpho.nhs.uk/population-groups/children/?assetdet973626=247495>

Disabled Children

There are **11,490** children in Kent in receipt of Disability Living Allowance. KCC's Disabled Children's Service provided a direct service to over **1,800** children with the most complex levels of disability during the year. More than **5,000** disabled children accessed services that were commissioned by KCC.

In response to a new statutory duty to provide short breaks for disabled children to enable parents and carers to have a break from the caring responsibility, KCC published a Short Breaks Statement detailing how it would meet its statutory obligations. Throughout the year, KCC funded the provision of more than **520,000 hours** of short breaks in a variety of settings. Children stayed overnight in KCC's own residential units (run in partnership with the NHS), attended specialist play schemes and activity clubs and went sailing and horse riding. Mainstream providers of leisure activities for children were supported to include disabled children alongside their non-disabled peers.

A key element of developing locally based services for disabled children and their families was the support given to the establishment of new parent run charities to co-ordinate activities in their areas and act as a first point of contact for families seeking information, advice and support.

Three new centres were developed to bring together NHS and KCC services for disabled children, in response to the frustration often expressed by parents at having to criss-cross the County to access services such as physiotherapy, dentistry and social work support. These services are now co-located on the same site in three areas of Kent.

Parents of **760** children were given choice and control over their support services through the provision of a direct payment enabling them to purchase the most appropriate form of support for their child.

Unaccompanied Asylum Seeking Children (UASC)

The Service for Unaccompanied Asylum Seeking Children (UASC) is county wide and provides services for Looked After and Leaving Care UASC. Its primary remit is to support children who are seeking asylum. However, it also supports children who are unaccompanied by their parents, not asylum-seeking and are not EU nationals.

The Duty team situated in Dover is responsible for taking the initial referrals and completing initial assessments of need and age assessments. The Millbank reception centre in Ashford caters for up to 30 young people at any one time. It provides reception facilities for a period of 6 – 8 weeks from arrival, and provides a space in which the assessments to determine age and the service provision for the young person are completed.

The service received in total **154 referrals** in April 2011 to March 2012. Referrals come largely from the UK Border Agency. Many of the young people arrive through the port of Dover and a small number of young people are found on the streets by the police.

The Service for Unaccompanied Asylum Seeking Children has worked with Barnardos for over ten years. This charity currently provides excellent volunteer support services for the young people who are placed in the community. There are over 30 volunteers who engage with 40-50 young people per year and provide the following activities:

Befriending service: the work of the volunteers with the young people focuses on teaching them independent and self-care skills in the community, English as a second language and skills around cultural awareness/sensitivity.

- *Book club:* Barnardos provide the facilities for the young people to borrow books and share stories.
- *Garden project:* outdoor activities such as the gardening club, where the young people meet on Sundays to work on various allotments, are provided.
- *Apprenticeship project:* the charity provides opportunities every summer holidays for young people to do apprenticeships with local businesses.

The team started working in partnership with the Kent Refugee Action Network (KRAN) in 2006, when the need for community support for UASC became more apparent. One area of concern was the lack of readily available access to appropriate educational provision for the majority of the young people.

This partnership focuses primarily on social inclusion for 16+ clients who are either not in education because they are newly arrived and waiting for educational provision or are unable to cope in the school or college setting and require a different type of learning.

KRAN provides the following facilities at the Riverside Children Centre in Canterbury and engages with about 30-40 young people a year:

- *Pastoral care:* community based activities which help the boys get together to church for worship, or simply to meet community figures.
- *Community initiatives:* cultural events for boys are organised in conjunction with other charities.

- *The Charlton community football initiative*, which took place in the summer of 2011, was a big success.
- *Cricket activities*: a number of cricket games were organised in the summer of 2011, in a joint initiative by the Riverside Childrens Centre, Canterbury College and the police.
- *SHED*: this was a smaller version of the Riverside project, set up in Folkestone, in conjunction with Kent Young Community, in 2008. It supports young people to learn English as a second language, to meet others and share views and thoughts and to receive some pastoral care and support.

It is difficult to demonstrate in quantitative terms the outcomes for young people with provisions such as community activities. The outcomes are qualitative and can be seen in the longer term. Unaccompanied Asylum Seeking Children all come from different and diverse backgrounds with varying needs. The provision of activities by these voluntary agencies is primarily to keep young people occupied and engaged and through such engagement they refrain from crime etc.

Young People

HOUSE

Following the success of the HOUSE pilot for Young People in Kent, the Council are supporting District Councils in setting up their own permanent HOUSE sites. Using vacant properties in town centre locations, District Councils are working with a range of public sector agencies and voluntary organisations to host their own local HOUSE provision. HOUSE is a branded relaxed atmosphere for young people aged 13-19 to 'hang out', keeping them off the streets and in a safe and comfortable environment.

There is no formal curriculum or agenda, but agencies are invited in to discuss lifestyle issues such as alcohol use, sexual health, relationship advice, drug use, employment, learning and increasing confidence and self esteem. Other related issues such as Housing, emotional health and work experience have also been high priority for the young people who attend. Ashford, Dover and Sevenoaks operate HOUSE in their areas.

Community Services

Community Services includes our work to provide community leadership, work in partnerships, improve library services, promote the arts, and modernise the registration service.

26 impact assessments have been carried out this year on new service developments and commissioning strategies. Measures to improve access and tackle barriers have been built into delivery plans. Examples include the: Customer Services Strategy, Library Transformation and Youth services.

Key achievements in 2011/12

Customer Service Strategy

The strategy aims to improve access to The Council services and improve delivery. Customers will still have the option of which channels they want to use, whether that is Internet, phone or face to face. The Council will also be exploring alternative channels such as apps for Smartphones which will increase accessibility for all, including disabled people with additional access requirements.

Service redesign will always be taken from the customers' point of view and their needs will be reflected in new processes. Progress of projects will continued to be monitored particularly the projects involving channel shift and service redesign, to ensure that they do not adversely impact customers or particular groups.

Gateways

The Gateways saw 679,749 people pass through its doors in 2011/12. The Gateways supported adult social care services by offering a local venue to hold Blue Badge assessments and Bathing Assessment clinics. Gateways also offered access to clinics with voluntary organisations including Age Concern, Scope, Royal British Legion and Hi Kent.

The Council continues to expand the Gateway programme with projects underway in Swanley and Edenbridge, and in prospect in Herne Bay.

There are currently two Mobile Gateways available to offer Gateway services across Kent. They are both in place to bring Gateway services to urban or rural areas where the needs are currently unmet - maybe as a result of insufficient transport links to a physical Gateway location, or because a specific borough does not yet have a physical Gateway in its town centre or high street.

The Mobile Gateway units have facilitated events such as Adult Learning Week, Backing Kent People campaign providing support for debt and benefits advice, and a Community Safety Roadshow.

Find out how Kent's Gateways system is providing a range of public sector services under one roof.

http://www.kent.gov.uk/adult_social_services/watch_our_videos/browse_our_video_library/browse_our_video_library/gateways.aspx

Activmobs

Activmobs (a community based action group) were commissioned to identify stop smoking rates in Newington, Thanet where women's experiences of quitting smoking were addressed, and specifically their experiences of the local cessation service.

The insight report has now been shared with the stop smoking service, and its host organisation who also provide the health trainer service. It is being used as a basis for potential service design and also informing commissioners.

The main outcome to date, has been empowering a group of women, giving them the self belief and support, to challenge service providers, and collectively take responsibility for dealing with issues that are affecting their daily lives.

Black History Month

During Black History Month libraries across the county took the opportunity to display Black History Month collections of book -stock and DVDs.

Curriculum packs for schools are available on line to help celebrate and share African and Caribbean History.

http://www.kent.gov.uk/education_and_learning/youth_service/curriculum_packs/awareness_packs.aspx

LGBT History Month – February 2012

Since 2005, February of each year has been designated in the UK as LGBT History Month. This marks and celebrates the lives and achievements of Lesbian, Gay, Bisexual and Trans-gendered people

Rainbow Reads Collections of books, written by the LGBT community, and of interest to everyone are now available in the main town centre libraries across the county. Author visits this year included DJ Connell at Margate and Deal libraries and a *Meet the Authors* session at Canterbury Library. Session's included Paul Burston, author and host of 'London's peerless gay literary salon' Polari, popular author and stand-up comedian, VG Lee and author Karen McLeod.

As part of LGBT month, artist Vince Laws held a Human Library at Georges House Gallery. Libraries and Archives helped facilitate the event. Titles available to borrow included HIV +, Addict, Cross Dresser, Single Sober Mum, Lesbian, and Fat Woman.

65 people attended events during LGBT month. (2010-2011 173 people attended events but included a high profile author event Emma Donoghue).

Hate Crime Vigil

On Monday 13 February 2012 a vigil took place in Sessions Square, Maidstone to remember victims of homophobic, biphobic and transphobic hate crime. The event was attended by over 50 people and community speakers reminded us that hate crime is all too common and we can all make a difference by thinking about how our actions affect others. A number of young people in the square asked what the vigil was about and spontaneously joined in to find out more. A full video of the [LGBT vigil](#) is available.

Gypsy, Roma and Irish Travellers

The Gypsy and Traveller Unit work in supporting individuals and families, living on residential sites we manage, or sometimes elsewhere, to access education, health and other services. We manage and maintain sites in an excellent condition, and have developed specific initiatives such as "pitches for life" (compliant for existing

and future residents with disabilities) on the new Coldharbour Lane site in Aylesford, Tonbridge & Malling.

The Gypsy and Traveller Unit consulted on its proposed new policy for the allocation of pitches on the Council managed Gypsy and Traveller sites. Staff visited the sites to help facilitate the residents' participation by explaining the proposed policy and answering queries. The Community Engagement Officers undertook follow up visits to some of the sites as required, and were invited back by some of the residents. This approach has helped to develop positive relationships with this community and we will be able to build upon this for future consultation and participation opportunities. The feedback from this consultation was used to influence the final policy.

KCC is working with health partners to promote access to health and social care services for gypsy and traveller communities and to tackle the health inequalities experienced by this community.

CURVES

CURVES is an international franchise that provides exercise facilities for women in a friendly and supportive environment. For the first time the franchise in Gravesend has been purchased by a social enterprise to attract women from the local population to increase the amount of exercise they take and also to engage in other activities that may benefit their health, social inclusion and life and employment skills. As a social enterprise any surplus generated by the franchise is re-invested in opportunities and resources for local people. CURVES has relocated to be part of a local community centre in a disadvantaged area and is offering its members a wide range of health related, social, employment, and cultural activities.

Wellbeing Kiosk

The Wellbeing Kiosk is a stand alone machine that measures people's weight, height, Body Mass Index and Blood Pressure. It also prompts responses about lifestyle behaviours such as smoking, exercise, alcohol drinking and diet. Those staffing the machine can then offer advice on where and how some of the health issues that may be indicated can be addressed by referring to local services and opportunities. A two week pilot programme in March in Gravesend attracted over 450 participants and made numerous referrals to local services.

Library Service

"Talk Time" sessions were held in many Kent libraries, these informal drop-in sessions helped to bring older people together to reduce their social isolation. In 2011/12 a total of 3,436 sessions were held, which offered a variety of activities ranging from using archive services, speakers and quizzes to recreational activities or just tea and chat.

The Home Library Service served **1,432** customers (2010-2011 1,200 customers) from 70 libraries, using the time donated by **511** volunteers (2010-2011 400 volunteers). They include people who are homebound by ill health, disability or caring responsibilities. **146,297** loans were made in 2011-2012 to older people. (2010-2011 140,850 loans to older people).

Our postal loan talking book service has **1,226** visually impaired customers in Kent and Medway and made 49,427 loans in 2011/12.

Stock and displays reflect the diversity of our customers. During 2011-2012 Kent Libraries and Archives purchased stock to support the development of library services for the following communities:

- People with dementia. Pictures to Share, a series of illustrated books to help the individual with dementia, their families and carers can enjoy activities and time together
- Adults with learning disabilities. Books Beyond Words, a series of picture books addressing life-skills / situations including coping with death, bullying and cancer.
- Romany reads selections. Traveller awareness collections selected by traveller community.
- Selection of children's stock reflecting the celebration of diversity purchased for town centre hubs.

The Nepalese Elder Meeting Point was a huge success last year, this is a regular drop-in facility held at Cheriton Library that provides information on health and well being for the older members of the Nepalese community. In 2011/12 137 sessions were held.

Kent Libraries and Archives support **Race Online**, a national initiative targeting people who are digitally excluded, either through lacking in IT skills or access to computers (or both), and missing out on accessing the information and services available over the internet.

We are currently helping people to build their computer literacy skills by offering support and opportunities through our **computer buddy scheme** and dedicated UK online centres located in our libraries and Gateways. Volunteers have given over **15,000** hours in supporting people with their IT skills.

Kent libraries have supported national computer initiatives encouraging older people to gain skills and confidence when using IT. These initiatives include:

- Silver Surfer **56** sessions **229** attendees (2010-2011 64 sessions held 169 attendees)
- itea and Biscuits **8** sessions **24** attendees (1st year of initiative)
- Spring Online **17** sessions **116** attendees (1st year of initiative)

IT sessions for prisoners nearing their release date have been held in Libraries. For security reasons internet not available in prison. Holding IT sessions in the library enables inmates to create email addresses and carry out online searches for jobs and housing:

- **8** sessions were held at Headcorn Library for 25 inmates from East Sutton Park (2010-2011 5 sessions with 14 inmates attended).
- **7** sessions were held at Staplehurst Library for 19 inmates from Blantyre (2010-2011 9 sessions and 22 inmates attended).

A number of council member grants have been made available to community projects which promote disability equality, for example:

- Citizens Rights for Older People (CROP) - Training
- YMCA Thames Gateway South Ltd - Sensory Garden
- Pilgrims Hospices – improving facilities for carers
- Royal School for Deaf Children Margate - Gardening Adventure
- Carers' Support - Broadstairs Drop In Service
- Maidstone YMCA - Archery and Boccia for Disabled Groups
- Hospice Care for Children & Young People Across Kent
- Mencap- Specialist equipment

- Youth Participation/Youth Events/Outreach Projects
- KAB Sittingbourne Blind Fellowship Club
- Dartford Community Mela Festival
- Alzheimers & Dementia Support Services- Singing for the Brain

More information on member grants is available from [kent.gov.uk](http://www.kent.gov.uk).

http://www.kent.gov.uk/your_council/have_your_say/community_engagement/local_member_grants.aspx

Kent Youth County Council (KYCC)

Kent Members help to voice the views and opinions of young people.

Last year elections were carried at 150 polling stations across Kent. 100 young people were nominated to take part in the elections and over 27,000 ballots were cast across the County. 48 people were elected through District seats and 12 through Community seats.

Last year the 3 top campaigns were voted by over 20,000 young people. They were:

- **Transport you**

Samuel Watkins & Alice Stretch presented their video on how Education Maintenance Allowance (EMA) will affect young people's ability to get to post 16 Education in September to the Department for Education.

The online petition to 'Extend the Freedom Pass for 16—20 year olds' reached its 12,000 target, and a full council debate was held. KYCC have worked to develop the extended freedom pass and take their ideas forward to the Cabinet Members. This has led to the 16+ Travel Card scheme launching in 2012.

- **Employment**

The KYCC employment group will be working with Kent Choices 4U to help create 5 new apprenticeships for young people in Kent this year. They will also redesign their current website to be more appealing and offer more options to 14-19yr olds. KYCC are currently producing a leaflet on young people's employment rights as many young people do not know what their rights are when they get a job.

- **Things to do!**

KYCC are keen to provide discount vouchers to make leisure activities more accessible to young people and are continually exploring avenues to achieve this. Making up-to-date information available to young people about what's going on in their local area is also a priority through PLINGS! An on-line data base with 'things' to do by young people in Kent.

Over 50 KYCC Members took part in a Training & Induction Weekend, in January 2012 to develop the knowledge and skills to be young campaigners and representing the views of young people across Kent. They also took part in a number of activities on Saturday morning including high ropes courses and raft building! KYCC members then split down into their Campaign Groups and began to plan for the year ahead!

Education, Learning and Skills

KCC works in partnership with a wide range of stakeholders, and provides leadership, support and challenge for the improvement of:

- The childcare and early years education sector
- Schools including special schools and additional education
- Post 16 education and training including work based learning and apprenticeships
- Adult and Community learning.

KCC also directly provides a range of services to support individual pupils and schools, or commissions this support from external providers.

Education and learning has the potential to improve the wellbeing and life chances of all children and young people, especially the most vulnerable groups in our communities. Good quality education and support builds resilience, increases self confidence and independence and gives young people the skills and qualifications to progress in their learning and on to achieve sustained employment that will benefit individuals, families and the communities they live and work in.

Reducing inequality in education and learning outcomes, reducing achievement gaps and championing the needs of the most vulnerable children and young people is therefore a vital part of the Local Authority's role and purpose. This affects individuals and whole communities.

KCC is operating in a more diverse education system with greater freedoms and autonomy for schools, colleges and other education and learning providers. To effect the improvement in outcomes that KCC needs to achieve for our children and young people, as well as vulnerable adults across Kent, KCC needs to work in close partnership with early years settings, schools, colleges, training providers, employers and other providers and stakeholders.

During 2011/12 6 impact assessments have been carried out on new service developments and commissioning strategies. Measures to improve access and tackle barriers have been built into the delivery plans. Examples include the: Post 16 Transport Policy, School Admissions and Kent School Place Commissioning Plan.

Key Achievements:

Leadership

Bold Steps for Education:

During the Autumn of 2011, a range of discussions were held with Headteachers, governors and other partners to determine where KCC need to be in Kent in relation to education and learning outcomes, to establish shared ambition and agree a range of rapid priority improvements for 2015. These ambitions and strategic priorities for Education, Learning and skills are set out in *Bold Steps for Education* and are based on a rigorous analysis of current performance and challenging expectations for future improvements. As KCC accelerates the rate of progress overall, we need to work even harder to close the gaps in performance that exists for Free School Meals pupils, Children in Care and pupils with Special Education Needs and Disability.

Bold Steps for Education is available:

http://www.kent.gov.uk/news_and_events/news_archive/2012/may/bold_steps_for_education.aspx

Working Together

Internationally, the highest performing and most improved education and learning systems have at their core, strong leadership and collaborative practice.

KCC has established the ***Kent Association of Headteachers*** - designed to enable Headteachers to take a leading role in shaping the future of education and learning in Kent and in driving improvement across the system.

A proposal to establish ***The Kent Learning Partnership*** – designed to develop and support a self-improving school system has been consulted on with schools, colleges and other stakeholders and has led to the development of a range of ***district- based school improvement partnerships***.

These partnerships have been agreeing priorities based on information and data around current performance, and setting outcome-based targets – including targets focused on closing the gap in outcomes for vulnerable groups such as:

- Children and young people on Free School Meals
- Children and young people with Special Education Needs and Disabilities
- Children in Care
- Gypsy Roma Traveller children
- Young offenders
- Teenage mothers
- Closing the gaps in performance between boys and girls.

KCC has supported these partnerships with one-off resources, to enable them to develop robust performance frameworks, to facilitate school to school support, challenge and to kick-start improvement programmes focused on three key issues:

- To improve standards of literacy, especially at Key Stage 2;
- To improve the quality of teaching in schools from satisfactory to good overall; and
- To improve the quality of leadership and increase the improvement rate of Kent schools overall, for those judged to be satisfactory to become good schools or outstanding schools.

Performance against these outcome-based targets will be reported in next years annual equality report.

Improving Attainment and Achievement:

As easy as A.B.C every day KCC make sure 220,000 children get a great education

Primary education

In 2011/12, **111,357** children attended Primary School in Kent. In Primary education KCC have significant challenges. Only 55% of our schools are good or better, fewer than in similar areas and much less than the national average.

72% of children achieved level 4 in English and mathematics in 2011.

There still remains an achievement gap between boys and girls, for example for those achieving level 4+ in English and Maths at KS2 in 2011, there is a percentage gap of 7%.

Secondary education

In 2011/12, 100,128 children attended Secondary School in Kent. Over the last five years, the percentage of students at Kent schools and academies gaining five or more GCSEs at grade A* to C has increased from **64.9% to 82.5%**. For the same period, the percentage of students in Kent gaining five or more GCSEs at grade A* to C including English and Maths has increased from **48.5% to 59.4%**. There remains an achievement gap between boys and girls, for example for those attaining 5 A*-C including English and maths at GCSE in 2011, there is a percentage gap of 7.8%.

However the gaps in Secondary school performance at Key Stage 4 are wide, and again are worse amongst those young people who face the greatest disadvantage. Only **28%** of pupils on free school meals attained five good GCSEs in 2011, which is well below average.

Improving Support to Vulnerable Learners:

Special Education Needs and additional needs

KCC want children of all ages in Kent to get the most out of their education, regardless of what learning difficulties or needs they have. There are many types of special or additional educational need, and KCC want to make sure that if your child needs additional support with their education they get the most appropriate help from KCC and our schools.

There were in the region of **7,000** children in Kent being supported with special needs in 2011/12.

Minority, ethnic and bilingual children

The Minority Communities Achievement Service (MCAS) is a KCC Service which is focused on improving access to education and raising the achievement of minority ethnic children and young people. MCAS works in partnership with: schools, children and young people, minority ethnic communities, parents and carers, and other agencies.

In the 2011/12 financial year almost **788** children and young people accessed this service.

Asylum Seeking Young Person:

• Accompanied Asylum Seeking Young People	3
• Unaccompanied Asylum Seeking Young People	30
• Gypsy Roma and Irish Traveller children	466
• Vulnerable Minority Ethnic Young People	289

Total 788

MCAS worked with over **200** schools to:

- Provide advice on teaching English as an Additional Language
- Provide schools with advice and training on refugee, migrant and Gypsy Roma Traveller issues, including anti-bullying and anti-racist strategies
- Review the progress of minority ethnic and bilingual children to ensure our services are effective
- Provide schools with advice and training about how to include minority ethnic children and young people
- Provide training and development for specialist staff in schools
- Provide support to improve access to education and raise achievement of Gypsy Roma Traveller and refugee children and young people
- Drive forward National Strategies and disseminate good practice to raise achievement of children and young people of minority ethnic and bilingual backgrounds, including narrowing the gap
- Support Kent County Council's initiative to promote race equality and community cohesion.

Further information is available from:

http://www.kent.gov.uk/education_and_learning/special_additional_education/minority_ethnic_and_bilingual.aspx

The **Virtual School** is an organisation which has been created for the effective co-ordination of educational services at a strategic and operational level for Looked After Children (LAC). It will enable KCC to raise the achievement levels and wider outcomes of all Looked After Children.

The school does not exist in real terms, or as a building. Children do not attend it - they remain the responsibility of the School at which they are enrolled.

Looked after children (LAC)

Many Kent schools have pupils looked after by a local authority. The term 'looked after children' (LAC) refers to children who are in public care.

The children can be at risk of underachieving at school because they have experienced disruption to their family life and education. Some may have low expectations, poor emotional and psychological health and a lack of family support. Education can be a pathway to a better life for them and KCC is determined to raise the achievement of looked after children.

Each local authority has a responsibility under the Children Act to safeguard and promote the welfare and education of all young people it looks after. A duty of 'corporate parenting' requires the authority to do all that a 'good parent' would. Government guidelines gives specific responsibilities to all those involved in providing or supporting their education.

The Priority Outcomes for Looked after Children (awaiting 2011/12 Validation) 2010/11 achieved were:

Level 4+ English (Yr6)

43% which evidences a 9 % increase over the last 3 year average

Level 4+ Mathematics (Yr 6)

43% which evidences an 8 % point increase over the last 3 year average

5A*-C at GCSE or equiv (incl Eng & Maths)

10.1% which evidences a 5 % point increase over the last 3 year average. In real terms this is a 120% improvement on 2009/10 results

25+ day's absence

12% which evidences a 26% reduction over 2009/10 results

Gypsy, Roma and Irish Traveller children and young people

There are more Gypsy/Roma or Traveller of Irish Heritage people in Kent than in any other County in the UK. Kent has been chosen by the Department for Education, along with Cambridgeshire and Bradford, to take part in a two year pilot to raise the attainment and accelerate the academic progress of Gypsy, Roma and Traveller children and young people within their areas. Emulating the successful pilots for Virtual schools for Looked after Children (2007 -9) Virtual Head teachers have been appointed in each Local Authority charged with "championing the interests of Gypsy, Roma and Traveller pupils and their families".

The aims of the pilot are:

- To monitor and respond to issues of low attainment and attendance and the disproportionately high number of exclusions
- To work with other agencies to identify and return to school those Gypsy, Roma and Traveller children who are missing from education
- To manage the provision of training and support to schools, settings and other agencies
- To raise awareness among schools and others of the barriers to success which these children face - and how best to overcome them

Pupil Population

The total pupil population in Kent is 211,485. Of these pupils 1.65% have declared their ethnicity as Gypsy/Roma or Traveller of Irish Heritage.

Exclusions

In the 2011-12 academic year in Kent there were a total of 211 Permanent Exclusions (48 Primary and 163 Secondary). 9 of the permanent exclusions relate to pupils categorised as Gypsy/Roma or Traveller of Irish Heritage, which is 4.3% of all exclusions. **1.65% of the pupil population accounts for 4.3% of all exclusions.** This figure relates to approximately 1 permanent exclusion per 200 pupils categorised as Gypsy/Roma or Traveller of Irish Heritage, compared to approximately 1 permanent exclusion per 1009 of all pupils (excluding GRT) in Kent. This figure suggests that in Kent a pupil categorised as Gypsy/Roma or Traveller of Irish Heritage is 5 times more likely to receive a permanent exclusion than all other pupils.

The 2011-12 data for Fixed Term exclusions identifies that for every 15 of all pupils (excluding GRT) there is 1 fixed term exclusion. This is compared to **1 fixed term exclusion for every 3** pupils categorised as Gypsy/Roma or Traveller of Irish Heritage.

NATIONAL	PE	FT
All pupils nationally	0.1%	5.0%
Gypsy/Roma	0.3%	14.8%
Traveller of Irish heritage	0.5%	16.6%

KENT	PE	FT
All pupils in Kent	0.12%	6.60%
White - Gypsy/Roma	0.52%	26.43%
White - Traveller of Irish heritage	0.00%	15.22%

Attendance

At the start of the 2012/13 academic year the persistent absence (PA) threshold was raised from 80% to 85%.

In relation to the 2010-11 figures and using the 2011-12 threshold approximately 54% of all pupils categorised as Gypsy/Roma or Traveller of Irish Heritage are considered to be persistently absent from school. This is compared to approximately 7% of pupils categorised as White British.

Attainment 2010-11

KS2 – Level 4 + English and Maths

Kent: 17.2% of Gypsy/Roma pupils, 55.6% of Travellers of Irish heritage as opposed to 72.2% of all pupils.

Nationally: 23% of Gypsy/Roma pupils, 30.1% of Travellers of Irish heritage as opposed to 74.2% of all pupils.

KS4 – 5 A* - C including English and Maths

Kent: 14.3% of Gypsy/Roma pupils, 25% of Travellers of Irish heritage as opposed to 58.6% of all pupils.

Nationally: 10.8% of Gypsy/Roma pupils, 17.5% of Travellers of Irish heritage as opposed to 58.2% of all pupils.

Attainment 2011-12

KS2 – Level 4 + English and Maths

Kent: 29% of Gypsy/Roma pupils, 12.5 of Travellers of Irish heritage as opposed to 77.5% of all pupils.

Nationally: 23% of Gypsy/Roma pupils, 30.1% of Travellers of Irish heritage as opposed to 74.2% of all pupils.

KS4 – 5 A* - C including English and Maths

Kent: 4.2% of Gypsy/Roma pupils, 0% of Travellers of Irish heritage as opposed to 60.6% of all pupils.

Nationally: 10.8% of Gypsy/Roma pupils, 17.5% of Travellers of Irish heritage as opposed to 58.2% of all pupils.

Integrated Adolescent Support

During the early part of 2012 work commenced on the development of an Integrated Adolescent Support Service, intended to improve the coordination of service delivery and outcomes for vulnerable young people.

KCC are modelling this approach in four pilot areas (Thanet, Ashford, Dartford & Tunbridge Wells), involving professionals working together with young people across health, education, social care, Connexions, the Youth Service, the Youth Offending Service, the police and schools.

Young people will be provided with a tailored, personalised programme that will support their learning as well as their personal and social development – helping them to develop the capabilities they need for the world of work and the transition to employment and adulthood.

The expectation is that this approach will deliver improved outcomes across the following areas:

- Improved educational outcomes and improved progress at ages 16 and 19
- Improved participation in 14-19 vocational pathways and take up of employment with training, including apprenticeships
- Reductions in exclusions and absence from school
- Reduction in 'not in education, employment, or training'. (NEETs)
- Improved stability of accommodation and foster placement
- Improved ability to manage transitions and relationships
- Improved mental health and wellbeing
- Increased engagement in positive activities
- Reduced levels of offending, re-offending and anti-social behaviour
- Reduced levels of drug and alcohol abuse
- Reduction in teenage conception rate and pregnancy

The outcomes of the four pilots areas will be reported in next years report.

Comprehensive review of Special Educational Needs (SEN) Policy and Provision

KCC are conducting a review of SEN policy and provision as part of our focus on ensuring all pupils fulfil their potential and to improve our services for the most vulnerable. KCC are linking this work to the other significant changes being brought in nationally that will impact on services to this target group e.g. proposed changes to the future funding of SEN;

- New guidance on Learning Difficulty Assessments for young people aged 16-25
- Changes to health services
- Increasing levels of delegated funding to schools and,
- In Kent, the work of the *South East SEND Pathfinder Programme* – one of the national pathfinders currently exploring the proposals outlined in the Green Paper, *“Support and Aspiration: A new approach to special educational needs and disability”*:

These proposals include:

- A single education, health and social care plan (EHC plan) for children and young people from birth to age 25 which focuses on improving outcomes
- Personal budgets for families with an EHC plan.

KCC also intend to pilot Local Statutory Assessment Panels at district level during 2012/13, building on the early work of the Pathfinder programme running in Thanet.

Review of Pupil Referral Units and Alternative Curriculum

KCC have undertaken a review of the Pupil Referral and Alternative Curriculum provision in order to improve outcomes for Kent 11-19 year olds who are at risk of being excluded from school or who are permanently excluded.

There are above average levels of permanent exclusion in Kent with variations across the twelve districts. A high proportion of excluded pupils have special educational needs. Improving learning outcomes for these young people is central to this review and the approach will include development of successful locally designed reintegration programmes which lead to appropriate high quality curriculum pathways.

District school partnerships have put forward their proposals for the development of effective local planning, referral and delivery systems in collaboration with schools, Further Education colleges, Pupil Referral Units (PRUs), Alternative Curriculum providers and other partner agencies, working with learners who are at risk of disengaging or exclusion from school or college.

Action has been taken to ensure delivery of immediate improvements and improved outcomes for the young people currently being supported through PRUs or Alternative Curriculum pathways. KCC intend to test some of the proposals that have been put forward by district partnerships during 2012/13 to inform the wider roll-out of local models later in the academic year.

Delegation of the Specialist Teaching Service

KCC have delegated the Specialist Teaching Service to a lead special school in each district. The aim has been to fully harness and develop the special education needs and disabilities knowledge, skills and expertise present in all Kent early years settings and schools, in order to create well-co-ordinated, equitable and effective provision of additional support for children and young people at early years and school action plus and to ensure full access to learning for all the children and young people with SEND in our settings and schools.

The service will align its resources to the outreach resources (through SMILE centres) held by the lead Special schools and other Special schools, thereby increasing local outreach capacity and delivering improved outcomes.

Services will be co-ordinated and delivered through 12 Local Inclusion Forum Teams of professionals and overall governance of this new provision will be via a county-wide strategic board comprising Special school and mainstream school Headteachers and local authority officers – chaired by the Corporate Director for Education, Learning and Skills.

Improving Teaching and Learning

KCC have delivered a strong programme of professional development with evidence of driving up standards of teaching in Kent schools and impacting positively on

individual pupil outcomes: *Every Lesson Counts*, *Improving Teacher programme*, *Outstanding Teacher programme*, *Specialist Leaders in Education programme*.

14 to 24 Strategy

Early consultation commenced around the challenges and priority areas for action to inform the development of Kent's 14-24 Strategy. The priority areas for action are intended to focus on improving outcomes for all young people aged 14 to 24, but in particular for:

- Young people who would not currently choose to stay on in education and training to age 18
- Young people who would benefit from vocational pathways
- Vulnerable learners, such as care leavers, teenage parents, young offenders and young people with learning difficulties who are consistently over represented in 'not in education, employment, or training'. (NEET) figures.

The focus for the strategy is to make more of a difference to future educational outcomes and employment prospects for some of the most vulnerable groups of young people in Kent. Performance information will be available in next years report.

Kent's Vocational Programme

In response to the concerns about the number of young people who are not participating in learning and attaining sufficiently to progress to further education, training or employment, KCC have given priority to developing a system of vocational learning that recognises the different aspirations of young people. In the recent past KCC delivered a good 14-16 vocational programme, and the work of schools, colleges and the Vocational Skills Centres across Kent enabled **8,500 14-16 year olds** to undertake vocational courses, helping many young people to move into an apprenticeship or other employment. The most successful courses were in construction, engineering and catering where industry standard facilities were available. KCC aim to build on this work, scale it up and ensure it leads to better qualifications and progression to post 16 courses.

The Post 16 Travel Pass

KCC recognise that the cost of transport is a key consideration for young people when making decisions about participating in learning and training post-16. To ensure transport costs are not a barrier to learning and participation for all young people, and disadvantaged young people in particular, KCC has approved a subsidised Post-16 Travel Pass scheme.

This provides county wide travel on buses and is available to learning providers at a cost of £520 per pass. There will be an average KCC subsidy of £230 per pass. Students can apply to buy their pass from their learning provider at a cost of no more than £520, and at a reduced subsidised cost for low income families.

Kentchoices

KCC recognises that quality information and advice is the key to helping young people find the right courses and pathways for post-16 learning and training. When young people do not follow the most appropriate courses the drop-out rates at age 17 tend to be higher.

The 'Kentchoices' prospectus is the largest and most used area- wide online prospectus in the country with over 10,000 courses and 250 learning providers for post 16 learning opportunities. In 2011-12 over **13,000 Year 11** students used the

site to research and apply for their courses. This year usage is considerably ahead of the same time last year and is expanding to include other year groups and young people from outside the county.

Performance Management:

An Education Learning and Skills Performance Scorecard has been developed which includes regular reporting on the performance of vulnerable groups. This is being replicated at a district level and has been consulted on with Headteachers at district meetings in order to ensure that it is a tool that will support their improvement journey and the focus for district based working.

More tailor made performance reports have been provided for groups of schools working together in partnership, to inform their development plans. Schools have been provided with access to data analysis around their own individual school performance through *Making Figures Speak* and *RAISE on-line*.

KCC have also brought a group together to agree a single data set for vulnerable learners in order to ensure that efforts across ages, stages and target groups are being appropriately co-ordinated and focused and that support, whether directly provided or commissioned, is appropriately targeted.

Kent School Games

The first ever [Kent School Games](#) finals took place in summer 2011, after heats had taken place across the county since autumn 2010. The Kent School Games are believed to be the largest competitive school or youth event ever to be staged in the UK and possibly Europe.

The Scale and Scope of the Games:

- **30,000** participants in the heats, area competitions and finals.
- Over **500** area heats and local competitions.
- **23** different sports including 9 for children with a disability.
- **500** schools
- **52** Finals events
- Involving boys and girls at primary, secondary school and special schools, from years 3 to 11
- **1,200** medals awarded.

Disabled pupils had the opportunities to compete alongside their non-disabled peers in a number of sports as well as taking part in Table Cricket, Sitting Volleyball, Wheel chair Fencing

Economy, Housing, and Transport

Economy, Housing, Transport and Environment includes our work to improve infrastructure, support economic growth and prosperity, maintain and improve our highways and environmental assets, manage our waste, improve road safety, improve passenger transport and look after the environment.

12 impact assessments have been carried out this year on new service developments and commissioning strategies. Measures to improve access and tackle barriers have been built into delivery plans. Examples include the: The Freight Action Plan, the Common Sense Street Lighting Plan, Kent Down's Management Plan and Waste Management.

Key achievements in 2011/12

Jobs for 18-24 year olds

In response to the high levels of youth unemployment, KCC allocated £2m from the Big Society Fund to assist employers to create jobs for 18-24 year olds. In addition to a grant for businesses, the campaign includes the opportunity for businesses to access the Apprenticeship Small Business Support Service provided by KCC, which ensures that the whole process of recruitment is as simple as possible.

'Kent Jobs for Kent's Young People'

Kent Employment Programme

In response to the high levels of youth unemployment, KCC secured £2m from the Big Society Fund to assist employers with less than 250 employees in creating employment opportunities for 18-24 year olds.

Through this programme, eligible employers will receive a £2000 grant from KCC. Additional grants will be available too. If an employer recruits a young person who has been claiming job seekers allowance for less than 9 months, they will be eligible for a £1500 grant from the National Apprenticeship Service. If however the young person has been signed on for 9 months or more then the employer would be eligible for the Youth Contract grant of £2275, this money can go towards costs such as Apprentice training and wages.

In addition to the grants, the campaign offers an Apprenticeship support service for businesses which ensures that the process of recruitment is as simple as possible.

This new Apprenticeship campaign is designed to engage and incentivise employers to take on more young people with a target of 900 Apprenticeships.

This builds on the success of the Kent Apprenticeship Scheme which supports young people aged 16-19. KCC aim to double the number of Apprenticeships by 2015. This will be achieved through better communication with employers about what is available, better advice for young people about Apprenticeship opportunities and through developing stronger partnerships between KCC, schools, colleges, training providers and other agencies, including Job Centre Plus.

Kent Apprenticeship Scheme

The Kent Apprenticeship scheme was a joint initiative between Kent County Council, The National Apprenticeship Service (NAS), The Kent Association of Training Providers (KATO) and Kent Association of Further Education Colleges (KAFEC).

Kent County Council Apprenticeships

During the year April 1st 2011 – March 31st 2012, 103 Apprentices joined the KCC programme, with a success rate of 74%.

The Apprenticeship Team continues to work with work based learning providers delivering within KCC to ensure high achievement levels for its apprentices.

Vulnerable Learners Project

This innovative project is working to place **80** vulnerable learners into apprenticeships and provide them with the first step to a career. The learners are from four key groups: care leavers, young offenders, young people with learning difficulties or disabilities (LLDD) and young parents.

The project has been running for 8 months and we have placed 74 young people – 67 young people into apprenticeships and a further 7 into apprenticeship style opportunities.

The placements are in a variety of public, voluntary and private sector organisations and cover a wide range of skill areas including:

- Customer service
- Construction
- Equine studies
- Sports and leisure
- Childcare and hairdressing.

Bespoke training has been developed for young people with learning disabilities to enable them to gain accredited qualifications whilst employed.

The young people are undertaking roles in retail, floristry, horticulture and catering and it is hoped that they will develop and learn the skills that will enable them to take on full time work or an apprenticeship in the future.

Employ Thanet - a free job brokerage, training and recruitment service in Thanet for residents, new and existing employers

Local people have been able to secure quality local jobs with the support of Employ Thanet, part of Thanet Works, a comprehensive solution and local employment initiative that provides an online job service linking local people with employers.

342 residents have been supported into work via a weekly Job Club and 3 Major Careers Events. Vacancies are advertised on an online database that enables separate organisations working on different employment projects, to work together, and co-ordinate provision of employment services for all local people.

All partners have access to the vacancies and are able, very effectively, to work together to find the perfect fit for both the jobseekers and employers. In addition, **10** new and existing businesses have been supported to develop and expand by the provision of a high quality recruitment support, training and advice service which has

assisted them to either expand or relocate to Thanet and access local labour. **55** NEETS¹ supported into Apprenticeships:

New Romney Household Waste Recycling Centre

New Romney Household Waste Recycling Centre was opened as a brand new site in May 2011. Previously householders had to travel to household waste recycling centres at either Ashford or Folkestone; a round trip of some 40 miles, or use a weekend only service provided by a refuse freighter in a local car park. This temporary service provided waste disposal but was unable to handle recycling.

Keep Kent moving

Every year we repair and maintain more than 5000 miles of roads and 4000 miles of pavements. Highways and Transportation' **Winter Service** policy prioritises service to particular groups and organisations including hospitals, doctors' surgeries and care homes. Highways and Transportation also include equality issues in the design of all our new safety critical schemes and major infrastructure projects.

The Members Highway Fund (MHF)

The fund has now been in operation for nearly 3 years and good progress had been made to commit to date £5.8 million to local highway schemes and projects. Approximately half of the money has been committed in the last 12 months. A total of 1,197 schemes had been designed by Highways & Transportation in that period. The most popular scheme category had been the installation of new or improved pedestrian crossings, where £874k had been spent.

Kent Freedom Pass

Kent County Council introduced the Freedom Pass in 2008, giving students in academic years 7-11 free travel on any bus not only to and from school, but outside school hours and at weekends. For the 2011-12 scheme year there were 25,700 Freedom Pass holders in the county. At a cost of £100 per year the pass is really good value and children in receipt of free school meals pay just £50. Kent's looked-after children and Kent's Young Carers get the pass for free.

English National Concessionary Travel Scheme (ENCTS)

In April 2011 Kent County Council became responsible for the ENCTS in Kent. There are currently over **277,000** passes including **17,000** disabled and **2,000** disabled + companion passes on issue to Kent residents. Pass holders are able to travel on public bus services across England for free between 9:30 and 23:00 on weekdays and at anytime on weekends and bank holidays.

Measures to adapt the transport network for disabled people

KCC has an ongoing programme to improve access for pedestrians on the highway network and for bus passengers. KCC has been working in partnership with operators to increase the number of low floor accessible buses in Kent. Some 70% of the public bus network in Kent is now operated by low floor accessible buses and KCC contributed to a Kickstart scheme with Arriva to provide low floor buses on service 6/6a serving the new hospital at Pembury, Tunbridge Wells. Around £200k was spent introducing dropped kerbs at key crossing points and upgrading signal controlled pedestrian crossings across the county.

Kent Karrier

¹ 16 to 24-year-olds not in education, employment or training

The Kent Karrier network was extended to cover the whole of the county in 2011-12. Kent Karrier is a membership based dial a ride accessible minibus scheme for disabled people and those living over 400m from a bus route. Currently over 1,500 members benefit from the scheme.

Feedback from recent residential developments

Kent's programme satisfaction surveys on recent residential developments, (350 sites by the end of 2011/12), is investing customer feedback into the planning process to seek better outcomes for the people of Kent.

A major step forward has been the recognition that poor design has resulted in facilities that were provided for pedestrians and cyclists being taken over by cars in the form of pavement parking. Similarly, cluttered streets appear to act as a disincentive to physical activity. The views of residents are now being converted into positive action to avoid repeating mistakes that affect vulnerable street users, and that may even undermine moves to encourage improvements in public health. New streets will be planned to cater fully for the needs of all users and disadvantage is being tackled.

No Use Empty Homes Initiative

KCC's in partnership with all 12 District and Borough Councils, continues to bring empty properties back into use. Over 449 properties (predominantly in East Kent) have been made available to rent or buy between 1 April 2011 and 31 March 2012. Working with registered housing providers the initiative is currently finalising a model which aims to bring larger long term empty properties back into use with affordable rents.

KCC works in partnership with many agencies. Green Pastures assists homeless people in helping them to enjoy independent living and has recently brought a long term empty property back into use as 8 self contained flats in the Dartford town centre.

Environment

There are several projects underway throughout Kent to make the best use of the County's parks and open spaces' potential to achieve wide social, and environmental benefits and improve the lives of all our communities.

Country Parks

KCC manages 16 country parks and this year has made the following improvements to aid accessibility:

- New fully inclusive classroom and cafe built at Trosley (opened August 11)
- New fully inclusive classroom built at Brockhill (opened March 12)
- Refurbished toilets at Teston - including new accessible ramp to the accessible toilet (March 12)
- Consultation with disabled users regarding improvements to the River Path at Lullingstone (work to be carried out this year)

A number of KCC local member grants have been made available to community projects which promote equality and help Kent's communities, a small example include:

Cyclopark

Kent's new activity park opened at the end of May and offers a wide range of activities for all ages and abilities from local and wider communities. The park includes specific facilities to support disabled riders, a large and exciting play area for younger children and sensory gardens. Cyclopark welcomes individuals, families, clubs, community groups, has volunteering opportunities and is continuing to grow its offer and engagement to more diverse sectors of the community through the on-going development of the leisure, retail, workshop, sporting and park areas.

Milton Creek

Milton Creek Country Park is one of the newest in Kent having been reclaimed from a former waste landfill site just to the north of Sittingbourne. It has created a safe and exciting green space which meets the needs of a predominantly urban population within a countryside setting rich in biodiversity. The park is a focus for a diverse range of outdoor informal leisure activities, with opportunities for learning, developed to celebrate Sittingbourne's rich heritage and vibrant culture. Wheelchair accessibility across a range of the walkways as well as a new children's play area add to the community facilities in the area.

Dover Waterfront

A major public realm improvement project on the waterfront at Dover is now providing an enhanced community / visitor facilities with greatly improved access from the highway right onto the beach for everyone including people with mobility impairments, wheelchair users and parents with children's buggies.

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

To: Policy and Resources Cabinet Committee – 22nd November 2012

Subject: Kent Joint Health and Wellbeing Strategy

Classification: Unrestricted

1 Introduction

1.1 This paper outlines the process for developing and undertaking stakeholder engagement on the first Draft Joint Health and Wellbeing Strategy.

2 Developing the Draft Joint Health and Wellbeing Strategy

2.1 The Health and Social Care Act 2012 introduced duties and powers for Health and Wellbeing Boards in relation to the Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategies (JHWS). Upper Tier Local Authorities and Clinical Commissioning Groups have an equal and joint duty to prepare JSNA's and JHWS through the Health and Wellbeing Board. JSNA's are local assessments of current and future health and social care needs. The current JSNA can be found at <http://www.kmpho.nhs.uk/jsna/>. The Joint Health and Wellbeing Strategy is the strategy for meeting the needs identified in the JSNA.

2.2 In addition, there is also a statutory duty to engage and consult on the development of the Joint Health and Wellbeing Strategy. Nationally Local Authorities from around the country are publishing drafts of local Joint Health and Wellbeing strategies for wider comment. It is obvious that what is being consulted on are very high level, broad strategic statements of direction rather than detailed plans, reflecting the Department of Health's stated desire for JHWS to be a high level document.

2.3 The initial development of the Joint Health and Wellbeing Strategy has built on the Joint Strategic Needs Assessment for Kent. It also reflects discussions at Kent Health and Wellbeing Board meetings, and other forums where strategic discussions particularly on health services are being held, for example the NHS Chairs and Chief Executive forum.

2.4 The following engagement timeline was agreed by the Kent Shadow Health and Wellbeing Board (Kent SHWB) on the 18th July:

- 18th July – discussion and agreement by the Kent SHWB on the stated outcomes and overall steer of the draft strategy.
- End July to end August – more detailed stakeholder engagement (CCGs, KCC, providers etc) on draft strategy.
- 19th September – Feedback on stakeholder engagement to Kent SHWB.

- October to end November – wider public engagement on draft strategy.
 - Mid December – sign off by Roger Gough, Chair of the Kent SHWB of the final version of the Kent Joint Health and Wellbeing Strategy.
 - End 2012 – Publication of first Kent Joint Health and Wellbeing Strategy.
- 2.5 The proposed wider public engagement on the draft strategy would tie into parallel work taking place in the CCGs on the development of the 2013 – 2014 Annual Operating Plans.
- 2.6 Attached at Appendix A is the Draft Joint Health and Wellbeing Strategy that is currently out for wider public engagement. The draft strategy focuses on five overarching outcomes as identified as the most important for the population of Kent. These are:
- Every child has the best start in life
 - People are taking greater responsibility for their health and wellbeing
 - The quality of life for people with long term conditions is enhanced and they have access to good quality care and support
 - People with mental ill health are supported to live well
 - People with dementia are assessed and treated earlier.
- 2.7 These outcomes are supported by a number of key principles including:
- Engaging with the community via HealthWatch and other engagement mechanisms
 - Halting the widening of health inequality gaps both within and between communities and improving healthy life expectancy.
 - Focus on prevention and the individual taking more responsibility for own health and care.
 - Providing good quality joined up support and care to people with long term conditions and dementia, preventing unnecessary hospital admissions. By care we mean both health and social care.
 - Reducing premature deaths by the key killers including: Cancers and respiratory diseases
 - Integrating commissioning of health and social care services as well as integrating how those services are provided.
 - Ensure cost effectiveness and efficiency are not achieved at the cost of quality.
- 2.8 For each of the themes we will outline the focus that we intend to given to deliver the outcome. For example within the first theme, every child has the best start in life we outline the focus on:
- Increasing breast feeding initiation
 - Improving MMR take up
 - The roll out of universal health visitor services
 - Better use of community assets, e.g. Children’s Centres to deliver integrated services for the more vulnerable families of our population
 - Improve child and adolescent mental health services

2.9 Similarly for the other themes we will give more detail on where strategically the focus needs to be.

2.10 An Equalities Impact Assessment has also been produced to accompany the draft strategy.

Recommendation

The Policy and Resources Cabinet Committee is asked to note the approach being taken. We are also seeking the views of the Cabinet Committee as part of the consultation process.

Appendices:

Appendix A – Draft Health and Wellbeing Strategy

Appendix B – Copy of public engagement questionnaire

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Kent Joint Health and Wellbeing Strategy

Engagement Survey

We would like to hear your views on whether the draft Kent Joint Health and Wellbeing Strategy focuses on the right key health, social care and wellbeing issues for people in Kent. Please use this questionnaire to tell us your views.

1. Our Vision

Our vision in Kent is to deliver better quality care, improve health outcomes, improve the public's experience of health and social care services and ensure that the individual is at the heart of everything we do.

Do you agree with our overall vision? (Please tick one)

- Yes
- Partly
- No
- Don't know

What was the reason for your answer?

Is there anything you would like to see changed about the vision? For example anything you would like to see added, rephrased or removed?

2. Health and Wellbeing Strategy Priorities

The draft strategy identifies the following four priorities for Kent.

To what extent do you agree with each of these priorities?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Priority 1: Tackle key health issues where Kent is performing worse than the England average.					

Priority 2: Tackle health inequalities					
Priority 3: Tackle the gaps in provision and quality.					
Priority 4: Transform services to improve outcomes, patient experience and value for money.					

Are there any priorities you would like to see added? If so, which of the current priorities would they replace?

How would you rank the four currently proposed priorities in order of importance? (Please rank them 1-4, with 1 being the most important)

	Importance
Priority 1: Tackle key health issues where Kent is performing worse than the England average.	
Priority 2: Tackle health inequalities	
Priority 3: Tackle the gaps in provision and quality.	
Priority 4: Transform services to improve outcomes, patient experience and value for money.	

Please give your reasons below:

3. Health and Wellbeing Strategy Outcomes

The Kent Joint Health and Wellbeing Strategy aims to identify the health and social care outcomes we want to achieve. To this end, we are proposing to focus on 5 key outcomes. These are:

1. Every Child has the best start in life
2. People are taking greater responsibility for their health and wellbeing
3. The quality of life for people with long term conditions is enhanced and they have access to good quality care and support
4. People with mental ill health are supported to live well
5. People with dementia are assessed and treated earlier

To what extent do you agree with each of these outcomes as a means of measuring our success?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Outcome 1: Every Child has the best start in life					
Outcome 2: People are taking greater responsibility for their health and wellbeing					
Outcome 3: The quality of life for people with long term conditions is enhanced and they have access to good quality care and support					
Outcome 4: People with mental ill health issues are supported to live well					
Outcome 5: People with dementia are assessed and treated earlier					

How would you rank these five outcomes in order of importance? (Please rank them 1-5, with 1 being the most important)

	Importance
Outcome 1: Every Child has the best start in life	
Outcome 2: People are taking greater responsibility for their health and wellbeing	
Outcome 3: The quality of life for people with long term conditions is enhanced and they have access to good quality care and support	
Outcome 4: People with mental ill health issues are supported to live well	
Outcome 5: People with dementia are assessed and treated earlier	

Please give your reasons below:

Are there any outcomes you would like to see added? If so, which of the current outcomes would they replace?

4. Other comments

***Which of the following best describes the extent to which you have read the draft Kent Joint Health and Wellbeing Strategy Engagement Document?
(Please tick one)***

- I have read it all in detail
- I have read some of it in detail
- I have only really glanced through it
- I haven't seen the document
- Don't know

If you've answered 1, 2 or 3 please answer the following questions:

Did you find the document useful?

- Yes
- Partly
- No
- Don't know

Are there any other suggestions or comments you would like to make?

5. About you.

Are you completing this questionnaire as a private individual or as a member of a group/organisation?

- Individual Group/Organisation

IF INDIVIDUAL

Are you completing this questionnaire as:

- A member of the public
 A patient or service user
 A carer
 Other (please state)

IF GROUP/ORGANISATION

Which of the following best describes your role:

- County Councillor
 District Councillor
 County Council Officer
 District Council Officer
 NHS: Commissioner
 NHS: GP
 NHS: Clinician
 NHS: Provider
 Other Public Sector Organisation
 Business Organisation
 Voluntary, Community or Faith Sector
 Service Provider
 LINK member
 Other Please State:

IF OTHER PUBLIC SECTOR ORGANISATION, BUSINESS ORGANISATION, VOLUNTARY, COMMUNITY OR FAITH SECTOR OR SERVICE PROVIDER

What is your role and/or organisation/group? (optional)

IF GROUP/ORGANISATION

Do you see your organisation having a role in helping to deliver the Health and Wellbeing Strategy?

- Yes No

If 'yes' please state broadly what that role would be (please aim for no more than 35 words)

Completed surveys should be sent to:

The Consultation Team. Kent County Council, Room G37 Sessions House, Maidstone, Kent ME14 1XQ

Thank you for taking the time to give us your views and for contributing to the next stage in the development of the Strategy.

Kent Joint Health and Wellbeing Strategy

Outcomes for Kent

Engagement Document

Part of the development process for the first
Joint Health and Wellbeing Strategy for Kent

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Foreword



This engagement document is part of the development process for the first Joint Health and Wellbeing Strategy for Kent. This strategy aims to address the health and wellbeing needs of the people of Kent at every stage of their lives. In general, the health of Kent's residents is better than elsewhere in the country; however there are significant differences in people's health across Kent, and there are actions that we can take to continue the improvements of people's health and wellbeing in Kent. The priorities, approaches and outcomes outlined in this document were taken from the needs identified in the Joint Strategic Needs Assessment. Taken together, the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy aim to improve the health and wellbeing of the people of Kent, they are not an end in themselves but a continuous process of strategic assessment and planning.

This document is seeking your views on whether we are focussing on the right key health, social care and wellbeing issues for Kent and that we are taking the right approach to tackling those issues. This document builds on many years of joint working between local government and health, which have delivered improvements in services leading to improvements in people's health.

This document has been produced by the Shadow Kent Health and Wellbeing Board. This is a different type of partnership bringing locally focussed GPs and Councillors together. Members include GPs, County Council and District Council Councillors; LINKs (patient and public representation) and senior officers for Families and Social Care and Public Health. The partnership was established as a result of the Health and Social Care Act 2012, and gives the opportunity to look at the health and care system as a whole; to identify what we should be addressing to improve people's health and ensuring that this is undertaken collectively through GP and local government commissioning plans and integrated working. Our aim is to improve the quality of life, health and wellbeing, including mental well being, for the residents of Kent. This strategy is the starting point for this approach.

A handwritten signature in blue ink, appearing to read 'Roger Gough'.

Signed by Roger Gough
Chair of the Shadow Kent Health and Wellbeing Board.

Summary

This is the first Joint Health and Wellbeing Strategy for Kent. Good health and wellbeing is fundamental to living a full and productive life. Overall Kent has a good standard of health and wellbeing, but this hides some significant areas of poorer health and differences in life expectancy (15 years between the healthiest and least healthy wards in Kent).

This overarching strategy aims to identify the health and social care outcomes that we want to achieve for the people of Kent. This document will set out the challenges we face, what we are going to do to address them and what we hope to see as a result.

However, we need first to ensure that we are focussing on the right things for the people of Kent. Please take some time to respond to this engagement document by completing the questionnaire which can be accessed via the following weblink www.kent.gov.uk/health Paper copies of the document and questionnaire are available. Please telephone 08458 247 247 to request copies.

Our Vision:

Our vision in Kent is to deliver better quality care, improve health outcomes, improve the public's experience of health and social care services and ensure that the individual is at the heart of everything we do.

The Health of the People of Kent

This document is based on data and evidence in the Kent Joint Strategic Needs Assessment, the Kent Health Profile 2012, the Kent Health Inequalities Action Plan and guidance from the Department of Health. These documents can be found at:

Joint Strategic Needs Assessment <http://www.kmpho.nhs.uk/jsna/>

Kent Health Profile 2012 <http://www.healthprofiles.info>

Kent Health Inequalities Action Plan <http://www.kmpho.nhs.uk/health-inequalities/?assetdet1118452=228636>

The Joint Strategic Needs Assessment identified the following key priorities that need to be addressed:

Improving the health of children in their early years

- Improving lifestyle choices particularly of young people
- Preventing ill health and preventing existing health conditions from getting worse.
- Shifting of care closer to home and out of the hospital (including dementia and end of life care) and improving the quality of care.
- Tackling Health Inequalities

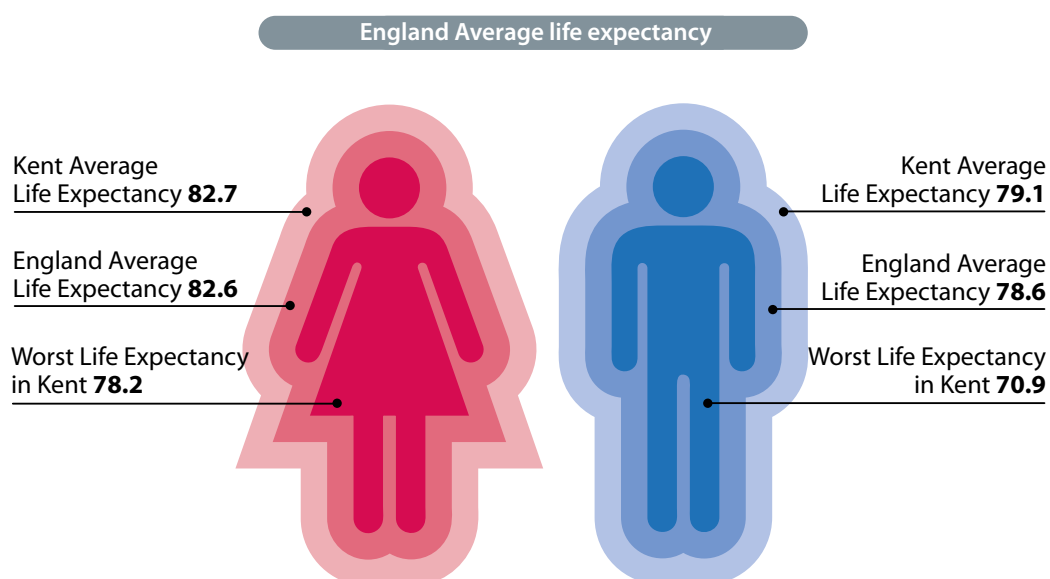
This Strategy will outline how we will address these issues; Clinical Commissioning Groups, Kent County Council and other partners will then produce more detailed plans on how the issues will be addressed locally to where you live.

The Challenges that we face in Kent:

Demographic Pressures

Kent ranks 102 out of 152 county and unitary authorities in the English Indices of Deprivation 2010 (ID2010). This places Kent within England's least deprived third of authorities (a rank of one indicates the most deprived area). However, there are areas within Kent that fall within the 20% most deprived in England.

Kent has the largest population of all of the English counties, with just over 1.46 million people. The health of the people of Kent is mixed. Life expectancy is higher than the England average for both men and women, with men living for 79.1 years and women living for 82.7 years. However, life expectancy is significantly lower in deprived areas, with a man in a deprived area living on average 8.2 years less, giving him a life expectancy of 70.9 years and a woman living on average 4.5 years less, with a life expectancy of 78.2 years.



Just over half of the total population of Kent is female (51.1%) and 48.9% are male. People living in urban areas make up 71% of Kent's population; the remaining 29% of the population live in rural areas. Over the past 10 years Kent's population has grown faster than the national average, growing by 7.8% between 2000 and 2010, above the average both for the South East (6.7%) and for England (6.1%). Kent's population is forecast to increase by a further 10.9% between 2010 and 2026.

Overall the age profile of Kent residents is similar to that of England. However, Kent does have a greater proportion of young people aged 5-19 years and of people aged 45+ years than the England average. Just under a fifth of Kent's population is of retirement age (65+). Kent has an ageing population. Forecasts show that the number of 65+ year olds is forecast to increase by 43.4% between 2010 and 2026, yet the population aged under 65 is only forecast to increase by 3.8%. 70% of Kent residents describe themselves as being in good health and 16.5% of Kent's population live with a limiting long term illness. Kent's ageing population will place significant pressures on health and social care services.

Where Kent is performing below the national average for health:



Kent's performance on smoking in pregnancy, breast feeding initiation, healthy eating among adults and obesity in adults is worse than the national average. Continued poor performance in these areas will have a significant impact on the health of the population over the coming years with smoking and poor diet being a contributory factor in cancer and heart disease and obesity contributing to the increase in type 2 diabetes.

To improve people's long term health we have to improve healthy lifestyles; encourage healthy eating in adults, address the challenges of an ageing population; give every child the best start in life and enhancing the quality of life for people with long term conditions, mental health and dementia. We will need a real focus on differences in outcomes both within and between communities. In addition to this, we will need to look at how we improve people's knowledge of both the symptoms of various diseases such as cancer, and what they can do prevent them e.g. encouraging physical activity.



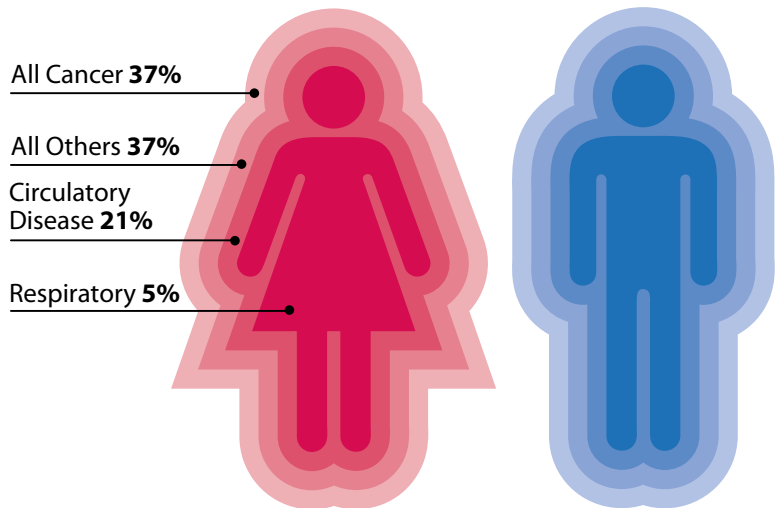
We will also need to address the wider determinants of ill health e.g. lifestyle, access to services, employment status and housing conditions. If these are tackled successfully they will have a significant long term impact on people's health.

Years of life lost by people dying early.

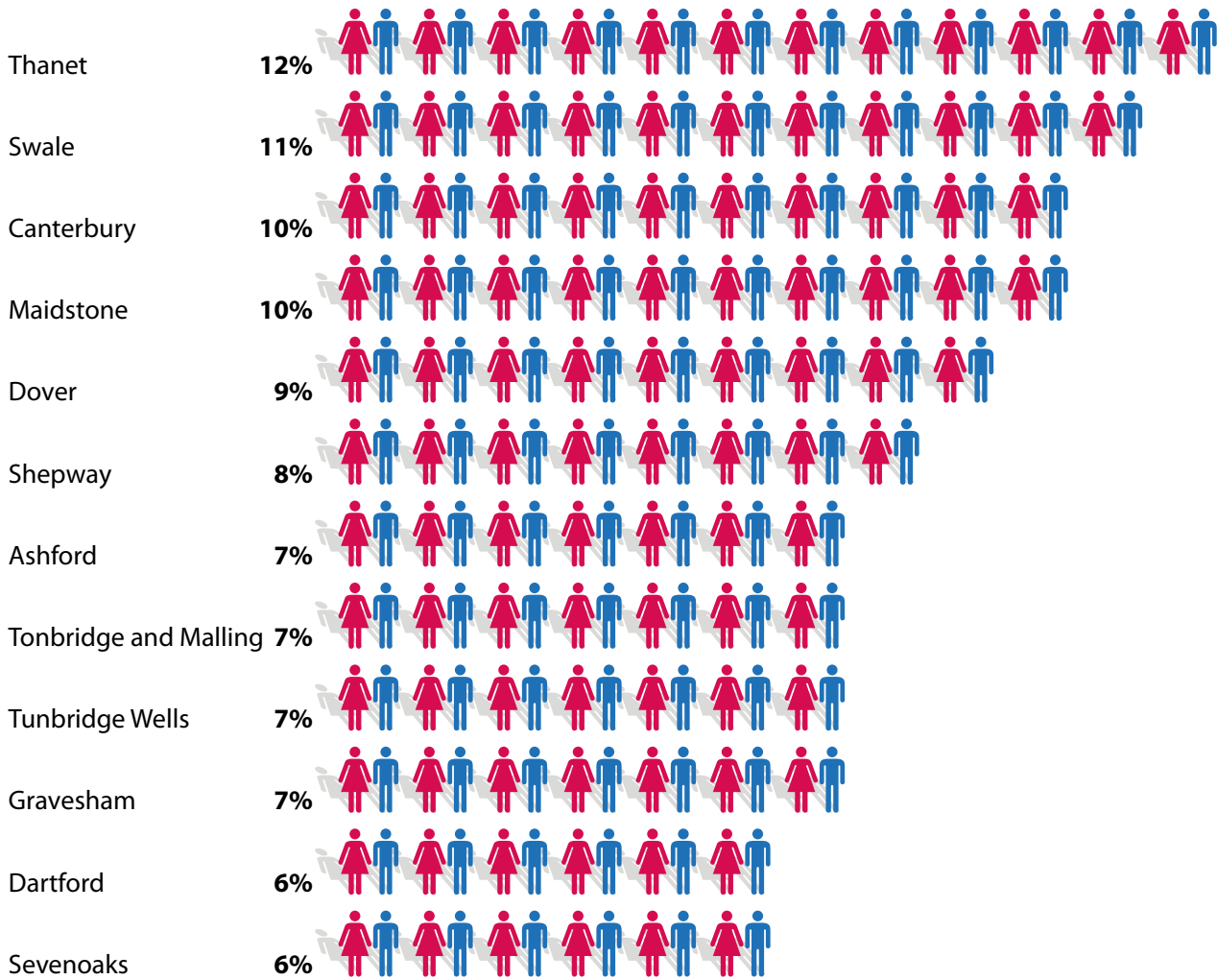


A simple way to identify the impact of poor health and lifestyle choices on life expectancy is by looking at how many years of life are lost by people dying prematurely. In Kent, the number of years of life lost by people dying of preventable causes before the age of 75 is **165,576**. The key diseases that have led to the years of life lost are circulatory disease, cancer and respiratory disease; all of which can be reduced by taking a more proactive approach to health and care. The graphics depict the breakdown of years of life lost by men and women; the types of disease contributing to this and the years of life lost by district.

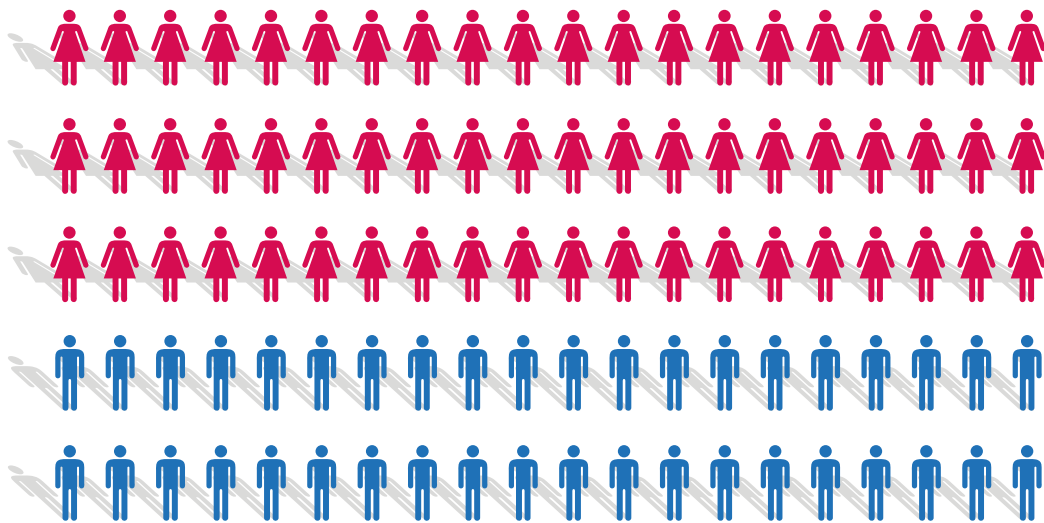
Female and male causes of death percentages



Percentage breakdown of years of life lost by people dying early



Years of life lost by gender



Years of life lost box represents
165,576 years
Red is women, Blue is men

Many factors affect our health and wellbeing; our environment, living and working conditions, genetic factors, economic circumstances, how we interact with our local community and choices we make about our own lifestyles.

We know these are difficult economic times for everybody. Public sector organisations are facing tough decisions, about how to deliver the best, most efficient services within reduced budgets. This is made more challenging by an increase in demand on services such as social care and rising expectations of residents for higher quality services.

This strategy takes into account the health and wellbeing challenges facing Kent and the difficult financial situation for public services. It is important we look across organisations in Kent and consider how we may change the way we work together so that we can improve the health and wellbeing of every person in Kent. The Shadow Health and Wellbeing Board will champion and work hard on behalf of the residents of Kent to ensure we make these improvements.

We also believe it is important that local communities have a greater role in shaping and influencing services and improving health and wellbeing in communities. This will be supported by the role of democratically elected members and our local Healthwatch representatives (patient representation is an integral part of the Health and Wellbeing Board). Not only do we think this will help us tailor services to meet the needs of local people we also understand the value of community in improving the health and wellbeing of residents.

What difference will this strategy make?

Partnership working on health and wellbeing issues is not new in Kent. We have a long history of doing so; the recent establishment of the Shadow Kent Health and Wellbeing Board will enable even closer working.

This Joint Health and Wellbeing Strategy is a new opportunity for the Health and Wellbeing Board members to explore together the local issues that we have not managed to tackle on our own. It sets out collectively what the greatest issues are for the local community, based on evidence in our Joint Strategic Needs Assessment, how we will work together to deliver the agreed priorities and what outcomes we intend to be achieved.

The Health and Wellbeing Strategy will inform commissioning decisions made by local partners especially GP led Clinical Commissioning Groups (CCGs). So that they focus on the needs of patients, service users and communities, tackle factors that impact on health and wellbeing across service boundaries and influence local services beyond health and care to make a real impact on the wider determinants of health (e.g. employment, housing and environment).

Guidance for the Joint Strategic Needs Assessment and Health and Wellbeing Strategy is very clear in that we should prioritise what needs most attention so we do not try and take on everything at once. By focusing on key issues we can make the biggest differences. This strategy sets out what we propose to focus on, how we propose to deliver improvements to health and wellbeing in Kent and what outcomes we want to achieve. It has not been developed in isolation, reflecting

the evidence base of our Joint Strategic Needs Assessments and other key partner documents and data sources. This is also a high level strategy; our partners have detailed plans on how they plan to deliver improved services in Kent including improving people's health and wellbeing. This strategy will not repeat those documents; it will instead focus on issues we need to tackle together.

We will focus on an "outcomes based approach". In other words, what will be the tangible difference if we deliver everything we plan to deliver?

We will:

- Help ensure services are tailored to local needs and utilise local assets within communities
- Encourage people to make better lifestyle choices and support them to consider their own future health needs
- Use our influence to ensure key organisations work more efficiently and differently together so that we can improve the health and wellbeing of residents within available resources. This will include the development of integrated services so that patients receive joined up holistic health and social care.
- Ensure that the patient is at the centre of everything that we do.

We intend to test out the priorities and outcomes outlined in this document to ensure we have chosen correctly. Please follow the link to the website, where you can feedback your comments. www.kent.gov.uk/health

Alternatively, paper copies of the document and questionnaire are available. Please telephone 08458 247 247 to request copies.

What are we aiming to do?

To promote healthier lives for everyone in Kent our **Priorities** are to:

- Tackle the key health issues where Kent is not performing as well as the England average. For example tackling the levels of adult obesity.
- Tackle Health Inequalities across and within Kent. For example delivering the Kent Health Inequalities Action Plan (previously agreed by Kent County Council)
- Tackle the gaps in provision and quality of care and support that the people of Kent receive. For example ensuring improved rates of diagnosis for mental health problems and get people into the right services when they need them.
- Transform services to improve health and care outcomes, patient experience and value for money and quality.

With limited resources we need to focus on the key health issues that have been identified through the Joint Strategic Needs Assessment, this includes moving our focus from treatment to prevention; by adopting healthier lifestyles our health will improve reducing the risk of getting ill.

We also need to focus on doing the right things well. In other words, commissioning the right services that improve health as well as delivering value for money.

The **priorities** outlined above will be delivered through three key **Approaches**:

- Integrated Commissioning, leading to
- Integrated Provision (delivering seamless services to the public), which will be;
- Person Centred, we will get better at treating the whole person and not just the condition.

Patients and the public should experience seamless services; and a way in which this can be achieved is through integrating the way we commission services and how those services are provided. By health and local government commissioning services together, we will ensure that patients get the right services at the right time and in the right place. We know that patients can spend longer in hospital because they cannot go home as a result of their home not having the right adaptations. If we commission services together, we can work towards this sort of thing no longer happening.

We also want to see a move from treating the condition to treating the patient. Quite often patients will experience more than one health problem, these need to be treated together, rather than separate treatment and appointments for each health problem; saving both patient time and improving clinical outcomes.

From these **Priorities** and **Approaches** come 5 key **Outcomes** against which we will measure our success in improving the health of the people of Kent. These key outcomes are:

1. Every Child has the best start in life
2. People are taking greater responsibility for their health and wellbeing
3. The quality of life for people with long term conditions is enhanced and they have access to good quality care and support
4. People with mental ill health are supported to live well
5. People with dementia are assessed and treated earlier

We will achieve our outcomes by:

- Engaging with the community via Healthwatch and other engagement mechanisms
- Halting the widening of health inequality gaps both within and between communities and improving healthy life expectancy
- Focus on prevention and the individual taking more responsibility for their own health and care
- Providing good quality joined up support and care to people with long term conditions and dementia, preventing unnecessary hospital admissions. By care we mean both health and social care
- Reducing premature deaths by the key killers including: Cancers and respiratory diseases
- Integrating commissioning of health and social care services as well as integrating how those services are provided
- Ensure cost effectiveness and efficiency are not achieved at the cost of quality.

There is already a lot of good work going on across Kent in these areas and this strategy is not intending to duplicate the work already taking place but we do want to ensure we are aware of these areas and make sure we are performing well.

All of this activity will deliver the priorities and targets identified in the National Outcome Frameworks for Public Health, National Health Service and Social Care (Children's Services is due). This is important as these Outcome frameworks set the national and local priorities for service delivery and outcomes. By identifying what is important for Kent, the Joint Health and Wellbeing Strategy is also the Health and Care Outcomes Framework for Kent.

Joint Health and Wellbeing Strategy

Priority

Tackle key health issues where Kent is performing worse than the England average

Priority

Tackle Health Inequalities

Priority

Tackle the gaps in provision and quality

Priority

Transform services to improve outcomes, patient experience and value for money

Approach: Integrated Commissioning

Approach: Integrated Provision

Approach: Person Centered

Outcome 1

Every Child has the best start in life

Outcome 2

People are taking greater responsibility for their health and wellbeing

Outcome 3

The quality of life for people with long term conditions is enhanced and they have access to good quality care and support

Outcome 4

People with mental ill health issues are supported to live well

Outcome 5

People with dementia are assessed and treated earlier

National Outcome Framework link

Children services (to be published)

National Outcome Framework link

Public Health

National Outcome Framework link

National Health Service
Adult Social Care

(NHS Commissioning Mandate)

Proposed Kent Health and Care Outcomes

We believe that the Shadow Kent Health and Wellbeing Board should focus on the key health and care outcomes over the next 3 years:

- Every child has the best start in life
- People are taking greater responsibility for their health and wellbeing
- The quality of life for people with long term conditions is enhanced and they have access to good quality care and support
- People with mental ill health issues are supported to live well
- People with dementia are assessed and treated earlier

The following pages outline why we want to focus on these areas and what we plan to do to tackle them. We welcome your views on these outcomes.

Please see online survey which can be accessed via the following weblink:
www.kent.gov.uk/health

Paper copies of the document and questionnaire are available. Please telephone 08458 247 247 to request copies.

Outcome 1: Every child has the best start in life



We know that improving health and wellbeing in early life contributes considerably to better outcomes in later life and helps reduce inequalities.

If we do this in Kent the following will happen: Over the next 3 years we would hope to see an increase in breast feeding take up. We would also like to see targeted support on healthy eating in families leading to an increase in healthy weight levels. There will also be an increase in MMR take up, particularly in east Kent. Kent and Medway will see an additional 421 (wte) Health Visitors by 2015 who will support families with young children.

We will focus on:

1. Increasing breast-feeding initiation rates and prevalence at 6-8 weeks in all parts of Kent
2. Improving MMR uptake and improve access to the vaccination particularly for the most vulnerable groups
3. Promoting healthy weight for children particularly those in deprived areas
4. Ensuring women have access to good information and health and wellbeing in pregnancy and book their maternity care early
5. Rolling out the increase in Health Visitors and ensure they are engaged with GPs and Children's Centres
6. Better use of Community Assets such as Children's Centres to deliver integrated health and social care to high risk vulnerable families
7. Rolling out Total Child Pilot to schools to help schools identify health and wellbeing problems for pupils
8. Working with families to promote healthy eating and increased physical activity
9. Reduce the numbers of pregnant women who smoke through their pregnancies
10. Delivering the intensive family worker intervention programme and Family advice workers in each District
11. Improving child and adolescent mental health services (CAMHS)
12. Implement the Adolescent support workers programme, to deliver brief interventions as part of a wider team supporting young people and their families
13. Ensure there is adequate health provision in Special Needs schools and for children with Special Needs in mainstream schools
14. Ensure all providers get safeguarding right for Kent
15. Reduce risk taking behaviour in children and adolescents e.g. smoking, sexual health, teenage conception, drugs and alcohol.

Outcome 2: People are taking greater responsibility for their health and wellbeing



We all make decisions which affect our health and wellbeing. We want to ensure we have provided the right environment in Kent for people to make better choices. We have already got some good examples of where we are working with communities to promote healthy living, diet and exercise such as the Change 4 Life initiative. Kent is performing below average on obese adults and healthy eating and we are average on physically active adults. We will work towards ensuring that patients and the public are better informed about symptoms of major diseases such as cancer.

If we do this in Kent the following will happen: A continued increase in people accessing treatment for drug and alcohol problems; fewer alcohol related admissions to hospital; an increase in people quitting smoking and staying smoke free; more people supported to manage their own conditions.

We will focus on:

1. Working with young people, in school settings, particularly those who are vulnerable, to tackle substance misuse and underage drinking and other risk taking behaviour
2. Reducing the levels of inequalities for Life Expectancy
3. Reducing homelessness and its negative impact for those living in temporary accommodation
4. Reducing rates of deaths attributable to smoking in all person's targeting those who are vulnerable or most at risk
5. Ensuring there is provision for people with a learning disability living within residential accommodation to engage in physical activity and have a healthy diet
6. Ensuring rehabilitation pathways and screening services are in place and systematically applied so all people eligible are offered a service
7. Ensuring people are aware of symptoms, particularly cancer and encouraged to access services early
8. Developing health checks appropriate for local populations
9. Improving the proportion of our adult population that enjoy a healthy weight, a healthy diet and are physically active
10. Ensuring primary preventative strategies are systematically in place locally to address the lifestyle contributory causes of the big killers, e.g. smoking, obesity, alcohol and illegal drugs consumption
11. Ensuring secondary prevention interventions are systematically in place locally and delivered at scale in order to have an impact on life expectancy. e.g. cardiac rehabilitation
12. Ensuring the critical care pathways are in place across the Kent population to manage acute events according to nationally advised guidance (e.g. NICE) e.g. heart attacks and strokes
13. Ensuring that all providers maximise the opportunities to improve people's health e.g. implement the NHS Every Contact Counts initiative.

Outcome 3: The quality of life for people with long term conditions is enhanced and they have access to good quality care and support



We know that our population is ageing and is living longer; we need to focus on not just adding years to life, but life to years. Currently, as we age, we start to experience a number of long term conditions (high blood pressure, COPD, heart problems) and these have a limiting affect on the quality of life and have an impact on resources. We want people with long term conditions to experience well co-ordinated services which prevent them from being admitted to hospital unnecessarily or experiencing a crisis.

If we do this in Kent the following will happen: More patients and their carers will be supported to manage their own care in order to reduce unplanned admissions to hospital and improve health outcomes; improve access to patient information; reducing number of times patients have to repeat information to professionals (Tell us Once); see a 15% reduction in A&E admissions; a 20% reduction in emergency admissions and a 14% reduction in elective admissions. More importantly this will lead to a 45% reduction in the rates of people dying earlier than expected.

We will focus on:

1. Ensuring risk profiling is carried out consistently across the population of Kent using the same tool and done at scale, using both GP and social care data, which will help to prevent unplanned hospital admissions
2. Ensuring we have multi-professional teams working together, not in silos, so that people who need support from a variety of organisations do not face duplication of assessment and numerous referrals around the system
3. Ensuring people can be supported to live as independently as possible at home
4. Enabling General Practitioners to act as navigators, rather than gatekeepers, retaining responsibility for patient care and experiences throughout the patient journey
5. Enabling Clinical records to be shared across the multi-professional team, by assessing patient record schemes e.g. Patient Knows Best
6. Reducing the numbers of hip fractures for people aged 65 and over, where Kent is currently performing significantly worse than the England average
7. Integration of services so that the patient does not see a gap between health and social care
8. Palliative and end of life care
9. Ensuring a range of self management approaches are in place including:
 - patient and carer education programmes
 - medicines management advice and support
 - the provision of telecare and telehealth
 - psychological interventions (e.g. health trainers)
 - pain management
 - patient access to own records
 - systematic training for health providers in consultation skills that help engage patients.

Outcome 4: People with mental ill health issues are supported to 'live well'



We have been working hard to ensure we deliver the Kent wide integrated strategy (Live it Well) for mental health and wellbeing of people in Kent. We have been putting into place the action plan to deliver high quality services for people with mental ill health issues. We know this can only be achieved by organisations working together across Kent, particularly in primary and secondary care. In addition, we will work with partners to continue to improve mental health service provision and implement "No health without mental health".

If we do this in Kent the following will happen: Early recognition of mental ill health will be increased, ensuring that patients and their families can access support at the appropriate time, improving their quality of life. Improved access to community support and early intervention services will see an increase in people reporting an improvement in their own mental ill health and wellbeing. The stigma of mental ill health will be reduced.

We will focus on:

1. Improving rates of recognition and diagnosis in Kent and get people into the right services when they need them
2. Promoting independence and ensuring the right care and support is available to prevent crisis
3. Awareness raising and access to good quality information
4. Ensuring more people with mental ill health are recovering
5. Ensuring more people with mental ill health have good physical health
6. Ensuring more people with mental ill health have a positive experience of care and support
7. Ensuring more people with mental ill health are supported in employment and/or education
8. Working with the voluntary sector, other provider, carers and families to reduce the social isolation of people with mental health issues
9. Ensuring we have robust audit processes around mental health e.g. suicide prevention.

Outcome 5: People with dementia are assessed and treated earlier.



There are currently 9200 people living with dementia in Kent, and this figure is set to more than double over the next 30 years. Dementia is a progressive disease (which means it will only get worse) placing a significant strain on services, families and carers (who are often elderly and frail themselves). We have been working hard to ensure we deliver the National Dementia Strategy in Kent. Following Kent County Council's Dementia Select Committee we have been putting into place the action plan to deliver high quality services for people with dementia. We know this can only be achieved by organisations working together across Kent. In addition we will work with partners to continue to improve mental health service provision.

If we do this in Kent the following will happen: Early diagnosis of Dementia will become the norm, ensuring that patients and their families can access support at the appropriate time, improving their quality of life. Improved access to community support including housing, supported housing options and dementia friendly communities will lead to patients being able to stay within their own communities for longer. GPs and other health and care staff will be able to have the appropriate conversations with patients and their families about end of life care.

We will focus on:

1. Delivering the Integrated Dementia Plan
2. Developing an integrated model of care
3. Improving rates of early diagnosis in Kent and get people into the right services when they need them
4. Early intervention to reduce care home placements and hospital admission
5. Improving accommodation and hospital care
6. Working with the voluntary sector, other providers, carers and families to reduce the social isolation of people with dementia
7. Awareness raising and access to good quality information
8. Working with partners to develop dementia friendly facilities and communities in Kent.

What happens next?

This engagement document sets out the key priorities and outcomes that the Shadow Kent Health and Wellbeing Board proposes to focus on over the next 3 years. We are asking your views on whether we have identified the right outcomes and if we are taking the right approach to tackle them.

We want to hear your views on our proposals. You can have your say by completing the online survey at www.kent.gov.uk/health. Or you can request paper copies of the document and questionnaire. Please telephone 08458 247 247 to request copies. The completed questionnaire should be returned to: The Consultation Team at Kent County Council, Room G37 Sessions House, Maidstone, Kent ME14 1XQ the closing date is 23 November 2012.

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By: Roger Gough, Cabinet Member for Business Strategy,
Performance and Health Reform
Eric Hotson, Chairman of the Policy and Resources Cabinet
Committee
Rebecca Spore - Director of Property and Infrastructure
Support

To: Policy and Resources Cabinet Committee – 22 November 2012

Subject: Establishment of a Property Sub-Committee

Classification: Unrestricted

Summary: This report responds to the Cabinet Committee's discussion on the possible establishment of a sub-committee to consider proposed minor property decisions

1. Introduction

(1) During the first two cycles of the Committee there has been pressure on the agenda to manage the business effectively. Much time is being spent on minor property decisions that are not of a strategic nature.

(2) The Property Management Protocol establishes the principles as to delegation of decision making in relation to property matters. For those matters that are not delegated to officers, a decision is required by the Cabinet Member for Business Strategy, Performance and Health Reform. The nature of property business is that there are a significant number of transactions that are progressed as part of day to day management of the Council's property estate and property activity.

(3) Whilst it is important that the Committee continues to input into these minor property decisions, it asked officers to explore what mechanism would be available under the new governance arrangements to better manage this role.

2. Proposed establishment of a sub-committee to consider minor property issues

(1) Appendix 4 Part 3 'Additional Rules Applying to Cabinet Committees provides in paragraph 3.3 "In exceptional circumstances, the Leader may consent to a proposal from a Cabinet Committee to establish a sub-committee, in which case the Chairman will be nominated by the Leader and elected by the sub-committee".

(2) It is proposed that the Cabinet Committee requests the Leader to consent to the establishment of a sub-committee to deal with minor property matters, comprising five members: 3 Conservative, 1 Liberal Democrat and 1 Labour.

(3) It is intended that the sub-committee will consider matters that fall into the following categories:

(a) Day to day property transactions which, under the Property Management Protocol, would generate a decision by the Cabinet Member for Business Strategy, Performance and Health Reform. This includes transactions (acquisitions and disposals) in excess of £1m and leases over a 20 year period across the Council's property portfolio and holdings, including land transactions, relating to Kings Hill.

(b) Matters relating to approvals to progress or enter into contracts for building projects which would generate a decision by the Cabinet Member for Business Strategy, Performance and Health Reform or Cabinet.

(4) Property related matters that form part of a significant programme of works, contain significant risks for the Council or impact on property strategy will continue to be considered by the Policy and Resources Cabinet Committee;

(5) The sub-committee will meet as and when necessary and report the outcome of its meetings to the next available Policy and Resources Cabinet Committee.

3. Recommendation

That the Leader be requested to consent to the establishment of a Property Sub-Committee as set out above.

Background Documents - None

Contact details:

Paul Wickenden

Democratic Services Transition Manager

From: Leader of the Council
Peter Sass – Head of Democratic Services

To: **Policy and Resources Cabinet Committee – 22 November 2012**

Subject: **Establishing and Police and Crime Panel for Kent and Medway**

Classification: **Unrestricted**

FOR INFORMATION ONLY

Summary: The attached decision was taken between meetings as it could not reasonably be deferred to the next programmed meeting of the Policy and Resources Cabinet Committee for the reason(s) set out below.

1. (1) In accordance with the new Executive Regulations, all significant or Key Decisions must be listed. In accordance with the new governance arrangements such Decisions should be submitted to the relevant Cabinet Committee for endorsement or recommendation prior to the decision being taken by the Cabinet Member or Cabinet.

(2) For the reason(s) set out below it has not been possible for this decision to be discussed by the Cabinet Committee prior to it being taken by the Cabinet Member or Cabinet. Therefore, in accordance with process set out in Appendix 4 Part 7 paragraph 7.18 of the Constitution, the Chairman and Group Spokespersons for this Cabinet Committee were consulted prior to the decision being taken and their views were recorded on the Record of Decision. After the decision was taken, it was published to all Members of this Cabinet Committee and the Scrutiny Committee.

(3) The report to establish the Kent and Medway Police and Crime Panel was out for consultation at the time of the September round of Cabinet Committees, the Police and Crime Commissioner is due to take up office on 22nd November and we need to have taken the decision to establish the panel by then so we are unable to wait until the November round of Cabinet Committees.

2. **Recommended:** That Decision no 12/01980 - *Establish a Police and Crime Panel for Kent and Medway* – taken in accordance with the process in Appendix 4 Part 7 paragraph 7.18 be noted

Background documents:

Report to Shadow Police and Crime Panel – 24 July 2012

<https://democracy.kent.gov.uk/documents/s33108/Item%204%20Terms%20of%20ReferencePanel%20ArrangementsRules%20of%20Procedure.pdf>

Report to Shadow Police and Crime Panel – 10 May 2012

<https://democracy.kent.gov.uk/documents/s31796/Shadow%20PCP%20Governance%20FINAL%20REPORT.pdf>

Report to Kent Forum – Police and Crime Panel in Kent – 8 February 2012

<http://www.kentforum.org.uk/reports-and-files/Item-3.1-Police-and-Crime-Panel.doc>

Contact details:

Anna Taylor

01622 694764

KENT COUNTY COUNCIL - RECORD OF DECISION

DECISION TAKEN BY

**MR PAUL CARTER
LEADER OF KENT COUNTY COUNCIL**

DECISION NO.

12/01980

Unrestricted

Subject:

Establishment of Kent and Medway Police and Crime Panel

Decision:

In accordance with the requirements of the Social Responsibility Act 2011 and in anticipation of the election of a Police and Crime Commissioner in November 2012, I, as Leader of Kent County Council, agree to the establishment of the Police and Crime Panel for Kent and Medway, under the arrangements and rules, set out in appendices 1-3 to the report, as agreed by the Shadow Police and Crime Panel at the meeting 24th July 2012.

In addition I agree to notify the Head of Democratic Services of my nominations to the Panel before 14th November 2012.

Reason(s) for decision

In order to meet the requirements of the Social responsibility Act 2011 the formal establishment of the Kent and Medway Police and Crime Panel must take place before the election of the Police Commissioner in November 2012.

In the absence of any specific regulation to the contrary, the establishment of the panel is deemed to be a function of the executive under the Local Government Act 2000 as amended by the Localism Act 2011.

Cabinet Committee recommendations and other consultation

The decision has not been to a Cabinet Committee owing to the statutory requirements placed on the timings for establishment. The Chairmen and Group Spokesmen of the relevant Cabinet Committee, Policy and resources have been consulted and a report will be taken to the next available Committee meeting for information.

Any alternatives considered:

The establishment is a statutory requirement as are many of the requirements such as political balance etc. Where there has been opportunity for local choice in delivery, the Shadow Police and Crime Panel have discussed and put forward the recommendations to the Leader contained within the report.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

.....
signed

.....
date

12/11/12

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From: Head of Democratic Services

To: Leader of the Council

Subject: Establishing a Police and Crime Panel for Kent and Medway

Summary: This report invites the Leader to approve the establishment of a Police and Crime Panel for Kent and Medway, including the terms of reference, panel arrangements and rules of procedure.

Unrestricted

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 places a statutory duty on local authorities to collectively establish a Police and Crime Panel for their force area. It also introduced the new role of the Police and Crime Commissioner. Police and Crime Commissioners will be directly elected by the public, with the elections taking place in November 2012.
- 1.2 At its meeting on 8 February 2012, the Kent Forum agreed to ask Kent County Council (KCC) to act as the host authority for the Shadow Police and Crime Panel for the purposes of planning and delivering the Panel's work programme and to provide administrative and other support for Panel meetings. There have been two meetings of the Shadow Police and Crime Panel for Kent and Medway (on 10 May and 24 July 2012), which have discussed and agreed to recommend the attached terms of reference/panel arrangements and procedure rules.
- 1.3 KCC, Medway Council and all Borough/District Councils in Kent are now being asked to obtain agreement to these arrangements and rules (attached as appendices) to enable the Police and Crime Panel to be formally constituted by November 2012; it being noted that, in the absence of any specific regulation to the contrary, the establishment of the panel is deemed to be a function of the executive under the Localism Act 2011.

2. Membership of the Kent and Medway Police and Crime Panel

- 2.1 The Shadow Police and Crime Panel agreed to recommend that the membership of the Kent and Medway Police and Crime Panel would be an elected member from each of the local authorities (14 leader appointments) with four additional councillor co-optees and two compulsory independent persons. The two independent persons will be appointed by the Panel following a public recruitment process.
- 2.2 One co-opted councillor will be from Medway Council to meet the requirements of geographical balance (mid 2010 estimates produced by the Office for National Statistics give an overall population of 1,434,044

for the 12 Kent Districts and a population of 259,895 for Medway). The three remaining co-opted councillor seats will meet the political balance objective. Following leader appointments to 15 seats of the Police and Crime Panel (including 2 seats from Medway Council), the three additional councillor co-optees will aim to meet the 13 (cons): 3 (labour): 2 (lib dem) political balance of the fourteen authorities in Kent when taken together. It is expected that the leader of each authority will nominate the 1 or 2 panel members from their ruling group (where a single ruling group exists) and in that case the three co-optees will be one labour nomination and 2 lib dem nominations which will be sought from the relevant Councils once the relevant county political associations have agreed the Councils to which these additional Labour and Liberal Democrat seats are to be allocated. However, the Leader nominations are required in the first instance before the additional 3 co-opted councillor seats can be filled

- 2.3 The leaders of KCC, and each Borough/District in Kent should be asked to nominate one member (and Medway Council 2 members) onto the Police and Crime Panel. Following this the remaining three co-opted members will be sought from relevant Councils following discussion with and agreement by the relevant county political associations to the Councils to be invited to make these nominations.

3. Legal and financial implications

- 3.1 The Home Office is expected to provide £53,330 plus up to £920 towards expenses per panel member, for at least the first year and thereafter, if no funds are provided by the Home Office, or if those funds are insufficient to cover the costs of running the Police and Crime Panel, all councils will be invited to contribute equally towards the actual costs incurred by the Host Authority. The budget for the panel will be agreed annually and the Police and Crime Panel will operate within the allocated budget.
- 3.2 In the absence of any specific regulation to the contrary, the establishment of the panel is deemed to be a function of the executive under the Localism Act 2011.

4 Recommendations

- 4.1 KCC, Medway Council and all Borough/District Councils in Kent be asked to obtain agreement to these arrangements and rules to enable the Police and Crime Panel to be formally constituted by November 2012;
- 4.2 The leader of Kent County Council be asked to notify the Head of Democratic Services of their nomination to the Police and Crime Panel.

Appendices:

- Appendix 1 – Terms of Reference
- Appendix 2 – Panel Arrangements
- Appendix 3 – Procedure Rules

Background Documents

- Report to Kent Forum – Police and Crime Panel in Kent – 8 February 2012
- Report to Shadow Police and Crime Panel – 10 May 2012
- Report to Shadow Police and Crime Panel – 24 July 2012

Kent and Medway Police and Crime Panel

Terms of Reference

Role

The Police Reform and Social Responsibility Act 2011 will replace the Police Authority with a directly elected Police and Crime Commissioner, with the aim of improving police accountability. The Police and Crime Commissioner will be elected in November 2012.

Each police force area will set up a Police and Crime Panel (Police and Crime Panel) to scrutinise and maintain a check and balance on the new Police and Crime Commissioner, although the Panel will not have direct control over the Police and Crime Commissioner's decisions. The Police and Crime Panel will have similar powers to an overview and scrutiny committee established in accordance with section 21 of the Local Government Act 2000, in that it will be able to require the Police and Crime Commissioner to attend public meetings; require information in the possession of the Police and Crime Commissioner; and make recommendations on the draft Police and Crime Plan (for which it is a statutory consultee) and expenditure proposals. The Police and Crime Panel will also have the ability to:

- (a) review and veto the proposed precept
- (b) review and veto the decision to appoint a Chief Constable
- (c) review but not veto the appointment of various other senior staff.

Status

The Police and Crime Panel will be established as a formal joint committee of KCC, Medway Council and all 12 District Councils in Kent. It will also include two independent members. The Police and Crime Panel will be bound by Schedule 12A of the Local Government Act 1972, as amended, in relation to the publication of agendas, minutes and reports.

In terms of the composition of the Police and Crime Panel, the guidance issued by the Local Government Association (LGA) on the role and composition of Police and Crime Panels states that there is no single, right approach to composition. In particular, it states that it would be possible to take a mixed approach, with the Police and Crime Panel comprising both executive and non-executive members. In addition, the Home Office and LGA guidance states that the councillor membership of Police and Crime Panels should reflect the geography, population size and political balance of the force area.. This is consistent with the legal requirement to meet the balanced appointment objective in the Police and Social Responsibility Act

Members of the Police and Crime Panel are expected to subscribe to and comply with the Code of Conduct adopted by their own authority. No code of conduct will have precedence over another. The Independent members will be required to comply with a Code of Conduct selected by the Panel from among those adopted by local authorities in Kent and Medway.

Terms of Reference:

Italics refer to Police Reform and Social Responsibility Act 2011 and/or recommendation by Shadow Kent and Medway Police and Crime Panel

1. To review and make a report or recommendation on the draft Police and Crime Plan, or draft variation. *s28 (3)(a) & (3)(b)*
2. To hold a public meeting, question the Police and Crime Commissioner and make a report or recommendation on the annual report of the Police and Crime Commissioner. *s28 (4)*
3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the Police and Crime Commissioner. *s28 (5)*
4. To review and make a report and/or recommendation on the proposed appointment of the Chief Constable (the panel can veto the Police and Crime Commissioner's proposals on this with a two thirds majority vote). *s28 (5) and sch8*
5. To review and make a report and/or recommendation on the proposed precept (the panel can veto the Police and Crime Commissioner's proposals on this with a two thirds majority vote). *s28(5) and sch5*
6. To review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Police and Crime Commissioner's functions. *s28(6)*
7. To make reports or recommendations to the Police and Crime Commissioner with respect to the discharge of the Police and Crime Commissioner's functions. *s28(7) to (9)*
8. To support the effective exercise of the functions of the Police and Crime Commissioner. *s28(2)*
9. To fulfil functions in relation to complaints against the Police and Crime Commissioner, in accordance with the responsibilities accorded to the Police and Crime Panel by the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. *sch7 para3 (regs)*
10. To appoint an Acting Police and Crime Commissioner if necessary. *s62*
11. To suspend the Police and Crime Commissioner if it appears to the Panel that the Police and Crime Commissioner has been charged in the United Kingdom or Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years. *s30*

Kent and Medway Police and Crime Panel

Panel Arrangements

1. Operating Arrangements

- 1.1 Kent County Council shall act as the host authority for the Police and Crime Panel for the purposes of planning and delivery of the Police and Crime Panel's work programme, the provision of accommodation and officer support. *Agreed by Kent Forum 08.02.12 and sch6 para 24*
- 1.2 The host authority will provide such administrative and other support as will be necessary to enable the Panel to undertake its functions. Home Office funding is expected for at least the first year (Panel Arrangements 6.2). Thereafter, if no funds are provided by the Home Office, or if those funds are insufficient to cover the costs of running the Police and Crime Panel, the Host Authority will defray and recover from the other members the costs of administrative support. The budget for the Police and Crime Panel will be agreed annually and the Police and Crime Panel will operate within the allocated budget. *(to be agreed by Shadow Police and Crime Panel)*
- 1.3 The Police and Crime Panel will comprise 14 local councillors (one representative from each council within the force area) and two independent members. *sch6 para 4*
- 1.4 Four additional Councillors will be co-opted onto the Police and Crime Panel with the agreement of the Secretary of State. One co-opted councillor will be from Medway Council to meet the requirements of geographical balance. The three remaining co-opted councillor seats will meet the political balance objective.

2. Membership

- 2.1 All county, unitary and district councillors are eligible to be members of the Police and Crime Panel. *sch6 para 5*
- 2.2 The Police Crime Commissioner and their deputy cannot be a member of the Police and Crime Panel. *sch6 para 21-23*
- 2.3 Sitting MPs, MEPs, staff of the Police and Crime Commissioner and civilian police staff may not be co-opted onto the Police and Crime Panel. *sch6 para 21-23*
- 2.4 All members of the Police and Crime Panel may vote in proceedings of the Police and Crime Panel *sch6 para 26*
- 2.5 Appointments of elected Members to the Police and Crime Panel shall be made by each of the councils in accordance with their own procedures provided that the balanced appointment objective is met. The balanced appointment objective requires that the local authority members of the Police and Crime Panel should:

- a) represent all parts of the police force area;
- b) represent the political make-up of the councils taken together; and
- c) have the skills, knowledge and experience necessary for the Police and Crime Panel to discharge its functions effectively

sch6 para 31-32

2.6 The Police and Crime Panel shall also include two independent Members appointed by the Police and Crime Panel. The Police and Crime Panel might decide to seek independent members from specific organisations to address any skills/knowledge/experience gaps, or following a public advertisement. *sch6 para 7*

2.7 The Police and Crime Panel will co-opt four further members with the agreement of the Secretary of State. One co-opted councillor will be from Medway Council to meet the requirements of geographical balance. Following Leader appointments to 15 seats of the Police and Crime Panel (including 2 seats from Medway Council), the appointment of three additional councillor co-optees will seek to top up the membership of the PCP to reflect the overall political balance of the membership of KCC, Medway and the 12 District Councils in Kent when taken together, insofar as this is possible. Only formally constituted political groups will be taken into account for the purposes of this calculation. The three top up seats will be sought from the relevant Councils once the Kent and Medway political associations have agreed the Councils to which these additional seats are to be allocated. However, the Leader nominations are required in the first instance before the additional 3 co-opted councillor seats can be filled

3. Casual Vacancies

3.1 A vacancy arises when a member resigns from the Police and Crime Panel.

3.2 Each council will fill vacancies in accordance with the arrangements in their Constitution. Vacancies for independent members will be filled in accordance with the selection process outlined in section 4. (*Shadow Panel*)

4. Independent Members *sch 6 para 4*

4.1 The Police and Crime Panel shall appoint two independent Members for a term of four years starting in November 2012. *Sch 6 para 4. Term for Shadow Panel*)

4.2 Information packs should be prepared and sent to those requesting application forms.

4.3 The applications will be considered against eligibility criteria agreed by the Police and Crime Panel and an Appointments Sub Committee will be established to consider applications and interview candidates.

4.4 Following the interviews, the Appointments Sub Committee will make recommendations to the Police and Crime Panel about membership.

4.5 The Police and Crime Panel may decide to recommend a change to either Independent Member at any point and on doing so shall give notice to the Head of Democratic Services (KCC).

5. Appointment of Members *sch6 para 4*

5.1 The councils shall each appoint an elected Member to be a Member of the Panel. Additional nominations will be invited to positions for co-opted members in line with the membership composition agreed by the Police and Crime Panel and each of the councils and subject to approval by the Secretary of State. Named substitutes may also be appointed and notified to the Head of Democratic Services (HDS) at KCC.

5.2 In the event that a council does not appoint a Member in accordance with these requirements, the Secretary of State must appoint a member to the Police and Crime Panel from the defaulting council in accordance with the provisions in the Act. *sch6 para 4*

5.3 Police and Crime Panel member term of office should be one year but renewable and independent co-opted members should be 4 years. (*Shadow Panel 10.05.12*)

5.4 A council may decide in accordance with its procedures to remove their appointed member from the Police and Crime Panel at any point and on doing so shall give notice to the Head of Democratic Services (KCC). (*Shadow Panel*)

5.5 An appointed member may resign from the Police and Crime Panel by giving written notice the Head of Democratic Services (KCC) and to their council. (*Shadow Panel*)

5.6 In the event that any appointed member resigns from the Police and Crime Panel, or is removed by a council, the council shall immediately take steps to nominate and appoint an alternative member to the Police and Crime Panel. Each Council should give notice that their member has been changed. (*Shadow Panel*)

5.7 Members appointed to the Police and Crime Panel may be re-appointed for a further term provided that the balanced appointment objective is met by that re-appointment. (*Shadow Panel*)

6. Support for the Panel

6.1 Any dedicated staff employed to support the Police and Crime Panel will be employed by the Host Authority, and their terms and conditions will be that of the Host Authority. (*Shadow Panel*)

6.2 The Home Office is expected to provide £53,330 plus up to £920 towards expenses per panel member, for at least the first year and thereafter, if no funds are provided by the Home Office, or if those funds are insufficient to cover the costs of running the Police and Crime Panel, all councils will be

invited to contribute equally towards the actual costs incurred by the Host Authority. The budget for the panel will be agreed annually and the Police and Crime Panel will operate within the allocated budget. *Sch 6 para 11(2b)*

6.3 In the event of the Police and Crime Panel being wound up the Host Authority will be invited to defray and recover from the other members any associated costs exceeding the funding provided by the Home Office. (*Shadow Panel*)

7. Allowances *sch6 para 28 (must make provision about payment of allowances – for local determination)*

7.1 Each council has the discretion to pay allowances to its representatives on the Police and Crime Panel. Any allowances payable to elected Members shall be determined and borne by the appointing councils.

7.2 The Host Authority, on behalf of the Police and Crime Panel, may pay an allowance to co-optees if this is agreed as part of the annual budget approved by the Police and Crime Panel.

8. Promotion of, and support for, the panel *sch6 para 29*

8.1 The Panel shall be promoted and supported by the Host Authority through:

- (a) the issuing of regular press releases about the Police and Crime Panel and its work;
- (b) the inclusion of dedicated web pages on the work of the Police and Crime Panel, with the publication of meeting agendas and minutes. All reports and recommendations made, with responses from the Police and Crime Commissioner will be published. Information on member attendance will be included.

8.2 Support and guidance shall be provided to Executive and non-Executive Members and officers of the councils in relation to the functions of the Police and Crime Panel by the provision of initial briefing sessions before the election of the Police and Crime Commissioner, and the provision of annual briefing sessions thereafter.

8.3 The Shadow Police and Crime Panel developed and agreed a communications protocol which the Police and Crime Panel may wish to adopt.

9. Validity of proceedings *sch6 para 30*

9.1 The validity of the proceedings of the Police and Crime Panel is not affected by a vacancy in the membership or a defect in the appointment of a member.

10 Amendments to Terms of Reference and Procedure Rules

10.1 Any proposed amendments to the Terms of Reference or the Procedure Rules of the Police and Crime Panel should be submitted to the Police and

Crime Panel and each authority for approval. The Police and Crime Panel will review and re-confirm the Terms of Reference and Procedure Rules annually. (*Shadow Panel*)

Kent and Medway Police and Crime Panel

Procedure Rules (sch 6 para 25 (1))

1. Chairman and Vice Chairman of the Police and Crime Panel

1.1 The Chairman and Vice-Chairman of the Police and Crime Panel will be elected from its membership at the first meeting and thereafter annually immediately following the Annual Council meetings of each of the fourteen local authorities. *sch6 para 25 (2) (Shadow Panel decision to elect annually)*

1.2 The Chairman and Vice-Chairman remain in office until the election of their successors, they resign or the Police and Crime Panel votes their removal (in cases of misconduct or that the Chairman or Vice-Chairman do not allow the Police and Crime Panel to effectively deliver its functions as set out in the Terms of Reference). In the latter two cases, an election for their successor should be held as soon as possible. *(Shadow Panel)*

1.3 In the absence of the Chairman, the Vice-Chairman will preside, in the absence of the Chairman and the Vice-Chairman, the meeting will elect a chairman for that meeting only. *(Shadow Panel)*

2. Meetings (Shadow Panel)

2.1 The Police and Crime Panel will meet in public at least four times per year to carry out its functions.

2.2 Extraordinary meetings may also be called from time to time as the Police and Crime Panel considers is necessary.

2.3 An extraordinary meeting may be called by the Chairman or by four members of the Police and Crime Panel.

2.4 In exceptional circumstances, the Chairman may cancel or rearrange a meeting of the Police and Crime Panel.

3. Quorum

3.1 The quorum for a meeting of the Police and Crime Panel is one third of its total membership. *(Shadow Panel)*

4. Voting

4.1 All members of the Police and Crime Panel may vote in proceedings of the Police and Crime Panel subject to Code of Conduct and rules on declarations of interest *sch6 para 26*

4.2 One-third of the voting members present may require that the way all members cast their vote or against or to abstain shall be recorded in the

Minutes; such a request must be made before the vote is taken. (*Shadow Panel*)

5. Work Programme (*Shadow Panel*)

5.1 The Police and Crime Panel will be responsible for setting its own work programme, taking into account the priorities defined by the Police and Crime Commissioner. In setting the work programme, the Police and Crime Panel will also take into account the wishes of its members.

5.2 The work programme must include the functions described in the terms of reference for the Police and Crime Panel.

6. Agenda Items (*Shadow Panel*)

6.1 Any member of the Police and Crime Panel shall be entitled to give 9 clear working days notice to the Head of Democratic Services (KCC) that they wish an item relevant to the functions of the Police and Crime Panel to be included on the agenda for the next available meeting. This shall then be discussed with the Chairman and Vice-Chairman.

6.2 The Police and Crime Panel agenda will be issued to members at least 5 clear working days before the meeting. It will also be published on each council's website and by any other means the Police and Crime Panel considers appropriate.

7. Sub-Committees and Task Groups *sch6 para 25*

7.1 The Police and Crime Panel may establish sub-committees or task groups to undertake specific task based work.

7.2 The sub-committees and task groups may not undertake the Special Functions of the Police and Crime Panel referred to at paragraph 11.2 below. *sch6 para 27 (1)*

7.3 A sub-committee of the Police and Crime Panel may not co-opt members. *sch6 para 25(4)*

7.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work. (*Shadow Panel*)

8. Reports

8.1 Where the Police and Crime Panel makes a report to the Police and Crime Commissioner, it may publish the report or recommendations by sending copies to each of the councils, and by any other means the Police and Crime Panel considers appropriate. *s28 (7)*

8.2 The Police and Crime Panel must, by notice in writing, require the Police and Crime Commissioner within one month of the date on which they receive the report or recommendations to:

- a) consider the report or recommendations;
- b) respond to the Police and Crime Panel in writing indicating what (if any) action the Police and Crime Commissioner proposes to take;
- c) where the Police and Crime Panel has published the report or recommendations, publish the response from the Police and Crime Commissioner in the same manner
- d) where the Police and Crime Panel has provided a copy of the report or recommendations to a Police and Crime Panel member, provide a copy of the responses to the Police and Crime Panel member.

s29 although decision of Shadow panel

8.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

8.4 If the Police and Crime Panel cannot unanimously agree on one single final report to the Police and Crime Commissioner, then separate reports may be prepared and submitted for consideration along with the majority report.
(Shadow Panel)

9. Police and Crime Commissioner and Officers giving account s29

9.1 The Police and Crime Panel may scrutinise and review decisions made or actions taken in the discharge of the Police and Crime Commissioner's duties and make reports or recommendations to the Police and Crime Commissioner with respect to the discharge of those duties.

9.2 As well as reviewing documentation, in fulfilling its scrutiny role the Police and Crime Panel may require the Police and Crime Commissioner, and members of the Police and Crime Commissioner's staff, to attend before it (at reasonable notice) to answer questions which appear to the Police and Crime Panel to be necessary in order to carry out its functions.

9.3 Where the Police and Crime Commissioner, or a member of the Police and Crime Commissioner's staff, is required to attend the Police and Crime Panel in accordance with this provision, the Police and Crime Commissioner will be given, where practical, 15 working days notice of the requirement to attend. The notice will state the nature of the item on which they are required to attend to give account and whether any papers are required for production for the Police and Crime Panel.

9.4 Where, in exceptional circumstances, the Police and Crime Commissioner is unable to attend on the required date, then an alternative date for attendance shall be arranged following consultation with the Chairman.

9.5 If the Police and Crime Panel requires the Police and Crime Commissioner to attend before it, the Police and Crime Panel may also (at reasonable

notice) request the Chief Constable to attend the Police and Crime Panel in order for it to carry out its functions.

10. Attendance by others s29

10.1 The Police and Crime Panel may invite but not require persons other than those referred to above to address it, discuss issues of local concern and/or answer questions. This may include, for example, residents, stakeholders, councillors who are not members of the Police and Crime Panel and officers from other parts of the public sector.

11. Special functions sch6 para 27

11.1 The special functions of a Police and Crime Panel may not be discharged by a committee or sub-committee of the Police and Crime Panel.

11.2 The Special Functions of the Police and Crime Panel are those functions conferred by:

- a) Section 28(3) (scrutiny of police and crime plan);
- b) Section 28(4) (scrutiny of annual report);
- c) Paragraphs 10 and 11 of Schedule 1 (scrutiny of senior appointments);
- d) Schedule 5 (issuing precepts);
- e) Part 1 of Schedule 8 (scrutiny of appointment of Chief Constables).

11.3 Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedure outlined at paragraph 8 – Panel Reports.

12. Police and Crime Plan s28 (3)

12.1 The Police and Crime Panel is a statutory consultee on the development of the Police and Crime Commissioner's Police and Crime Plan and will receive a copy of the draft Plan, or a draft of any variation to it, from the Police and Crime Commissioner.

12.2 The Police and Crime Panel must:

- a) hold a public meeting to review the draft Police and Crime Plan (or a variation to it), and
- b) report or make recommendations on the draft Plan which the Police and Crime Commissioner must take into account.

13. Annual Report s28 (4)

13.1 The Police and Crime Commissioner must produce an Annual Report about the exercise of their functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the Police and Crime Panel for consideration.

13.2 The Police and Crime Panel must comment upon the Annual Report of the Police and Crime Commissioner, and for that purpose must:

- a) arrange for a public meeting of the Police and Crime Panel to be held as soon as practicable after the Police and Crime Panel receives the Annual Report;
- b) require the Police and Crime Commissioner to attend the meeting to present the Annual Report and answer questions about the Annual Report as the Members of the Police and Crime Panel think appropriate;
- c) make a report or recommendations on the Annual Report to the Police and Crime Commissioner.

14. Appointment of the Chief Constable s28 (5) and sch8

14.1 The Police and Crime Panel must review the proposed appointment by the Police and Crime Commissioner of the Chief Constable. *sch8 (4)(2)*

14.2 The Police and Crime Panel will receive notification of the proposed appointment from the Police and Crime Commissioner, which will include: *sch8 (3)(1-2)*

- (a) the name of the candidate;
- (b) the criteria used to assess the suitability of the candidate for the appointment;
- (c) why the candidate satisfies those criteria; and
- (d) the terms and conditions on which the candidate is to be appointed.

14.3 Within three weeks of the receipt of notification the Police and Crime Panel must consider and review the proposed appointment, and report to the Police and Crime Commissioner with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the Police and Crime Commissioner, and the date of declaration of acceptance of office of the Police and Crime Commissioner. *sch8 (4)*

14.4 Before reporting and recommending on the proposed appointment, the Police and Crime Panel must convene a public meeting ('confirmation hearing') of the Police and Crime Panel where the candidate must attend for the purposes of answering questions relating to the appointment. *sch8, (6)*

14.5 The Police and Crime Panel must publish the report by sending copies to each of the councils, and by any other means the Police and Crime Panel considers appropriate. *sch8, (4)(7)*

14.6 The Police and Crime Commissioner may accept or reject the Police and Crime Panel's recommendation and must notify the Police and Crime Panel accordingly. *sch8 (7)(10)*

- 14.7 In relation to the appointment of a candidate for the position of Chief Constable, the Police and Crime Panel also has the power to veto the appointment by the required majority of at least two thirds of the persons who are members of the Police and Crime Panel at the time when the decision is made. *sch8 (5)*
- 14.8 A confirmation hearing as in paragraph 14.4 must be held before an appointment is vetoed. *sch8 (6)*
- 14.9 If the Police and Crime Panel vetoes the appointment under paragraph 14.7, the report referred to at paragraph 14.3 above must include a statement to that effect. *sch8 (5)(2)*
- 14.10 If the Police and Crime Panel vetoes an appointment, the Police and Crime Commissioner must not appoint that candidate as Chief Constable. *sch8 (8)(2)*

15. Senior Appointments *sch1 para9-11*

- 15.1 The Police and Crime Panel must review the Police and Crime Commissioner's proposed appointments of Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner.
- 15.2 The Police and Crime Panel shall receive notification of the proposed appointments from the Police and Crime Commissioner including:
- (a) the name of the candidate;
 - (b) the criteria used to assess the suitability of the candidate for the appointment;
 - (c) why the candidate satisfies those criteria; and
 - (d) the terms and conditions on which the candidate is to be appointed.
- 15.3 Within three weeks of the receipt of notification, the Police and Crime Panel must consider and review the proposed appointment and report to the Police and Crime Commissioner with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period'.
- 15.4 Before reporting and recommending on the proposed appointment, the Police and Crime Panel must convene a public confirmation hearing where the candidate must attend for the purposes of answering questions relating to the appointment.
- 15.5 The Police and Crime Panel must publish the report by sending copies to each of the councils, and by any other means the Police and Crime Panel considers appropriate.
- 15.6 The Police and Crime Commissioner may accept or reject the Police and Crime Panel's recommendation and must notify the Police and Crime Panel accordingly.

16. Proposed Precept sch 5

16.1 The Police and Crime Commissioner must notify the Police and Crime Panel of the precept which the Police and Crime Commissioner is proposing to issue for the financial year. The Police and Crime Panel must review the proposed precept and make a report which may include recommendations.

16.2 Having considered the precept, the Police and Crime Panel must:

- (a) support the precept without qualification or comment; or
- (b) support the precept and make recommendations; or
- (c) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the Police and Crime Panel at the time when the decision is made).

16.3 If the Police and Crime Panel vetoes the proposed precept, the report to the Police and Crime Commissioner must include a statement that gives the Police and Crime Panel's reasons and requires a response from the Police and Crime Commissioner to the report and any such recommendations.

17. Appointment of an Acting Police and Crime Commissioner s62

17.1 The Police and Crime Panel must appoint a person to act as Police and Crime Commissioner if:

- (a) no person holds the office of Police and Crime Commissioner
- (b) the Police and Crime Commissioner is incapacitated
- (c) the Police and Crime Commissioner is suspended s62 (1)

17.2 The Police and Crime Panel may appoint a person as acting Police and Crime Commissioner only if the person is a member of the Police and Crime Commissioner's staff at the time of appointment. s62 (2)

17.3 In appointing a person as acting Police and Crime Commissioner in a case where the Police and Crime Commissioner is incapacitated, the Police and Crime Panel must have regard to any representations made by the Police and Crime Commissioner in relation to the appointment. s62 (3)

17.4 The appointment of an acting Police and Crime Commissioner ceases to have effect upon the occurrence of the earliest of these events: s62 (6)

- (a) the election of a person a Police and Crime Commissioner;
- (b) the termination by the Police and Crime Panel, or by the acting Police and Crime Commissioner, of the appointment of the acting Police and Crime Commissioner;
- (c) in a case where the acting Police and Crime Commissioner is appointed because the Police and Crime Commissioner is incapacitated, the Police and Crime Commissioner ceasing to be incapacitated, or

- (d) in a case where the acting Police and Crime Commissioner is appointed because the Police and Crime Commissioner is suspended, the Police and Crime Commissioner ceasing to be suspended

17.5 Where the acting Police and Crime Commissioner is appointed because the Police and Crime Commissioner is incapacitated or suspended, the acting Police and Crime Commissioner's appointment does not terminate because a vacancy occurs in the office of Police and Crime Commissioner.
s62 (7)

18. Complaints and suspension of the Police and Crime Commissioner

sch 7

18.1 Serious complaints which involve allegations which may amount to a criminal offence by the Police and Crime Commissioner or senior office holders are dealt with by the Independent Police Complaints Commission (the 'IPCC').

18.2 Non-criminal complaints in relation to the Police and Crime Commissioner or other office holder can be considered by the Police and Crime Panel through a hearing. The Police and Crime Panel can examine this through a sub-committee following Procedure Rule 7.

18.3 The Police and Crime Panel may suspend the Police and Crime Commissioner if it appears to the Police and Crime Panel that

- (a) the Police and Crime Commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- (b) the offence is one which carries a maximum term of imprisonment exceeding two years.

18.4 The suspension of the Police and Crime Commissioner ceases to have effect upon the occurrence of the earlier of these events:

- (a) the charge being dropped
- (b) the Police and Crime Commissioner being acquitted of the offence
- (c) the Police and Crime Commissioner being convicted of the offence but not being disqualified under Section 66 of the PR&SR Act by virtue of the conviction of
- (d) the termination of the suspension by the Police and Crime Panel

18.5 In this section reference to an offence which carries a maximum term of imprisonment exceeding two years are reference to:

- (a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- (b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment

18.6 Bankruptcy in itself is not a disqualification. If the Police and Crime Commissioner has been bankrupt he/she is not disqualified from

standing for election or remaining a Police and Crime Commissioner on that basis. Only those who are subject to a bankruptcy restrictions order or interim order, a debt relief order or interim order, or a debt relief restrictions undertaking are disqualified from standing for election or remaining as a Police and Crime Commissioner.

19. Suspension and Removal of the Chief Constable sch 8 (11)

19.1 If a Police and Crime Commissioner suspends a Chief Constable from duty the Police and Crime Commissioner must notify the relevant Police and Crime Panel of the suspension

19.2 A Police and Crime Commissioner must not call upon a Chief Constable to retire until the end of the scrutiny process which will occur:

(a) at the end of six weeks from the Police and Crime Panel having received notification if the Police and Crime Panel has not by then given the Police and Crime Commissioner a recommendation as to whether or not they should call for the retirement or resignation; or

(b) the Police and Crime Commissioner notifies the Police and Crime Panel of a decision about whether they accept the Police and Crime Panel's recommendations in relation to resignation or retirement.

19.3 The Police and Crime Commissioner must also notify the Police and Crime Panel in writing of their proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable and any representation from the Chief Constable in relation to that proposal.

19.4 If the Police and Crime Commissioner is still proposing to call upon the Chief Constable to resign, they must notify the Police and Crime Panel accordingly (the 'further notification').

19.5 Within six weeks from the date of receiving the further notification, the Police and Crime Panel must make a recommendation in writing to the Police and Crime Commissioner as to whether or not they should call for the retirement or resignation. Before making any recommendation, the Police and Crime Panel may consult the chief inspector of constabulary, and must hold a scrutiny meeting.

19.6 The scrutiny hearing which must be held by the Police and Crime Panel is a Police and Crime Panel meeting in private to which the Police and Crime Commissioner and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.

19.7 The Police and Crime Panel must publish the recommendation it makes by sending copies to each of the councils, and by any other means the Police and Crime Panel considers appropriate.

- 19.8 The Police and Crime Commissioner must consider the Police and Crime Panel's recommendation and may accept or reject it, notifying the Police and Crime Panel accordingly.
- 19.9 In calculating the six week period, the post election period is ignored. The post election period begins with the day of the poll at an ordinary election of a Police and Crime Commissioner under section 50 of the PR & SR Act 2011 and ends with the day on which the person elected as Police and Crime Commissioner delivers a declaration of acceptance of office under section 70 of the PR & SR Act 2011.
- 20 Any proposed amendments to the Terms of Reference or the Procedure Rules of the Police and Crime Panel should be submitted to the Police and Crime Panel for its approval. If an amendment is proposed the Head of Democratic Services would bring a report to the next meeting of the Police and Crime Panel for consideration. The Police and Crime Panel will review and re-confirm the Terms of Reference and Procedure Rules annually.

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

Agenda Item F1

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