

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 8th January, 2013

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 8 January 2013, at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

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

Tea/Coffee will be available 15 minutes before the 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 + 1 Vacancy
- 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

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A - Committee Business

- A1 Introduction/Webcast announcement
- A2 Substitutes
- A3 Declarations of Interest by Members in items on the Agenda
- A4 Minutes of the meeting held on 22 November 2012 (Pages 1 - 10)

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

B1 Annual Business Plans - Decision 12/01971 (Pages 11 - 162)

C - Monitoring of Performance

C1 Performance Benchmarking (Pages 163 - 166)

C2 Business Strategy and Support Directorate and Commercial Services (Environment, Highways & Waste Portfolio) Financial Monitoring 2012/13 (Pages 167 - 182)

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

D1 Budget Consultation 2013/14 (Pages 183 - 200)

D2 Enterprise Resource Planning Programme (Pages 201 - 204)

D3 Kent County Council response to the "improving Local Government transparency" consultation (Pages 205 - 212)

D4 Kent and Medway Broadband Delivery UK (BDUK) Project - Update (Pages 213 - 216)

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.

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

E1 Kent and Medway Broadband Delivery UK (BDUK) Project - Decision 12/02003 (Pages 217 - 224)

F - FOR INFORMATION ONLY - Cabinet Member Decision - taken without being considered at a meeting of the Cabinet Committee

F1 Proposed Sale of the freehold site known as Former Hereson School, Ramsgate Road, Broadstairs, Kent CT10 1PJ - Decision 12/01882 (Pages 225 - 232)

Peter Sass
Head of Democratic Services
(01622) 694002

Friday, 28 December 2012

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, 22 November 2012.

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

ALSO PRESENT: Mr P B Carter, Mr R W Gough, Mr J D Simmonds and Mrs C J Waters

IN ATTENDANCE: Ms A Agyepong (Equalities and Diversity Manager), Mrs A Beer (Corporate Director of Human Resources), Mr M Burrows (Director of Communications & Engagement), Mr S Charman (Head of Consultation and Engagement), Mr D Cockburn (Corporate Director of Business Strategy and Support), Mr L Croney (New Workspaces Programme Manager), Ms C Davis (Strategic Business Advisor), Mr J Farmer (Regeneration & Projects Manager), Ms D Fitch (Assistant Democratic Services Manager), Mr R Fitzgerald (Performance Manager), Mr R Hallett (Head of Business Intelligence), Ms J Hansen (Finance Business Partner BSS), Mrs C Head (Chief Accountant), Ms K Millar (Manager - Capital Programme Delivery), Ms J Van Ruyckevelt (Interim Head of Citizen Engagement for Health), Mr D Shipton (Acting Head of Financial Strategy), Ms R Spore (Director of Property & Infrastructure Support), Mrs A Taylor (Research Officer to Scrutiny Committee), Mr D Whittle (Head of Policy and Strategic Relationships), Mr P D Wickenden (Democratic Services Transition Manager), Mr G Wild (Director of Governance and Law) and Mr A Wood (Corporate Director of Finance and Procurement)

UNRESTRICTED ITEMS

49. Membership

(Item A3)

The Committee noted the vacancy caused by the sad death of Mr M Snelling and stood in silence in his memory.

50. Minutes of the meeting held on 27 September 2012

(Item A5)

RESOLVED that the minutes of the meeting held on 27 September 2012 are correctly recorded and that they be signed by the Chairman as a correct record.

51. To consider the future of East Kent Joint Arrangements Committee and agree a resolution to issues identified - Decision 12/01991

(Item B1)

(1) Mr Wild introduced a report which provided information on the history, remit and recent developments within the East Kent Joint Arrangements Committee and the East Kent Joint Scrutiny Committee. The Joint Committee had agreed that its remit had been fulfilled and that it should be disbanded. In order to achieve this, each member authority needed to take a decision to dissolve the Joint Committee.

(2) RESOLVED that the Cabinet Committee endorse 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.

52. Business Strategy and Support Performance Dashboard

(Item C1)

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

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

- Mr Gough confirmed that there was a weekly analysis of Freedom of Information (FOI) requests, broken down into type etc, which showed little change from last year. Work was ongoing with Directorates to get as much information on the website as possible to pre-empt the need to prepare a specific response for common FOI requests.
- Regarding the percentage of invoices paid in 20 days, Mr Wood explained that there were a number of elements to this. One element was the roll out of an e-invoicing system. He confirmed that over 30% of all invoices received in the payments section were already past the 20 days. The importance of passing invoices through for payment as soon as they were received was being stressed to budget managers. However, more suppliers were paying KCC within 90 days, and therefore if these were large suppliers, KCC should not be obliged to pay them within 20 days. There were also some contracts which specified a 30 day payment period. Therefore we would not expect 100% of invoices to be paid within 20 days, but the actions being taken should improve performance.
- Mr Wood explained that, within next year's plan, it was likely that KCC would be looking to pay Kent Small and Medium Enterprises within 20 days and agree payment dates with other organisations to maximise KCC's cash flow. Mr Simmonds referred to a number of invoices which came in without adequate information for payment, such as a reference number and/or the Department placing the order. He stated that there was a responsibility on businesses to help if they wanted invoices to be paid promptly. Something else that would also assist with prompt payments would be to specify in contract that all invoices should be submitted electronically.

(3) Members were invited to put forward suggestions to the relevant Cabinet Member or the Leader for additional indicators to be added to the performance dashboard.

(4) RESOLVED that the comments made by Members on the Business Strategy and Support performance dashboard be noted.

53. Business Strategy and Support Mid-Year Business Plan Monitoring (Item C2)

(1) Mr Gough introduced the mid-year Business Plan monitoring for the divisions within the Business Strategy and Support Directorate and provided the highlights of achievements to date.

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

- In relation to a question on the roll out of high speed Broadband in Kent, Mr Gough stated that it was intended to award the contract in early 2013 and to start work later that year.
- Regarding the number of highly complex fraud and other investigations carried out, Mr Simmonds explained that there had been a couple of complex cases that had taken a large amount of time to deal with. Mr Wood referred to the Counter-fraud team which had been created over a year ago. There had been an increase in the reported number of incidents which was likely to increase as the financial climate became more difficult. He stated that it was important to have a culture where colleagues felt safe to report these incidents. He explained that all cases did get reported to the Governance and Audit Committee. A Member suggested that staff awareness of fraud could be raised via an online training programme.
- Ms Spore responded to a question on progress with the Dover Christchurch Academy, she explained that this was the last of the old school academy programme and that there was a delay due to problems with the planning permission. As a result discussions were ongoing with the developer and the academy as to whether to proceed with the relocation to a new site or consider reverting to a redevelopment on its existing site.
- In response to a question on how legal costs could be reduced in a culture of legal challenges, Mr Wild referred to the 'Evolution programme' which Kent Legal Services were embarking on to strip out process costs and external spend etc. The principle area of focus this year had been children's services. Via process savings, it had been possible to reduce this service's legal bill by £1m this year.
- Regarding the slippage reported in the project for the replacement of the ICT system, Mr Bole explained that the pace of implementation depended on the ability of a service to release front line staff to test the system and contribute to its design.
- In response to a question regarding whether employees understood the organisation that they work in, Ms Beer explained that, as part of the Kent Manager programme, there was a requirement for Managers to understand the organisation including governance.

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

54. Financial Monitoring

(Item C3)

(1) Ms Hansen introduced an update on the first quarters full budget monitoring position which had been reported in the monitoring exception report to Cabinet on 15 October 2012.

(2) 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 subsequent exception report, be noted.

55. Consultation on 2013/14 Revenue Budget

(Item D1)

(1) Mr Simmonds and Mr Shipton introduced a report which provided the Committee with feedback on the recent consultation on the 2013/14 Budget and in particular, how it related to the portfolios within the Policy & Resources Cabinet Committees remit. The timing of this Committee had meant that it had not been possible to fully analyse all the responses in time for this meeting. A full analysis of responses would be presented to Cabinet in December 2012.

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

- Mr Simmonds explained that the reason why the County Council was not having to take such drastic measures to balance its budget as some other local authorities was that there had been a realisation 3 to 4 years ago that work needed to be started to address the changing financial situation.
- In response to a question from a Member on the role of the Informal Member Group (IMG) on the Budget following Cabinet consideration of the consultation responses, the Chairman stated that after consideration of the report to the Cabinet on the Budget and the response to it, he would decide whether it was necessary to call a meeting of the IMG on the Budget.
- Regarding the relatively low level of response to the consultation, Mr Simmonds and Ms Carey both emphasised they had made themselves available to attend local meetings in order to open the debate on the budget but few Members had taken up this opportunity. Mr Simmonds emphasised that this had been a genuine engagement and that the views put forward by the public would be taken into account.
- The Chairman suggested that after, the Budget had been agreed, consideration should be given to the consultation process and how engagement with the public could be increased next year.

(3) RESOLVED that the report be noted and the recommendations of the Informal Member Group on the Budget, as set out in paragraph 6.3 in the report be endorsed.

56. Capital Strategy

(Item D2)

(1) Mr Simmonds and Ms Head introduced a report which set out the background and proposals that formed the draft Capital Strategy.

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

- Members discussed the fiscal indicator, which stated that KCC's debt costs should not exceed 15% of the new revenue budget. Some concern was expressed about the impact that this limit could have on some regeneration schemes. It was accepted that this was a guideline figure.
- Concerns were expressed around the need to get support from national government for infrastructure works that were necessary in, for example, East Kent, in order to enable key regeneration projects to go ahead and avoid economic stagnation. The Leader confirmed that he would be continuing to lobby government on the potential shortfall for the provision of key infrastructure caused by the Community Infrastructure Levy (CIL).
- Mr Simmonds stated that 'spend to save' was a critical part of the strategy.
- In response to a question on the potential impact of the new homes bonus on the County Council's budget, the Leader stated that this could affect the County Council quite substantially. It would depend on the way in which each District used this money. For example, in Eastern Quarry, Gravesham and Dartford were using some of the second homes bonus to fund infrastructure work.
- Mr Wood explained that, in future, there was a need for the County Council to look at getting funding from non government channels in order to bridge funding gaps. He acknowledged that there was a risk that the County Council could end up with the final bill for funding infrastructure necessary for economic growth, and so it was important to find our funding streams to enable these infrastructure works to go ahead without impacting on the County Council's budget.

(3) RESOLVED that the comments made by Members on the Capital Strategy be noted

57. Business Planning 2013/14

(Item D3)

(1) Mr Whittle introduced a report which set out details and provisional headline priorities for the 2013/14 Business Plans for each division within the Business

Strategy and Support directorate. Policy and Resources Cabinet Committee members were 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.

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

- Ms Beer confirmed that Human Resources dealt with teacher recruitment and provided help and support.
- A Member suggested that there should be a reference to lobbying to ensure that Kent has an influence at national and European level. .

(3) RESOLVED that the headline priorities for each division's business plan for 2013-14, as set out in the report, and the comments made by Members, be noted.

58. KCC Annual Equality Report (Statutory)

(Item D4)

(Mrs C Waters attended the meeting for this item on behalf of Mr P M Hill OBE)

(1) Mr Burrows introduced the report, which provided the Committee with information about the service outcomes KCC had delivered in 2011/12, and provided the final progress report against the previous equality action plan. There was a statutory requirement to produce this report, which concentrated on KCC's statutory duties.

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

- The Chairman expressed appreciation on behalf of the Committee for the way in which they had been kept fully informed of developments in this area.
- Mrs Walters commended the easy read layout of the report.
- Ms Agyepong emphasised that this report was something that the organisation could be proud of and that equalities was not about process it was about putting people at the heart of the County Council's work.
- In response to a question on whether there was a need to have an older persons staff group to feed into consultations such as this, Ms Beer said that this was something that could be considered.

(3) RESOLVED that the contents of the Equality Annual Report 2011/12 be endorsed.

59. Kent Joint Health and Wellbeing Strategy - Decision 12/01991

(Item D5)

(1) Mr Gough and Ms Van Ruyckevelt introduced a report which outlined the process for developing and undertaking stakeholder engagement on the first draft Joint Health and Wellbeing Strategy and included the engagement document for Members consideration and comments.

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

- A Member acknowledged that this was an aspirational document and it was important that there were clear outcomes and actions from the Strategy.
- Mr Gough confirmed the Commissioning Plan would be reviewed by the Health and Wellbeing Board and the social care element would be considered by the Social Care and Public Health Cabinet Committee.
- It was suggested that the section referring to the inequalities in life expectancy across Kent should be made stronger. Mr Gough undertook to consider the way in which these figures were presented in the Strategy.
- The Leader stated that it was important that the Health and Wellbeing Board got off to a good start. It was a unique opportunity to have democratic input into health leading to substantive change. He expressed the view that further work was needed to bring the document alive.
- It was acknowledged that once the Strategy was finalised, there would need to be a launch for it, and the activities that flowed from it would need to be scoped. It was essential that the Strategy was delivered on the ground and support given to the vulnerable and sick.
- The point was made that the strategy should not just concentrate on the disadvantaged few but should also have an impact on the lives of all of the people of Kent. An aspiration should be a quality health MOT available to all residents of Kent.
- Mr Whittle stated that, even post April 2013, this would be a growth area for policy and that Kent was on the leading edge of this agenda.

(3) RESOLVED that the approach being taken on the Kent Joint Health and Wellbeing Strategy, and the comments made by Members, be noted.

60. Establishment of a Property Sub-Committee

(Item D6)

(1) Ms Spore and Mr Wickenden introduced a report on the possible establishment of a Sub-Committee to consider minor property decisions

(2) RESOLVED that the Leader be requested to consent to the establishment of a Property Sub-Committee, as set out above.

(Post-meeting note - the Leader gave his consent to the establishment of the Property Sub-Committee)

61. Establishing a Police and Crime Panel for Kent and Medway

(Item E1)

(1) Mr Wild and Mrs Taylor introduced a report on the decision which had been taken by 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.

(2) RESOLVED that decision no 12/01980 to establish a Police and Crime Panel for Kent and Medway, which had been taken in accordance with the process in Appendix 4 Part 7 paragraph 7.18 of the Constitution, be noted

62. EXCLUSION OF THE PRESS AND PUBLIC

(Item)

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 paragraph 3 of Part 1 of Schedule 12A of the Act.

63. New Work Spaces - Decision 12/01970

(Item F1)

(1) Mr Gough and Ms Spore introduced a report on the New Work Spaces Programme, which set out the initial proposals to consolidate the office portfolio.

(2) RESOLVED that the Cabinet Committee endorse the proposed Cabinet Member decision to progress to detailed feasibility and finalise proposals for freehold office provision in West and Mid Kent.

64. LIVE Margate - Housing Intervention Programme - Decision 12/01979

(Item F2)

(1) Mr Gough, Ms Spore and Ms Blenkinsop outlined the programme for the delivery of the Margate Housing Intervention programme at Cliftonville West and Margate Central.

RESOLVED that:-

(a) the Cabinet Committee endorse the proposed Cabinet Member decision to adopt, and note the intention to progress and draw down funds to deliver the Margate Housing Initiative Programme, and set up a Limited Liability Partnership company for the pilot projects to be transferred; and

(b) the current progress in relation to the delivery of the project, and the process for seeking a strategic partner, be noted.

65. Kent Academies, Batch 2 Procurement - St Augustine Academy - Decision 12/01899
(Item F3)

(1) Ms Millar introduced a report on proposed awarding of the design and build contract for St Augustine Academy, Maidstone.

(2) RESOLVED that the Cabinet Committee endorse the proposed Cabinet Member decision approve the affordability position, the submission of the Final Business Case and approval to award the contract and to enter into all the necessary contracts/ agreements for St Augustine Academy, Maidstone.

66. Kent Academies, Batch 2 Procurement - Knole Academy - Decision 12/01898
(Item F4)

(1) Ms Millar introduced a report on proposed awarding of the design and build contract for Knole Academy, Sevenoaks.

(2) RESOLVED that the Cabinet Committee endorse the proposed Cabinet Member decision to approve the affordability position, the submission of the Final Business Case and approval to award the contract, and to enter into all the necessary contracts/ agreements for Knole Academy.

67. Kent Academies - Duke of York's Royal Military School, Dover - Decision No 12/01968
(Item F5)

(1) Ms Millar introduced a report on the proposed awarding of the design and build contract for the Duke of York's Royal Military School, Dover.

(2) RESOLVED that the Cabinet Committee endorse the proposed Cabinet decision to approve the affordability position, the submission of the Final Business Case and approval to award the contract and to enter into all the necessary contracts/agreements for the Duke of York's Royal Military School, Dover.

(Mr L B Ridings declared an interest in this item as a Governor of the school and took no part in the consideration of this item or the decision).

68. Fastrack Phase 1 Major Scheme - Compulsory Purchase Order (CPO) Claim by Darent Valley Hospital Trust, Dartford - Decision 12/01990
(Item G1)

(1) The Committee received a report for noting on decision no 12/01990.

(2) RESOLVED that Decision no 12/01990 - Fastrack Phase 1 Major Scheme CPO Claim -taken in accordance with the process in Appendix 4 Part 7 paragraph 7.18 of the Constitution, be noted.

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

David Cockburn, Head of Paid Service, Corporate Director
- Business Strategy & Support

To: Policy & Resources Cabinet Committee – 8th January 2013

Subject: Business Planning 2013/14 – Substantive Draft Plans

Purpose: Following the development of the business planning headline priorities in November 2012, Directors and Heads of Service have built on the feedback received from the Policy & Resources Cabinet Committee to develop substantive draft business plans for 2013/14.

This year the emphasis has been on reducing the burden of business planning with a lighter touch process. It is important to increase the consistency and synergy between business planning and both the performance management dashboards and directorate and divisional risk registers which underpin the business plan actions, which are reported to the Committee on a regular basis.

Policy & Resources Cabinet Committee is asked to CONSIDER and COMMENT on the draft plans, ahead of the Key Decision by Cabinet to approve business plans in March 2013.

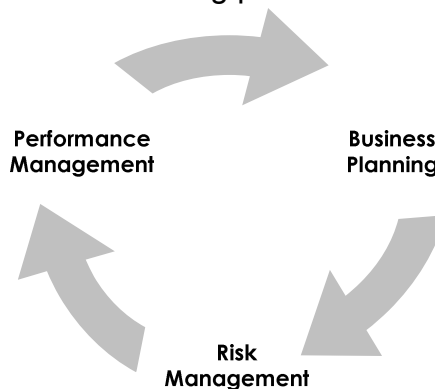
1. Background

- 1.1 A pre-requisite to delivering key organisational priorities, both in the medium and long-term, is an effective business plan. Offering a clear focus on the delivery of agreed strategic outcomes through day-to-day activity.
- 1.2 During the November cycle of Cabinet Committee meetings, each Committee was given the opportunity to discuss and comment on the high-level 'headline priorities' for each division. This feedback was considered and reflected as early substantive draft plans were developed, to ensure that the headlines evolved into more detailed actions, with known legislative, policy and financial constraints taken into account.

- 1.3 The emphasis for the 2013/14 draft business plans is identifying clear, tangible actions, ensuring that all activity is Specific, Measurable, Attainable, Realistic and Time bound (SMART). Actions are underpinned by milestones to check activity progress and further complemented by meaningful Key Performance Indicators (KPIs) and Activity Indicators that enable the organisation to monitor and manage performance, to demonstrate progress against the delivery of Bold Steps for Kent. High level risks relating to the delivery of the actions are set out in the business plan, supported by detailed Divisional and Directorate Risk Registers.
- 1.4 The draft plans are still at an early stage of development, with further refinement over the coming months before approval in March 2013. The Policy and Strategic Relationships team has been supporting Directors and Directorate Management Teams (DMT) to develop their draft plans as part of ongoing, informal Quality Assurance process, to help embed the revised business planning process.

2. Business Planning, Performance and Risk Management

- 2.1 It is important that the business planning process closely complements and supports the work already underway to improve the quality and consistency of performance and risk management across the organisation. As such, to help reduce the burden of business plan development, the draft business plans draw on the existing work to prepare the Directorate Performance Dashboard and Directorate & Divisional Risk Registers. This has helped to reduce the duplication of effort, and enhances the synergies between business planning, risk and performance. Cabinet Committees play an important role in providing oversight and assurance of these synergies through the bi-annual business plan outturn monitoring process.



2.2 Risk Management

Key risks and mitigating actions faced by each division in delivering their 2013/14 business plans are outlined in Section E of each plan. In addition, several more strategic or cross cutting risks that potentially affect several functions across Business Strategy & Support and / or the Authority are listed in the directorate risk register (**Appendix A**). This register provides further context to the business planning process and will evolve during the coming months alongside the finalising of business plans. The Policy & Resources Cabinet Committee is asked to NOTE the contents of the Business Strategy & Support Directorate Risk Register.

2.2 Due to the fact that the directorate consists mainly of corporate support functions, many Business Strategy & Support Directors lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. These include Data & Information Management; Organisational Transformation; Delivery of Medium Term Financial Plan Savings; and Procurement.

2.3 A link to the Corporate Risk Register can be found at:

<https://democracy.kent.gov.uk/documents/s36860/Corporate%20Risk%20Register%20-%20App%201.pdf>

2.4 Performance Management

All business plan actions are measured against a selection of focused key performance and activity indicators. Keeping all actions SMART will ensure that meaningful management information is developed to support the Performance Dashboards reported to Cabinet Committees on a quarterly basis. This year, divisions have taken feedback from the Policy & Resources Cabinet Committee on the Performance Management Dashboard into account when developing their 2013/14 performance measures. The focus has been on being more focused in only selecting KPIs which are the most meaningful and accurate reflection of progress against key priorities.

2.5 KPIs that currently feature as part of the 2012/13 performance dashboard which are non-essential, difficult to measure effectively or are not felt by the Committee to be a priority, will not be rolled forward. If possible, alternative, more meaningful measures will be established, but the intention is to reduce the overall volume of KPIs to allow more focused and concise reporting of performance to the Cabinet Committee in 2013/14 through the revised Performance Dashboard.

2.6 The Policy & Resources Cabinet Committee is invited to COMMENT on the draft performance indicators in Section F of each divisional business plan included in **Appendix B**, and discuss which areas of performance they would most like to focus on in 2013/14.

3. Business Planning Timetable 2013/14

- 3.1 Historically, business plans were approved by Cabinet and then potentially called into scrutiny. From 2013/14 business plans will be approved as an annual Key Decision, with Cabinet Committees playing a key role in considering and shaping the draft plans prior to approval in their pre-scrutiny role.
- 3.2 As a result the timetable for the development of business plans has been brought forward so Committees have an earlier opportunity to comment on draft plans. As such, this will be the last opportunity for Cabinet Committees to formally consider draft plans before approval by Cabinet in March 2013.
- 3.3 The Policy & Resources Cabinet Committee is asked to CONSIDER and COMMENT on the draft business plans for the Business Strategy & Support directorate, set out in **Appendix B**.
- 3.4 It is important to note that at this early stage the draft plans are not intended to capture all of the planned activity for the forthcoming year. In addition to this, it is not possible to include detailed financial information, as the 2013/14 budget has not yet been approved by County Council. As such, the plans have some incomplete sections and will require further development and refinement.
- 3.5 Following feedback from the Cabinet Committee, the responsible Corporate Directors, Directors and Cabinet Members will further develop and refine the draft plans during January.
- 3.6 In February, the plans will be submitted to the Policy and Strategic Relationships team for formal quality assurance, which will focus on ensuring the consistency between plans, in particular cross-cutting links to support transformation programmes and organisational priorities. A letter outlining the quality assurance feedback will be sent to each Director to allow a further opportunity to reflect this before the submission of the final business plans to Cabinet for approval by Key Decision in March 2013.
- 3.7 The approved plans will go live and be published online in April 2013.

4. An Iterative Process

- 4.1 The 2013/14 business plans are the starting point for future development and will be refined and improved each year as part of an iterative annual process. As the plans progress through 2013/14 the synergy between business planning and the performance and risk management cycles will improve. In turn this will make the 2014/15 business planning easier, as

processes and reporting are embedded and become more consistent and complementary.

- 4.2 The new Section G in the plan will help to establish a clear recognition of how different service divisions link with corporate support services to achieve shared objectives across the business. The aim of this is to enable support services to plan ahead and manage capacity effectively with limited resources. This will also be important to identify cross-cutting links across the business plans, particularly identifying complementary and conflicting activity, to reduce the limitations of working in silos.
- 4.3 The findings from the quality assurance and auditing of the business planning process for 2013/14 will be taken into account to update the process for 2014/15. This will include updating any documentation and refreshing the supporting management guide to further aid the effective development of business plans in the future.

5. Recommendations

5.1 The Policy & Resources Cabinet Committee is asked to:

- a) NOTE the Directorate Risk Register set out in Appendix A.
- b) COMMENT on the draft performance indicators in Section F of the draft business plans in Appendix B, and discuss which areas of performance the Committee would most like to focus on in 2013/14.
- c) CONSIDER and COMMENT on the substantive draft business plans set out in Appendix B.

Appendices:

Appendix A: Business Strategy & Support Directorate Risk Register

Appendix B: Business Strategy & Support Divisional Substantive Draft Business Plans

Contacts:

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Business Strategy & Support Directorate Risk Register

December 2012

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DRAFT AHEAD OF P&R CABINET COMMITTEE – 08/01/13

NB: THE FOCUS FOR THE DIRECTORATE REGISTER IS ON CROSS-CUTTING RISKS AFFECTING THE WHOLE DIRECTORATE (OR SEVERAL SERVICE UNITS).

Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating
1	Governance & Internal Control	9	4
2	Responsiveness to emerging Government reforms and directives	9	4
3	Maintaining a healthy and effective workforce across BSS through significant change	12	8
4	Failure to utilise Enterprise Resource Planning (ERP) and other transactional systems	12	6
5	Implementation of <i>New Work Spaces</i> Programme	12	8
6	Directorate dependency on external relationships	Risk assessment in progress	

Likelihood & Impact Scales (Risk Rating = Likelihood x Impact)

Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID BSS1	Risk Title	Governance and Internal Control				
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The directorate has a lead role in ensuring that the Council has adequate governance arrangements in place to help achieve its statutory responsibilities and protect the Council's assets and finances. This has been particularly important during a period of significant organisational change.	Failure to ensure that adequate governance arrangements for the Council are in place and well communicated.	Major reputational damage and financial loss Fail external inspection/audit Loss of confidence in the Council and possible government intervention.	Corporate Director Finance & Procurement Director Governance & Law	Possible (3) Target Residual Likelihood Unlikely (2)	Significant (3) Target Residual Impact Moderate (2)	
It is also important that the internal operations of the directorate are sound, in particularly relating to budgetary control.	Major governance or internal control failure within the directorate.					
Control Title			Control Owner			
KCC Constitution Incorporating: Articles of the Constitution; Statement of Executive Arrangements; Allocation and Delegation of Functions and Responsibilities; Policy Framework; Procedure Rules; Resource Management Responsibilities Statement; Ethical Behavior Codes and Protocols; Members' Allowances Scheme; Management Structure; Member Details and Code of Corporate Governance			Director of Governance & Law			
Redesigned and refreshed Code of Corporate Governance in place in line with CIPFA/SOLACE guidelines and new KCC Governance Arrangements. It references evidence of KCC operating controls, procedures, practices, policies, rules, regulatory rules, schemes, systems of internal control, plans, strategies, etc.			Director of Governance & Law			
Blue Book – Kent Scheme manual sets out the detail of Kent Scheme terms and conditions of employment, legal references and other relevant links for all staff.			Corporate Director of Human Resources			
<i>Kent Manager</i> standard- defines managers' role clearly, setting out exactly what is required of KCC managers			Corporate Director of Human Resources			
Governance and Audit Committee & Internal Audit roles			Director of Governance & Law / Corporate Director of Finance & Procurement			
Standards Committee, Scrutiny Committee & Cabinet Committee roles			Director of Governance & Law			
KCC Constitution revised to accord with new governance arrangements, including introduction of a new Forward Plan template. New scheme of delegation to officers approved by Cabinet.			Head of Democratic Services			
Counter Fraud Team – anti-fraud strategy in place			Head of Internal Audit			
Robust and well established financial controls including monthly and quarterly monitoring, monthly monitoring of savings delivery plan			Corporate Director of Finance & Procurement			
Action Title		Action Owner		Planned Completion Date		
Development of a Partnerships Policy and Register for KCC		Head of Policy & Strategic Relationships		December 2013		

Risk ID	BSS2	Risk Title	Responsiveness to emerging Government reforms and directives			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
KCC must remain responsive to and be prepared for Government Reforms and Directives and endeavour to implement them efficiently and effectively.		Failure to effectively monitor Central Government activity (Horizon Scanning)	KCC falls behind other Local Authorities in its development impacting national reputation, economy and future opportunities.	Head of Policy & Strategic Relationships	Possible (3)	Significant (3)
		Inability to predict / forecast implications on KCC strategic priorities, and business plans and finances.	KCC does not prepare for, or implement change effectively and realise predicted benefits attracting undesirable government attention, penalties or intervention or reputational damage.	Head of Business Intelligence	Target Residual Likelihood Unlikely (2)	Target Residual Impact Moderate (2)
		Failure to take advantage of new initiatives and opportunities				
		Failure to establish reasonable contingent actions to minimise any adverse impact				
Control Title					Control Owner	
Horizon scanning by Policy & Strategic Relationships and Business Intelligence teams					Head of Policy & Strategic Relationships Head of Business Intelligence	
Regular briefings on emerging Government policy by policy staff and appropriate representation on relevant Boards					Head of Policy & Strategic Relationships	
CMT/Cabinet and DMT discussions on significant issues in order to inform strategic business planning and highlight potential risks					Corporate Director Business Strategy & Support	
Engagement with national and local working groups and networks to raise KCC profile, influence Government policy and get early warning of developments					Head of Policy & Strategic Relationships	
Maximising of value from regional and national networks.					Head of Policy & Strategic Relationships	
Strategic Business Advisors liaise closely with directorate management teams to share information on latest developments					Head of Policy & Strategic Relationships	
Engage where appropriate in pilot schemes to test and assess new initiatives					Head of Policy & Strategic Relationships	
Action Title			Action Owner	Planned Completion Date		
Development of modelling capability within Business Intelligence to support improved forecasting			Head of Business Intelligence	March 2013		
Review of 2012/13 Business Planning process and development and QA of 2013/14 process.			Head of Policy & Strategic Relationships	March 2013		

Risk ID	BSS3	Risk Title	Maintaining a healthy and effective workforce across BSS through significant change			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The BSS workforce plays a vital role in supporting the organisation to run effectively and efficiently.		Low morale or stress related to organisational change or other factors.	Negative impact on organisational effectiveness and service levels.	Corporate Director Human Resources	Possible (3)	Significant (4)
The staff across the directorate need to be healthy, motivated and have the right skills to help the organisation develop.		Increased sickness levels. Failure to develop the right skills in staff. Lack of depth / resilience in key staff. Ineffective workforce / succession planning.			Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)
Control Title				Control Owner		
Attendance management policies and training for managers in place				Head of Employment Strategy		
Wellbeing initiatives and health promotions for staff				Head of Employment Strategy		
Employee Engagement Strategy				Head of Employment Strategy		
Staff Care Services				Head of Health & Safety		
Coaching and mentoring network in place				Head of HR Business Centre		
Managing stress at work policy				Head of Health & Safety		
Arrangements in place for active monitoring and response to absence				Head of Employment Strategy		
Directorate Organisational Development Group established				Organisational Effectiveness Manager		
Directorate feeds in to KCC Training Plan				Organisational Effectiveness Manager		
Action Title			Action Owner	Planned Completion Date		
Extension of the Employment Value Proposition (EVP) survey as part of the staff engagement programme			Head of Employment Strategy	June 2013 (review)		
Review of Wellbeing strategy with interested parties			Organisation Effectiveness Manager	TBC		
Ensure publicity available for managers to appreciate the tools associated with managing stress at work policy (through HR Communications Group)			Head of Health & Safety	Ongoing (June 2013 review)		
Support the development and implementation of the "Because of You" staff engagement campaign			Organisation Effectiveness Manager	Ongoing (June 2013 review)		
Proactive monitoring of skill sets within key functions			Directorate Management Team	Ongoing (June 2013 review)		

Risk ID	BSS4	Risk Title	Utilisation of Enterprise Resource Planning and other transactional systems			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
KCC is dependent on the ongoing development and use of systems, such as those on the Oracle platform, to maximise the efficiencies to be achieved from moving away from manual or less efficient processes and to aid the concept of the 'self-sufficient manager' in KCC.		That there is insufficient funding on an ongoing basis to maintain and further develop systems to the level required.	Development will cease/be reduced which will limit opportunities to replace manual and other less efficient systems. This will result in more manual processes across the organisation limiting the potential to achieve efficiencies.	Head of Business Intelligence Director of ICT Corporate Director Human Resources Corporate Director Finance & Procurement	Likely (4)	Significant (3)
Effective systems are also necessary to extract and report on data for the purposes of making better, more informed decisions.		Key stakeholders do not engage with the processes supported by those systems and therefore systems are not utilised.	The availability and reliability of the data used for business intelligence purposes could be compromised. KCC fails to improve efficiency of intelligence and makes poor decisions.		Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)
Control Title					Control Owner	
Programme Governance arrangements in place, including ERP Sponsoring Group, Programme Board, dedicated Programme Manager and Project Management Capacity					Head of Business Intelligence	
Budget Programme Board and Performance & Evaluation Board both monitor progress of the ERP Programme					Corporate Director Business Strategy & Support	
Communications & Training functions represented on ERP Sponsoring Group					Head of Business Intelligence	
Licences and some hardware bought.					Head of Business Intelligence	
Some in-house expertise available for development.					Head of Business Intelligence	
Revenue and Capital funding available for Phase 2 development					Head of Business Intelligence	
Action Title			Action Owner	Planned Completion Date		
Any further investment needed will be supported by a full business case detailing offsetting savings and efficiencies.			Head of Business Intelligence	July 2013 (review)		
Implementation of new joined-up communications plan.			ERP Programme Manager	January 2013		
Complete proof of Concept for Hi-Path data into Oracle Business Intelligence			Corporate Performance Manager	January 2013		
Provision of technology support for OBI dashboards			ICT Programme Manager	March 2013 (review)		
Refresh of Training programme			ERP Programme Manager (to coordinate)	March 2013		
Refresh of Oracle servers			Director of ICT	April 2013		
Continued development of Oracle self-service in accordance with project plan			Head of Employment Strategy / Head of HR Business Centre	By March 2014		

Risk ID	BSS5	Risk Title	Implementation of the <i>New Work Spaces</i> Programme			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
The <i>New Work Spaces</i> programme sets out to deliver refreshed office environments & smarter ways of working across the organisation, acting as an enabler for change.		The key interfaces across BSS are not identified or coherently brought together, which would make implementation across the Authority more challenging or prevent successful programme delivery.	The Organisation fails to engage with the programme.	Director of Property & Infrastructure	Possible (3)	Serious (4)
The programme also has significant savings attached.			Programme objectives including more efficient working practices, asset rationalisation and allocated savings not met, or not met on time.	Corporate Director Human Resources	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)
				Director of ICT		
Control Title					Control Owner	
Robust programme management mechanisms – Programme Board and dedicated Programme Managers in place.					Director of Property & Infrastructure Support	
Independent assurance being gained from monitoring by Corporate Programme Office and Budget Programme Board					Head of Policy & Strategic Relationships / Cabinet Member for Finance & Business Support	
Interdependencies with other programmes being mapped					Programme Manager	
A joint Business Strategy & Support vision for New Work Spaces developed					Director of Property & Infrastructure Support	
Action Title			Action Owner		Planned Completion Date	
Establish appropriate arrangements across the Business Strategy & Support directorate for the roll out of the programme, including interconnections to HR and ICT work streams.			Director of Property & Infrastructure Support		By March 2014	
Undertake engagement and communication work with KCC staff on the programme and its impact			Director of Property & Infrastructure Support		By March 2014	
Manage the implications of any new governance arrangements required by the programme			Director of Property & Infrastructure Support		By March 2014	
Lead the 'people management' work streams of the programme, including communication / consultation, staff forecasting, change management, training for managers and staff and terms & conditions issues			Head of Employment Strategy		By March 2014	
Support the cultural implications and new work and management practices that the programme will require.			Organisation Effectiveness Manager		By March 2014	
Provide timely input of ICT strategy and delivery programme to facilitate new ways of working			Director of ICT		By March 2014	

Risk ID	BSS6	Risk Title	Directorate dependency on external relationships			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood*	Current Impact
Each of the BSS functions individually has external relationships on which they rely for cooperation to achieve key aims of the Council.		A service / function acts with an external body in a way that may hamper the relationship with that external body.	External body withdraws cooperation with more than one service. Traded income may be affected.	Directorate Management Team		
					Target Residual Likelihood*	Target Residual Impact
					*Risk assessment in progress	
Control Title					Control Owner	
Business Strategy & Support Directorate Management Team meets frequently to discuss any relevant areas of concern					Corporate Director Business Strategy & Support	
Action Title			Action Owner		Planned Completion Date	
Conduct mapping exercise of key external dependencies and decide next steps			Directorate Management Team		March 2013	
Introduction of specific Directorate Management Team item to check relevant external stakeholders when new initiatives / programmes are being devised.			Directorate Management Team		February 2013 onwards	

Divisional Business Plan 2013-14 - DRAFT

Directorate Name: Business Strategy and Support

Division/Business Unit Name: Human Resources

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EXECUTIVE SUMMARY:

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

Responsible Corporate Director: Amanda Beer

Head(s) of Service: N/A

Gross Expenditure: TBC – Feb 2013

FTE: TBC – Feb 2013



SECTION A: ROLE/PURPOSE OF FUNCTION

The purpose of HR is to enhance KCC's business performance, and support the delivery of 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:

The Employment Strategy Group is responsible for setting and delivering the people focussed policies and strategies in KCC, and providing the legal framework and business systems to support managers in carrying out their people management responsibilities. The group is made up of the HR Advisory Team providing both change and case management support; 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. It is comprised of two specialist teams, Organisational Effectiveness and Workforce Development dedicated to creating resilience for KCC in terms of its workforce, now and in the future. Primary focuses are resourcing, capacity building and delivering KCC's Organisational Development and People Plan.

The Health and Safety team which supports and advises managers in carrying out their H&S responsibilities to ensure KCC meets its statutory obligations in a sensible and proportionate way. The team provides expert advice in all aspects of H&S risk management, legal compliance and people and environment maintenance, through its team of advisers to KCC and external agencies.

The HR Business Centre includes personnel and payroll services; recruitment; Learning and Development; Teacher recruitment and retention and Graduate Services. As well as providing essential services to KCC and schools, this group also has a trading arm and provides HR, payroll and CRB services to a growing number of external customers.

Business Partners bring expert support in the people dimension of business planning and delivery, organisational development and design and work 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.

HR has supported the restructuring of KCC and will continue to so, providing expert advice and guidance to managers and people as they go through change. HR, as a division, has also been going through this process, with plans underway to reduce the workforce while retaining the ability to provide the existing high quality of professional support. The commitment KCC has made to flatter, leaner management structures is being supported by work completed last year to analyse our tiers and spans of control. A model for accountability through all levels is now being implemented and has been used in restructures. This will also underpin the development of new role profiles this year.

The HR Project within the Enterprise Resource Planning programme that will continue to examine options for delivery of efficiencies through the continued rollout of self-service, outcomes from the completed LEAN review and Trading Review and rationalisation of multiple data sources.

SECTION B: CONTRIBUTION TO MTP OBJECTIVES

Human Resources has a key role in enabling KCC to fulfil the objectives of Bold Steps for Kent. To enable successful delivery of the plans, KCC must have a competent and engaged workforce and the OD and People Plan sets out the strategies for ensuring that this is achieved.

HELP THE ECONOMY GROW:

Human Resources also has some specific contributions to the success of Bold Steps. There is an existing successful model for the provision of HR services to schools. The already high level of buy-in from schools of the HR consultancy services is being expanded by marketing services to schools outside Kent to other educational establishments. Further partnership opportunities will be explored with the aim of facilitating efficiencies across the public sector and other organisations in Kent. HR is facilitating projects to support younger people into employment through graduate opportunities, work experience, apprenticeships and providing Kent Jobs for Kent People.

PUT THE CITIZEN IN CONTROL:

HR is supporting the Customer Service Strategy through the provision of training across KCC, to ensure that staff have the skills and training they need to put the customer first and provide the best possible customer experience. There is support to service transformation in Adult Social Care, for example through the provision of training in the Adult Social Care sector, to ensure that citizens have more choice, control and personalisation in the services they receive.

HR provides advice and support to KCC in its work to engage with the Community Right to Challenge and new models of service delivery such as Mutuals and Social Enterprises.

TACKLE DISADVANTAGE:

HR is supporting the objective to recruit and retain social workers, especially those specialising in the safeguarding of vulnerable children, into areas where it difficult to keep talented and experienced people. Imaginative recruitment strategies can bring people in to the county, and through competitive and award winning reward packages, HR is helping to ensure that they stay in Kent.

HR will contribute to the work of multi-agency teams working on high profile transformation programmes such as Kent Integrated Adolescent Support Services and Troubled Families. There is also support to the provision of apprenticeships for Looked After Children and a focus on areas of deprivation and young carers.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: Prevention		DESCRIPTION OF PRIORITY: HR contribution and support to preventative transformation programmes		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	HR's specific contribution and support to preventative transformation programmes (e.g. Troubled Families, FSC Adults Transformation and Kent Integrated Adolescent Support Services)			
1.1	Lead the HR and Workforce Development work stream for the Troubled Families programme	Geraldine Vary	To be agreed – subject to directorate Business Plans	2014
1.2	Lead the HR and Workforce Development work stream for the Adults Transformation Programme	Karen Ray	January 2012	On-going to March 2015
1.3	Lead the HR and Workforce Development work stream for the KIAS (Kent Integrated Adolescent Support Services) Programme	Karen Watson	January 2013 (Phase 2)	Ongoing into 2014
2	Improving recruitment and retention of staff and workforce development within high need areas of business, supporting the Children's Improvement Plan			
2.1	HRBC support to Children's Social Worker recruitment campaign	Jackie Turner-Robinson	April 2013	March 2014
2.2	HRBC and OD support on the delivery of workforce development in Children's Specialist Services	Jackie Turner Robinson and Julie Cudmore	April 2013	March 2014

2.3	Support retention of staff within Children's Specialist Services	Nigel Fairburn	April 2013	March 2014
3	Delivery of Health and Safety Work Programme to engage managers/teams and support compliance and quality in service provision			
3.1	Development and Delivery of Wellbeing Strategy as part of the OD and People Plan	Nigel Fairburn and Paul Royel	April 2013	March 2014 and ongoing
3.2	Completion of Specialist Children's Services risk profiling project through to audit stage	Helen Bale	April 2013	September 2013
3.3	Corporate themed audit programme undertaken across schools and other sectors	Helen Bale	September 2013	January 2014
3.4	Pressure management team intervention programme delivered	Helen Bale	May 2013	February 2014
KEY MILESTONES				DATE (month/year)
A	As specified in the Adults Transformation Programme Plan (1.2)			Various into 2014
B	As specified in the Kent Integrated Adolescent Support Services Programme Plan (1.3)			Various into 2014
C	Identify reasons for turnover in SCS and propose interventions to address (2.3)			June 2013
D	As specified in the Children's Improvement Plan and training planning process (2.2)			Various 2013-14
E	Wellbeing strategy that supports performance developed and agreed (3.1)			May 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 2: Productivity		DESCRIPTION OF PRIORITY: Ensuring efficient systems and processes, invest to save/value for money, smarter ways of working and contributing to transformation programmes		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
4	Promote self-sufficiency for staff and managers			
4.1	Produce tools for managers e.g. "how to..." management guides to support self-sufficiency and supporting engagement	Paul Royel	April 2013	March 2014
4.2	Provide consultancy and interventions such as the use of Webinars to managers to support and enable greater self-sufficiency in the management of change and performance	Paul Royel	April 2013	March 2014
4.3	Support the development and provision of training programmes and opportunities to secure competence and confidence in managing health and safety and its practical applications	Helen Bale, Julie Cudmore and Jackie Turner-Robinson	April 2013	March 2014 and onwards
5	Develop an appropriate workforce strategy for KCC for the short and longer term with emphasis on building capacity			
5.1	Deliver an integrated workforce strategy that will form part of KCC's Organisation Development and People Plan	Nigel Fairburn	April 2013	March 2014
5.2	Develop models for workforce planning and succession planning that will support managers in building capacity and deliver through the OD Groups	Nigel Fairburn/ Julie Cudmore	April 2013	March 2014
5.3	Develop and implement a workforce development strategy and annual training plans to build capacity across KCC and deliver through the OD Groups.	Julie Cudmore	April 2013	March 2014

5.4	Develop new Job Profiles based on the principles of DMA (Decision Making Authority) which will be multi-functional in their application, covering processes including recruitment, job evaluation, succession planning etc	Paul Royel	April 2013	Incremental application through year as determined by restructures to March 2014
5.5	Continued development of Kent Manager linking to succession planning and talent management and making KCC fit for the future	Julie Cudmore	April 2013	March 2014
6	Improve the cost-effectiveness of HR			
6.1	Continue the development of Oracle self-service in accordance with Project Plan	Jackie Turner-Robinson and Paul Royel	April 2013	March 2014
6.2	Oracle self-service developed for schools (dependent on provision of remote access solution (ICT)) in accordance with Project Plan	Jackie Turner-Robinson and Paul Royel	July 2013	September 2013
6.3	Oracle system development to monitor Social Worker details	Paul Royel	July 2013	September 2013
6.4	KCC system development (One View) to manage assets held by staff and timely notification of staffing changes to other parts of KCC to support their key processes (e.g. system access and building entry)	Paul Royel	October 2013	December 2013
7	Increase efficiency and effectiveness of core business activity (see also Priority 5 – Action 6)			
7.1	Enhance and improve the TCP process through better system functionality. Ensure that business processes integrate with activity to improve the rating distribution profile to show greater differentiation	Paul Royel/ Business Partners	October 2013	March 2014 and into 2014/15
7.2	Provide Learning and Development activity, working through OD groups, to enhance performance	Jackie Turner-Robinson, Julie Cudmore and Business Partners	April 2013	March 2014
7.3	Continue to review employment policy and procedures and carry out identified projects in accordance with annual schedule	Paul Royel	April 2013	March 2014

8	Support structural and cultural organisational change across KCC			
8.1	Support managers to deliver cultural and organisational change through new ways of working and by influencing behavioural norms. Enhance understanding and capacity through discussions about workforce planning and expectations. Timing informed by specific transformation agendas.	Paul Royel, Nigel Fairburn and Julie Cudmore	April 2013	March 2014
9	Facilitate New Work Spaces programme through appropriate HR interventions including Health and Safety standards			
9.1	Lead the people management workstreams of the New Work Spaces Programme, including communication/consultation, staff forecasting, change management, training for managers and staff, and terms and conditions issues.	Paul Royel/HR Business Partners/Helen Bale	April13	March 2014
9.2	Support the cultural implications and new work and management practices that the New Work Spaces Programme will require	Nigel Fairburn	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Delivery of quarterly Webinar Programme for managers (4.2)			Q1, Q2, Q3, Q4
B	Approve provider and/or options for provision of priority training and development opportunities (4.3)			December 2013
C	Workforce Strategy to build capacity developed and agreed (5.2)			April 2013
D	Workforce Development Strategy and training plan to build capacity developed and agreed (5.3)			April 2013
E	Evaluation of training plans (5.3)			January 2014
F	Completion and evaluation of Phase 1 of Kent Manager (5.5)			January 2014
G	Development of Phase 2 of Kent Manager completed (5.5)			May 2015

H	DMA model fully embedded in restructuring activity (8.1)	As defined by each restructuring agenda
I	Culture change and capacity building delivered through directorate OD Groups (8.1)	In line with OD & People Plan
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

PRIORITY 3: Partnership		DESCRIPTION OF PRIORITY: HR participation in building local internal and external partnerships, governance, partnership projects and programmes and relationships with central government		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
10	Improve and embed relationships to support health and social care integration and public health transfer			
10.1	Develop integrated workforce development plans for health and social care.	Julie Cudmore	April 2013	March 2014
10.2	Continue to lead the HR and workforce development workstream for the Public Health transition to oversee post-transfer actions.	Karen Watson	April 2013	June 2013
11	Continue to seek opportunities to work in partnership to provide core HR services across the public sector			
11.1	Deliver the SLA for the East Kent Partnership, prescribed under delegated authority. To include steady state activity and any future developments agreed for the partnership.	Jackie Turner-Robinson	April 2013	March 2014
11.2	Provision of HR systems and services to other local authorities, currently including Powys, Devon and Nottingham and marketing to widen the customer base for HR consultancy, training and CRB services.	Jackie Turner-Robinson	April 2013	March 2014
12	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 and Troubled Families transformation programmes)			
12.1	Develop and implement Kent Skills matrix for the Kent Integrated Adolescent Support Services workforce.	Karen Watson/Julie Cudmore	Oct 2012	Ongoing into 2014
13	Work co-operatively with the enforcing authority, Health & Safety Executive			
13.1	Contribute to priority programmes including links to SMEs and continue KCC's contribution to the South East Region Stakeholder Forum	Helen Bale	April 2013	March 2014 and onwards

14	HR support to recruitment campaign to attract quality head teachers to Kent through Kent Teach initiative			
14.1	Implement Phases 2 and 3 of 'Your Perfect Kent Day' – an innovative online promotional campaign to promote Kent as an ideal place for a career in school leadership	Jackie Turner-Robinson	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Provide interventions that will support service and workforce integration (10.1)			October 2013
B	Health and Social Care Skills Development Strategy produced (10.1)			June 2014
C	Kent Skills Matrix produced for KIASS and SCS – Phase 1 (12.1)			April 2013
D	Implementation and development of Kent Skills Matrix across other Services – Phase 2 (12.1)			April 2013 to March 2014
E	Developing the online community – initial stories and PR film available (14.1)			April 2013
F	Maintaining the online community – feeding in stories (14.1)			December 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 4: Procurement		DESCRIPTION OF PRIORITY: Efficient commissioning and procurement processes, best value and contract management		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
15	Marketing and contracting with other local authorities and partners			
15.1	Marketing Health & Safety services to schools and related services through EduKent	Helen Bale	April 2013	March 2014
16	Support implementation of efficient systems (e.g. supporting ERP programme, i-procurement etc)			
16.1	Implement new recruitment management system	Jackie Turner-Robinson	April 2013	September 2013
16.2	Continued planned development and initiatives within the ERP programme in accordance with programme plan	Paul Royel	April 2013	August 2013
17	Enhance commissioning and contract management skills			
17.1	Enhance commissioning and contracting skills of staff in Highways, Transportation and Waste divisions	Rob Semens and Julie Cudmore	April 2013	December 2013
17.2	Support Commercial Services through the completion of their transformation to become a separate trading arm of KCC.	Rob Semens	April 2013	December 2013
17.3	Provide support to Property & Infrastructure Support Division through the commissioning and procurement of a new Facilities Management framework and the consequent staffing implications	Rob Semens/Julie Cudmore/Paul Royel	April 2013	December 2013
17.4	Support the Property and Infrastructure Support Division in the standards and arrangements for commissioning and procurement of asbestos inspection and contracted services to secure compliance with KCC's duty to manage asbestos and competence assurances	Helen Bale	April 2013	March 2014

KEY MILESTONES		DATE (month/year)
A	Develop and commission contract management and commissioning skills training (17.1)	June 2013
B	Evaluation of contract management and commissioning skills training (17.1)	January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

PRIORITY 5: People		DESCRIPTION OF PRIORITY: Improving customer relationships, using customer focussed processes, embedding the Customer Services Strategy, change management and cultural and behavioural change		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
18	Implement the OD and People Plan covering recruitment and retention, development, performance management and transformation			
18.1	Continue to develop the role of the OD Groups and work with DMTs to focus on identified priorities – see OD and People Plan and Training Plan	HR Business Partners/ Julie Cudmore/ Nigel Fairburn	April 2013	March 2014
19	Resilience and experience/skills of the workforce (workforce development strategy and planning)			
19.1	H&S input to resilience of workforce through Wellbeing programme pressure management interventions and links with Staff Care Services	Helen Bale	April 2013	March 2014
20	Embed the Customer Service Strategy in our people focussed policies			
20.1	Commission and deliver workforce development to support the implementation of the Customer Service Strategy	Julie Cudmore	April 2013	March 2014
21	Continue to ensure appropriate equality and diversity standards are adhered to across KCC			
21.1	Undertake the next Equal Pay Review across KCC to test equality across a range of diversity categories	Paul Royel	June 2013	September 2013
21.2	Embed the proposals for equality in employment as described in the equalities framework and ensure an appropriate governance structure	Paul Royel	April 2013	March 2014
22	Develop, implement and embed strategies to maximise employee engagement including through enhanced recognition and continue to align workforce to Bold Steps for Kent and KCC objectives			
22.1	Further develop the reward package, ensuring Kent Rewards is correctly designed and market to maximise take up and increase employee engagement	Paul Royel	April 2013	March 2014
22.2	Extension of the Employment Value Proposition (EVP) survey as part of the staff engagement programme	Paul Royel	April 2013	March 2014

22.3	Support the development and implementation of the 'Because of You' staff engagement campaign	Nigel Fairburn	April 2013	March 2014
23	Continue to develop staff within the HR Division through a variety of strategies and approaches			
23.1	Implement a variety of staff development strategies such as career pathways, professional development, Kent Manager and effective communication	Paul Royel	April 2013	March 2014
23.2	Develop new ways of working through behavioural norms and operating models that underpin the One Council ethos	Julie Cudmore and Nigel Fairburn	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Ways of Working Framework produced that supports One Council Ethos (23.2)			October 2013
B	Review and further development of the OD Groups to support delivery of the OD and People Plan (18.1)			Quarterly
C	Commission customer service workforce development (20.1)			April 2013
D	Commence delivery of customer service workforce development (20.1)			May 2013
E	Evaluation of customer service workforce development (20.1)			January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 6: Financial and Policy Challenges		DESCRIPTION OF PRIORITY: Deliver savings targets, manage demand and capacity with reduced resources and generate income		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
24	Support development of a future operating model for the organisation			
24.1	Address implications and practicalities of a strategic commissioning authority model, working in collaboration with Business Strategy to produce options for future operating models	Nigel Fairburn, Paul Royel, Business Partners	April 2013	March 2014
24.2	Identify workforce planning implications (including future skills)	Nigel Fairburn, Julie Cudmore, Paul Royel, Business Partners	April 2013	March 2014
25	Maximise opportunities for income generation and trading			
25.1	Expansion of Employment Check (Criminal Records Bureau checks) customer base	Jackie Turner-Robinson	April 2013	March 2014
25.2	Marketing of 'Kent Teach' to schools outside Kent and Schools Personnel Service (SPS) to schools outside Kent and to non-schools organisations	Jackie Turner-Robinson	April 2013	March 2014
25.3	Work with EduKent to review and develop the EduKent Expo event for 13/14 (See also HRBC marketing plans for other specific EduKent activity)	Jackie Turner-Robinson	April 2013 TBC (subject to event planning)	March 2014
26	Respond to decisions arising from the review of terms and conditions			
26.1	Implementing changes arising from the review of terms and conditions and supporting savings target across KCC	Paul Royel	April 2013	March 2014 & continuing into 14/15
26.2	Removal of any agreed allowances and enhancements	Paul Royel	April 2013	September 2013
27	Respond to statutory changes to pension legislation – including pensions auto-enrolment and LGPS Reforms			
27.1	Implement system changes to enable the introduction of auto-enrolment and carry out the required communications	Paul Royel	April 2013	March 2014

27.2	Respond to LGPS reforms through the provision of guidance, support and communication to HR, managers and staff.	Paul Royel	October 2013	June 2014
28	Ensure delivery of savings and efficiencies across HR			
28.1	Ensure delivery of savings and efficiencies across HR to meet annual target as part of an overall delivery programme.	Lindsay Horne	April 2013	March 2014
				DATE (month/year)
A	Options for future operating models produced (24.1)			December 2013
B	Workforce implications of new operating models identified and interventions proposed (24.1)			March 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

SECTION D: FINANCIAL AND HUMAN RESOURCES

To be completed in February 2013, once budget is approved by County Council.

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Reduced capacity in HR division to support change or provide HR advice to managers	Managed change in HR Division, HR professional capacity building, professional development and greater clarity about the HR Offer
Insufficient investment in, and development of, HR and other systems impacting on ability to enhance manager self-sufficiency and achievement of HR savings	Capital funding secured and a cohesive approach to commissioning, change and monitoring
Loss of skills and capacity across KCC limiting ability to move to achieve transformation and an alternative delivery approach.	Delivery of Organisational Development and People Plan, including succession planning and Kent Manager programme
Breaches in Health and Safety would impact on the delivery of essential services	Competent and qualified Health and Safety professionals providing advice and support

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BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Maintenance of employee information on HR and payroll system	Between 48 hours and 2 weeks dependent on when disruption occurs	Payroll can still run but late changes to employee data would have to be adjusted at a later date
Running of all payrolls	3 days	Rather than delay the running of payroll, it would go ahead without all the final exception checks being made. This would take place at the first opportunity and necessary adjustments made as soon as possible.
Health and Safety support to others in service areas to enable them to fulfil their statutory Health and Safety obligations	4 hours	No acceptable reduced level of service

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Percentage of available business transactions carried out by self-service							
Resolution of cases (measure to be agreed)							
Effectiveness of training delivered (measure to be agreed)							
Satisfaction with HR (from customer feedback)							
Completion of Kent Manager Standard (to be defined by collective PI)							100%
Conducting annual H&S audit programme across 5% schools and other premises/services							100%
Reported findings to the responsible manager within 20 working days of the visit							100%
Non-conformances followed-up within 6 months of the visit							100%

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
HR Benchmarking data – to be agreed					

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES
 (For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Delivery of OD and People Plan	All Divisions	Ongoing through year
Workforce planning activity	All Divisions	Ongoing through year
Development of revised Job Profiles	All Divisions	By March 2014
Modifications to TCP system and greater emphasis on achieving the desired rating distribution	All Divisions ICT – system development	From October 2013
Introduction of revised operating model (Priority 6)	Business Strategy – Policy & Strategic Relationships	April 2013 to March 2014
ERP Developments (Priority 4)	ICT and Business Intelligence	April to August 2013
Work with Internal Communications to deliver the EVP Survey and ‘Because of You’ Staff Engagement Campaign	Communications & Engagement	April 2013 to March 2014
Corporate themed health & Safety audit programme undertaken across schools and other sectors	Education, Learning & Skills Directorate	September 2013 to January 2014
Marketing of Health and Safety to schools	EduKent	April 2013 – March 2014
HRBC support to Children’s Social Worker recruitment campaign	Families and social Care Directorate	April 2013 – March 2014
Implementation of new recruitment management system	ICT	April 2013 to September 2013
Commission and deliver workforce development to support the implementation of the Customer Service Strategy	Customer & Communities Directorate – Customer Services	April 2013 – March 2014

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Divisional Business Plan 2013-14

Directorate Name: Business Strategy and Support

Division/Business Unit Name: Governance and Law

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EXECUTIVE SUMMARY:	
Cabinet Portfolio:	Alex King Deputy Leader, Democracy and Partnership
	Roger Gough – Business Strategy Performance and Health Reform
Responsible Corporate Director:	David Cockburn
Responsible Director:	Geoff Wild
Heads of Service:	James Pigott, Ben Watts (Legal Services)
	Peter Sass (Democratic Services)
	Caroline Dodge (IR&T Team)
Gross Expenditure:	
FTE:	



INTRODUCTION: RESPONSIBILITIES AND OUTLOOK

The Governance and Law Unit operates within the Business Strategy and 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 330 other public sector bodies. It is responsible for the Council's Democratic 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.

DEMOCRATIC SERVICES

Democratic Services is responsible for supporting the Council's decision-making and overview and scrutiny processes, together with providing key administrative support to elected Members in their various roles. This includes maintaining the Council's Constitution and publishing the Forthcoming Decisions List, together with processing decisions by Cabinet Members and advising on the decision-making process, including at quasi-judicial meetings and appeals.

Democratic Services is also responsible for advising Members on their responsibilities under the Code of Conduct, which includes maintaining the Registers of Members' Interests, Gifts and Hospitality and Related Party Transactions. It administers and maintains records of payments to Members under the Members' Allowances Scheme and also arranges Member transport. Specific staffing support is provided to the Lord Lieutenant, the Chairman and Vice Chairman of the Council, Cabinet Members and the Leader of the Opposition. Alongside colleagues in HR, Member Induction and Development is also a key activity.

LEGAL SERVICES

Legal Services not only supports internal KCC clients, but also generates in excess of £1.7million per year by acting for external clients nationwide.

Litigation and Social Welfare Group

The Litigation & Social Welfare Group is responsible for advice and pre-court preparation on litigation cases at all levels up to the Supreme Court, including advocacy in the Magistrates', Crown and County Courts, employment tribunals, and for specialist advice in the areas of landlord and tenant, property litigation, debt recovery, education, employment, policy, judicial review, criminal prosecutions and licensing. It also provides specialist advice in the areas of child protection, fostering and adoption, residential and community care, mental health, asylum and criminal injuries compensation.

Commercial & Environmental Group

The Commercial & Environmental Group is responsible for all property, highways, planning and commercial legal matters. This includes sales, purchases and leases; contracts and procurement; PFI; planning law advice, including pre-application advice, breaches of planning and environmental law, planning inquiries and prosecutions; planning agreements and CIL contributions; community infrastructure and planning blight procedures; advice on highways law, including public rights of way and village greens; Section 38 and Section 278 highway adoption agreements; right to buy; company, trust and charity law; partnerships with outside bodies; building and engineering contracts; tenders and contracts for the provision of goods and services; compulsory purchase orders; advice on common land matters; legal charges; land compensation claims and other similar types of work.

INFORMATION RESILIENCE & TRANSPARENCY

The Information Resilience & Transparency Team is responsible for ensuring that KCC complies with the legislation that gives people a right of access to both publicly-held information and their own personal information; including the Freedom of Information Act 2000, the Data Protection Act 1998, the Environmental Information Regulations 2004 and the Re-Use of Public Sector Information Regulations 2005. These responsibilities include KCC's Data Protection registration and notification; Freedom of Information Publication Scheme & Asset Register; liaison with the Information Commissioner's Office and provision of assistance, guidance and training to officers and Members on all aspects of Information Governance, such as records management and information security. The Team also maintains the Information Security Incident Log and investigates alleged Data Protection breaches in accordance with the Incident Protocol.

The Team is also responsible for performing children's safeguarding checks (social service background checks on people working with children) for CAF/CASS, OFSTED, independent fostering agencies, other local authorities and third party organisations.

The Team currently manages the handling of "high-level" complaints, that is those made to the Head of Paid Service and the Leader and complaints from MPs and the Local Government Ombudsman.

HELP THE ECONOMY GROW

Legal Services continues to support 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.

PUT THE CITIZEN IN CONTROL

As part of Putting the Citizen in Control, the Information Resilience & Transparency Team is focussed on the transparency and access programme, the aim of which is to give residents the information they need and, at the same time, reduce costs for KCC in dealing with requests for information. Benefits realised include compliance with legislation, enhanced reputation (due to KCC being perceived as more trustworthy and open), less time spent on handling requests and more time spent on training and raising awareness of Information Governance issues.

TACKLE DISADVANTAGE

Legal Services supports various initiatives throughout the Council in tackling disadvantage in Kent. It provides advice on a range of initiatives, projects and service delivery across the Council on its statutory responsibilities and steps that can be taken to improve the lives for our citizens.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

PRIORITY 1: PREVENTION		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> provide guidance, training and support to mitigate against risks whilst supporting delivery of the Council's objectives proactively input into work streams to prevent the need for short-term emergency measures 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Suppression of Kent County Council's legal spend			
1.1	Providing training, development, precedent documents and helpline services to educate clients and facilitate suppression	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
2	Risk management.			
2.1	Ensure proactive and timely legal input in all key areas of KCC activity where risk is evident.	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
2.2	Support the transformation and change agenda across the Council to reduce the risk of legal challenge	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
2.3	Offset management and legal risk by helping promote management information to inform business planning	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Meetings offered to all Corporate Directors and Directors			05/13
B	Training/Development Programme developed and delivered			05/13
C	Reduction in the overall Council legal spend			03/14
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

PRIORITY 2: PRODUCTIVITY		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> • increase external income from academies from admissions and exclusion appeals administration • introduce new technology to increase efficiency • introduce new and more client centric working methods 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
5	Increase external income from academies from admissions and exclusions appeals administration			
5.1	Review process from the customer experience and perspective and make necessary changes	Peter Sass	Commenced 2012	May 2013
5.2	Benchmark charges against other authorities and rationalise existing charges where necessary given process improvements and competitor prices	Peter Sass	Commenced 2012	May 2013
5.3	Market services to Academies	Peter Sass	Commenced 2012	March 2014
6	Introduce automated case management system to increase automation, productivity and profitability, whilst reducing time and cost			
6.1	Appointment of staff to manage and develop the system.	James Pigott, Ben Watts, Hud Manuel	April 2013	June 2013
7	Smarter ways of working – redesign of legal services around client needs and changes in the external market			
KEY MILESTONES				DATE (month/year)
A	Detailed reports to clients to assist with Collaborative Planning			06/13
B	New staffing structures implemented for both Legal Services and Democratic Services			06/13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				
2				
3				

PRIORITY 3: PARTNERSHIP		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> Facilitate closer working with the Police and Crime Commissioner Develop closer working relationships with Kent business 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
8	Application of new legislation relating to the Police and Crime Commissioner and implementation of the Police and Crime Panel			
8.1	Apply lessons learned from the operation of the Shadow Panel in 2012/13 to the formal Panel meetings, which began in November 2012	Peter Sass	Commenced 2012	March 2014
8.2	Refine procedures and processes in the light of experience and the nature of the working relationship between the Commissioner and the Panel	Peter Sass	Commenced 2012	March 2014
8.3	Work with colleagues in other Directorates and external partners to ensure that the Police and Crime Panel is an integral and constructive part of the community safety landscape in Kent and Medway	Peter Sass	Commenced 2012	March 2014
9	Develop closer relationships with Kent Law Society and academic organisations across Kent			
10	Build on national and international arrangements and project Kent onto a wider stage			
KEY MILESTONES				DATE (month/year)
A	Joint training event with Kent Law Society			December 2013
B	12 month review of the Police and Crime Panel Procedures and working arrangements in the light of experience			November 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			
2				

PRIORITY 4: PROCUREMENT		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> develop closer relationships between Legal and Procurement teams control external legal advice spend 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
11	Closer liaison between legal and procurement teams on commissioning and procurement protocols			
11.1	Development, delivery and maintenance of a Procurement/Legal Services working protocol to ensure the Council is protected from legal risk	James Pigott	April 2013	March 2014
12	Effective commissioning of external legal advice			
12.1	Report to CMT on use of external legal advice by KCC directorates	Ben Watts	April 2013	June 2013
13	Development of Procurement methods			
13.1	Assist Procurement to devise methods and means to ensure more contracts are retained locally for Kent businesses and to help the Kent economy grow	James Pigott	Commenced 2012	March 2014
KEY MILESTONES				DATE (month/year)
A	Publication of Legal Services/Procurement Protocol/Working Practice			April 2013
B	Learning Report on initial period of Legal Services/Procurement Protocol/Working Practice			October 2013
C	Report to CMT on use of external legal advice by KCC directorates			May 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 5: PEOPLE		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> • effective induction and development of elected members • improve access to information • increase graduate and school leaver recruitment • Kent Manager 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
14	Co-ordinate the County Council Elections and induction and development of elected members following election			
14.1	Maintain regular contact and liaison with DROs and their elections teams to ensure the County Council's expectations with regard to the delivery of the election are met, including the rationalisation of costs by working together where possible and the prompt submission of accounts following the elections	Peter Sass	April 2013	December 2013
14.2	Designing and implementing a comprehensive programme of Member Induction and Development in line with the principles agreed by the Member Development Group and the Selection and Member Services Committee to support both new and returning Members in May 2013	Peter Sass	Commenced 2012	December 2013
15	Improve access to information for external partners, public and internal staff			
15.1	Be proactive in publishing information – encouraging proactive press releases, website enhancements, promotion of open data, use of publication scheme	Caroline Dodge	April 2013	December 2013
16	Awareness raising with customers to create an intelligent client for legal services			
16.1	Delivery of training to directorates in relation to utilising Legal Services with the intent to reduce legal spend.	James Pigott, Ben Watts	April 2013	March 2014
17	Increase graduation and school leaver recruitment to create more Kent jobs for Kent young people			
17.1	Working with KentGrads to deliver trainee solicitors, paralegals and Business Support professionals.	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
18	All Managers above grade K9, responsible for managing resources, to complete the Kent Manager Standard by March 2014			

KEY MILESTONES		DATE (month/year)
A	Information more easily accessible reflected in either reduced number of requests and/or less time spent dealing with them.	December 2013
B	Appointment and recruitment of trainee solicitors	April 2013
C	Development of career path for Legal Services staff at all levels	March 2014
D	SMS sign-off for Member Induction and Development Programme	April 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	
2		

PRIORITY 6: FINANCIAL AND POLICY CHALLENGES		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> • Ensure compliance with changes in information governance policy • Reduce legal cost burden to KCC 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
19	Ensure compliance with changes in information governance policy			
19.1	Review the way the Council handles requests for information – including increased focus on Data Protection	Caroline Dodge	April 2013	December 2013
20	Increase external legal income whilst reducing the legal cost burden to KCC			
20.1	Development of marketing and business development plans	James Pigott, Ben Watts, Hud Manuel	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Improve compliance with statutory timescales for FOIA/EIR/DPA requests			12/13
B	Increased external income			03/14
C	Reduction in overall council spend on legal services			03/14
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			
2				

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance

SECTION E: RISK & BUSINESS CONTINUITY

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RISKS	
RISKS	MITIGATION
Non compliance with legislation and guidance in relation to the County Council Elections in May 2013, which includes but is not limited to errors in the publication of formal election notices; the nomination process; the poll and count. Financial impact of re-running election circa £2m if county-wide.	Regular liaison with District and Borough Councils. Implementation of election guidance/ risk register for district & borough councils to complete and comply with.
Non compliance with the Constitution in relation to formal decisions. Decisions are challenged, errors in the application of the rules in the Constitution, errors in process/ procedures not followed	Constitution regularly reviewed and updated. Regular Directorate training provided and advice as required. Decision-making arrangements also included as part of the Corporate Officer Induction process.
Action against the Council by a regulatory authority in respect of failure to comply with the Access to Information legislation and/or Local Government Ombudsman targets. A serious breach of the Data Protection Act could result in a significant fine (£0.5m+)	Information Governance Training to be made mandatory. Regular articles in K-Mag and K-Mail about Information Governance and the consequences of non-compliance. Creation of Information Governance portal on K-Net
Sensitive information is not held securely and in appropriate disclosure. Reputational damage and significant fine by the Information Commissioner. (£0.5m+)	All laptops, memory sticks, etc have been encrypted and staff receive regular training around information security and Data Protection.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
County Council Elections and By-Elections Administrative Support	1 hr	
Complete sales or purchases where contracts have already been exchanged	4 hrs	
Court hearings – access to court papers	3 hrs	
Case Management System down	2 hrs	
Committee Management System (modern.gov)	4 hrs	

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
External income generated					
Reduction of legal costs to KCC (External to internal subsidy)					
Adherence to BS EN ISO9001 quality standard (Legal Services)	Achieve	Achieved		Achieve	
Adherence to Law Society (Lexcel) quality standard (Legal Services)	Achieve	Achieved		Achieve	
Publish Council and Committee papers at least five clear days before the meeting in accordance with the Access to Information Act	Achieve	??%	N/A	100%	100%
Work towards 100% compliance with Freedom of Information Act timescales	85%	Not yet available	Not yet available	90%	95%
Work towards 100% compliance with Data Protection Act timescales	100%	Not yet available	Not yet available	85%	90%
Work towards 100% adherence to Local Government Ombudsman complaint handling guidelines (response to first enquiry within 28 days)	28 days	Not yet available	Not yet available	28	28

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Table for ACTIVITY indicators measurable on a annually by financial year

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
			Upper				
			Lower				
			Upper				
			Lower				

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Provision of information in a timely manner to Information Resilience & Transparency team FROM ALL OPERATIONAL UNITS ACROSS KCC to satisfy requests for information under DPA, FOIA & EIR	Ongoing	Ongoing
Income from Academies (ELS)	April 2013	March 2014
Work with HR (L&D) plus Communications (CEM) in relation to Member Induction and Development Programme	Commenced 2012	March 2014
Introduction and Development of Case Management System (ICT)	Commenced 2012	June 2013
Redesign of Legal Services' Staffing Structure (HR)	April 2013	July 2013
Closer Working With Procurement (Procurement)	April 2013	March 2014
Graduate Recruitment Strategy and Delivery (KentGrads)(HR)	April 2013	June 2013
Working on Marketing the Kent Legal Brand (Corporate Communications)	April 2013	September 2013

Divisional Business Plan 2013-14 - DRAFT

Directorate Name: Business Strategy & Support

Division/Business Unit Name: Business Strategy

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Roger Gough – Cabinet Member for Business Strategy, Performance & Health Reform Alex King – Deputy Leader (International & Partnerships)
Responsible Corporate Director: David Cockburn
Responsible Director: N/A
Head(s) of Service: Richard Hallett – Head of Business Intelligence David Whittle – Head of Policy & Strategic Relationships David Oxlade – Head of International Trade & Strategy
Gross Expenditure: TBC – Feb 2013
FTE: TBC – Feb 2013



SECTION A: ROLE/PURPOSE OF FUNCTION

The Business Strategy division provides strategic policy, performance, planning, analysis and partnership support for the whole Council. It aims to provide a consistent 'One Council' approach to policy development and review at the centre of the organisation, serving the Council's corporate priorities. It encompasses three units: Business Intelligence, International Affairs Group and Policy & Strategic Relationships.

Business Intelligence

- 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 houses two task and finish projects - the Enterprise Resource Planning (ERP) programme and the "Middle Office" programme and provides support to CMT and Corporate Board.

International Affairs Group

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. IAG also has a strong focus on growing the Kent economy through maximising Kent's international links to ensure that Kent businesses are able to compete in overseas markets. The team works with Kent's schools in support of their approach to international work as well as having operational responsibility for the Hardelet Education centre in Northern France.

Policy & Strategic Relationships

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 works with maximum flexibility to meet quickly changing agendas and workload and assigns a 'task and finish' team/project working. 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 Council Leaders, Kent Joint Chiefs and other key partnerships. 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.

SECTION B: CONTRIBUTION TO MTP OBJECTIVES

The Business Strategy division leads on the development of the medium term plan – Bold Steps for Kent, which sets out the need to take a radical new approach to public service delivery in the context of:

- Significant anticipated budget reductions
- Significant changes and reforms to the national policy landscape, particularly in Education, Health and Social Care
- The need for the radical transformation and redesign of public services
- Localism and the diversification of service provision
- The Council's focus on the delivery of the three ambitions - To grow the economy, tackle disadvantage and put the citizen in control

Through our work supporting Cabinet and CMT and the Directorates, we will identify, evaluate and recommend more efficient approaches to delivery, and ensure that the three ambitions are at the heart of everything KCC does. We provide business intelligence, performance, risk and policy support to:

HELP THE KENT ECONOMY GROW:

- Identifying alternative service delivery models and managing the policy implications of the Community Right to Challenge and Social Value Act to support the Voluntary & Community Sector and Kent businesses, especially SMEs.
- Supporting the Finance & Procurement Division and the Education, Learning & Skills directorate to develop a new delivery model for EduKent.
- Provide support to the Commissioning & Procurement Board and the Children & Young People's Joint Commissioning Board.
- Support the development of District Level Clinical Commissioning Group Commissioning Plans, linked to the Health & Wellbeing Strategy.
- Deliver Kent's international trade development programme in support of local businesses, support the development of the South East Local Enterprise Partnership and secure European Union money for regeneration and business development projects

PUT THE CITIZEN IN CONTROL:

- Support the implementation of the Customer Service Strategy, leading on the Customer Experience and Insight workstream on behalf of the Customer Services Group.
- Support the personalisation and choice policy agenda through the Adults Transformation Programme.
- Support the people of Kent to get involved in shaping the County Council's budget, including supporting MORI consultation events
- Support for change management programmes that act as enablers to put the citizen in control and promote new ways of working to embed the Customer Services Strategy in practice, including the Enterprise Resource Programme and New Work Spaces.

TACKLING DISADVANTAGE:

- Support the transformation and integration of health and social care in Kent – including providing performance and policy support to ensure the delivery of the Health Reform agenda, transfer of Public Health function, the establishment of the Health and Wellbeing Board for Kent and the Adults Transformation Programme.
- Support the delivery of Bold Steps for Education and the 14-24 Strategy, and analysing the policy implications of education reforms. Supporting pupils to fulfil their potential through work with schools to develop an international dimension and operation of the Hardelet Centre
- Supporting the work of the Kent Integrated Children's Services Board and the delivery of Every Day Matters – the Integrated Children's Strategy, Children's Services Improvement Plan, Kent's Child Poverty Strategy, Troubled Families, Kent Integrated Adolescent Support Services, and Ambition

- Board 2.
- Analysing the policy implications of Community Budgets, Welfare Reform and the localisation of the Social Fund.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: Research and Evaluation - Business Intelligence		DESCRIPTION OF PRIORITY: Lead KCC in its research and evaluation, including setting and maintaining standards of professional practice		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Create and use purposeful and coordinated evidence - intelligence, analysis/insight, modelling - to inform decision making			
1.1	Lead KCC in its research and evaluation, including setting and maintaining standards of professional practice	Eileen McKibbin	April 2013	March 2014
1.2	Lead a programme of KCC’s demographic research and population forecasting, and identify potential impacts that population shifts could have on Kent and the Council’s Services	Eileen McKibbin	April 2013	March 2014
1.3	Respond to Corporate Board recommendations regarding improvements to KCC surveys	Eileen McKibbin	April 2013	August 2013
1.4	Develop the social care library function to provide wider economic and social briefings for the Authority	Eileen McKibbin	February 2013	July 2013
1.5	Create & deliver accessible analysis self-service tools/products	Eileen McKibbin	April 2013	March 2014
1.6	Strengthen consistency and alignment of Business Intelligence with the Public Health Observatory	Eileen McKibbin	January 2013	December 2013
2	Deliver task/finish research and evaluation for Corporate priorities			

2.1	Complete Children's Centres options impact assessment and others assessments as required, to inform the medium term plan, in collaboration with BSS-Finance and Directorates	Eileen McKibbin	April 2013	October 2013
2.2	Evaluate the Kent Social Fund pilot and other pilots of strategic significance to KCC	Eileen McKibbin	January 2013	March 2014
2.3	Evaluate services/programmes, as determined by PEB, BPB, CMT or Corporate Board	Eileen McKibbin	April 2013	March 2014
2.4	Deliver the CMT/Corporate Board forward programme for customer experience evaluation	Eileen McKibbin	January 2013	March 2014
2.5	Research and assess impacts of welfare reform on Kent	Eileen McKibbin	November 2012	June 2013
2.6	Develop a forward plan for elected Members on Select Committees and deliver research and insight for the agreed topic areas	Eileen McKibbin	April 2013	June 2013
2.7	Complete statutory research functions in collaboration with Directorates (e.g. key surveys, needs assessments)	Eileen McKibbin	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	A baseline is established for natural migration into/within and out of Kent against which the effects of benefit changes can be assessed.			June 2013
B	Research and evaluation standards (including surveys) agreed for KCC			August 2013
C	Complete the mapping of alignment of Research and Evaluation and Kent and Medway Public Health Observatory			August 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				
2				
3				

PRIORITY 2: Assurance of performance and delivery - Business Intelligence		DESCRIPTION OF PRIORITY: Ensuring that Cabinet and CMT have the information and assurance they need on progress against key priorities and performance in order to exercise management grip. Ensuring that frameworks and plans are in place to deliver corporate priorities.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Deliver effective performance management arrangements to ensure performance and delivery assurance to the county council			
1.1	Review the role of Performance Evaluation Board, including production of Terms of Reference	Richard Fitzgerald	Jan 13	Apr 13
1.2	Agree and implement any changes to role of Board as required, following the review	Richard Fitzgerald	May 13	Jul 13
1.3	Providing ongoing support to the new performance assurance Board, ensuring areas of under performance across the organisation are identified at the earliest opportunity and addressed by the Board working protocols as required	Richard Fitzgerald	Apr 13	Mar 14
1.4	Develop and enhance the management guidance for performance management and related 'toolbox' items	Richard Fitzgerald	Apr 13	Jun 13
2	Updating and enhancing performance management reporting			
2.1	Deliver updated Quarterly Performance Report for new financial year	Richard Fitzgerald	Apr 13	Jul 13
2.2	Ensure benchmarking of performance is embedded in performance reporting to members	Richard Fitzgerald	Apr 13	Jul 13
2.3	Enhance reporting of qualitative measures on customer experience within performance reporting	Richard Fitzgerald	Apr 13	Sept 13
2.4	Continue to deliver performance reporting to Cabinet committees through directorate dashboards	Richard Fitzgerald	Apr 13	Mar 14
3	Lead on the ERP phase 2 work to deliver use of Oracle Business Intelligence for management and performance information from operational and client systems			
3.1	Develop business cases with service areas to make use of Oracle Business Intelligence where cashable saving and/or efficiencies can be delivered	Richard Fitzgerald	Apr 13	Mar 14
3.2	Pilot use of Oracle Business Intelligence (OBI) to deliver executive performance dashboards	Richard Fitzgerald	Apr 13	Mar 14

KEY MILESTONES		DATE (month/year)
A	Agreement on Key performance indicators for 2013-14	June 2013
B	Updated management guidance and toolbox available	June 2013
C	Reporting of benchmarking data to Members	July 2013
D	New qualitative measures included in the Quarterly Performance report	September 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1		
2		
3		

PRIORITY 3: Risk management - Business Intelligence		DESCRIPTION OF PRIORITY: Promote and develop a risk management framework for KCC that is aligned with mainstream organisational activities. Gain oversight of significant risks across the Authority and ensure that mitigating actions are clearly identified and managed.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Ensure that the organisation's risk management framework remains relevant and tailored to organisational requirements			
1.1	Refresh and gain approval for KCC's Risk Management Policy	Richard Hallett	Nov 13	Dec 13
1.2	Review the Risk Management guidance contained on KNet in conjunction with a selection of Managers / contacts across KCC	Sharon Crampton	Jun 13	Aug 13
1.3	Conduct self-assessment of risk maturity for the organisation	Mark Scrivener	Jan 14	Feb 14
1.4	Utilise Internal Audit's review of risk management arrangements and feed recommendations into the team's workplan	Mark Scrivener	Apr 13	Mar 14
2	Ensure that risk management considerations are embedded in the key business activities of the organisation			
2.1	Produce clear guidance on risk requirements for the 2014/15 business planning process, taking into account feedback from 2013/14.	Mark Scrivener	Jul 13	Oct 13
2.2	QA 2014/15 business plans from a risk management perspective, ensuring key actions from risk registers are reflected.	Mark Scrivener / Sharon Crampton / Paul Gladstone	Dec 13	Mar 14
2.3	Obtain and share intelligence with specialist risk functions across KCC to gain a more cumulative picture of the organisation's exposure to risk.	Mark Scrivener	Apr 13	Mar 14
2.4	Work with Internal Audit to conduct an Assurance Mapping exercise to map assurance coverage against the key risks in the organisation.	Mark Scrivener	Apr 13	Sep 13
2.5	Update, in conjunction with the Policy and Strategic Relationships team, guidance on risk management in partnerships	Mark Scrivener	Apr 13	Sep 13
2.6	Obtain intelligence from the Corporate Programme Office regarding risk management arrangements in key programmes, and give advice and support as necessary	Mark Scrivener	Apr 13	Mar 14
2.7	Promote the use of KCC's Research & Evaluation team to aid in the assessment of potential impact of risks facing the authority.	Mark Scrivener / Paul Gladstone / Sharon Crampton	Apr 13	Mar 14

3	Maintain robust mechanisms for the effective and timely monitoring, reporting and escalation of risk throughout the organisation			
3.1	Ensure that the Corporate Risk Register (and Divisional & Directorate Registers) are regularly reviewed by the appropriate Officers / Members.	Mark Scrivener / Paul Gladstone / Sharon Crampton	Apr 13	Mar 14
3.1	Feed progress against mitigating actions for Corporate risks into KCC's Quarterly Performance Report, highlighting areas for escalation to the Performance & Evaluation Board.	Mark Scrivener	Apr 13	Mar 14
3.2	Include monitoring of actions contained in divisional risk registers as part of business plan monitoring mechanisms	Mark Scrivener	Apr 13	Mar 14
3.3	Utilise the GRACE Risk Management database, expanding its user base and offering training, and producing reports to aid analysis.	Sharon Crampton / Paul Gladstone	Apr 13	Mar 14
4	Maintain a comprehensive package of training and development for Officers and Members to raise risk management awareness and aid its embedding across KCC			
4.1	Lead the risk management section of a Business Intelligence workshop for Members and Senior Officers, 'piggy backing' on to the Finance Management Devt Programme.	Mark Scrivener	Jun 13	Dec 13
4.2	Run a series of Risk Management webinars as part of the Kent Manager programme.	Mark Scrivener / Paul Gladstone	Jun 13	Feb 14
4.3	Tailor the 'off the shelf' Risk Management eLearning package to KCC requirements	Sharon Crampton	Apr 13	May 13
4.4	Review KCC's eInduction package to ensure it remains fit for purpose	Sharon Crampton	Jun 13	Aug 13
4.5	Give 1:1 training sessions and facilitate risk management workshops (where resources allow)	Paul Gladstone / Sharon Crampton / Mark Scrivener	Apr 13	Mar 14
4.6	Identify specific areas where risk management improvement are required and target support as necessary	Paul Gladstone / Sharon Crampton / Mark Scrivener	Apr 13	Mar 14
5	Develop the Risk Management expertise of the Team, so it is seen as an authoritative source of information, advice and guidance on risk management	Mark Scrivener	Apr 13	Mar 14
6	Identify and Develop key themes of work			
KEY MILESTONES				DATE (month/year)
A	Annual approval of the Risk Management policy			December 13
B	Interactive eLearning package in place			May 2013
C	GRACE is recognised as the prime source of key risk information across the Authority			October 13

ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1		
2		
3		

PRIORITY 4: Support to CMT and Corporate Board - Business Intelligence		DESCRIPTION OF PRIORITY: Deliver high quality support to CMT and Corporate Board and carry out task and finish projects / programmes and their behalf		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Manage the business of CMT and Corporate Board to ensure there is connection between the Council's strategies, its governance and its Corporate management functions			
1.1	Ensure that the forward agenda for CMT and Corporate Board support the forward plan for Cabinet, Cabinet Committees and Scrutiny	Elouisa Matthews	April 2013	March 2014
1.2	Develop and maintain effective working relationships with the Leader's Office, Corporate Directors, Policy, Democratic Services and Research	Elouisa Matthews	April 2013	March 2014
1.3	Ensure that CMT agendas deal effectively with the Council's transformation, business as usual activity, strategic discussion and team development.	Elouisa Matthews	April 2013	March 2014
2	Deliver phase 2 of the ERP programme			
2.1	Deliver various further improvements to HR, Finance and Procurement self-service and transactional efficiency	Natasha Stonestreet	April 2013	October 2013
2.2	Develop Oracle Business Intelligence to include performance and activity information	Natasha Stonestreet	December 2013	March 2014
2.3	Improve access to Oracle products and services	Natasha Stonestreet	January 2013	May 2013
2.4	Improve administrative processes for staff joining, leaving and transferring within the organisation	Natasha Stonestreet	April 2013	August 2013
3	Deliver the "middle office" programme			
3.1	Complete the "middle office" pilots	Tom Molloy	January 2013	April 2013
3.2	Develop and implement the middle office programme based on the pilot results and subject to Corporate Board approval	Tom Molloy	May 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Middle office pilots implemented and evaluated			April 2013
B	E invoicing solution implemented			April 2013

C	Implementation of remote access to oracle products and services	April 2013
D	Synchronised sign-on to Oracle	May 2013
E	New starters and leavers processes automated where possible ("One view")	July 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1		
2		
3		

PRIORITY 5: European funding and resources – International Affairs Group		DESCRIPTION OF PRIORITY: To lead the work of KCC in securing financial resources from the EU for project activity that supports the priorities of Bold Steps for Kent in this financial year and in the following years		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Interreg Funding Programmes (Two Seas and Channel)			
1.1	Support the development of the submission of up to 2 Kent project bids during the year	Steve Samson	April 2013	October 2013
1.2	Successfully compete to secure total project grant funding to Kent projects of up to 500k euro	Steve Samson	April 2013	October 2013
1.3	Provide advice to businesses and other organisations on available grant funding	Myriam Caron	April 2013	March 2014
2	Facilitate the Draw Down of Euro grants during the year			
2.1	Provide project facilitation and trouble shooting as appropriate to draw down grant funding in to Kent of up to 1 million euro	Myriam Caron	April 2013	March 2014
3	Secure maximum eligibility of Kent's ability to apply for funding in the new European Union multi-annual Programming period (2014-2020) and secure greater local control of EU funding decisions			
3.1	Persuade government via SELEP for a substantial ERDF 'Growth Programme' for the South East and the eligibility of Thames Gateway for EU support for urban development.	Ron Moys	April 2013	September 2013
3.2	Shape the new draft Interreg programmes 2014-20 to the benefit of KCC, particularly through participation on the Programme Preparation Group (PPG).	Ron Moys	April 2013	October 2013
3.3	Re-engagement with the Regional Council of Nord-Pas de Calais for the development of joint activities under post - 2013 Structural Funds ink signing of renewed MOU.	Ron Moys	April 2013	June 2013
3.4	With Economic Development division, develop initial prospectus into full Kent Innovation Strategy for smart specialisation (S ³)	Ron Moys	April 2013	June 2013
KEY MILESTONES				DATE (month/year)
A	Formal BIS consultation on draft UK-Commission 'Partnership Contract' on the delivery of Structural Funds in England in 2014-20			April 2013
B	Signing of renewed MOU between KCC and the Regional Council of Nord-Pas de Calais			June 2013

C	Launch of Kent Innovation Strategy for Smart Specialisation.	September 2013
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ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?	ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
N/A	N/A

PRIORITY 6: Delivery of key international projects - International Affairs Group		DESCRIPTION OF PRIORITY: To take forward the management of key projects within the team		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	2 Seas Trade (Interreg) Programme			
1.1	Delivery of: 4 Local Business workshops/surgeries across Kent (80 companies) 10 Kent business exhibiting at 2 European trade fairs 50 Kent businesses attending a European trade fair (market research) Delivery of a trade mission programme including 2 Market Visits to Belgium / France / the Netherlands (20 companies)	Steve Samson	Jan 2013	Dec 2013
1.2	Co-ordinate the 2 Seas Trade partnership and manage financial claims	Steve Samson	July 13	Jan 2014
1.3	Secure additional Interreg IVA 'capitalisation funding' to develop future trade support initiatives with nearby Europe	Steve Samson	Aug 2013	Apr 2014
2	Kent International Business (KIB) Programme			
2.1	Engage with 100 Kent companies with potential to enter new overseas markets with support of the KIB partnership	Steve Samson	Jan 2013	Dec 2013
2.2	Deliver the 2013 KIB Action Plan (awareness raising, local 'surgery' events, referrals to direct support programmes, KEIBA award sponsorship, case studies etc.)	Steve Samson	Jan 2013	Dec 2013
2.3	Lead the Kent International Business Partnership	Steve Samson	April 2013	March 14
2.4	Map and identify key partner regions to underpin the trade development plan expansion	Ron Moys	May 2013	July 2013
3	Telehealth/ Long Term Care (with Families and Social Care)			
3.1	Lead and manage KCC's overall contribution to the CASA and ENGAGE EU funded projects to support the roll-out of new assistive technologies in health and social care	Francesca Vencato	April 2013	January 2013

3.2	Contribute to the development of three policy pilots and how to implement selected technologies on to health and care pathways	Francesca Vencato	June 2013	March 2013
3.3	Work with the Health and Europe Centre to deliver the Interreg funded projects on healthy living	Dafydd Pugh	June 2013	January 2014
4	Transport (with Enterprise and Environment)			
4.1	Finalise the RoCK business case in to cross border rail passenger transport connections to provide a better Eurostar service in Kent	Dafydd Pugh	April 2013	September 2013
4.2	Update for approval Kent's International Rail principles	Dafydd Pugh	September 2013	December 2013
5	Young People			
5.1	Manage the operation of the Hardelot Centre	Myriam Caron	April 2013	March 2014
5.2	Explore new legal arrangements to run the Centre	Myriam Caron	April 2013	June 2013
5.3	Explore and identify changes to operational procedures, including the outsourcing of activities, to reduce costs	Myriam Caron	April 2013	August 2013
5.4	Increase the usage of the centre by groups by up to 20%	Myriam Caron	April 2013	March 2014
5.5	Facilitating 10 school links with near Europe	Myriam Caron	April 2013	March 2014
5.6	Facilitate the development and delivery (if bids are successful) of 2 school improvement projects (ELS lead)	Francesca Vencato	April 2013	September 2013

KEY MILESTONES		DATE (month/year)
A	Establish Hardelot Centre established as new legal entity	June 2013

ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?	ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
N/A	N/A

PRIORITY 7: Prevention - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Providing policy support to key prevention transformation activity across the organisation.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Development of a revised approach to child poverty in Kent			
1.1	Deliver the new Child Poverty Strategy for Kent, in accordance with the statutory duties under the Child Poverty Act	Debra Exall	April 2013	June 2013
1.2	Create a new delivery plan and monitoring framework to implement the new Child Poverty Strategy based on the revised Needs Analysis and child poverty indicator consultation response	Policy Manager - Children's (to be appointed)	April 2013	June 2013
1.3	Provide continued policy and project support on child poverty issues to Kent's Ambition Board 2 - Tackling Disadvantage	Debra Exall	April 2013	March 2014
2	Policy implications of welfare reform, particularly Universal Credit and the localisation of the Social Fund			
2.1	Deliver policy analysis reports and briefings as required on the wider implications of Welfare Reform	Chris Grosskoff	April 2013	March 2014
2.2	Support Commissioned Services in Customer & Communities in delivering the Year 1 Pilot of the localisation of the Social Fund	Chris Grosskoff	April 2013	March 2014
2.3	Work with Commissioned Services in Customer & Communities Directorate, Procurement and BIPR to undertake the evaluation of the pilot and make recommendations for the continued delivery of the Social Fund	Chris Grosskoff	January 2014	March 2014
3	Development and support of an Integrated Children's Services vision and strategy			
3.1	Lead the development of a partnership focused Integrated Children's Strategy for Kent, including consultation and engagement with appropriate partnership governance boards	Michael Thomas-Sam	April 2013	June 2013
3.2	Work with multi-agency partners to embed the principles of the Integrated Children's Services Strategy in practice	Michael Thomas-Sam and Policy Manager – Children's (TBA)	July 2013	March 2014

4	Support for the transformation and improvement of Children's Services			
4.1	Support the response to the Ofsted Inspection action plan	Policy Manager – Children's (TBA)	April 2013	March 2014
4.2	Help to establish a common understanding and review process for assessing and determining thresholds of need across all children's services	Michael Thomas-Sam	April 2013	March 2014
5	Support the Kent Integrated Children's Services Board to discharge the approved Children's Services Accountability Protocol			
5.1	Support the board to establish an overview of how well children's services are managed across KCC	Amanda Hornsby	April 2013	March 2014
5.2	Dealing with any escalation issues on behalf of the board as appropriate	Amanda Hornsby	April 2013	March 2014
5.3	Ensure streamlined and consistent support for the board through the implementation of the new working arrangement protocols	Amanda Hornsby	April 2013	March 2014
6	Support the FSC Adults Transformation Programme			
6.1	Provide a critical friend role to the FSC Adults Transformation Programme Board	Michael Thomas-Sam	April 2013	March 2014
6.2	Support the delivery of the 'Do' Phase of the FSC Adults Transformation Programme	Michael Thomas-Sam	April 2013	March 2014
6.3	Policy analysis and response to the Care & Support Bill as it moves through parliament	Michael Thomas-Sam	December 2013	March 2014
7	Support the delivery of Bold Steps for Education			
7.1	Policy analysis and briefings as required on implications of the changing role of the local education authority and education reform	John Reilly	April 2013	March 2014
7.2	Provide policy support to Education, Learning & Skills DMT to deliver Bold Steps for Education	John Reilly	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Approval of Child Poverty Strategy delivery plan and monitoring framework			June 2013
B	Update on implications of Welfare Reform to Policy & Resources Cabinet Committee			June 2013
C	Approval of partnership focused Integrated Children's Strategy for Kent			June 2013
D	Approval of evaluation report and recommendations of Year 1 pilot of the localisation of the Social Fund			March 2014

ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Approval of the Child Poverty Strategy	No
2	Approval of partnership focused Integrated Children's Strategy for Kent	No
3	Key decision relating to the ongoing implementation of the Social Fund	No

PRIORITY 8: Productivity - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Implementing new and more efficient ways of working, and support for organisational change programmes		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Oversight and reporting of strategic projects and programmes by the Programme Office			
1.1	Deliver regular scorecard updates to CMT and Corporate Board on key transformation programmes	Diane Trollope	April 2013	March 2014
1.2	Providing support and challenge to programme managers, in response to issues arising from the scorecard reporting	Diane Trollope	April 2013	March 2014
1.3	Providing oversight and assurance of benefits realisation between cross-cutting transformation programmes	Diane Trollope	April 2013	March 2014
1.4	Provide support to improve programme and project management across the organisation	Diane Trollope	April 2013	March 2014
2	Co-ordination of business planning process for 2014/15 and review of 2013/14 process			
2.1	Deliver review of 2013/14 business planning process and update any documentation as required	David Whittle	April 2013	July 2013
2.2	Respond to any action plan arising from the Internal Audit report on the 2013/14 business planning process	David Whittle	April 2013	July 2013
2.3	Co-ordinate the development of business planning process for 2014/15 and undertake quality assurance of draft plans	Strategic Business Advisers	September 2013	March 2014
3.	Continued support for corporate review activity			
3.1	Undertake any corporate review activity as required on behalf of CMT and Corporate Board	Strategic Business Advisers	April 2013	March 2014
4.	Updating management guides			
4.1	Update Governance & Audit Committee on the roll out of management guides	David Whittle	April 2013	April 2013
4.2	Ongoing review and update of existing management guides, and develop new guides as required	Jenny Dixon-Sherreard	April 2013	March 2014
5.	Support delivery of the Capital Strategy			
5.1	Provide support to the Capital Strategy Working Group as required to embed and quality assure the new business case process for capital funding	Liz Sanderson	April 2013	March 2014

6.	Support the implementation of the Strategic Asset Management Plan			
6.1	Provide strategic policy support and transformation programme linkages for the New Work Spaces Programme Board	Liz Sanderson	April 2013	March 2014
6.2	Work with Property & Infrastructure Support to finalise the Strategic Asset Management Plan and communicate to DMTs	Liz Sanderson	April 2013	June 2013
KEY MILESTONES				DATE (month/year)
A	Update on management guides to Governance & Audit Committee			April 2013
B	Deliver review of 2013/14 business planning process			July 2013
C	Launch of the updated business planning process for 2014/15			August 2013
D	Undertake quality assurance of 2014/15 draft business plans			February 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Key decision by Cabinet to approve the 2013/14 business plans		No	
3.	Approval of Strategic Asset Management Plan		No	

PRIORITY 9: Partnership - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Support for effective partnership working and strategic relationships with central government, and regional and local partnership networks		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.	Support for the Kent Council Leaders and Kent Joint Chiefs			
1.1	Policy, project and administrative support to the Kent Council Leaders and Kent Joint Chiefs arrangements	Debra Exall	April 2013	March 2014
1.2	Support the Civilian Military Partnership Board	Debra Exall	April 2013	March 2014
1.3	Provide strategic direction and influence agenda setting for the Locality Boards Steering Group	Debra Exall	April 2013	March 2014
2.	Policy support for the Kent Health & Wellbeing Board			
2.1	Provide ongoing policy support to the Kent Health & Wellbeing Board and sub-architecture (including CCG level Health & Wellbeing Boards)	David Whittle	April 2013	March 2014
2.2	Support the Health & Wellbeing Board to implement the Health & Wellbeing Strategy	David Whittle	April 2013	March 2014
2.3	Provide ongoing support to the Kent Health Commission	David Whittle	April 2013	March 2014
2.4	Ensuring the implementation of District level CCG Commissioning Plans is consistent with the Health & Wellbeing Strategy	David Whittle	April 2013	March 2014
3.	Implementation of a partnerships policy and management of the strategic partnerships register for KCC			
3.1	Ensure the effective implementation of a partnerships policy and management guide for KCC, including the development of partnership sunset clauses, in line with Bold Steps for Kent	Debra Exall	April 2013	March 2014
3.2	Identify need and appetite for a strategic partnerships register for KCC, as a result of the partnerships review recommendations	Debra Exall	April 2013	March 2014
4.	Provide policy and lobbying support to executive members to influence at a international, national and regional level			
4.1	Align lobbying activity to key communication campaigns and political priorities	Debra Exall	April 2013	March 2014

4.2	Provide policy input and support to KCC executive representatives on key national and regional partnerships	Strategic Business Advisers	April 2013	March 2014
4.3	Lead the co-ordination of KCC's response to national government consultations	Strategic Business Advisers	April 2013	March 2014
5.	Develop a new relationship with schools and academies			
5.1	Provide policy support, analysis and advice to Education, Learning & Skills DMT on developing a new relationship with schools and academies in light of education reforms	John Reilly	April 2013	March 2014
5.2	Provide ongoing policy support for the Kent Association of Headteachers as required	John Reilly	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Deliver a partnerships policy and management guide for KCC			June 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Key/significant decision to approve the partnerships policy for KCC		No	

PRIORITY 10: Procurement - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Support effective commissioning and procurement processes to transform public service delivery		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.	Continued support for the Commissioning & Procurement Board			
1.1	Provide policy representation and advice to the Commissioning & Procurement Board	Liz Sanderson	April 2013	March 2014
2.	Supporting the development of policy and change context for procurement category strategies			
2.1	Work with Procurement Category Managers to create a policy and change context cover sheet for each Category Strategy	Jenny Dixon-Sherreard	April 2013	March 2014
2.2	Provide oversight and assurance that corporate review principles are embedded within Category Strategies	Jenny Dixon-Sherreard	April 2013	March 2014
3.	Ongoing management of the Community Right to Challenge			
3.1	Undertake any reactive review work resulting from the Community Right to Challenge	Liz Sanderson	April 2013	March 2014
3.2	Provide oversight and assurance through the Programme Office that corporate review principles are embedded within transformation programmes	Diane Trollope	April 2013	March 2014
3.3	Support Corporate Board to agree any further prioritisation of expression of interest windows	Jenny Dixon-Sherreard	December 2013	February 2014
4.	Policy implications arising from the Growth & Infrastructure Bill			
4.1	Provide briefings and policy analysis of the implications of employee led companies changes and mutualisation of public services	Edward Thomas	April 2013	June 2013?
KEY MILESTONES				DATE (month/year)
A	Corporate Board to agree any further prioritisation of expression of interest windows			December 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Any key or significant decisions resulting from any Community Right to Challenge expressions of interest		No	

PRIORITY 11: People - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Support Directorates and services on key organisational change management programmes		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.	Support the delivery of the Customer Services Strategy			
1.1	Provide policy support to the cross-directorate Customer Services Group responsible for implementing the Customer Services Strategy	Liz Sanderson	April 2013	March 2014
1.2	Provide policy challenge and assurance on the delivery of the Channel Shift workstream (ICT and web platform investment) through the Budget Programme Board	David Whittle	April 2013	March 2014
1.3	Work with Business Intelligence to quality assure any Customer Experience and Insight reports commissioned by Corporate Board and the Customer Services Group	Liz Sanderson	April 2013	March 2014
2.	Review of Policy & Strategic Relationships business partner arrangements provided to Directorate Management Teams			
2.1	Undertake review of strategic business adviser support to Directorate Management Teams in light of changing business needs and priorities	David Whittle	May 2013	July 2013
3.	Staff reaching the Kent Manager standard			
3.1	All eligible staff KR12 and above to have started and be working towards attaining the Kent Manager standard	David Whittle	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Any deadline for Budget Programme Board to review channel shift investment?			XXX
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				

PRIORITY 12: Financial & Policy Challenges - Policy & Strategic Relationships		DESCRIPTION OF PRIORITY: Policy implications, analysis and response to significant national and local financial and policy challenges		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.	Scoping strategic policy statement/medium term plan beyond 2014/15			
1.1	Scoping the new strategic policy statement/medium term plan beyond 2014/15	David Whittle	December 2013	March 2014
2.	Support for the Budget Programme Board			
2.1	Continued representation, policy support and challenge to the Budget Programme Board	David Whittle	April 2013	March 2014
3.	Supporting Comprehensive Spending Review 2014 submission			
3.1	Work with Finance to develop the Comprehensive Spending Review 2014 submission	David Whittle	December 2013	March 2014
4.	Implementation of KCC's strategic policy framework/register			
4.1	Ensure the strategic policy framework/register is kept live and updated	Diane Trollope	April 2013	March 2014
4.2	Undertake any policy reviews or refreshes required as a result of the revised strategic policy framework/register	Strategic Business Advisers	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Submission of the Comprehensive Spending Review 2014			March 2014??
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

SECTION D: FINANCIAL AND HUMAN RESOURCES

To be completed in February 2013 once budget is approved by County Council

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

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HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
International Affairs – 7.2	International Affairs – 7.2	N/A

FTE for Business Intelligence and Policy & Strategic Relationships to be completed in February 2013

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Business Intelligence is not involved in the provision of evidence to support key strategic decisions for the Authority	Strong links with the Corporate Management Team, Cabinet Members and Policy & Strategic Relationships Team to ensure that BI input is sought. Business Intelligence represented on the Performance & Evaluation Board.
Failure to secure sufficient engagement of key stakeholders to develop Oracle Business Intelligence to its full potential	Tasks relating to communications and promotion / awareness.
Statutory business intelligence requirements (Childcare sufficiency, Housing, Land Use) not met.	All staff have individual action plans that directly relate to the achievement of the team business plan, which includes these key statutory pieces of work.
Failure to embed a structured and coherent approach to risk management across the organisation	Dedicated team in place – risk management policy and strategy. Roles and responsibilities determined, monitoring mechanisms refreshed, close engagement with Corporate Board and Directorate Management Teams, Member and Officer training re-established.
Under-performance in key areas is not identified early enough	Directorate performance dashboards in place and reported to Performance & Evaluation Board and Cabinet Committees on a regular basis. Quarterly Performance Report contains details of key performance measures and Early Warning Indicators.
Safety risks associated with staff travelling and working abroad	Review and revision of existing policies covering international travel
Risks associated with management and operation of Harelott Centre in Northern France	Review and revision of existing policies covering the operation of the Centre
KCC fails to respond to national policy/legislative initiatives. Horizon Scanning and briefing is insufficient for KCC to maximise benefits or keep up to date with national policy or legislation - impacting on ability to set strategic priorities	We have a robust scanning process in place internally and we also draw on external agencies, think-tanks for information. In terms of communicating these to senior officers and Members we have across the authority we are developing a 'Policy Watch' process.
Failure to realise benefits for KCC of from Health and Social Care Act 2012 and implementation of Health and Wellbeing Board (HWB) – including pressures relating to: <ul style="list-style-type: none"> An increase in the number of KCC committees/sub committees has an impact on the additional policy support required; We need to ensure that we have knowledge and capacity to deal with the health & social care policy agenda. 	The agenda set out in the Kent Health Commission is being pursued both nationally as well as locally. Dedicated officer capacity is allocated to the health agenda in Kent and this will be monitored and managed as appropriate.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Standard Business Strategy Functions	Impacted 7 Days – 1 Month	Minimal office support available

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable annually by financial year

Business Strategy is a support function and is not involved in direct delivery of KCC services. Subsequently, Business Strategy is not responsible for any performance indicators but the following qualitative measures will give an indication of how well the division is performing.

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Positive stakeholder feedback - Leader	Neutral feedback	Positive feedback	None available	Positive feedback	Positive feedback
Positive stakeholder feedback - Cabinet	Neutral feedback	Positive feedback	None available	Positive feedback	Positive feedback
Positive stakeholder feedback - CMT	Neutral feedback	Positive feedback	None available	Positive feedback	Positive feedback
Positive stakeholder feedback - Kent Council Leaders and Joint Kent Chiefs	Neutral feedback	Positive feedback	None available	Positive feedback	Positive feedback
Support for key transformation programmes delivered to required timelines	Majority delivered on time	All delivered on time	None available	All delivered on time	All delivered on time
Number of key programmes and projects overseen by the Programme Office and reported in scorecard	?	?	None available	?	?
International Affairs Group - £400k new grants secured for Kent					
International Affairs Group - £800k grant drawn down in the financial year					

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Table for ACTIVITY indicators measurable on a quarterly basis by financial year

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
(B)to provide any relevant indicators that they monitor e.g. demographics)			Upper				
			Lower				
			Upper				
			Lower				

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Manage a coordinated cycle of strategic assessment to inform Medium Term Planning	Finance	April 2013 – March 2014
Create and manage a new central survey function	Customer Services and Communication & Engagement	April - August 2013
Enhance reporting of qualitative measures on customer experience within performance reporting	Customer Services	April - September 2013
Assurance Mapping exercise to map assurance coverage against key organisational risks	Internal Audit	April - September 2013
Collaborative working on cross border transport issues and deliver the RoCK project	Enterprise & Environment	April 2013 – March 2014
Collaborative working in the delivery of the EU Funded telehealth projects	Families & Social Care	April 2013 – March 2014
Development of Child Poverty Strategy and monitoring framework	Communication & Engagement	April - June 2013
Support Social Fund pilot evaluation and recommendations for continued delivery	Customer Relationships, Service Improvement and Procurement	January - March 2014
Development of Integrated Children’s Strategy	Communication & Engagement	April - June 2013
Management Guides - updating existing guides and developing new ones	Communication & Engagement	April 2013 - March 2014
Aligning lobbying activity to key communications campaigns	Communication & Engagement	April 2013 - March 2014
Policy and change context, and corporate review principles embedded within Category Strategies	Procurement	April 2013 - March 2014
Develop the Comprehensive Spending Review 2014 submission	Finance	December 2013 - March 2014

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Divisional Business Plan 2013-14

DRAFT FOR P&R CABINET COMMITTEE: 8 January 2013

Directorate Name: Business Strategy & Support

Division/Business Unit Name: Finance & Procurement

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EXECUTIVE SUMMARY:

Cabinet Portfolio: John Simmonds, Cabinet Member for Finance & Business Support

Responsible Corporate Director: Andy Wood

Responsible Director: David Cockburn

Head(s) of Service: Keith Abbott, Cath Head, Neeta Major, Dave Shipton, Henry Swan, Nick Vickers

Gross Expenditure: **TBC**

FTE: 463.8



SECTION A: ROLE/PURPOSE OF FUNCTION

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 Financial Plan (MTFP) 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 support Kent businesses, add value and manage risk
- providing the core financial services which support the organisation: assessments and income; debt recovery; insurance; payments; pensions administration; treasury management

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.

The Finance & Procurement Division Business Plan contributes toward the following objectives in KCC's Medium Term Plan (MTP):

HELP THE ECONOMY GROW:

- Supporting the delivery of the Council's Services with robust budget management in the short term and effective budget forecasting in the medium-term to ensure a balanced budget with low levels of local taxation that support growth in the wider Kent economy.
- Working in consultation with our local authority partners in the County and Region to get Kent and the South East the best deal from any changes made to local government funding.
- Improving how we procure and commission goods and services with a Procurement Strategy to support Kent Business and processes that are open, transparent and proportionate, reducing barriers to entry for small to medium sized enterprises and social enterprises.
- Improving the efficiency of invoicing and payments systems so that Kent suppliers receive funds within agreed timescales.
- Ensuring all Kent's pupils meet their full potential by offering schools a range of support services through "EduKent" our school trading arm and increased delegation from KCC to schools.
- Supporting the Kent Environment Strategy by working with our local and regional partners to reduce the costs of waste disposal.

PUT THE CITIZEN IN CONTROL:

- Supporting the transformation programme in the Council's Families and Social Care (FSC) Directorate with greater integration of health and social care services in Kent.
- Reviewing and improving the presentation of the Council's financial information to the citizen, with increased accessibility through a range of media channels.
- Increasing our levels of engagement with Kent residents to better identify their future spending and savings priorities.
- Transforming our client assessment processes so they are increasingly integrated with health services and Kent residents quickly understand their entitlements and are signposted to additional sources of help and support.

TACKLE DISADVANTAGE:

- Supporting the 'Troubled Families' strategy. Driving greater use of multi-disciplinary teams and pooled funding arrangements across the public sector, reducing duplication and delivering better outcomes at lower cost to the taxpayer. The 'Troubled Families' concept will have been adopted across a range of other priorities, with Locality Boards increasingly responsible for the oversight of performance and delivery within their local area. Evaluation of the savings delivered for Kent public services and the improved outcomes for families in Community Budget pilot.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: PREVENTION	<p>DESCRIPTION OF PRIORITY:</p> <ul style="list-style-type: none"> • provide guidance, training and support in budget forecasting and management to prevent unplanned outcomes whilst supporting delivery of the Council’s objectives • develop a medium term financial strategy that prevents the need for short-term emergency measures to balance the budget • deliver the Chief Financial Officer’s statutory responsibilities • provide and communicate a framework of guidance for the Council’s procurement activity so that spending reflects a consistent approach that seeks value for money through competition, transparency and fairness.
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Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.0	Ensure people and systems are fully up to speed to ensure budget forecasting is accurate to prevent surprises at different stages throughout the year			
1.1	Develop training programme	Cath Head	Apr 2013	Mar 2014
1.2	Continue to identify training needs for finance staff and budget managers on finance principles and systems	Emma Feakins	Apr 2013	Mar 2014
1.3	Deliver and monitor success of training	Emma Feakins	Apr 2013	Mar 2014
2.0	Ensure capital and revenue technical expertise is up to date and disseminated to relevant people to prevent qualified accounts			
2.1	Develop closedown plan taking into consideration staff changes and auditor changes	Cath Head	Pre Apr 2013	Jul 2013
2.2	Invest time in new staff to provide training and knowledge transfer	Cath Head	Pre Apr 2013	Jul 2013
2.3	Create new closedown champions group for Finance to manage the production of KCC’s Statement of Accounts	Emma Feakins	Pre Apr 2013	May 2013

2.4	Meet regularly with new Auditors to determine approach and working paper requirements	Cath Head	Pre Apr 2013	Jun 2013
3.0	Continue our medium term financial planning so that we are ahead of the game and do not have to resort to drastic action to balance the budget			
3.1	Develop overall medium term financial strategy based on estimated grants/tax receipts and anticipated additional spending demands	Dave Shipton	Apr 2013	May 2013
3.2	Assess policy and savings options to balance spending demands against anticipated income	Dave Shipton	May 2013	Dec 2013
3.3	Prepare regular progress reports for Budget Programme Board, Cabinet, Cabinet Committees, Corporate Board and Corporate Management Team	Dave Shipton	May 2013	Jan 2014
3.4	Preparation of draft and final Medium Term Financial Plan	Simon Pleave	Dec 2013	Feb 2014
4.0	Work with the Directorates to provide financial input into the various transformation programmes and reviews			
4.1	Review and analyse details of various programmes and provide expertise, as required	Keith Abbott	Apr 2013	Mar 2014
5.0	Support the delivery of the Chief Financial Officer's statutory responsibilities			
5.1	Manage the 31 March actuarial valuation of the Fund actuarial valuation	Nick Vickers	Apr 2013	Mar 2014
5.2	Valuation data of high quality and to the actuary on time	Pat Luscombe	Apr 2013	Jul 2013
5.3	Valuation results received, discussed with the actuary, communicated to scheme employers and new contribution rates set	Nick Vickers	Apr 2013	Mar 2014
5.4	Provision of insurance services for the assets and liabilities of the Council	Nick Vickers	Apr 2013	Mar 2014
5.5	Manage the annual insurance renewal	Darryl Mattingly	Apr 2013	Dec 2013
5.6	Ensure that claims are effectively managed and the cost of claims minimized	Darryl Mattingly	Apr 2013	Mar 2014
6.0	All Procurement documents and processes kept updated and communicated			
6.1	All Documentation final versions published on intranet and incorporated into pro-contract	Henry Swan	Pre Apr 2013	Feb 2013
6.2	New processes updated onto intranet	Henry Swan	Pre Apr 2013	Mar 2013
6.3	Procurement Overview Training Module - delivered to key staff	Henry Swan	Pre Apr 2013	Dec 2013

6.4	Develop further training modules	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	All finance staff and budget managers have received relevant training on finance principles and systems			Sep 2013
B	Monitor of staff capability (fewer errors/queries) shows successful training has been delivered			Mar 2014
C	Task driven closedown plan identifying responsible staff and delivery dates			Jan 2013
D	Auditors confirm approach to closedown and provide working paper requirements			Jan 2013
E	Draft accounts complete			Jun 2013
F	Autumn Budget Statement to Cabinet			Oct/Dec 2013
G	County Council Budget Meeting			Feb 2014
H	5 Superannuation Fund Committee meetings			Jun, Sep, Nov, Feb, Mar
I	Meeting with major fund employers on valuation results			Nov 2013
J	Insurance renewal			Dec 2013
K	Annual Insurance Report (review of the year) to Governance & Audit Committee			Mar 2014
L	Procurement intranet page fit for purpose			Apr 2013
M	Deliver 12 Procurement Overview Courses			Mar 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Agreement of Budget and Council Tax		Yes	

PRIORITY 2: PRODUCTIVITY	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> improve and integrate financial systems and processes to enable smarter working and faster turnaround times; provide support to transformation programmes within individual Directorates and cross-Council support and promote effective and efficient systems, processes and governance through both proactive and reactive audit reviews and fraud work continue to develop smarter ways of working in Schools Financial Services with the continuation of automation and streamlining of processes and the development of the EduKent website continue to support transformation through the roll-out of new applications as part of the Enterprise Resource Planning (ERP) programme to meet new finance support arrangements and develop procurement activities online. 			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
7.0	Integrate business systems into central forecasting systems to transform budget monitoring and enable smarter working to make additional savings			
7.1	Identify phases for integration	Cath Head	Pre Apr 2013	Jun 2013
7.2	Ensure business systems are “clean” before integration	Cath Head	Apr 2013	Mar 2014
7.3	Create links between activity and finance to improve forecasting throughout the year	Cath Head	Apr 2013	Mar 2014
8.0	Improve the process around the budget book production ensuring that management reports can be produced throughout the year			
8.1	Link budget book to Oracle software system codes to ensure effective management reporting	Cath Head	Apr 2013	Sep 2013
8.2	Review and develop processes that meet the revised capital strategy to ensure effective budget book production and monthly monitoring	Jo Lee/Julie Samson	Pre Apr 2013	Jun 2013
9.0	Improve the efficiency of invoicing and payments systems to help directorates process payments more quickly			
9.1	Support the roll out of iProcurement and eInvoicing applications to interact with our Oracle systems	Deanna Bradley	Apr 2013	Mar 2014
9.2	Ensure the Council achieves payment processing targets	Deanna Bradley	Apr 2013	Mar 2014
10.0	Update Client assessment and debt recovery processes to support the FSC Adults Transformation project			
10.1	Support the transformation programme within FSC	Michelle Vickery	Apr 2013	Mar 2014

10.2	Ensure that the Council effectively monitors its outstanding debt and achieves debt targets	Michelle Vickery	Apr 2013	Mar 2014
11.0	Continue to improve presentation of KCC budget book and MTFP to make it more understandable			
11.1	Review budget book and MTFP presentation	Cath Head/Dave Shipton	Apr 2013	Sep 2013
11.2	Ensure the presentation meets reporting requirements across the authority	Simon Pleace	Apr 2013	Sep 2013
11.3	Ensure the presentation meets public and Member expectations	Dave Shipton	Apr 2013	Sep 2013
11.4	Develop on-line alternatives through web platform and other media to increase availability of budget information	Dave Shipton	Apr 2013	Dec 2013
12.0	Greater use of Oracle in producing budget information reducing reliance on local spreadsheet systems			
12.1	All profiled budgets and forecasts to be held in Oracle to provide a single version of the truth with which to monitor expenditure and income against	Cath Head	Apr 2013	Sep 2013
12.2	Greater use of Oracle to populate medium term financial plan	Dave Shipton/Simon Pleace	Apr 2013	Sep 2013
13.0	Support and promote effective and efficient systems, processes and governance through <u>proactive</u> audit and fraud work			
13.1	Agreement of 2013/14 Annual Audit Plan by Governance and Audit (G&A) Committee	Neeta Major	Apr 2013	Apr 2013
13.2	Periodic review of the Plan to ascertain need for amendments due to emerging issues	Neeta Major	Jun 2013	Jan 2014
13.3	Ensure delivery of 90% of planned work within the financial year, subject to any agreed amendments	Neeta Major	Apr 2013	Mar 2014
13.4	Verify and report implementation to G&A of all high and medium risk recommendations in the quarter they fall due, highlighting areas of residual risk	Neeta Major	Apr 2013	Apr 2014
13.5	Provision of anti fraud and corruption awareness training, implementation of e-learning tool and regular e-bulletins.	Neeta Major	Apr 2013	Mar 2014
14.0	Support and promote effective and efficient systems, processes and governance through <u>reactive</u> fraud and other investigations			
14.1	Investigate allegations of fraud referred to Internal Audit in accordance with anti fraud & corruption strategy	Neeta Major	Apr 2013	Mar 2014
14.2	Report completed investigations to G&A including sanctions and recommendations made.	Neeta Major	Jul 2013	Mar 2014

15.0	Continue looking at smarter ways of working in Schools Financial Services, including development of the compliance programme with internal audit and the continuation of automation and streamlining of processes, including statutory returns			
15.1	Undertaking of compliance visits	Yvonne King	Apr 2013	Mar 2014
15.2	Deliver a comprehensive programme of training comprising 24 different courses aimed at bursars, Headteachers, governors and Senior Leaders	Yvonne King	Apr 2013	Mar 2014
15.3	Collection, analysis and feedback on schools' returns	Yvonne King	Apr 2013	Mar 2014
15.4	Support transformation of Pupil Referral Units (PRUs) into delegation	Yvonne King	Apr 2013	Mar 2014
16.0	Development of the EduKent website to full E-Commerce functionality by Summer 2013			
16.1	Work with the Information, Communications and Technology (ICT) Division to develop the site fully, to include functionality such as on-line ordering, full account detail	Nick Jordan	Apr 2013	Aug 2013
17.0	Continue roll-out of Enterprise Resource Planning (ERP) working with the Programme Manager in ICT (Natasha Stonestreet)			
17.1	Continue to evaluate processes and systems to meet new finance support arrangements, including integration of business systems, effective monitoring and forecasting and review of outputs	Cath Head	Apr 2013	Sep 2013
17.2	Develop iProcurement application for further roll out including, adding clauses, catalogues, reconfiguring	Henry Swan	Pre Apr 2013	Jun 2013
17.3	Develop iSupplier application and go live	Henry Swan	Pre Apr 2013	May 2013
17.4	iSupplier roll out to suppliers	Henry Swan	Apr 2013	Mar 2014
18.0	eInvoicing Implementation			
18.1	Tender Process	Henry Swan	Pre Apr 2013	Feb 2013
18.2	Implementation	Henry Swan/Nick Vickers	Pre Apr 2013	May 2013
19.0	Roll out of eSourcing web-based application and Kent Business Portal			
19.1	Continue roll out of eSourcing within KCC	Henry Swan	Pre Apr 2013	Mar 2014
19.2	Continue to work with other Public Sector bodies on increasing usage	Henry Swan	Pre Apr 2013	Mar 2014

19.3	Work with private sector to encourage use	Henry Swan	Pre Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Publish draft and final MTFP and Budget Books			Dec 2013/Mar 2014
B	Approval of Internal Audit Annual Plan and compliance programme			Apr 2013
C	Completion of 90% of Annual Plan and compliance programme			Mar 2014
D	Roll out of anti fraud and corruption awareness e-learning			Mar 2014
E	Go live iSupplier			May 2013
F	Go live eInvoicing			Jun 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 3: PARTNERSHIP	DESCRIPTION OF PRIORITY:			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
20.0	Work with other local authorities to share information, respond to budget challenge and legislative changes			
20.1	Programme of meetings with South East Seven (SE7) group of authorities and any sub groups arising from this group	Dave Shipton	Apr 2013	Mar 2014
20.2	Programme of meetings with Kent Finance Officers Association (KFOA) and any sub groups arising from this group	Dave Shipton	Apr 2013	Mar 2014
21.0	Work with Districts/Police/Fire to maximise the Council Tax base on which the precept is determined			
21.1	Analysis and monitoring of current tax base, collection rates, discounts and exemptions	Trevor Oakley	Sep 2013	Dec 2013
21.2	Development of options to: (1) explore the discretions on discounts and exemptions whilst meeting both KCC and district strategic objectives; (2) maximise the tax base through planning housing developments (and in future years business rate tax base through economic development); (3) reduce fraud and incorrect application of discounts/exemptions/ exclusions; and (4) maximise council tax collection rates.	James Mackintosh	Sep 2013	Oct 2013
21.3	Negotiation with districts and major precepting authorities	Dave Shipton	Oct 2013	Nov 2013
21.4	Finalise tax base estimates with districts	Trevor Oakley	Dec 2013	Dec 2013
22.0	Work with DCLG to ensure that two-tier local authority issues are adequately addressed in any future local government funding arrangements			
22.1	Modelling of impact of options to change local government funding arrangements	Trevor Oakley	Jun 2013	Sep 2013

22.2	Prepare and agree responses to formal consultation	James Mackintosh	Jun 2013	Oct 2013
22.3	Incorporate any changes into medium term financial planning and reporting	Dave Shipton	Oct 2013	Nov 2013
23.0	Build on external partnership arrangements for EduKent, including membership of SE7 sub group			
23.1	Collaboration with East Sussex County Council to jointly provide services to schools and academies	Nick Jordan	Apr 2013	Jul 2013
23.2	Explore options relating to preferred suppliers e.g. Schools Personnel Services Excepted Items	Nick Jordan	Apr 2013	Mar 2014
24.0	Engage with regional and national groups to provide an outward focus for Finance Business Partners			
24.1	Attend various groups for sharing of information and best practice, including: South East Deputies Group; South East Finance Officers Group (SEFOG); and the Campaign for Fairer Funding in Education (F40) group of local education authorities	Keith Abbott	Apr 2013	Mar 2014
25.0	Procurement Collaboration			
25.1	SE7: attend quarterly procurement heads meetings agree joint procurements	Henry Swan	Apr 2013	Mar 2014
25.2	Kent Buying Consortium: attend heads of procurement meetings / agree joint procurements	Henry Swan	Apr 2013	Mar 2014
25.3	Support SE7 Waste Project	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	N/A			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 4: PROCUREMENT	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> ensure Kent Businesses have the best opportunity to win KCC direct business and second tier business analyse and review spending by category to deliver savings support specific procurements and review of specific long-term contracts ensure transparency of contracts review KCC's treasury management in order to maximise returns and minimise risk 			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
26.0	Continue to work to ensure Kent Businesses have the best opportunity to win KCC direct business and second tier business in support of Bold Steps for Kent			
26.1	Utilise Kent Business Portal	Henry Swan	Pre Apr 2013	Mar 2014
27.0	Continue to carry out Spend analysis, Category reviews and work with Service Directorates to deliver savings for the Council			
27.1	Deliver as detailed in Category Strategy Plan	Henry Swan	Pre Apr 2013	Mar 2014
28.0	Lead the national procurement of a pensions administration system framework contract			
28.1	Support Procurement working jointly with Hampshire	Pat Luscombe/Terry Hazlewood	Apr 2013	Aug 2014
29.0	Ensure transparency of contracts			
29.1	Publish details of all contracts over £50k on the Kent Business Portal	Henry Swan	Apr 2013	Mar 2014
30.0	Review of specific long term contracts (e.g. Allington Waste Incinerator)			
30.1	All major contracts already in place to be reviewed by Category Managers	Henry Swan	Apr 2013	Mar 2014
31.0	Continue to review our treasury management in order to maximise returns and minimise risk			
31.1	Ensure that the Corporate Director of Finance & Procurement, the Cabinet Member for Finance and the Treasury Advisory Group have appropriate information and options appraisals.	Nick Vickers	Apr 2013	Mar 2014
31.2	Support meetings of the Treasury Advisory Group	Nick Vickers	Apr 2013	Mar 2014
31.3	Ensure that the Treasury Strategy is implemented and effective Treasury Management control processes are maintained	Alison Mings	Apr 2013	Mar 2014

31.4	Within the risk parameters set by members maximize returns from available counterparties	Alison Mings	Apr 2013	Mar 2014
31.5	Manage the Council's borrowing and refinancing of debt	Alison Mings	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Quarterly meetings of the Treasury Advisory Group			Mar, Jul, Sep, Dec
B	Quarterly treasury management reporting to Governance and Audit Committee			Mar, Jul, Sep, Dec
C	Twice yearly treasury management reporting to Council			Jul 2013/Jan 2014
D	Annual Treasury Strategy agreed by Council			Feb 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 5: PEOPLE		DESCRIPTION OF PRIORITY:		
		<ul style="list-style-type: none"> • promote awareness of the new Local Government Pension Scheme 2014 with the employers and members in the Kent Scheme • engage with internal stakeholders to promote awareness of new finance systems and processes • engage with Kent residents to identify future spending and savings priorities • engage with Finance & Procurement (F&P) staff to support new ways of working • continue to develop internal and external relationships to improve Kent's services to schools 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
32.0	Promote awareness of the new Local Government Pension Scheme 2014 with the 350 scheme employers and 100,000 scheme members			
32.1	Establish proper arrangements within the Pensions Section to manage the new scheme	Pat Luscombe	Apr 2013	Mar 2014
32.2	Undertake communication with all scheme employers so that they understand the new scheme	Pat Luscombe	Apr 2013	Mar 2014
32.3	Manage the implications of any new governance arrangements required by the new scheme	Nick Vickers	Apr 2013	Mar 2014
33.0	Promote awareness of new finance systems and processes with internal stakeholders			
33.1	Develop and improve changing culture around new finance support arrangements	Simon Pleace	Apr 2013	Sep 2013
33.2	Brand and improve communication to internal stakeholders around new systems and finance support arrangements	FinDivMT	Apr 2013	Mar 2014
34.0	Greater external engagement with Kent residents to identify future spending and savings priorities			
34.1	Preparation of options for public consultation	Dave Shipton	May 2013	Jul 2013
34.2	Launch of formal consultation including presentations, workshops, etc	Dave Shipton	Jul 2013	Oct 2013
34.3	Analysis of feedback and development of the council's formal response	Dave Shipton	Oct 2013	Dec 2013
35.0	Greater internal engagement with Finance & Procurement (F&P) staff to strengthen a Division culture that supports new ways of working			
35.1	Undertake "Back To The Floor" (BTTF) visits to each of the Division's functional teams on a regular basis, reporting findings to KCC	Andy Wood	Apr 2013	Sep 2013

	Management Teams as appropriate			
35.2	Develop a local scheme of staff recognition on the back of the 'Because of You' campaign	Greg White	Pre Apr 2013	May 2013
35.3	Organise 3 professional gatherings for all F&P staff to address a range of current business topics with Cabinet Member and Deputy Cabinet Member engagement and support	Greg White	Apr 2013	Mar 2014
35.4	Develop Divisional monitoring and reporting of individual progress with 'Kent Manager'	Greg White	Apr 2013	Jan 2014
35.5	Support 'Kent Manager' accreditation of 76 F&P staff by 31 March 2014 with inclusion in TCP target-setting and Mid Year Reviews	Greg White	Apr 2013	Mar 2014
36.0	Continue to develop internal relationships with service providers and external customer relationships with schools and academies; improve customer focused processes to give EduKent 'the edge' when promoting Kent's services			
36.1	Ongoing development of website, with Phase 2 coming online with effect from April 2013.	Nick Jordan	Apr 2013	Apr 2013
36.2	Development of an intranet for Kent Service Providers, to provide assistance with selling services to schools and academies	Nick Jordan	Apr 2013	Jun 2013
36.3	Ongoing Quality Assurance activity to ensure continued customer satisfaction	Nick Jordan	Apr 2013	Mar 2014
36.4	Work towards achievement of Customer Service Excellence Standard	Nick Jordan	Apr 2013	Mar 2014
36.5	Continue to develop the relationship with Commercial Services, using their regional and national network	Nick Jordan	Apr 2013	Mar 2014
37.0	Continue to review and develop Schools Financial Services contracts to schools and academies			
37.1	Increase income by revising and developing new traded services to meet schools' and academies' needs	Yvonne King	Apr 2013	Mar 2014
37.2	Increase number of traded contracts with schools and academies	Yvonne King	Apr 2013	Mar 2014
38.0	Maintain excellent relations with the Schools Funding Forum, working to achieve manageable solutions to the ongoing review of schools' funding			
38.1	Continue to support the Forum with clerking role and provide support for Forum Sub Groups, to include: Delegated Formula Funding Group (DFFG); Capital; Early Years; and the Forum Executive	Keith Abbott	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Formal launch of budget consultation			Oct 2013

B	Cabinet Report on response to budget consultation	Dec 2013
C	3 professional gatherings of all F&P staff	Mar, Jul, Nov
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

PRIORITY 6: FINANCIAL & POLICY CHALLENGES	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> • coordinate KCC's response to key fiscal challenges • continue to explore ways to generate income to support the overall KCC budget • continue to work with Directorates to seek to identify savings and the service implications for KCC as part of Medium Term Planning • continue to develop clear best practice standards of procurement and Governance across the Council • review of Private Finance Initiative (PFI) contracts with a view to reducing on-going costs • support the major transformation projects across the Council • deliver planned Procurement savings 			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
39.0	Coordinate KCC's response to key fiscal challenges			
39.1	Coordinate KCC's response to the most challenging financial environment local government has ever faced with a sustained period of reductions in grants from central government and greater reliance on income raised locally	Dave Shipton	Apr 2013	Mar 2014
40.0	Continue to explore ways, with service providers, to maximise income from EduKent to support the overall KCC budget			
40.1	Explore new income strands, including sponsorship with high street banks	Nick Jordan	Apr 2013	Mar 2014
40.2	Enhance website, to include fee-paying suppliers which are non-competitive with current EduKent providers	Nick Jordan	Apr 2013	Jul 2013
40.3	Review services to ensure creative packages, with a view to cost reduction to the Authority, but bespoke packages to schools and academies	Nick Jordan	Apr 2013	Jul 2013
41.0	Finance Business Partners to seek to identify savings for KCC as part of the MTP Group, whilst working with the Directorates to deliver services			
41.1	Continue to develop and build on the work undertaken in 2012/13	Keith Abbott	Apr 2013	Mar 2014
42.0	Finance Business Partners to lead on Informal Member Groups (IMGs) charged with looking at service implications			
42.1	Support the Cabinet Committee IMG's in their annual process of budget review	Finance Business Partners	Jun 2013	Jan 2014
43.0	Continue to develop clear best practice standards of procurement and Governance across the Council			

43.1	Update the Council's code of practice for procurement: 'Spending the Council's Money'	Henry Swan	Pre Apr 2013	April 2013
44.0	Review of PFI contracts with a view to reducing on-going costs			
44.1	Explore opportunities for reducing costs under PFI contracts	Jane Blenkinsop	Apr 2013	Mar 2014
44.2	Explore with schools opportunities for reducing their service levels	Jane Blenkinsop	Apr 2013	Mar 2014
44.3	Discuss options with contractors on the extent to which savings could be made	Jane Blenkinsop	Apr 2013	Mar 2014
45.0	Introduction of guidance on investment appraisals			
45.1	Draft necessary guidelines and relevant forms for process	Jane Blenkinsop	Jun 2013	Sep 2013
45.2	Develop and implement consultation process for Directorates	Jane Blenkinsop	Sep 2013	Nov 2013
46.0	Support the major transformation projects across the Council, such as Looked After Children Strategy, Older People Strategy and New Work Spaces			
46.1	Provide technical advice and support for cost analyses of all major transformation projects	Keith Abbott	Apr 2013	Mar 2014
47.0	Continued work to deliver planned Procurement savings			
47.1	Continued work with Services in 2013/14 to deliver planned Procurement savings across the Council (£20m by March 2015 in current Medium Term Financial Plan)	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	N/A			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES: 2012/13		
FTE establishment at 31 March 2012	Estimate of FTE establishment at 31 March 2013	Reasons for any variance
572.5	463.8	108.7 FTE reduction due to Finance & Procurement Reorganisation

HUMAN RESOURCES: 2013/14		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
463.8	463.8	

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Lateness or non-compliance of annual accounts	Established procedures , staff training and regular liaison with auditors
Unforeseen variances from budget	Budget Programme Board, budgetary controls and monitoring timetables, accountability of managers for remedial action
Inaccuracies, errors or lateness of information from accounting system	Budget monitoring and quality assurance procedures, including controls within data systems and regular trial balancing
Loss arising from failure of a financial counterparty or a poor investment decision	Treasury Advisory Group, external advisors, treasury management resourcing and general good practice
Losses to Kent County Superannuation Fund through inadequate investment management	Regular monitoring of fund managers and of investment strategy and asset allocation. External advice from consultant and actuary.
Claims or losses arising from non- payment, under- or over payment of creditors including foster carers	Monitoring of workflows, procedures including separation of duties, staff training and regular internal audits
Losses from failure to collect due income	Monitoring of workflows, procedures including separation of duties, staff training and regular internal audits
Losses through inadequate insurance cover	Regular “refreshes” of sums insured, assets and liabilities. Annual examination of insurance contract leading to extension or re-let. External advice from consultants and insurers.
Failure to deliver services because of a lack of suitably skilled staff or of effective leadership	Monitoring of recruitment and retention including staff surveys. Professional training including management development, induction, Continuous Professional development (CPD) and trainee programmes. Personnel performance management including annual appraisal and Total Contribution Pay.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Cash and investment management	Two hours	Two people on duty
Outgoing payments , including foster payments and pensions	1 day	Emergency payments only
Administering vulnerable clients' financial affairs	1 day	Two people on duty
Procurement help desk dealing with purchase order enquiries	1 day	One person on duty
Benefits advice	1 day	One adviser on duty
Debt recovery action	1 day	One mobile person available
Maintaining financial services to schools	3 days	Two people on duty
Processing time critical insurance claims	3 days	One person available
Submission of external funding bids and claims	3 days	One person on duty

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
% of pensions correspondence dealt with within 15 working days		TBC					
% of retirement benefits paid within 20 working days of all paperwork received		TBC					
% of invoices paid for commercial goods and services within 20 days		TBC					
% of outstanding debt under 60 days old		TBC					
% of outstanding debt over 6 months old		TBC					

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
<p>We are essentially a support service to the businesses within KCC, as well as elected Members. In order to provide effective and timely support, we often require our ‘customers’ to provide us with core data that enables us to ‘do our job’. Without this two-way information/data exchange, our effectiveness is seriously adversely impacted. To this extent, virtually everything we do requires support from other Divisions/Services.</p>		<p>Continuous</p>

Divisional Business Plan 2013-14

Directorate Name: BSS

Division/Business Unit Name: ICT

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Business Strategy and Support
Responsible Corporate Director: David Cockburn
Responsible Director: Peter Bole
Head(s) of Service: Jacky Scobell – Business Solutions Manager Lee Morson - ICT Programmes and Projects Manager TBA - ICT Service Delivery Manager Paula Davies – ICT Support Services Manager
Gross Expenditure:
FTE:



SECTION A: ROLE/PURPOSE OF FUNCTION

ICT's role 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 to the stated vision of the Council and to facilitate increased shared working across the public, private and voluntary sectors to deliver the best outcomes across a range of shared priorities. This business plan is developed in the context of the Bold Steps for Kent and is informed by the ICT Strategy and the Customer Services Strategy.

In particular ICT aims to deliver:

- The provision of information and communication technology (ICT) services to the whole of KCC, which comprises
 - over 10,000 users located at more than 400 locations
 - 829 schools, of which 180 are located in other local authority areas
 - a monthly average of 9.8 million incoming email messages, an increase of 70% on last year, of which 15% are delivered to inboxes after spam, security threats etc. are filtered out. On average there are 1.5 million outgoing email messages per month, the same figure as last year.
- Maintenance and development of core ICT infrastructure and systems essential to support transformation of KCC and the approach to public service provision
- Building on the Kent Public Services Network (KPSN) to deliver the potential for shared services through partnership working within the public sector in collaboration with Kent Connects and SE7
- Working with partners to provide mutual benefits e.g. hosting NHS servers, sharing calendar free/busy times for easier meeting scheduling
- Development and investment in the digital infrastructure for the region with and on behalf of stakeholders across public, voluntary and private sectors
- Continued influence over government policy formation through active involvement in the Cabinet Office work on the Public Sector network (PSN), the Local Government CIO Council, SOCITM etc.
- Development of multi-agency ICT partnerships, public and private, in support of improved public service outcomes and increased economic efficiency.

ICT will continue to help deliver the core ambition in Bold Steps of helping the Kent economy grow through the provision of technical advice to mitigate the effects of market failure in the provision of broadband for the benefit of Kent citizens and SMEs located in rural areas. Capital of £10m is available to attract further private sector investment over the next three years. Through EIS, ICT will continue to make a real difference in education and ultimately children's lives by providing innovative solutions and outstanding support.

KCC has embarked upon the New Work Spaces programme, which aims to deliver the design principles in Bold Steps for Kent and maximise the use of the County Office estate. Our project to implement unified communications facilitates flexible and mobile working. To this end ICT are working closely with the Corporate Landlord to exploit opportunities for supporting changes in ways of working.

Better utilisation of public sector buildings through sharing the resources between organisations is an area where ICT continues to be very actively involved in finding the most cost effective method for the delivery of ICT to, for example, Gateways and Multi-Agency Support Hubs (MASHs). In particular we are working closely with health, in support of Delivering Bold Steps priority two, to assist in developing the technology solutions for a more integrated approach to health and social care and to deliver cost efficiencies across the sector.

Opportunities are continually being sought through the Kent Connects partnership to deliver benefits though joint working from the perspective of the Kent public sector and through SE7 the potential advantages of shared services across the region are being investigated.

Plans are in hand to reconfigure our organisation to better align with the ICT strategy, which supports the Council in delivering its three ambitions.

The implementation of a continuous improvement programme that introduces private sector discipline within a public sector environment to better align with the ICT strategy, which supports the Council in delivering its three ambitions. Investigation of suitable business models best able to sustain such a hybrid approach.

For the foreseeable future the County Council faces diminishing funding at the same time there is increasing demand for services. In support of this conundrum ICT will need to make savings through greater efficiency. We will continue to position our ICT infrastructure so that greater capacity may be created without increasing support overhead costs, whilst also providing further opportunities for partnership working and income generation.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: Delivery of ICT Strategy		DESCRIPTION OF PRIORITY: The ICT strategy has been aligned to the requirements expressed in the Customer Services Strategy and is pivotal to its success.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Business and Partnership Development	Jacky Scobell		
1.1	Develop and implement ICT solutions accessible to SMEs as a proof of concept		Apr 2013	Mar 2014
1.2	Establish a strategic partnership with a private sector provider to improve ICT capability			Dec 2013
1.3	Reduce unit costs of core ICT functions through implementation of shared service initiatives.		Apr 2013	Mar 2014
1.4	Identify a potential future business operating model for ICT support functions reflecting the strategic approach of the Council		Apr 2013	Jun 2013
2	Security	Kathy Stevens		
2.1	Update infrastructure and end user devices as necessary to maintain compliance with the current version of CoCo, GCSx, PCIDSS, NHS-N3/N4		On going	
2.2	Plan for ISO27001 accreditation in preparation for first audit in 2015/16		Apr 2013	Mar 2014
3	Unified Communications	Jacky Scobell		

3.1	Integration of unified communications with the Contact Centre technology in support of the Customer Service Strategy		Apr 2013	Sep 2013
4	Continuous Improvement	Kathy Stevens		
4.1	Conduct external benchmarking exercise		Oct 2013	Jan 2014
4.2	Manage progression of ITIL framework		On going	
5	Influencing National Policy	Peter Bole		
5.1	Lobbying national government departments to implement policies that reduce technical duplication between public services		Apr 2013	Mar 2014
6	Customer Services Strategy	Des Crilley		
6.1	Delivery of core Customer Relationship Management (CRM) system infrastructure, using latest version of Microsoft Dynamics, for customer services	Lee Morson	Apr 2013	Sep 2013
6.2	Deliver system analysis to align with business process re-design work informed by customer services' service specifications	Lee Morson	Apr 2013	Mar 2014
6.3	Deliver basic templates for access to SharePoint as a replacement for shared folders	Jackie Scobell	Apr 2013	Jun 2013
6.4	Commence migration programme to SharePoint	Lee Morson	Jul 2013	Mar 2014
6.5	Refresh technology platform in support of re-build of the www.kent.gov.uk website	Lee Morson	Apr 2013	Sep 2013
7	Improving Employment Outcomes	Paula Davies		
7.1	Establish an ICT work experience and apprenticeship programme ring-fenced for Kent's Looked After Children		Oct 2012	Apr 2013
8	ICT Staff Competencies and Skills	Peter Bole		
8.1	All in scope ICT staff to complete Kent Manager		Mar 2012	Mar 2014

8.2	Additional training and up-skilling is required in SharePoint/EDMS, CRM, BYOD/Security, IG Risk Management, Oracle, ITIL		Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Improved ICT support for Kent SMEs			Mar 2014
B	Strategic partnership in place			Dec 2013
C	Evidence of reduced unit costs			Jun 2013
D	ICT business operating model proposal complete			Sept 2013
E	Continued accreditation			Mar 2014
F	Gap analysis for ISO27001 accreditation to inform 2014/15 plan of action			Mar 2014
F	Demonstrable benefits of unified communications integration into the Contact Centre			Sep 2013
G	Benchmarking report completed			Jan 2014
H	Greater number of ITIL trained staff			Mar 2014
I	First applications deployed using CRM			Sep 2013
J	Upgraded CRM system live			Sep 2013
K	Systems analysis for service specification supplied by December 2013 completed			Apr 2014
L	SharePoint templates completed, tested and ready for service			Jul 2013
M	Plan for SharePoint migration ready			Jul 2013
N	Refreshed www.kent.gov.uk website technology ready for service			Sep 2013
O	Monitoring in place for work experience placements and apprenticeships			Apr 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 2: Supporting Business Improvement		DESCRIPTION OF PRIORITY: KCC has a number of objectives relating to improving its performance, which all require extensive support through the implementation of ICT systems.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
7	Protocol Implementation for FSC	Lee Morson		
7.1	Support for change identified through inspections		On going	
8	ERP Implementation	Richard Hallett		
8.1	Rationalisation of the Oracle infrastructure across applications, providing a suitable platform for the new ERP systems	Jacky Scobell	Jan 2013	Apr 2013
8.2	Phase II – technology support for implementation of OBI (dashboards), e-invoicing	Lee Morson	Apr 2013	Mar 2014
9	New Work Spaces	Rebecca Spore		
9.1	Identify technical user profiles to align with the New Work Spaces objectives	Jacky Scobell	Apr 2013	May 2013
9.2	Equip New Work Spaces demonstration sites with associated technology	Jacky Scobell	Apr 2013	May 2013
9.3	Plan and implement new wireless solutions at all New Work Spaces sites	Jacky Scobell	Apr 2013	Oct 2013
9.4	Introduce tablets as core devices in support of mobile working	Jacky Scobell	Apr 2013	May 2013
9.5	Introduce smart phones as core devices in support of mobile working and implement a strategy for a rolling replacement programme.	Jacky Scobell	Apr 2013	May 2013
9.6	Develop and implement a secure infrastructure to support Bring Your Own Device (BYOD)	Jacky Scobell	Apr 2013	Sep 2013
9.7	Develop and implement an ICT solution for Members	Paula Davies	May 2013	Jun 2013

10	Partnerships	Jacky Scobell		
10.1	Establish the Public Service Network (PSN) connections between Kent, East Sussex and Surrey to deliver business efficiencies e.g. shared property system, collaboration on waste etc.		Apr 2013	Dec 2013
10.2	Promotion of shared projects with the Health Informatics Service to support multi-agency solutions between health and social care		Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Phase one of Protocol (IC) live			May 2013
B	OBI dashboards available			Mar 2014
C	User profiles documented			May 2013
D	New Work Spaces demo sites in place			May 2013
E	New Work Spaces wireless solution designed and approved			Oct 2013
F	Approved tablet devices defined and support formalised			May 2013
G	Approved smart phones defined and support formalised			May 2013
H	Capability to support BYOD available			Sep 2013
I	Members provisioned with ICT			Jun 2013
J	Three PSNs linked and available for secure data transmission			Dec 2013
K	Proposal for a share service with health			Feb 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 3: Reducing broadband “Not Spots” and Supporting Regeneration		DESCRIPTION OF PRIORITY: Supports Bold Steps priority seven – building strong relationships with the business sector across Kent, objectives regarding regeneration and improving access to services		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
11	Improve Broadband Provision	Jacky Scobell		
11.1	Provide technical input into BDUK procurement		Started	Apr 2013
11.2	Research opportunities for use of broadband to put the citizen in control, support economic development and regeneration		Jul 2013	Dec 2014
KEY MILESTONES				DATE (month/year)
A	Expressions of interest in DEFRA funding endorsed			Feb 2013
B	Full DEFRA applications approved			Aug 2013
C	Signing of Kent and Medway BDUK call off contract			Apr 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 4: Sustaining the Infrastructure		DESCRIPTION OF PRIORITY: Maintain availability of ICT systems supporting delivery of services to the public, which are largely dependent on ICT systems, therefore their maintenance is critical to the delivery of high availability.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
12	Support and Maintenance Contracts	Service Delivery Manager		
12.1	Annual review of contract end dates, check match to technical architecture and identify opportunities for rationalisation of products		On going	
13	KPSN Replacement	Jacky Scobell		
13.1	Prepare for tendering process leading to the award of a new contract for the management and supply of the Kent Public Service Network, which provides data and voice networking for all KCC sites, schools, district councils and blue light services in Kent. The current contract with Unisys expires in February 2015.		Apr 2013	Mar 2014
14	User Devices			
14.1	Continue desktop/laptop refresh including roll out of Windows 7 and Office 2010 to improve support, rationalise provision and improve business productivity.	Paula Davies	On going	
14.2	Develop thin client delivery model to reduce dependence on specification of end user devices.	Jacky Scobell		
15	Managed Print Service	Service Delivery Manager		
15.1	Implement new third party managed print service contract in partnership with Surrey County Council's procurement		Feb 2013	Mar 2014
KEY MILESTONES				DATE (month/year)

A	Action plan for management of contract	Apr 2013
B	KPSN tendering documents produced	Aug 2013
C	Thin client infrastructure available	Sep 2013
D	Management information on printing behaviours and costs	Oct 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

PRIORITY 5: Supporting Schools		DESCRIPTION OF PRIORITY: Helping to ensure all pupils meet their full potential		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
16	Service Development	Claire Hewett		
16.1	Meet the increasing demand for installationsCAPITA have announced their roadmap for SIMS. This means all schools have to upgrade to server 2008 R2 and Windows 7 client by September as the summer release of SIMS will not be supported. Schools are largely charging EiS with this responsibility		Started	Sep 2013
16.2	Promotion of services in conjunction with EduKent		Started	On going
16.3	Develop Apple support and training services to respond to the constant increase in Apple devices in schools. We are implementing a Mobile Device Managed service via Lightspeed to help schools manage these devices. Marketing of this new service to existing customers.		Dec 2012	April 2013
16.4	Deliver a new successful managed service to four BSF schools. Working with these schools to find a best fit and test financial viability of a full managed service for		TBC	Mar 2014

	secondary schools. Service improvement plan established and needs to be refined and prioritised.			
16.5	Increase take-up of curriculum support and SIMS hosting services Marketing campaign for curriculum support but SIMS Hosting (see also 16.1), since many schools are choosing a hosted service over an upgrade of existing kit.		Started	Mar 2014
16.6	Retain KLZ and schools broadband customer. Currently signing-up customers for 2 years for broadband until the end of the KPSN contract. On-going 'value add' activity with KLZ increasing the number of features provided within the product e.g. Parent email and texting and storytelling via Lync etc		Dec 2012	Apr 2013
16.7	Develop product roadmap & review pricing model for EiSNet. EiS home grown network management tool purchased by 100+ schools for their curriculum network. Needs an update and to establish a new pricing model to fully cover costs.		Started	Apr 2013
16.8	Increase training income by developing CPD training programme for teachers focusing use of IT, utilising spare capacity in our training room at Canterbury. Concentrating on technology used in the classroom. In partnership with suppliers.		Started	Mar 2014
16.9	Continue working towards all services "breaking even" currently some services are subsidised by others. All services need to be financially viable in their own right. On-going activity to analyse costs for each service and ensure spare resources are used to the maximum and charging policy is appropriate.		Started	Mar 2014
KEY MILESTONES				DATE (month/year)
A	SIMS upgraded to a supported version			Sep 2013
B	Apple device support service available			Apr 2013
C	Managed service for four BSF schools in place			Mar 2014

D	New pricing model established	Mar 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Loss of Cantium House and/or Oxford Road	Relocate staff, implement change moratorium and communicate with customers.
High staff absenteeism	Cancel annual leave; redeploy staff according to skills; advise staff to work from home or a local office if applicable and communicate with
Inability of third parties to deliver service	Invoke DR, where available.
Loss of major systems	Whilst service restoration is in progress, in event of telephony failure, use mobile phones. Loss of SupportWorks, fall back to manual records. Loss of email, use alternative communications.
Loss of confidential or sensitive data	Reasonable technical solutions put in place, accompanied by staff education since behaviours present the greatest vulnerability.
Loss of staff capability due to budget constraints with associated impact on major transformation projects	Management of staff communications and careful monitoring of resources and budgets so that increases in risk scores are identified early allowing action to be taken to address them.

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BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Service Desk	1 hour	
Data centres	8 hours	One Regional Data Centre remains operational at all times
KPSN	4 hours	Core is intrinsically resilient with alternative routing available, so the core minimum service level is 99.99%.
Telephony		
HiPath		

File shares/SharePoint	8 hours	
KLZ	8 hours	

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Workstations Supported per Support Specialist					

Table for PERFORMANCE indicators measurable monthly by financial year

PERFORMANCE INDICATOR - MONTHLY	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Percentage of calls to ICT Help Desk resolved at the First point of Contact					
Percentage satisfaction with the ICT help desk					
KPSN (data & voice network) core availability					
ICT Service availability (exc. Email and www.kent.gov.uk)					
Email availability					

More Service Desk performance information can be found here <http://knet/WorkingatKCC/ICT/Pages/PerformanceStats.aspx>

The last three KPIs were not in last year's business plan. They are deemed to be important since, as pressures continue to increase on demand for ICT service delivery there may be an impact on the quality of service. Last year's Oracle availability KPI is being dropped in favour of a more generic systems availability KPI.

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
New Work Spaces (P&I and HR)	Building decommissioning and ICT provision to new/refurbished buildings. Property to provide advice on futures to inform project plans, in particular unified communications.	On going
Enterprise Resource Planning (ERP), including remote access solution (HR, F&P, BS)	Improve the cost effectiveness of HR through development of self-service, including schools. Provision of Oracle Business Intelligence (OBI) for improved budget and resource management together with pilot use for performance dashboards.	Mar 2014
e-invoicing (F&P)	Improved efficiencies through implementation of e-invoicing increasing automation.	May 2013
Headcount Reduction (HR) – One View	Starters/leavers process – impact on security. ICT needed to support more self-sufficiency and efficiency. (Subject to business case)	Dec 2013
Facilities Management Outsourcing (P&I)	Impact of transferring staff and systems as part of contract	Sept 2013
Property Asset Management System (P&I)	Procurement Board agreement to use of shared service provided by Hampshire CC, support in	

	changing business processes and data migration	
Enhance TCP process through improved system functionality (HR)	Improve the rating distribution profile to show greater differentiation.	Mar 2014 and beyond
Children's Services Recruitment and Retention (HR)	Support required for service improvement programme and in particular implementation and development of Protocol	May 2013
ICS Replacement, phase 1 (FSC, BS)	Part of the response to the Ofsted report and ensuing children's service improvement programme. Also supporting the work across agencies	May 2013 Mar 2014
Shared HR Services (HR)	Providing infrastructure/hosting arrangements in support of this business development.	
Customer Services Strategy (C&C)	Suitable infrastructure required coupled with the capability to develop digital by default solutions	Oct 2013
KPSN Re-procurement (FP)	Essential to replace Unisys contract which expires February 2015	Feb 2015
Workforce development (HR)	Making managers more self-sufficient in the management of change and performance. Adoption of unified communication through quarterly webinars. Helping HR to improve the resilience and ICT skills of the workforce.	Mar 2014
Increase productivity and profitability (G&L)	Increased automation to deliver this objective requires ICT support	Jun 2013

Adult Transformation Programme (FSC, P&I)	Property solutions required, but detail unknown. Will require close co-operation to deliver ICT requirements especially for multi-agency locations.	Mar 2014
Implementation of new Property Asset Management Systems (P&I)	Shared service as part of SE7 partnership working will be used to maximise rental income from Corporate Landlord properties and to inform the Property strategy. Decommissioning of Enterprise and Atrium should deliver savings and business efficiencies.	Sep 2013

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Divisional Business Plan 2013-14

Directorate Name: Business Strategy & Support

Division Name: Property & Infrastructure Support

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Roger Gough
Responsible Corporate Director: David Cockburn
Responsible Director: Rebecca Spore
Head(s) of Service: Nigel Brown, Mark Cheverton, Karen Millar, Terry Whitlock
Gross Expenditure:
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 Build 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 & transformation programmes including New Work Spaces; leads on asset strategy and asset reviews; provides property advice on service transformation and is responsible for financial monitoring, property data management and performance monitoring. This team forms the frontline link to schools on property matters.

Estates Management & Disposals: This team deals with land ownership and lease issues, managing the KCC property portfolio in line with current strategy. It is charged with maximising rental income, and the optimal utilisation of the estate through the identification of surplus property and the driving of capital receipts from the disposal of surplus property.

Capital Programme Delivery: The purpose of this team is to deliver KCC's large building projects and capital works, from inception and feasibility through to completion. KCC's capital programme includes delivering additional school places, the academy building programmes and any other capital build programmes

Property Operations: This team is responsible for the day-to-day management of maintenance and minor building related works, planned maintenance, ensuring the completion of statutory testing and property health & safety management. The focus for this year will be on delivering new facilities management of the estate following a review of the service and its needs.

The Property & Infrastructure Support Division Business Plan contributes toward the following MTP objectives:

HELP THE ECONOMY GROW:

- Property & Infrastructure Support provides a planned and re-active maintenance programme of its properties and the majority of suppliers are local Kent based companies so this provides employment and business growth opportunities.
- Realising capital receipts from surplus land which predominately will form new housing units with employment opportunities for residential developers and the associated supply chain
- Unlocking value from surplus assets in key locations to assist in the regeneration around the county
- Through the Capital Programme providing construction jobs throughout the supply chain and promoting the use of Kent businesses

PUT THE CITIZEN IN CONTROL:

- Support the implementation of the Customer Service Strategy
- From transformation programme of services units, PIS works on property agreements for local citizens and groups to run services in a number of localities
- Asset rationalisation and modernisation drives key service provision in the right places geographically across Kent

TACKLE DISADVANTAGE:

- Providing key properties for KCC staff to deliver services for disadvantaged citizens
- Providing new capital infrastructure and modernised properties to enable new facilities be delivered for disadvantaged citizens
- Ensuring all properties are accessible to all citizens
- Providing apprenticeship and training opportunities through the supply chain.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: PREVENTION		DESCRIPTION OF PRIORITY: Property & Infrastructure support undertake a number of preventative services to keep the estate functioning at all times and in a safe manner in order that the County Council can deliver it's front line services		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.0	Keeping the Estate "Open, Warm, Safe and Dry"			
1.1	To deliver a programme of planned maintenance within the funding available and to prioritise the programme to ensure services can operate safely and legally within the estate	Terry Whitlock	01/04/2013	31/03/2014
1.2	To ensure Planned Maintenance Agreements provide robust maintenance of KCC premises	Lynn Keeley	01/04/2013	31/03/2014
1.3	To provide a strategy and delivery plan for smarter investment of modernisation of assets to drive value for money across the estate	Sheree Hyder	01/04/2013	31/03/2014
1.4	To adopt full life costing plans for pilot projects.	Terry Whitlock	01/04/2013	30/09/2013
1.5	To propose roll out of whole life costing plans following a review of the pilot schemes	Terry Whitlock	01/07/2013	31/03/2014
1.6	To ensure school condition surveys are undertaken and regular property reports are prepared that help inform investment decisions	Sheree Hyder	01/07/2013	31/03/2014

1.7	To revise business emergency plans for key buildings within the estate and to work with service directorates and facilities management operators to ensure there are robust procedures in place	Tom Micklewright	01/04/2013	31/09/2013
2	Statutory Compliance (Asbestos, Legionella, DDA, etc)			
2.1	To work with Learning and Development/Corporate Health and Safety team to review key procedures to ensure all contractors, consultants and staff managing premises are aware of asbestos management and Health & Safety Executive guidelines	Lynn Keeley	01/04/2013	31/03/2014
2.2	Training programme for all Property staff on Inclusive Access and Corporate Standards (IACS) and Equality Act 2010 and the implications for property maintenance, occupation and construction	Terry Whitlock	01/04/2013	
2.3	Legionella training for all staff managing buildings. Internal training for all PIS staff	Lynn Keeley	01/04/2013 01/04/2013	31/03/2014 31/06/2013
2.4	To ensure health and safety responsibilities are fully intergrated into revised facilities management delivery mechanism	Tom Micklewright	Timescales as per FM Tender Specification	
3	Property Solutions to Support Preventative Service Delivery			
3.1	To ensure service directorates now working with external partners are aware of health and safety obligations for service heads and to provide a checklist for service heads.	Lynn Keeley	01/04/2013	31/09/2013
3.2	Provide property advice to ensure smooth delivery of Integrated Adoloscent Support Services and also provide property advice on accommodation needs for Troubled Families	Nigel Brown	01/04/2013	31/09/2013
3.3	Support the Health & Social Care Integration	Ros Aaby	Ongoing	30/03/2014

	Programme (HASCIP) and property solutions			
3.4	To support the FSC Adult Transformation programme and provide property solutions	Ros Adby	Ongoing	31/03/2014
3.5	Transfer of Public Health staff to KCC accommodation	Jan Conelly	Ongoing	31/05/2013
KEY MILESTONES				DATE (month/year)
A	Programme of statutory testing completed throughout the estate			03/2014
B	HASCIP programme – work with FSC to deliver co-located offices in key locations			03/2014
C	Troubled Families have property accommodation Strategy			09/2013
D	Complete the pilot full life costing surveys			09/2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Modernisation of Assets programme		No	
2	Maintenance programme for schools and other properties		No	
3	Facilities Management review		Yes	
4	Ensure Property advice and solutions are embedded into all Forthcoming Decisions and set up Sub-Group for Property decisions		Yes	

PRIORITY 2: Productivity		DESCRIPTION OF PRIORITY: There is scope for Property & Infrastructure Support to benefit from increases in productivity as the Corporate Landlord model is further developed over the next 12 months. The focus on this is through better use of existing and new technologies and advancement in the delivery of Facilities Management services.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
4	Make best use of new and existing Business Systems to maximise efficiencies			
4.1	Through the dedicated Project Board, Implement the new Property Asset Management System (PAMS) to replace near life-expired Business Systems.	Nigel Brown	Ongoing	31/03/2014
4.2	Support the roll out I-procurement and e-invoicing with Property & Infrastructure Support	Emma Saunders-Foard	Ongoing	30/09/2013
4.3	Ensure rent and rental service charge income is maximised across the KCC Estate.	Mark Cheverton	01/04/2013	31/03/2014
5	Streamlining of Facilities Management Services			
5.1	Working with service directorates, Finalise the core service packages and implementation and training plans for Total Facilities Management.	Tom Micklewright	Ongoing	31/12/2013
KEY MILESTONES				DATE (month/year)
A	Agree roll out order of Property Asset Management System			April 2013
B	Agree final implementation plan for FM model			April 2013
C	Rental income financial plan is introduced and monitoring process implemented			Quarterly
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Facilities Management programme		Yes	

2	Property performance – Included within BSS performance indicators report	Yes
3	PAMs – Property Business system	No

PRIORITY 3: Partnership		DESCRIPTION OF PRIORITY: As a service that supports other internal service units, and other public service partner organisations, developing and maintaining good relationships with our partners is important to our service delivery and ways of working.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
6	Promoting Asset Collaboration			
6.1	Implementation Plan for asset collaboration with districts with clear outcomes	Ros Adby	01/04/2013	31/09/2013
6.2	Implementation Plan for asset collaboration with Further and Higher Education Colleges	Peter Smith	01/04/2013	31/09/2013
6.3	To work in partnership with central government (Education Funding Agency and Department for Education) so investment is steered to key schools	Karen Millar	01/04/2013	31/03/2014
6.4	Work with other local authorities to drive efficiencies and best practice on using property assets, including through the South East Seven consortium.	Nigel Brown	01/04/2013	31/03/2014
6.5	Continue to drive forward creative use of assets and other work with Department for Communities & Local Government as Kent is a Capital Asset Pathfinder	Rebecca Spore	Ongoing	31/03/2014
6.6	Work with NHS Trusts for creative use of assets and realising surplus assets	Nigel Brown	01/04/2013	31/09/2013
6.7	Maximise use of EduKent facility to enable Schools and Academies to access Property Services and expertise.	Leigh Mounser	01/04/2013	31/03/2014
7	Public/Private Partnership working in support of regeneration and mutually advantageous projects			
7.1	Live Margate delivery plan and work on selection of strategic partner	Peter Smith	01/04/2013	31/03/2014
7.2	Working with private sector partners to develop housing units from surplus assets.	Mark Cheverton	01/04/2013	31/03/2014
7.3	Working with private sector construction industry to deliver new classrooms as part of school expansions in	Nigel Brown	01/04/2013	31/03/2014

	Kent			
7.4	To drive the capital receipts programme as outlined in the Council's Medium Term Financial Plan	Mark Cheverton	01/04/2013	31/03/2104
7.5	Selection of private sector partner to develop the Rendezvous site, Margate.	Rebecca Spore	01/04/2013	30/08/2013
8	Supporting the property requirements of service unit partnership working			
8.1	Provide property advice and solutions for all service reviews and transformation programmes	Nigel Brown	01/03/2013	31/03/2014
8.2	Provide property documents to support commissioning out models of service delivery to local partners and third sector	Rebecca Spore	01/04/2013	31/03/2014
9	Department for Education (DfE) and the Education Funding Agency (EFA) for the provision and support of School Building Programmes			
9.1	To assist EFA in the delivery of schools under Priority School Build programme within Kent	Karen Millar	01/04/2013	31/03/2014
9.2	To provide a robust delivery plan for the Basic Need additional classroom programme	Karen Millar/Lynn Keeley	01/04/2013	30/09/2013
	To complete property strategy for September 2014 school expansions	Nigel Brown	01/05/2013	30/07/2013
9.3	Complete Batch 2 Academies delivery programme	Karen Millar	01/04/2013	31/03/2014
KEY MILESTONES				DATE (month/year)
A	Batch 2 Academies - various dates for different schools			All year
B	Basic Need programme delivery for 2013			September 2013
C	Complete Basic Need property strategy for pending 2014 school expansions			September 2013
D	Finalise selection of partner/developer for Rendezvous site, Margate			September 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Batch 2 Academies		Yes	

2	Live Margate	Yes
3	Rendezvous site, Margate	No

PRIORITY 4: Procurement		DESCRIPTION OF PRIORITY: Property & Infrastructure Support is a large procurer of goods and services, and as such maximising the benefits from effective procurement plays a big part in delivering our services		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
10	Total Facilities Management contract(s) to deliver streamlined FM Services			
10.1	Deliver the procurement of the Total Facilities Management model	Terry Whitlock	01/03/2013	31/12/2013
11	Delivery of the Capital Build & modernisation of assets programmes			
11.1	Selection of appropriate procurement route to allow Basic Need programme to be delivered for 2014 school expansions	Karen Millar	01/08/2013	31/09/2013
11.2	Ensure work programmes for modernisation of assets programme for 2013/2014 are packaged to form value for money	Terry Whitlock/Sheree Hyder	01/04/2013	31/05/2013
12	Develop clear best practice procurement and contract management system/processes			
12.1	Develop clear best practice procurement and contract management system/processes which are standard across the division and drive value for money, access for Kent business and ensure there is transparency for all decisions	Rebecca Spore	01/04/2013	31/03/2014
12.2	Establish a Procurement/Property programme for future procurement work and to ensure there is a virtual team that acts as a cohesive group that drives value for money and quality of suppliers	Nigel Brown	01/04/2013	31/06/2013
12.3	Implement the Consultancy Framework	Heather Knowler	Ongoing	31/06/2013
12.4	Review the way we look at procuring contractors	Emma Saunders-Foard	01/04/2013	30/09/2013
KEY MILESTONES				DATE (month/year)
A	Agree procurement route for contractors list			05/2013

B	Procurement documents and services available	05/2013
C	Evaluation of Facilities Management contract	07/2013
D	Finalise strategy for procurement of contractors list	09/2013
E	Implementing and using the Consultancy Framework	06/2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Contractors procurement	No
2	Facilities Management procurement programme	Yes
3	Basic Need programme 2014	No
4	Consultancy Framework	Yes

PRIORITY 5: People		DESCRIPTION OF PRIORITY:		
13	Promote New Work Spaces programme and the unique opportunities for changing office environment and working style of back office staff.			
13.1	Establish proper arrangements within BSS for the roll out of new Work Spaces programme.	Rebecca Spore	01/04/2013	31/03/2014
13.2	Undertake engagement and communication work with KCC staff on New Work Spaces programme and its impact.	Rebecca Spore	01/04/2013	31/03/2014
13.3	Manage the implications of any new governance arrangements required by the programme	Rebecca Spore	01/04/2013	31/03/2014
13.4	Develop and improve changing culture around new work spaces and its interconnected HR/ICT workstreams	Rebecca Spore/Peter Bole	01/04/2013	31/03/2014
14	Provide strategic property advice alongside BSS advice for transformation programmes			
14.1	To lead on ensuring consistency approach on property matters for all transformation programmes and to aid heads of services to see the value of early engagement of PIS	Nigel Brown	01/04/2013	31/03/2014
14.2	Improve communication and customer signposting around new property systems, property procedures and PIS teams around new systems and finance support arrangements	Emma Saunders-Foard	01/04/2013	31/03/2014
14.3	Undertake "Back To The Floor" (BTTF) visits to each of PIS key office properties and report back to SMT on findings that will help shape New Work Spaces and service transformations	Rebecca Spore	01/04/2013	31/03/2014
14.4	Support the KCC wide staff recognition on the back of the 'Because of You' campaign	Nigel Brown	01/04/2013	31/03/2014
14.5	'Kent Manager' accreditation including TCP appraisal setting and to ensure 75% completion by December 2013	All staff meeting the criteria for Kent Manager ¹ , led by Nigel Brown	01/04/2013	31/12/2013
14.6	To undertake new project management methods using social networking to further improve communication on key projects/work	All EMT managers, led by Karen Millar	01/04/2013	31/03/2014

¹ New Staff will have a different timeframe for completion of Kent Manager (2 years from start date)

	streams			
14.7	Taskforce to lead on Channel Shift and Customer Strategy applied to Property work	Peter Smith	01/04/2013	31/03/2014
KEY MILESTONES				DATE (month/year)
A	Ensure staff are fully engaged in New Work Spaces programme and to the Programme Board			All year
B	Kent Manager – monitor progress			Quarterly
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	New Work Spaces Programme		Yes	

PRIORITY 6: Financial & Policy Challenges		DESCRIPTION OF PRIORITY:		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
15	Continued delivery of multi-annual package of Revenue Savings from Property Costs			
15.1	Respond to the robust framework to deliver £10 million savings over 7 year period on property revenue savings	Rebecca Spore	01/04/2013	31/03/2014
15.2	Work with Finance to have a robust build of financial savings for each of the work streams	Nigel Brown	01/04/2013	31/03/2014
15.3	Agree a programme of final transfer of properties to CLL and the associated resources that need to be transferred	Nigel Brown	01/04/2013	31/03/2014
16	Optimal occupation of KCC property to deliver efficiencies in space usage with resultant reductions in the cost of the estate.			
16.1	Examine creative ways of reducing property occupation with service providers and promote new ways of working, cross-agency use of properties and outreach delivery of services using ICT and HR change management programmes.	Nigel Brown	01/04/2013	31/03/2014
16.2	Work with the Programme Office to ensure property solutions are incorporated within all transformation programmes and they are aligned	Nigel Brown	01/04/2013	31/03/2014
16.3	Ensure New Work Spaces programme maximises effective use of office space and key office moves drive property efficiencies and new ways of working in tandem	Nigel Brown	01/04/2013	31/03/2014
16.4	investment plans will need to be tested to ensure adequate funds will be available	Jan Conelly	01/04/2013	31/03/2014
17	Keeping service units and customers engaged in Property matters and Transformation Programmes			
17.1	Property SMT relationship managers and all EMT members to drive improvements in customer satisfaction but also seeking to identify savings as part of the Total Place savings.	Nigel Brown to lead on behalf of SMT/EMT	01/04/2013	31/03/2014
17.2	Reinforce the role of EMT as change agents within PIS seeking to improve customer satisfaction	Rebecca Spore	01/04/2013	31/03/2014

17.3	Ensure all Extended Management Team members are aware of key policy drivers in KCC and how this impacts on property decisions	Rebecca Spore	01/04/2013	31/03/2014
KEY MILESTONES				DATE (month/year)
A	Complete asset rationalisation programme savings as outlined for 2013/2014			03/2014
B	Implement next stage of Corporate landlord budget transfers			09/2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
PIS.	Rebecca Spore	£	£	£	£	£	£	£

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
		<p>Total Facilities Management contract due to be let during the year which is likely to see staff transfer to new provider under TUPE.</p> <p>There may be temporary additional resources that help shape some key transformation programmes. Overall training requirements will be in BSS Occupational Development Plan covering workforce planning and training needs</p>

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Health and safety breach within one of properties	Property & Infrastructure Support staff will undertake specialist training in key statutory and health & safety requirements in connection with property occupation
Severe weather event or natural disaster effects the operational services occupying KCC buildings	Business Continuity measures and Emergency plans will be in place to allow critical services to be provided from other properties and emergency property solutions will be in place.
Increased capital cost/slippage of new capital build infrastructure	Robust and realistic capital budgets are set up with pro-active contract management of the capital programme to ensure any over-spend or delays are kept to a minimum
Unforeseen extra revenue pressures from operational properties.	To ensure extra pressure on running costs such as rising utility bills, business rates and other associated costs are identified early on and built into the budget for future years
Total Property savings from asset rationalisation will not be forthcoming with given timescales	Ensure delays or dependencies from service transformation programmes that have an impact on asset savings are clearly identified and tracked.
Delays in Total Facilities Management implementation	Ensure a robust implementation programme for Total Facilities Management, including a clear training plan, engagement plan and stakeholder understanding of the new proposed model of service.
Failure for all parts of the organisation to understand the new Asset Management Plan and the way that assets will be utilised in service delivery	Ensure all service heads are actively engaged in service reviews and to understand the added value PIS can provide to service transformation and to ensure the Director Group, Members and staff understand, are party to, key changes in how KCC uses properties

Failure to provide professional service due to lack of appropriately qualified staff with competencies to deliver a first class property service	Ensure effective recruitment and retention of staff, and ensure clear plan for training and professional development incorporating clear focus on the delivery of the service.
Economic climate continues to impact on market confidence to acquire surplus sites and for developers to complete purchases of KCC key sites	New temporary resources have been put in place to drive disposals and to ensure key completions occur and new ways of delivering capital receipts are captured

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Maintenance and Statutory Services Team	Within 1 day	Reactive maintenance function maintained Health & Safety critical works continue
Facilities Management Teams (including local teams and Building Support)	Within 1 day	Local Teams to maintain services/manage disruption in their buildings and support pressures elsewhere as applicable. Central FM Function to manage any situation from alternative accommodation (KCC or remotely)
Asset Development & Commissioning	Within 1 day	Accommodation Team and Asset Collaboration Team to support relocation of staff from any disruption.
Estates Management & Disposals	Within 5 days	Urgent property advise, particularly in the event of finding short term accommodation
Project Management (Capital Programme Delivery)	Within 5 days	Key projects continue to progress within timeframes
Supply Chain & Contractor Failure	Within 5 days	Within 5 days have a robust recovery plan

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS - TO BE DEVELOPED FURTHER

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
To be completed once KPI agreed below							

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY ACADEMIC YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target 2013	Target 2014
Capital Receipts of £80 million within 4 year period commencing 2013					
Rental income collection from KCC properties					
% of up skilling opportunities in capital build projects (per £1 million build cost)					
Reduction in mobile classrooms in Kent Schools					

Table for ACTIVITY indicators measurable on a quarterly basis by financial year

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
To be discussed at BSS DMT			Upper				
			Lower				
			Upper				
			Lower				

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES (For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)		
ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
ALL Directorates & Service Units: Transformation programmes have the scope to cut across all directorates and service units. This includes the New Work Spaces Programme on new ways of working.	Low and will be managed through transformation programme boards	Ongoing throughout year, and dependant on programme
ALL Directorates & Service Units: Working with all directorates and service units on the implementation of the Asset Management Plan; engaging with units regarding future Asset use, including Modernisation of Asset Programme, Asset and Service reviews, future service delivery and community involvement under the Localism Act to ensure that Property have all relevant information to hand when making decisions		
BSS – ICT & HR: Delivery of the New Work Spaces Strategy and related work streams around transformation programmes	ICT - Potential relocation of ICT Infrastructure & significant reconfiguration of the network. Ensuring continued performance. Need to ensure appropriate resources available	Ongoing throughout year, and dependant on programme
BSS – ICT – Project Management Office: Implementation of Property Asset Management System (PAMS) - Project Management & Support Services		Ongoing throughout year
BSS – Procurement: Advice and assistance with the procurement of external services, contracts and frameworks. Reviewing current arrangements. Developing and implementing best practice procurement and contract management models. Rollout of i-Procurement.	There will be a significant increase in property procurement work in 2013/2014; need to ensure appropriate resources available	Ongoing throughout year
BSS – HR: Assistance with the development and delivery of training programmes. HR support in “Doing things differently” and embedding cultural change.		First and Second Quarters

CC – CE: Support from Communications and Engagement on the New Work Spaces; Assistance with any communication and customer relations work regarding Property Services; assistance and guidance on completion of Equalities Impact Assessments		Ongoing throughout Programme
Programme Office: Work with the Programme Office to ensure that Property solutions are reflected within projects; support on the delivery of Property led transformation programmes		
EE – CO – Kent Facilities Management: revision of emergency and business continuity plans and procedures		First and Second Quarters
CC – CS – Emergency Planning: revision of emergency and business continuity plans and procedures		
CC – CC – Contact Kent: Running of the Property Helpdesk		
FSC: Health and Social Care Integration Programme (HASCIP)) & Adult Transformation Programme; Property will be involved at the outset of proposals for service transformation.		Ongoing throughout year, and dependant on programme
BSS BS: Transfer of Public Health staff from NHS into KCC accommodation		Until May 2013
ELS SSP & BSS FP: Working together with ELS to deliver investment in schools and deliver new school places through the various capital investment streams	Significant resources from all areas will need to come together to progress these investment streams.	Ongoing throughout year, and dependant on programme
ELS – EduKent: for the marketing of services to schools and academies		Ongoing
EE CO Regeneration: working with Regeneration on the development of the Rendezvous site.		August 2013
BSS GL: Legal assistance on aspects of the New Work Spaces Programme, special projects and work streams within this plan.	Potential for increase in workload for Legal’s Property and Contracts Teams	Ongoing throughout year
EE- PE Planning: input into planning consultation documents; ensuring Local Plan consultation includes property ad vice on the changing portfolio		Ongoing throughout year.
EE – PE – Planning / BSS – FP / EE - CO – Regeneration: Property advice on maximising benefits from the Community Infrastructure Levy	New to organisation, therefore impact will need to be assessed.	Ongoing throughout year.

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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: 8 January 2013

Subject: Performance Benchmarking

Classification: Unrestricted

Summary: As part of the performance management arrangements of the council it is desirable that benchmarking exercises are conducted on an annual basis to ascertain whether the council's performance is in line with similar local authorities.

This report outlines the approach to be taken for the next year, in relation to benchmarking services provided by Business Strategy and Support.

Recommendation: Members are asked to NOTE the approach being taken for the benchmarking of Central Support services provided by Business Strategy and Support.

Introduction

1. As part of the performance management arrangements of the council it is desirable that benchmarking exercises are conducted on an annual basis to ascertain whether the council's performance is in line with similar local authorities.
2. This report outlines the approach to be taken for the next year, in relation to benchmarking services provided by Business Strategy and Support.

Existing Arrangements

3. Benchmarking for central support services has always been a difficult area. National data collections and performance frameworks for local government have focussed almost entirely on service delivery outcomes. Even with the removal of the National Indicator Set, we are awash with benchmark data for education and children's social care for example.
4. For central support services, there have only been limited national data collections available for benchmarking, so local authorities have either gone without or sought alternative ways of benchmarking the back office.

5. KCC Business Strategy and Support divisions have looked at a number of benchmarking options in the past. These have in the main involved joining specialist benchmarking clubs and exercises which have been facilitated by external agencies such as CIPFA. Agencies charge a fee for this sort of service.
6. Some of these benchmarking clubs have been very specific to particular functions, such as debt collection, or internal audit.
7. The experience of these arrangements has been found in some cases to have been of limited value. It has not always been possible for information to be collected by the external agencies on a consistent basis, due to differences in the way councils are organised, and therefore genuine like for like comparisons have not always been available, leading to dissatisfaction with the service provided.
8. With more councils cutting back on non-front line expenditure, there are now fewer council's taking part in the various available benchmarking clubs, further reducing the value of these exercises, by limiting further the possibility of like for like comparisons.
9. Existing arrangements have been of some value to individual service areas but have failed to deliver a consistent overview for the Directorate as a whole.

Benchmarking options for the future

10. New options for how to take benchmarking forward in the future are being considered and these are discussed below.
11. One option has been to look at an overall single benchmarking club offered by CIPFA, which covers all of the core support services in a consistent manner. The relevant club is called the Corporate Services Value for Money Indicators. The club aims to measure efficiency as its main concern, in terms of unit cost and membership includes any form of public body.
12. This CIPFA club initially looked like a good option, but further investigation has revealed that the specification for cost information is too imprecise to produce reliable comparison. The club is also suffering from reduced local authority membership, further reducing its value.
13. A second piece of benchmarking work is now being undertaken, which has been commissioned by Corporate Board, where we are working directly and in a more focussed way with a small group of similar county councils.
14. The initial scope of this exercise is to examine and compare the full suite of indicators being reported corporately by these county councils. This serves two purposes, firstly to identify if other council's are using some good measures which we may also wish to consider using, and secondly to identify options to benchmark indicators which are commonly being used by many councils.

15. We aim to complete this second piece of work in February. Early indicators are that some officers within the group of authorities identified will consider further more detailed work continuing beyond this timeframe. Such work would likely include benchmarking for indicators relating to central support services, including efficiency measures.
16. It will be very important that any such follow-on work is undertaken with great care to ensure that the benchmarking done is robust and of value to those councils which put in the time to participate. The exercise must provide outputs of value which justify the time input.
17. Working with a small group of local authorities, and working directly with them and not through a third party, may help facilitate discussions to ensure that, despite different organisational structures, proper allowance is made within the data to enhance like for like comparison.
18. To support this work we will consider making use of the tool developed by LGA, called LG Inform. This tool, which is currently now moving out of prototype stage into final launch, will be able to provide a central data collection point and analysis tool for local authorities to conduct their own benchmarking exercises without the involvement of third party agencies – delivering more control, and with the service being free.
19. As with any benchmarking work, it will take time to agree what to benchmark, to then specify definitions which all can work to and are happy with, and to trial the data collection and analysis to test the benchmark model. The process may take up to a year to deliver results which the group are happy with, although we would probably aim to run a first trial for financial 2012/13 year data by Autumn 2013.
20. The success of this approach will be dependent on the time that different local authorities can input into the exercise, and we should not underestimate the potential obstacles to producing reliable like for like comparison which previous work was suffered from.

Recommendations

Members are asked to NOTE the approach being taken for the benchmarking of Central Support services provided by Business Strategy and Support.

Background papers : None

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TO: Policy and Resources Cabinet Committee – 8 January 2013

**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 the second quarter's full budget monitoring report for 2012/13 reported to Cabinet on 3 December 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 second quarter's monitoring report for 2012/13 is attached.

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

3.1 There are no exceptional revenue changes since the writing of the attached quarter 2 report.

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

4.1 There are no capital movements from the attached quarter 2 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 second quarter's full monitoring to Cabinet.

Jackie Hansen
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Background Documents: Nil

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY SEPTEMBER 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits for the A-Z service analysis have been adjusted since the quarter 1 monitoring report to reflect a number of technical adjustments to budget including the centralisation of training budgets and room hire budgets.
- The inclusion of a number of 100% grants (.i.e grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Finance & Business Support portfolio							
Finance & Procurement	18,690	-7,469	11,221	-285	19	-266	Many staff appointed at bottom of grade, budget based on mid-point of grade
Total F&BS portfolio	18,690	-7,469	11,221	-285	19	-266	
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	2,895	-4,520	-1,625	62	-56	6	
Governance & Law	10,356	-12,470	-2,114	-490	464	-26	Revised business objectives as a result of Unit's Evolution programme
Business Strategy	3,228	-139	3,089	-201	5	-196	Staffing vacancies and delays in recruitment
Property & Infrastructure	28,526	-4,517	24,009	1,299	-700	599	Extension to leasehold payments; more cautious approach to capitalising spend

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Business Strategy, Performance & Health Reform portfolio							
Human Resources	16,754	-5,645	11,109	186	-35	151	Under recovery of income on Schools Personnel Services, partially offset by underspend on staffing; increased demand to support restructures resulting in staffing pressure on Employee Services; increase in Rewards spend, offset with extra income
Information & Communication Technology	32,815	-13,966	18,849	3,100	-2,786	314	IT pay as you go activity funded by additional income; staffing pressure due to continued demand
Total BSP&HR portfolio	94,574	-41,257	53,317	3,956	-3,108	848	
Democracy & Partnerships portfolio							
Finance - Internal Audit	1,107	-34	1,073	-70	-42	-112	
Business Strategy - International & Partnerships	997	-223	774	-82	46	-36	
Democratic & Member Services	3,902	-3	3,899	75	-71	4	
Local Democracy:							
- Member Grants incl. County Council Elections	1,273	0	1,273	0	0	0	
Total D&P portfolio	7,279	-260	7,019	-77	-67	-144	
Total BSS Controllable	120,543	-48,986	71,557	3,594	-3,156	438	
Assumed Management Action:							
- R&E portfolio						0	
- F&BS portfolio						0	
- BSP&HR portfolio				-848		-848	P&I, HR & ICT action - see section 1.1.7
- D&P portfolio						0	
Forecast after Mgmt Action				2,746	-3,156	-410	

1.1.3 Major Reasons for Variance: [provides an explanation of the 'headings' in table 2]

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Finance & Business Support portfolio:

1.1.3.1 Finance & Procurement: Gross -£285k, Income +£19k, Net -£266k

There is a projected under-spend against gross expenditure of **-£285k** which all relates to staffing. Many appointments to the new finance structure have been made at the bottom of grade, whereas the budget is set at mid-point of grade; the division is also carrying a number of vacancies.

Business Strategy, Performance & Health Reform portfolio:

1.1.3.2 Governance & Law: Gross -£490k, Income +£464k, Net -£26k

There is a significant underspend on gross of -£490k and a corresponding +£464k under-recovery on income due to revised business objectives. In 2012/13 Governance and Law, as part of its 'Evolution, Efficiency, Enterprise' project, is seeking to reduce the cost of legal services to the Council, increase its external trading revenues, and deliver a net surplus of £2.1m. This is a change from the original budget assumption which sought to increase revenue receipts through increasing the team numbers to meet anticipated client service needs. Overall therefore, gross costs have reduced from the budget assumption as team numbers are not as high but income has also reduced. As stated in the first quarter's report the unit will be re-profiling its budgets and will look for formal approval of these changes in the third quarter's report. It was previously anticipated that this re-profiling would be completed in time for approval in this report but this work has been delayed because resources have been directed to deliver the new time recording system.

1.1.3.3 Business Strategy: Gross -£201k, Income +£5k, Net -£196k

There is currently an underspend of **-£255k** against staffing resulting from vacancies and delays in recruitment. There are also a number of small variances against non-staffing budgets totalling +£54k.

1.1.3.4 Property & Infrastructure: Gross +£1,299k, Income -£700k, Net +£599k

Property Group is forecasting a £1,299k gross pressure with a compensating increase in income of £700k in their revenue budget.

The Property revenue budget has been reduced by £3.56m over the past two years in respect of 'Total Place' savings. It was expected that these savings would primarily be generated by coming out of leasehold properties as soon as leases came to an end. Service transformations and restructures throughout the Council, together with the formulation of the new Work Place Transformation Strategy, have resulted in the requirement to extend a number of leases and thus push delivery of some savings to later years. Additionally, revisions to Authority-wide service plans have impacted on the demands for property estate requirements, resulting in a pressure in the current year. Delivery of these savings is a top priority for management action and therefore a full review of all 'Total Place' potential savings, alongside current service plans, has been undertaken to determine the revised phasing of the savings to be reflected in the 2013-16 MTFP. Also, dedicated resources have been put in place to programme manage the New Work Spaces initiative which will give greater clarity on timelines for coming out of properties.

Additionally, in accordance with accounting requirements, many items of expenditure which have traditionally been capitalised, must be charged to and funded through revenue. As a result Property Group is planning to use £700k of the DFE Local Authority Capital Maintenance Grant, currently shown within their capital budget, to cover this expenditure, as the grant rules allow us to fund revenue expenditure from it.

1.1.3.5 Human Resources: Gross +£186k, Income -£35k, Net +£151k

The Schools Personnel Service continues to have extremely challenging income targets which, with further delegations of funding and responsibilities to schools, require business to be secured on a school by school basis. As a result, SPS are forecasting an under-delivery of income of **+£420k**, but also a partially compensating underspend, mainly on salaries of **-£310k**. In addition, HR is continuing to face increased demand to support many Divisional restructures and transformation programmes throughout this year, which is putting pressure on many units, and as a result Employee Services are forecasting a gross pressure of **+£406k**, mainly on staffing, which is partially offset by increased income of **-£227k**. A pressure of **+£93k** also exists within the Reward Team mainly due to increased payments to the rewards providers to reflect above budgeted take up; this is more than offset by extra income of **-£198k**. There are a number of smaller pressures against the rest of Human Resources, including Health and Safety, the Divisional budget and the 'Grads Kent' website, although the latter is more than offset with extra income.

The Division continues to review all HR processes including the Employee Services Centre. In the wider context, it may be possible to find savings and efficiencies from elsewhere within HR, possibly from on-going restructures within the unit.

1.1.3.6 Information & Communication Technology: Gross +£3,100k, Income -£2,786k, Net +£314k
 Variances of **+£2,786k** and **-£2,786k** on gross and income respectively reflect the increased demand for additional IT Pay-as-you-go projects. Project demand is difficult to predict during budget setting. The remaining pressure of **+£314k** relates to additional staffing expenditure due to the continued high demand for ICT services.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
BSPHR	ICT Gross: Information Systems costs of additional pay as you go activity	+2,786	BSPHR	ICT Income: Information Systems income from additional pay as you go activity	-2,786
BSPHR	Property & Infrastructure Gross - extension to leasehold payments; more cautious approach to capitalising expenditure	+1,299	BSPHR	Property and Infrastructure Income - Use of Local Authority Capital Maintenance Grant to fund revenue expenditure previously categorised as capital	-700
BSPHR	Governance & Law Income - reduced income due to revised business objectives (matched by reduced staffing costs)	+464	BSPHR	Governance & Law Gross - reduced staffing due to revised business objectives (matched by reduced income)	-490
BSPHR	Human Resources Income - under recovery of income target by Schools Personnel Service	+420	BSPHR	Human Resources Gross - underspend on Schools Personnel Service mainly on salaries, partially off-setting under delivery of income target	-310
BSPHR	Human Resources Gross - pressure on Employee Services budget mainly on staffing	+406	F&BS	Finance & Procurement Gross - staffing underspend	-285
BSPHR	ICT Gross: additional staffing expenditure due to the continued high demand for ICT services	+314	BSPHR	Business Strategy Gross - staffing underspend	-255
			BSPHR	Human Resources Income - increased Employee Services income	-227
			BSPHR	Human Resources Income - increased income relating to Rewards	-198
		+5,689			-5,251

1.1.4 **Actions required to achieve this position:**

None

1.1.5.1 **Implications for MTP:**

The MTFP assumes a breakeven position for 2012/13. However, Property Division has submitted new phasing for their Total Place savings, moving £1.3m to future years and the MTFP will need to be updated accordingly. The Division will also continue to need to utilise some of its DFE capital grant to fund revenue expenditure which cannot be capitalised.

In HR – Schools Personnel Service will be realigning their gross and income budgets within the 2013-16 MTFP to reflect their Business Plans for 2013/14.

ICT is reviewing its savings delivery options but is confident of delivering overall targets once management action takes effect (see section 1.1.7 below).

1.1.6 Details of re-phasing of revenue projects:

None

1.1.7 Details of proposals for residual variance: *[eg roll forward proposals; mgmt action outstanding]*

The Directorate is wholly committed to delivering a balanced outturn position by the end of the financial year and will continue to consider all options to ensure this happens. Robust arrangements are in place on a monthly basis to ensure that forecasts and expenditure are closely monitored and where necessary challenged

1.1.7.1 Property and Infrastructure

The review of the phasing of potential savings through 'Total Place', and the capacity for it to actually start generating savings in 2012/13 is very much tied to the Work Place Transformation Strategy. This review has now been completed and a re-phased savings profile has been submitted as part of the 2013-16 MTFP process. In total £1.3m of gross savings are being re-phased from the current year to future years.

1.1.7.2 Human Resources

The Division continues to review all HR processes and to find savings and efficiencies from elsewhere within HR. Since Quarter 1, the net position has improved by £144k.

1.1.7.3 Information and Communication Technology

ICT is confident of delivering a balanced outturn position. The Division is looking to make efficiencies from the centralisation of contracts, rationalising its use of contractors and tough vacancy management.

ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY SEPTEMBER 2012-13 FULL MONITORING REPORT (EXTRACT)

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits for the A-Z service analysis have been adjusted since the quarter 1 monitoring report to reflect a number of technical adjustments to budget including the centralisation of training budgets and room hire budgets.
- The inclusion of a number of 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
Commercial Services		-7,761	-7,761	0	1,220	1,220	Reduced contribution
Total E, H & W portfolio	0	-7,761	-7,761	0	1,220	1,220	
Total E&E controllable	0	-7,761	-7,761	0	1,220	1,220	
Assumed Management Action							
- EHW portfolio						0	
Forecast after Mgmt Action				0	1,220	1,220	

1.1.3 **Major Reasons for Variance:** *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

1.1.3.1 **Commercial Services:** Gross Nil, Income +£1,220k, Net +£1,220k

A £1,220k shortfall in the Commercial Services contribution is forecast. This relates to £640k of approved costs of restructure and reorganisation to implement consultants' recommendations, £150k of one-off restructuring costs and a re-phasing of £430k of the increased income target built into the current year budget, now expected to be achieved in 2013-14.

A compensating underspend is forecast within annex 7 against the Financing Items budgets, as funds were being held back in anticipation of this shortfall.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Commercial Services - shortfall in contribution due to approved costs of restructure and reorganisation to implement consultants' recommendations	+640			
EHW	Commercial Services - rephasing of delivery of increased income target into 2013-14	+430			
EHW	Commercial Services - shortfall in contribution due to one off restructuring costs	+150			
		+1,220			0

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:Commercial Services:

The re-phasing of delivery of the increased income target and the costs of transformation reported in 1.1.3.6 will need to be reflected in the 2013-16 MTFP.

1.1.6 Details of re-phasing of revenue projects:

None

1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

None

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY SEPTEMBER 2012-13 FULL MONITORING REPORT

1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

1.2.2 The Business Strategy and Support directorate has an approved budget for 2012-15 of £33.211m (see table 1 below). The forecast outturn against this budget is £32.950m, giving a variance of -£0.261m. After adjustments for funded variances, the revised variance comes to -£0.700m (see table 3).

1.2.3 Tables 1 to 3 summarise the Directorate's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	Total	Business Strategy, Performance & Health Reform
	£m	£m
Approved budget last reported to Cabinet	33.211	33.211
Approvals made since last reported to Cabinet	0.000	
Revised approved budget	33.211	33.211

1.2.5 Table 2 – Funded and Revenue Funded Variances

Scheme	£m	Reason
Cabinet to approve cash limit changes		
Modernisation of Assets	-0.061	Transfer of budget to revenue as spend is of a revenue nature
ERP Phase1	0.620	Existing Oracle Infrastructure Project incorporated into ERP
Oracle Release 12	-0.120	Funds released for Oracle Infrastructure Platform
No cash limit changes to be made		
Total	0.439	

1.2.6 Table 3 – Summary of Variance

	Total	Business Strategy, Performance & Health Reform
Reason	£m	£m
Unfunded variance		
Funded variance (from table 2)	0.439	0.439
Variance funded by revenue (from table 2)	0.000	
Project underspend	-0.700	-0.700
Rephasing (beyond 2012-15)	0.000	
Total variance	-0.261	-0.261

Main reasons for variance

1.2.7 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

Table 4 Scheme Progress

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber/green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
BSPHR									
Modernisation of Assets	17.973		13.232	4.741	13.171	4.741	-0.061	-0.061	
Disposal Costs	1.000		0.750	0.250	0.750	0.250	0.000	0.000	
Corporate Property Strategic Capital	2.851		2.851		2.151		-0.700	-0.700	
Connecting Kent	0.000						0.000	0.000	
Connecting with Kent	2.413	1.653	0.760		0.760		0.000	0.000	
Oracle Release 12	1.733	1.383	0.350		0.230		-0.120	-0.120	
Oracle Self Service Development	0.633	0.566	0.067		0.067		0.000	0.000	
Property Asset Management System	0.310		0.310		0.310		0.000	0.000	
Sustaining Kent - Maintaining the Infrastructure	10.845	7.875	2.970		2.970		0.000	0.000	
Better Workplaces / Work Place Transformation	1.030	1.030					0.000	0.000	
Connecting Kent	0.255	0.255					0.000	0.000	
Enterprise Resource Programme (PHASE 1)	1.398	0.164	1.234		1.854		0.620	0.620	
Energy Efficiency & Renewable Energy in the KCC Estate - solar panels (spend)	0.321		0.321		0.128		-0.193	-0.193	
Integrated Childrens System	1.326	0.012	1.314		1.314		0.000	0.000	
Faversham Family Centre	0.026		0.026		0.026		0.000	0.000	
Energy Efficiency & Renewable Energy in the KCC Estate (plan)	0.182		0.182		0.375		0.193	0.193	
Enterprise Resource Programme (PHASE 2)	0.500		0.500		0.500		0.000	0.000	
Better Workplaces / Work Place Transformation	8.831	0.487	8.344		8.344		0.000	0.000	
BSPHR Total	51.627	13.425	33.211	4.991	32.950	4.991	-0.261	-0.261	

- 1.2.8 Status:
Green – Projects on time and budget
Amber – Projects either delayed or over budget
Red – Projects both delayed and over budget

1.2.9 Assignment of Green/Amber/Red Status

1.2.10 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.11 Projects are deemed to be delayed if the forecast completion date is later than what is in the current projectplan.

Other significant variances

- 1.2.12 Corporate Property Strategic Capital (BSHPR) – underspend of -£0.700m. In accordance with accounting requirements many items of expenditure which have traditionally been capitalised must be charged to and funded through revenue. As a result, property group is planning to use £0.700m of the DFE local authority capital maintenance grant currently shown here, to cover revenue expenditure as the grant rules allow us to do this.
- 1.2.13 ERP Phase 1 (BSHPR) – spend and funding for existing Oracle Infrastructure Platform project (£0.620m) has been consolidated within ERP. Funded from revenue (£0.500m) and from within the Oracle Release 12 budget (£0.120m).

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

Capital Receipts – actual receipts compared to budget profile:

- 2.1 The total forecast receipts expected to come in during 2012-13 is £19.89m. This is broken down between the various “pots” as detailed in the tables below.

Capital Receipts Funding Capital Programme

	2012-13
	£m
Capital receipt funding required for capital programme	13.289
Banked in previous years and available for use	3.202
Receipts from other sources*	3.574
Requiring to be sold this year	6.513
Forecast receipts for 2012-13	7.665
Potential Surplus / (Deficit)	1.152

- 2.2 The total capital receipt funding required per the latest forecasts for 2012-13 totals £13.289m. Taking into account receipts banked in previous years which are available for use and receipts from other sources* (such as loan repayments from the Empty Property Initiative), the required level of receipts to achieve in 2012-13 is £6.513m.
- 2.3 Current forecasts show receipts expected in during 2012-13 will total £7.665m, which leaves a potential surplus on capital receipt funding in the capital programme of £1.152m. This will continue to be monitored over the coming months.

PEF1

- 2.4 County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council’s land and property portfolio through:
- the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
 - the strategic acquisition of land and property to add value to the Council’s portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council’s resources.

Any temporary deficit will be offset as the disposal of assets are realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

- 2.5 Forecast 2012-13 position

	2012-13
	£m
Opening balance 1st April 2012	-5.567
Planned receipts	0.915
Costs	-0.037
Planned acquisitions	0.000
Closing balance	-4.689

- 2.6 The above table shows the opening balance on the fund as being -£5.567m. With forecast PEF1 receipts of £0.915m and associated costs of £0.037m, this results in a forecast closing balance of -£4.689m, which is within the permitted £10m overdraft limit.

Revenue position

- 2.7 The balance brought forward at the 1st April 2012 was -£2.328m. The anticipated net income from managing the properties held within the fund is estimated at £0.035m, but with the need to fund costs of borrowing -£0.485m against the overdraft facility, the PEF1 is forecasting a £2.778m deficit on revenue, which will be rolled to be met from future income streams.

PEF2

- 2.8 County Council approved the establishment of PEF2 in September 2008 with a maximum permitted overdraft limit of £85m, but with the anticipation of the fund broadly breaking even over a rolling five year cycle. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight year cycle. The purpose of PEF2 is to enable Directorates to continue with their capital programmes as far as possible, despite the downturn in the property market. The fund will provide a prudent amount of funding up front (prudential borrowing), in return for properties which will be held corporately until the property market recovers.

- 2.9 Overall Forecast Position on the Fund:

	2012-13
	£m
<u>Capital</u>	
Opening balance	-14.196
Properties to be agreed into PEF2	0.000
Forecast sale of PEF2 properties	11.097**
Disposal costs	-0.413
Closing Balance	-3.512
<u>Revenue</u>	
Opening balance	-4.231
Interest on borrowing	-0.426
Holding costs	-0.046
Closing balance	-4.703
Overall closing balance	-8.215

** Figure is net of contributions required to pay out of disposal value of £0.213m.

- 2.10 The forecast closing balance on the fund is -£8.215m, within the overdraft limit of £85m.
- 2.11 The forecast position on both PEF funds show that the funds are operating well within their acceptable parameters.

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TO: Policy and Resources Cabinet Committee – 8 January 2013

**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: BUDGET CONSULTATION 2013/14

Summary: The late announcement of the Local Government Finance arrangements for 2013/14 means that final draft budget could not be available in time to include in this report. The Finance Business Partner will provide a verbal update on the proposals affecting portfolio(s) reporting to the Policy and Resources Cabinet Committee, for the committee to consider.

1. Introduction

1.1 At the last meeting the Committee was given an update on the consultation on the draft budget launched in September. The consultation closed on 1st November but full analysis of all the responses was not available in time for the committee. A full report was presented to Cabinet on 3rd December and analysis from the independent MORI research and responses to KCC consultation document were published at the same time. These reports are available at http://www.kent.gov.uk/your_council/council_spending/budget_proposals.aspx

1.2 The consultation identified that the council faced estimated reductions in government grant/council tax collection of £28m (excluding Dedicated Schools Grant) and estimated additional spending demands of £32m. Together these required savings and income of £60m to balance the budget.

1.3 Since the KCC consultation was launched there have been a number of funding changes announced by central government and details of the new business rates arrangements still to be resolved. These were reported to Cabinet on 3rd December and Cabinet was asked to note the likely overall detrimental impact. Cabinet resolved that the impact would only be quantified after the provisional local government is announced (this was anticipated to be later than previous years and wouldn't be available until close to Christmas).

2. Consultation Responses

2.1 Given that the Business Strategy and Support Directorate is made up of the support services to the Council, there were few issues affecting the portfolio's reporting to this committee. However, given that the committee has an overarching view of Policy and Resources for the whole Council, the full Cabinet response to the 2013/14 Budget consultation has been included as Appendix 1.

3. Medium Term Financial Plan and Budget Book

3.1 The timing of the local government provisional settlement means that Committees have had little opportunity to consider the final draft proposals in advance of this meeting. Committees are invited to consider whether individual Informal member Groups (IMGs) should be convened to consider the draft proposals prior to final consideration at County Council on 14th February. The final proposals have been launched with a very short period for comments.

4. Recommendations

4.1 Members are asked to:

- (a) NOTE the late announcement of the provisional local government finance settlement and the impact on budget timetable
- (b) COMMENT on the issues raised in consultation and Cabinet's response
- (c) CONSIDER convening an IMG to consider the final budget proposals affecting the Finance and Business Support, Business Strategy, Performance and Health Reform, Democracy and Partnerships and Environment, Highways and Waste (Commercial Services) portfolio(s) in advance of County Council meeting on 14th February

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Background: Nil



By: John Simmonds - Cabinet Member for Finance & Business Support
Andy Wood - Corporate Director, Finance & Procurement

To: Corporate Board, 19 November 2012

Subject: **Cabinet response to 2013/14 Budget consultation**

Classification: Unrestricted

FOR DECISION

This report sets out a proposed Cabinet response to the 2013/14 Budget consultation.

The report sets out a series of recommendations to Corporate Board:

Cabinet is asked to note the likely detrimental impact of announcements and consultations on funding arrangements during the autumn. Cabinet is also asked to note that updated funding and the impact on 2013/14 budget will be included in the revised final draft budget proposals to be launched after the provisional settlement has been announced.

Cabinet is asked to agree that the revised final draft budget includes changes to the consultation draft to reflect its response to the consultation feedback. Cabinet is also asked to agree that this revised final draft be launched following the announcement of the provisional settlement later in December.

1. Changes since the launch of the Consultation

1.1 There have been a number of announcements and consultations during the autumn which are likely to impact on the overall resources available in 2013/14. Some changes will provide additional funding while others reduce funding. We are anticipating that the net effect will mean less funding than we estimated in the consultation resulting in the need for more savings to balance the budget. We will not know the full impact until we receive the local government finance settlement later in December.

1.2 On 8th October the Chancellor of the Exchequer announced further support for local authorities in 2013/14 and 2014/15 to help councils freeze Council Tax for a third successive year. The grant would be equivalent to 1% increase on 2012/13 Council Tax. At the same time the Government also announced its intention to reduce the referendum threshold to 2%. The announcements effectively cap any Council Tax increase to between 1% and 2%. We estimate the Council Tax freeze to be worth an additional £5m-

£5.8m for KCC in each of the next two years compared to the assumptions in the consultation.

1.3 On 16th October the Government announced £100m one-off transitional funding for local Council Tax Support schemes. In order to be eligible for grant billing authorities would have to limit benefit reductions for working age recipients of full benefit to 8.5%, could not increase the taper for those on partial benefit above 25%, and would need to avoid sharp reductions for claimants entering work. We estimate that the transitional grant would be £1.1m-£1.8m less than the impact on the tax base from limiting benefit reduction and thus equates to a funding reduction compared to the consultation.

1.4 The Government has proposed that the Early Intervention Grant is subsumed into the new local government funding arrangements through the localisation of business rates. The consultation proposed that the amount transferred into the new business rates model is substantially less than the current grant, and that the funding for the expansion of free early years places for 2 year olds be transferred into the Dedicated Schools Grant. There were only limited financial models included in the consultation (which only exemplified the overall position with no amounts for individual authorities) and to date there has been no announcements of decisions following the consultation. We are unlikely to know the full impact until we receive the local government finance settlement later in December.

1.5 The Government has consulted on changing the way money for central local authority functions (LACSEG) should be transferred to academies. The consultation sought views on transferring all funding for LACSEG functions to DfE who would introduce a national system to provide grants to local authorities and academies. There were only limited financial models included in the consultation (which only exemplified the overall position with no amounts for individual authorities) and to date there has been no announcements of decisions following the consultation. We are unlikely to know the full impact until we receive the local government finance settlement later in December.

1.6 The Chancellor of the Exchequer will make his Autumn Budget Statement on 5th December. This is later than previous years and means the KCC autumn statement cannot be presented to Cabinet before the final draft budget has to be launched. It also means that we are unlikely to get the provisional grant settlement (the baseline and top-ups for the new Business Rate retention scheme) until later in December. This is significantly later than previous years and means the final draft budget is unlikely to be available until January to allow time to assimilate the impact of the settlement. The consultation made it clear that we were working on funding estimates as we had no provisional grant details.

2. Response to Consultation

2.1 Attitudes to Council Tax

The majority of residents would not want to see council tax increased in the current economic climate, adding further pressure to already stretched household budgets. Some participants expressed a desire to see a more fundamental reform of council tax.

2.1.1 Cabinet agrees that at a time of unprecedented financial pressure on household budgets that KCC should do all that it can to avoid increasing council tax in its precept. Therefore, freezing the council tax will be at the heart of our final 2013/14 budget proposals, subject of course to the outcome of the grant settlements referred to in section 1. This only relates to the county council's share of Council Tax, and other Kent local authorities that also levy a precept or charges through the Council Tax may decide to increase the charge on their share.

2.1.2 Cabinet also understands the desire of some residents to want to see reform of the Council Tax system. Indeed, changes to council tax arrangements, such as the localisation of council tax benefit to local authorities, are placing even greater financial pressure on council tax arrangements, which we are trying hard to mitigate with our District Council partners. However, reform of the council tax, as part of a wider debate around the sustainability of local government finance, should be an important part of the Government's 2014 Comprehensive Spending Review.

2.1.3 Cabinet will be pressing for consideration of reform to council tax arrangements as part of our wider call for fairness in the local government financing arrangements in our submission to the spending review. Cabinet have previously received reports on the wide variation in tax rates between London Boroughs and surrounding county areas and South East 7 published a report this year "Fixing a Broken System" setting out its view that the current system is not sustainable. Cabinet shares this view that the current differentials in Council Tax between individual authorities (which directly result from flaws the current funding system) are not sustainable and needs to be addressed.

2.1.4 Cabinet has been working closely with district councils and other precepting authorities to ensure that the localisation of Council Tax Support is implemented effectively. Cabinet does not want to see those currently in receipt of Council Tax benefits facing sudden and expected Council Tax demands. At the same time Cabinet firmly believes that the reduction in funding for Council tax support should not be a burden on other Council Tax payers. Cabinet supports the schemes which districts have been developing and in particular welcomes the opportunity recently offered by ministers to limit the impact of Council tax benefit reductions in 2013/14.

2.2 Models for Service Delivery

Kent residents place a high value on core public services (particularly personal care related services) to be available should they need them. Residents would need to be satisfied that KCC has driven out the maximum savings from non frontline activities and reviewed provision of discretionary services before changes are considered to core services. Residents have increasingly mixed views whether the national budget deficit should be tackled

through savings on public services.

2.2.1 Cabinet are pleased that Kent residents place a high value on the services provided by the County Council and are committed to maintaining provision, especially for those services that support the most vulnerable members of Kent's communities. That is why a transformative approach to adults and children's social care is so important, so we can continue to provide the level of care needed and deliver better outcomes for individuals within the financial resources available. KCC will have already delivered over £150m of cashable savings over the last two years including:

- £19m of efficiencies on procured services
- £24m on staff efficiencies
- £60m on staff and running costs through service reforms

2.2.2 Cabinet remains absolutely committed to driving further efficiencies wherever possible, and will continually review KCC's back office and support arrangements to make further savings where it is appropriate to do so without placing additional burdens on front line staff. Also, by better integrating similar services around key client groups, as we are doing with adolescent support services, the organisation will be able to drive further efficiencies through reducing duplication and providing better targeted support to those who need it most.

2.2.3 It is of course our legal duty to provide statutory services, and Cabinet understands and appreciates that protection of statutory services is important to Kent residents. However, discretionary services, such as Community Wardens, can play an important role in supporting the quality of life of Kent residents and have wider social benefits that must be considered. Moreover, many discretionary services play an important part in the preventative agenda, helping to solve problems before additional and expensive statutory interventions become necessary. In some cases, investment in non-statutory preventative services may be required as part of the overall approach to managing demand on statutory provision and to ensure financial sustainability. Cabinet will continue to review all provision, both statutory and non-statutory, to ensure that it is both effective and providing value for money, but a simple delineation in spending priorities between statutory and non-statutory services may sometimes prove counter productive.

2.2.4 Cabinet appreciates that residents have mixed views on whether reducing the national budget deficit should be delivered through savings to public services or through other means. However, as a County Council we accept it is important that the national finances are brought into balance and as country we do not live beyond our means. Therefore, it is imperative that the structural deficit is cleared. Without such action, the longer term sustainability of public services would be in doubt. The only other option to delivering savings in public services would be to significantly increase personal and company taxation. As Cabinet have already noted, whilst pressure on household budgets remains significant, and economic growth remains sluggish as many businesses struggle, it is important that the state does not add pressure to already overstretched household and company budgets.

2.2.5 The Government could however do more to support local authorities to meet the financial challenge they face. Invariably, whilst it asks local public services to join-up commissioning and delivery, individual Whitehall departments often follow their own agenda, which impacts on what can be delivered locally. The need for Whitehall to speak with one voice is vital. It is also important that Whitehall honours the spirit of localism and if it expects local government to be more responsible for its own destiny, Government must give local authorities the tools to do the job and not try to retain too much control.

2.2.6 Moreover, the funding imbalance in local government grant formula which distributes money away from non-metropolitan areas in the South and East, makes meeting the financial challenge even harder and this needs to be addressed. The Government could also do more to reduce and remove many of the unnecessary regulations and restrictions, such as the overly prescriptive European Union procurement rules, which add cost to local authority contracts and services. So whilst we accept as a County Council the need to do our bit, the Government can and should do more to support authorities to meet the challenge.

2.2.7 Cabinet is extremely concerned that Government has not issued provisional grant settlements for 2013/14 and that the funding position for councils is extremely unclear so close to the start of the financial year. Cabinet took the bold step of consulting on the budget proposals much earlier than previous years despite the lack of information on grants or the new local government funding arrangements in the Local Government Finance Bill. Cabinet recognises that this is an extremely complex area and it is right that any change should be for the better but fear the new arrangements could turn out to be even more complex and will require further modifications. Cabinet urges Government to give local authorities adequate time to implement the new arrangements and not to make last minute changes.

The MORI workshops explored participants' appetites for three different ways of delivering services, looking at whether responsibility for budgeting and managing delivery should lie with KCC, the community or the individual. Participants generally wanted KCC to maintain its responsibility for services, acknowledging that we have the necessary experience and expertise and can generate economies of scale. There was some appetite for greater individual responsibility for heavily subsidised and non essential services (e.g. Freedom Pass, libraries,) and for greater community responsibility where existing structures are in place and the risk of failure is low (e.g. schools.) However participants were wary of the potential risks, particularly to vulnerable people.

2.2.8 Cabinet are grateful that the MORI workshops identified a high degree of trust in the County Council to effectively balance competing interests and commission and deliver services in the best interests of Kent as whole. Cabinet believe that this is a fundamental role of a countywide strategic authority, and even through our commitment to localism and new ways of working, we have ongoing responsibility to ensure fair access to services and a quality service level is maintained.

2.2.8 However, we are keen to explore different models of service delivery, including increasing personal responsibility and utilising community capacity to help deliver services to better meet local needs. At the same time, we agree with the participants in the MORI workshops that such approaches need to be developed carefully, and ensure that the council does not simply transfer liability to individuals and communities when they either aren't sufficiently resilient or don't have the capacity to take on increased responsibility. Our view is that such approaches must be developed on a service-by-service, case-by-case basis, with communities and service users actively participating in co-designing any new arrangements.

2.2.9 Cabinet is committed to protecting the most vulnerable in Kent and believes this can be better achieved through investing in better preventative services such as community health provision, rather than spending on more expensive interventions such as the provision of residential care services.

2.3 Service areas

Adult Social Care

Participants agreed that the current model of service provision is unsustainable due to the ageing population and reduced funding. Views on how to tackle this varied. Some felt that individuals should pay more towards their care. Others thought local communities could do more to help. All participants agreed that people should be supported to remain in their own homes, but did not think this should be funded through increased council tax. Adult social care was identified as most in need of protection from savings during the MORI workshops and was also the third least favourable area for savings in the online survey. Some respondents were concerned that

proposals to make savings through transformation could result in diminished services to vulnerable people.

2.3.1 Cabinet are very pleased that participants recognised that the current model of providing adult social care must change. In order to protect these vital services, savings of the magnitude required can only be delivered through fundamentally redesigning how adult social care is delivered. The Adults Transformation Programme will deliver significant savings in 2013/14 and improve outcomes through allowing staff to focus more of their time on productive outcomes and ensuring we provide care that is best suited to individual's needs and circumstance to help them remain independent as long as possible. The Transformation Programme will also deliver savings through better procurement and improved partnership with the NHS and other agencies involved in social care. This is not about cutting services and Cabinet will be including more information about how we intend to go about delivering savings when the final draft budget proposals for 2013/14 are published in a few weeks. Cabinet recognises that we need to explain more clearly what the Transformation Programme aims to achieve in order to allay concerns about service cuts.

2.3.2 In order to ensure a stable and sustainable future for adult social care in Kent, and to mitigate the risk of reductions to front line services, the first phase of the Adult Social Care Transformation Programme will focus on four main areas:

- 1) Transforming the care pathway: giving as many people as possible the opportunity to receive services that enable them to be independent for as long as they can be. We expect our focus on early intervention support will reduce long term care needs/costs. Examples of this are:
 - a. Enablement: significantly increasing the number of people who receive short-term intensive services that support people to learn, or re-learn, everyday skills and have confidence to complete daily living tasks themselves. These types of services can be suitable for people upon discharge from hospital, after illness or accident of other life changing events. People who have Enablement usually find that, afterwards, they can manage very well on their own or with a very low level of support.
 - b. Telecare: broadening the range and use of equipment and technology currently used so that it supports even more people to live safely and independently in their homes, thereby reducing the number of admissions to costly residential care.
- 2) Increasing our performance: reducing the amount of time spent on processes, paperwork and systems so that we work as efficiently and effectively as possible. This will increase how quickly people access support and make better use of staff time.
- 3) Strategic commissioning and procurement: making sure that we maximise value in all that we commission and procure. This will keep prices affordable for users of our services as well as the

Council. We will look at ways to use our buying power to bulk buy whilst understanding the social care market and ensuring businesses are not put at risk.

- 4) Investment: utilising ring-fenced NHS social care funding in a range of services that will reduce the number of people requiring ongoing support from social services and improve health outcomes. We will use this money to develop a range of new services that will provide additional support to carers, prevent social isolation, avoid hospital admissions and ensure safe and timely hospital discharge.

2.3.3 Focussing on the above in the first phase of the programme (18-24 months) aims to ensure we have a robust foundation in which to manage further transformation such as integration with health.

2.3.4 One of the central aims of the Adults Transformation Programme is to improve preventative action to help people avoid, delay or minimise their need for care, and Cabinet welcomes the support for this approach. We are also exploring how communities can help support elderly and disabled people.

2.3.5 KCC is lobbying Government to implement the Dilnot Commission's recommendations on the funding of adult social care by 2015, including the lifetime cap on care costs and increased means test level. A properly funded system for adult social care will relieve the increasing pressure on Local Authorities in the future.

Children's Social Care

Participants felt that in order to help look after the most vulnerable children, KCC should continue to be responsible for Children's Social Care. They were not able to identify many ways of saving money, and tended to think that there should be more investment in services. Participants were in favour of early intervention and prevention activity to stop problems escalating and the need for expensive interventions. Children's social care was rated as the least acceptable area for savings in the online survey, with some respondents concerned that proposed budget cuts could leave vulnerable children at risk. However, participants at the MORI workshops did not agree that council tax should be raised to increase funding for these services. Some participants recognised the need to encourage more people to adopt or foster children.

2.3.6 Cabinet acknowledges that the consultation has shown unease about the scale of the potential savings to Children's Social Care. Although there have been significant improvements in Children's Social Care over the last two years, this has come at the price of £23m of additional investment and Cabinet recognises that there is still much work to do to get long term value from this investment.

2.3.7 The transformation of Children's Social Care aims to shift the emphasis from high-cost reactive work to a preventative approach, while at the same time making necessary reductions in spend. It may take a longer period of time for the emphasis to shift and for the investment in early

intervention and prevention to pay off. Subsequently, Cabinet will reconsider whether the savings proposed for Children's Social Care next year strike an appropriate balance between the need to reduce costs now and allowing the long-term benefits of a preventative approach to develop. Cabinet's revised plans will be set out in the final draft budget due to be published in a few weeks.

2.3.8 Cabinet agrees entirely with the MORI participants' views that we must do more to improve the process of adoption and fostering. This will help us return children to a stable family environment as soon as possible, which will deliver longer-term reductions in care costs and provide better outcomes for these children. Kent's *Looked After Children Strategy* explains how we will achieve this. KCC has already seen improvements in the adoption service through working with Coram to improve and streamline the process.

Children's Services

Participants felt that Children's Services needed the oversight of KCC and did not want to see a reduction in the quality or access to services. There was no support for an increase to council tax but participants were prepared to accept some reduction in cost through increased parental responsibility and greater input from community organisations. Children's Centres was chosen as the second least acceptable area for savings in the online survey, although we have some concerns that the results may have been skewed by a local campaign. Participants felt that employment and careers advice for young people might be better achieved by different external agencies, instead of the CXK service commissioned by KCC.

2.3.9 MORI participants said that each child and their family are unique. Cabinet agrees, and our aim is that families should receive tailored support from an integrated team of professionals including from KCC and our partners. One example of where KCC is putting this approach into action is the Troubled Families initiative, which will improve outcomes for Kent's highest need families, reduce costs and enhance the way we work and commission together.

2.3.10 Children's Centres provide an important and valued service. Currently KCC has a large number of Children's Centres operating across the county (97). 20 of these are located in the 20% most disadvantaged wards in Kent, and 53 in the 30% most disadvantaged areas. 62 of the centres are located on school sites. 21 have attached on site nurseries, with partnership agreements with a further 25 nurseries which are actively supporting the free childcare places for all three and four year olds, as well as the new 'Free for Two' agenda.

2.3.11 Between October 2011 and September 2012, 42,480 children were active registered users at a centre in Kent, this equates to approximately 40% of the County's 0-4 year olds. Cabinet needs to ensure that the centres are reaching the families that need help and supporting the preventative agenda. Review work is underway to find the most appropriate operating model for Children's Centres, which includes looking at integration with other services

and their geographical distribution. This review activity will ensure that we better target Children's Centres activity to those who need it most in the future, and supports other Kent priorities such as Children's Social Care and the Troubled Families initiative.

2.3.12 In addition to looking at operating and geographical models, Cabinet are also considering how Children's Centres could deliver improved value for money and further efficiencies through income generation, standardised core staffing structures, reallocation of funding based on needs and economies of scale through more effective commissioning.

2.3.13 People who responded to the budget consultation felt that supporting young people into employment is important. This is a priority for KCC and there is a great deal of activity going on including the *Kent Jobs for Kent's Young People* campaign which has already secured over 100 apprenticeship pledges and the online careers guidance portal *Kent choices 4 U* which is being used by 83% of young people who are in the transition to 16+ learning. Cabinet acknowledges participants' concerns about the effectiveness of the current contract for employment and careers advice. Cabinet agrees that we need to find a more effective way to provide specialist careers advice to vulnerable young people and are developing options to achieve this within the proposed budget.

Community Services

Participants felt that there was plenty of scope for communities and individuals to take more responsibility for community services, including paying charges at point of use and further reliance of online services. There was no desire to increase Council Tax or council funding for these services and savings can be made. People were also willing to consider a reduction in the quality of these services if needed, including things like reducing library buildings. Participants who did not directly interact with Community Wardens did not appreciate the value they added.

2.3.14 Cabinet welcomes participants' interest in communities and individuals taking more responsibility for Community Services and KCC is already encouraging this. Through Future Library Services KCC is working with communities to identify options for library services in their local area. Cabinet acknowledges that participants were prepared to accept the closure of library buildings, but are confident we can deliver the savings and maintain our existing libraries through transformation.

2.3.15 Cabinet is particularly pleased to see that participants were willing to rely more on online services. KCC is committed to channel shift, as set out in the Customer Service Strategy. This means enabling customers to use the web to help themselves, whilst reserving more expensive face-to-face and phone for the most complex enquiries, or those who cannot go online. The forthcoming replacement and enhancement of kent.gov will make it easier to access information and allow people to carry out more transactions with KCC online which will improve efficiency and cost effectiveness, as well as the user experience.

2.3.16 Cabinet acknowledges participants' concerns about the value of Community Wardens. While the area covered by Community Wardens is not universal, other research shows that they are highly valued in the areas they operate in. Cabinet intends to work with the new Police and Crime Commissioner to identify options for community policing to inform the future role of Community Wardens.

Highways

Participants felt that Highways needs to remain the responsibility of KCC and could see potential inefficiencies in devolving responsibility, although some groups could see some merit in local decisions on things like traffic calming and urgent maintenance. There was no support for increasing funding for Highways either through increased council tax or user charging. Some participants might be more willing to pay user charges for roads if there were viable alternatives through public transport. Respondents to the online survey felt that street lighting is the most acceptable area to make savings.

2.3.17 Cabinet agrees with participants' views that the costs to individuals of travelling by car are already high and would not want to add to this burden. Cabinet also accepts that additional council tax should not be levied to support Kent highways and the council will need to continue to improve the quality of Kent's roads and keep traffic flowing whilst also getting best value from our highways contracts so that we do not have to raise additional taxes or charges.

2.3.18 Cabinet is very disappointed that money collected through the vignette scheme for charging foreign HGVs to use UK roads, first proposed by KCC to offset the damage foreign HGVs have on Kent highways, will not be hypothecated to Kent to invest in our highway network. Such a new and innovative income stream would have reduced the unfair pressure on Kent council taxpayers in paying for repairs to highways caused by huge growth in foreign HGVs.

2.3.19 Cabinet is pleased that many respondents agreed with our proposals to turn off some streetlights between midnight and 5am, when roads are least well used. Lights will only be turned off where it is sensible and safe to do. This measure will not only save tax payers money but would also be a visible demonstration of the council's commitment to reduce energy consumption and its carbon footprint.

2.3.20 Cabinet also recognises the views of some participants that public transport is an important option. KCC has worked extensively with bus companies to improve bus services, and will continue to work with developers to integrate convenient and reliable public transport into new housing developments, such as the Fast Track service at Kent Thameside.

2.3.21 Cabinet acknowledges that most participants want KCC to maintain responsibility for Kent's highways, and particularly welcome their views that KCC can deliver better economies of scale and obtain the required expertise

and skills through our commissioning and procurement arrangements. The new Highways Enterprise contract is a much better arrangement than KCC has had before, and is already delivering significant improvements to highways maintenance without increasing the overall cost.

Schools

In principle, participants at the MORI workshops were keen to hand greater responsibility for school improvement down to schools, reducing Council spend. They felt that there should be increased responsibility from individuals and communities. They also felt that schools should share best practice and that underperforming schools should learn from better performing ones. However some participants were concerned about whether this would work in practice. Participants also felt that parents would be more likely to try to get their children into a better school rather than play a role in improving their local under-performing school.

2.3.22 Cabinet agrees with the participants' view that responsibility and financial autonomy should be devolved down to schools wherever possible. KCC has already put this into practice. Devolving responsibility is the best way for schools to meet the needs of their pupils and achieve excellent outcomes. However, whilst schools should be financially independent, it is important that the total investment into Kent schools is sustained. Cabinet will work with schools to ensure that the changes to schools funding being proposed by the Government are fair, and do not reduce the comparative level of funding available for Kent schools nor unfairly advantage academies over maintained schools.

2.3.23 In response to the changing landscape, Cabinet is ensuring that a new transactional relationship is developed in the way that KCC supports schools. EduKent allows schools and academies to buy the support services they need from KCC to run their school effectively. Cabinet also agrees that schools are best placed to help each other improve and have developed the Kent Association of Head Teachers to help schools work together and support each other.

Transport

Participants thought that the community could get more involved in running transport services. In the case of SEN transport, participants welcomed more control and responsibility for parents in getting their children to school, but felt that some vulnerable families would still need support. People felt that given the existing costs of running a car and using public transport, they would not be willing to pay more to use transport services. The exception was the Freedom Pass, which participants felt was offering an exceptional deal. Views were mixed on increasing council tax to support this service or reducing service levels.

2.3.24 The increase in SEN transport costs over recent years is unsustainable, and Cabinet must do everything we can to bring costs down. Cabinet agrees with participants that it is good for parents to have more say in

how their child is transported to school, and the more personalised approach will be a positive change as in many cases parents can get their children to school more cheaply than the current costs paid by KCC. However, the needs of the child are a priority, and parental involvement would only be on a voluntary basis. Cabinet will also oversee the renegotiation of SEN transport contracts to get maximum value from them, including working with other South East councils through SE7 to see whether larger scale commissioning and procurement of SEN transport can deliver better value.

2.3.25 Cabinet is pleased that participants think the Freedom Pass offers such a good deal. The Freedom Pass supports Kent's young people to make the most of education, employment, social and cultural opportunities, and is a service that many other Councils do not provide. Cabinet realises that increasing the individual contribution would only be a short-term solution, and therefore we are considering how we can make changes to the offer in future years to make it more financially sustainable whilst still maintaining the greater freedom and flexibility the pass offers to parents and young people.

2.3.26 However, we need to be clear that it is a parent's responsibility to get their children to school and they should consider this when choosing a school. We only have to provide transport assistance where a child lives beyond the statutory distance from their nearest school. The Freedom Pass means KCC already goes much further in its support for children and families beyond the statutory minimum and invests upward of £10m on subsidy for the Kent Freedom Pass and the Post 16 Travel Card. These enable Kent's young people to access public transport not just to and from school and places of education, but also for use at evenings and weekends. Cabinet believes it is essential that all young people should be able to access schools and other facilities best suited to their needs.

2.3.27 Cabinet also agree with participants' views that subsidy of bus routes could be reduced. In the current financial climate, it will not always be viable or fair to continue to subsidise individual routes which are hardly used. Cabinet will ensure that this is reviewed on a case by case basis, taking into account the needs of users in the area and local alternatives. Where a bus route is supporting a vital need, for example helping people get to a hospital, Cabinet will seek to maintain funding for it.

Waste Recycling and Disposal

Participants were not prepared to increase council tax to fund this service and felt that we could get more savings from contracts and increase income from users or through recycling. Participants were also prepared to see a decrease in provision if necessary to manage costs. There was little appetite in devolving responsibility to local communities and some participants were concerned about a potential increase in fly-tipping and other problems if KCC took less of a role in managing rubbish and recycling.

2.3.28 Cabinet welcome participants' views that it is important for KCC to continue to manage waste services. Although Cabinet sees a role for community and individual responsibility, we share participants' concerns

about the risk of fly-tipping if rubbish and recycling is not properly managed. We work closely with district councils over fly tipping enforcement, and will continue to consider the most effective ways of delivering waste services to maintain provision. This will include Cabinet continuing the successful policy of developing joint arrangements with district and borough councils to unify the way in which waste is collected, which will reduce both their costs and the cost to the county council in disposing of waste. KCC has a good record in achieving savings from its numerous waste contracts, and Cabinet will ensure the value from these continues to be maximised.

2.3.29 Cabinet acknowledges participants' views that they would be prepared to see a decrease in opening hours of household waste recycling centres or accept a charge to individuals for waste and recycling. These issues were explored recently by a wide-ranging member review of the household waste recycling centre operations which led to recent site changes, and Cabinet will keep all possibilities open, bearing in mind statutory limitations around charging.

Financing and staff costs

Respondents to the online survey rated use of reserves as the second most acceptable area for savings, and a small number commented that this is the right thing to do to prevent a Council Tax increase. Respondents also rated capital financing as the third most acceptable area for savings. A small number of respondents suggested that KCC could make better use of its capital assets or sell buildings to save money. Some respondents felt that KCC could make further savings by reducing staff salaries and expenses. Participants at the MORI workshops also questioned the amounts some staff are paid and the terms and conditions for KCC staff.

2.3.30 The 2013/14 budget proposals include releasing £6 million of reserves. Reducing the level of reserves means Cabinet manage the short-term cash flow impact from transformation programmes. Cabinet is pleased that respondents agreed that this is a sensible way to manage next year's budget. Reserves can only be used once, and we are confident that our transformation programmes will deliver the required savings in future years.

2.3.31 KCC is developing a revised Capital Strategy which will ensure that we continue to achieve maximum benefit from capital assets. As part of this the existing capital spending programme will be reviewed, removing some schemes and funding others schemes in different ways to reduce the impact on the revenue budget.

2.3.32 The average salary for a KCC employee is £26k. KCC has removed more than 1,500 jobs through restructuring and transformation since April 2011, many of which are in management and support functions. Cabinet has also taken the bold step of removing the Chief Executive role. A number of allowances have also been removed in the past three years and the authority is currently reviewing staff terms and conditions to make further savings.

Cabinet intends to include more information about these staff and cost savings in the final draft budget proposals due to be published in a few weeks.

2.3.33 The council froze staff pay in 2010/11 and 2011/12 but competitive salaries and terms and conditions must be maintained if KCC is to recruit the best staff to provide Kent residents with high quality services.

3. Recommendations

3.1 Cabinet is asked to note the likely detrimental impact of announcements and consultations on funding arrangements during the autumn. Cabinet is also asked to note that updated funding and the impact on 2013/14 budget will be included in the revised final draft budget proposals to be launched after the provisional settlement has been announced.

3.2 Cabinet is asked to agree that the revised final draft budget includes changes to the consultation draft to reflect its response to the consultation feedback. Cabinet is also asked to agree that this revised final draft be launched following the announcement of the provisional settlement later in December.

4. Contact

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Background Documents

Ipsos MORI report on Kent Budget Workshop 2012

Report on Feedback from Budget Consultation Document and Specific Sector Group Briefings

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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: 8 January 2013

Subject: Enterprise Resource Planning Programme

Classification: Unrestricted.

Summary: This report provides an update on the first phase of the Enterprise Resource Planning (ERP) programme and highlights the scope of phase two. ERP is a KCC wide programme that is changing the way KCC does “business” and as such affects all KCC staff and Members. The majority of the development is in Oracle, with the aim of maximising the return on the significant investment that KCC has made in Oracle products over the past decade. Simplifying the standard business processes and tools has already supported savings in Finance and HR and will enable further savings and efficiencies to be delivered.

Recommendation: The P&R Cabinet Committee is asked to note and comment on progress to date and the phase 2 work streams

1. Introduction

- 1 (1) The Enterprise Resource Planning (ERP) Programme is a series of work streams, broken down over two phases that is transforming the way business is conducted within KCC. The aim of the programme is to pull together all of the data sources that currently support staffing and budgetary control and deliver an accurate, single version of finance and HR information using Oracle; and to simplify, improve and make consistent our purchasing processes, again using Oracle. The programme will also address how we develop our business intelligence including integration through Oracle of performance measurement / activity with finance and HR information, to enable better, more informed decisions.

2 Phase 1 improvements

- 2(1) The ERP programme is complex and covers a number of areas. It is being delivered in two phases, with phase 1 progress highlighted in paragraphs 2(2) to 2(12) below:
- 2(2) Prior to the ERP programme, HR had already delivered a major programme of implementing employee and manager self-service and has to date, successfully introduced on-line total contribution pay, travel expenses, sickness recording, updating personal information such as change bank details, and facilities to print and view payslips and P60's. These developments have delivered significant back-office savings.
- 2(3) ERP has continued to build on this work and further self-service is now available, with employees able to make claims on-line for all payments e.g. additional hours
- 2(4) A LEAN-type review of the HR Service has been carried out and the Section is currently implementing several of the recommendations.
- 2(5) A new system (Collaborative Planning) has been introduced which simplifies, makes consistent and automates the budget monitoring process. This has been rolled-out to about 60% of budget managers. It provides on-line forecasting/profiling of spend by budget managers and provides senior managers with comprehensive and transparent financial information about their Services.
- 2(6) The implementation of a solution to control the financial monitoring and budgeting process was originally scheduled for phase 2 of the programme but was brought forward in order to support the significant reduction in finance staff from April 2012. .
- 2(7) The actual implementation of the system was delivered to time and budget but the introduction of on-line monitoring and forecasting to budget managers looking after low and medium risk budgets, has raised some issues, both for the system as result of the nature of the product purchased and speed of implementation, and for the move to self-service and the removal of a large amount of financial support that had previously been relied upon. Therefore, although the system has been successfully introduced, there has been a mixed reaction to the new arrangements. However, latest comments from those now using the new system would suggest that initial problems are reducing and the consistency and transparency that the new system brings is starting to reap reward.
- 2(8) The aim is to make budget managers self-sufficient with minimal reliance on administrative support or specialist help. Embedding this transactional self-sufficiency and the streamlining and automating of financial processes, will allow the focus to move from transactional accounting to strategic financial management, which will improve decision making and resource allocation and will help make the reductions to finance staff sustainable.

- 2(9) I-procurement has been in use for a number of years now but with only limited numbers of people accessing it. It has now been rolled-out to about 1,500 users.
- 2(10) The ERP developments support the switch of focus from controlling invoicing to controlling ordering, and I-procurement is a fundamental part of this. All orders (apart from those on purchase cards) will need an order number and mandatory use of I-procurement will be applied consistently across the entire County Council. Goods and services received will be recorded on the financial system and invoices will be paid automatically (given the correct system checks are in place) from a central point.
- 2(11) The aim of the Business Intelligence work stream is to support managers to better understand the business and the drivers of risk to enable better decision making and planning decisions. We are looking at automation and self-service wherever it's cost effective but there will need to be improved data quality for KCC to realise the potential automation fully.
- 2(12) ERP phase 1 addressed business intelligence in Finance and HR through the use of the Oracle Business Intelligence (OBI) module. Sophisticated dashboards with drill-down capability have been developed and KCC has enterprise wide licences for OBI that will allow these dashboards to be rolled out to all managers, where appropriate.

3. Phase 2 proposals

- 3(1) The development of Phase 2 of the programme has been a result of the outputs and developments from Phase 1 and a review of the lessons learnt. Each work stream has been reviewed by key stakeholders within the Sponsoring Group and recommendations from the Programme Board. Where appropriate, business cases have been provided.
- 3(2) Phase 2 will continue to implement the new procurement process across all business areas, which will result in a “no purchase order, no pay” policy. An electronic invoicing solution, which will greatly reduce the amount of manual invoice processing is out for tender currently and is due to be introduced for the beginning of the new financial year. The Oracle I-supplier module is also being introduced, which will enable suppliers to manage their own details and enquiries directly.
- 3(3) We will expand the use of OBI to include performance and activity data from the Authority's non-Oracle business systems such as HiPath (used by the Contact Centre). The aim is to deliver comprehensive dashboards for managers and Members that will combine resource, activity and performance information to provide maximum understanding of the business.
- 3(4) There will be some system developments including the ability to access Oracle products remotely i.e. from non-KCC owned devices and synchronised sign on to Oracle E-business suite in order to reduce the number of different passwords staff have to use.

- 3(5) We will continue the roll-out of Collaborative Planning by providing access to the budget managers looking after “high risk” (due to size and/or volatility) budgets and will look to deliver a capital accounting solution to further support budget formation and management.
- 3(6) There will be further roll-out of HR self-service including the ability for staff to carry out on-line changes to employee assignments, changes to supervisor, annual leave requests and acting up and secondments. There will also be some developments to the Total Contribution Pay automated process (already put in place by HR before the ERP programme started).
- 3(7) We will review the alignment of Oracle hierarchies to improve integration between procurement, finance and HR modules. We will also implement a new, automated (where possible) starters and leavers process that will simplify the changes needed to ICT access, HR records, building entry and security passes, KNet entries, equipment issued or returned and cost centre assignment, as a result of a starter or leaver.

4. Financial Implications

- 4(1) It is estimated that there are no further financial implications, other than those already identified in the medium planning process, to deliver the remainder of phase 1 and the proposed phase 2 requirements.
- 4(2) If, as phase 2 costs are refined, this estimate proves to be insufficient, a full business case with offsetting savings will be submitted for any additional proposed spending.

5. Recommendations

- 5(1) The P&R Cabinet Committee is asked to note and comment on progress to date and the phase 2 work streams.

6. Background Documents

None

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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: 8 January 2013

Subject: Kent County Council response to the “improving Local Government transparency” consultation

Classification: Unrestricted.

Summary: This report is to inform the P&R Cabinet Committee of KCC’s response to the Department for Communities and Local Government consultation on improving Local Government transparency. The response highlights KCC’s general approach to transparency within Local Government.

Recommendation: The P&R Cabinet Committee is asked to note the response and comment on the general approach to future transparency in KCC.

1. Introduction

- 1 (1) The Department for Communities and Local Government’s (DCLG) launched a consultation in October 2012 on improving local government transparency through making the code of recommended practice for Local Authorities on data transparency enforceable by regulations. The consultation focuses on introducing regulations to require Local Authorities to publish data falling within certain descriptions of information specified in the Code of Recommended Practice for Local Authorities on Data Transparency, which was issued on 29 September 2011 under section 2 of the Local Government, Planning and Land Act 1980. The regulations will also require authorities to publish information in the manner and form specified in the Code. The Code is concerned with making data generated by authorities available and accessible to the public.
- 1(2) Draft comments on each of the consultation questions were gathered from the relevant Services that may be affected through the introduction of any new legislation. These were pulled together into a draft report which was

discussed at CMT and Corporate Board. The Cabinet Member for Business Strategy, Performance and Health Reform approved the final response which is shown for information in section 3.

- 1(3) The general premise of KCC's response is that it supports transparency and access to local public data but only where it meets local needs and demand and where the cost of provision does not outweigh the value that the public derive from having access to this information. The P&R Cabinet Committee's view is sought on this approach, in order to help shape future open data and transparency work and to respond to the results of the consultation.

2 Summary of the consultation and proposed changes

- 2(1) Along with making the code of recommended practice on data transparency a legal requirement, the DCLG is also proposing to require authorities to publish information in the manner and form, and at the times specified in the revised Code. A summary of the proposed changes is shown in the bullet points below:

- Regulations under section 3 of the Local Government, Planning and Land Act 1980 to make it a legal requirement to publish data in accordance with the regulations and the code.
- Set timelines for meeting two and three star publishing requirements (machine readable format initially, non-proprietary format 6 months later).
- Require 'public data to be made available as soon as reasonably practicable after it is produced by, or comes into the possession of, the local authority.
- Requiring authorities to maintain an inventory of public data held and register that inventory on data.gov.uk.
- Adding greater definition to the descriptions of data streams to be published.
- Specifying contracts and tenders of £500 and over to be published.
- Requiring the use of "Contracts Finder" to enable greater access.
- Clarification of the definition of voluntary, community and social enterprise sector.
- Clarification of the definitions of the data streams covered by 'policies, performance, external audits and key inspections and key indicators on the authorities' fiscal and financial position'.
- Adding detailed attributes to be included when publishing details of local authority land and building assets.
- Clarification of the definitions of the data streams covered by 'data of democratic running of the local authority'.
- Set out non-compliance process.

- 2(2) The consultation also covers additional data streams that Local Government would be required to publish. These are shown in the bullet points below

- Trade Union facility time - authorities should publish the amount spent on providing support and facilities to trade unions within their workforces, and specify which unions.
- Parking charges - authorities should publish: revenue from off-street parking charges; revenue from on-street parking charges; the number of off-street parking places; the number of on-street parking places; the revenue from parking fines; and the number of free parking spaces available (in line with The Portas Review).
- To councillor allowances and expenses – will add “and any other payments made to councillors from the public purse”.
- Corporate charge cards, credit cards or procurement cards - spending on goods and services made via these types of cards should be identified as payments to the underlying merchant/supplier, not spending on the card company itself.

2(3) There were a number of questions posed by the consultation, the answers to which form the basis of KCC’s consultation response shown in 3 below. The questions were split into general questions and those on land and building assets and were as follows:

General Questions

1. What amendments or additions could be made to paragraphs 10 and 11 of the Code to aid compliance? (Paragraphs 10 and 11 refer to publishing inventories of data on data.gov.uk).
2. What data streams could be added to the Code to aid transparency where services are contracted-out; and help greater access to contract information?
3. Are there other data sets which would be useful to the public which code could be added to paragraph 12 of the Code? In particular is there any data that would:
 - a. Support small and medium-sized enterprises and local businesses
 - b. Support the release of surplus local authority land and property?
4. Is the description of the minimum standards and proposed timing to achieve them correct?
5. Is the process of what will happen if the Code is to be enforced clear?

Local Authority land and building assets questions

B1. Do you agree with the information being published?

B2. Are there other attributes that should be published to help hold councils to account or to help drive performance?

B3. Should all of this information be mandated under the regulations?

B4. Should the Open Government Licence be applied to asset information? If so how?

3. KCC response

Kent County Council supports transparency and access to local public data where it meets local needs and demand. One of the three stated aims in our Medium Term Plan is to “put the citizen in control” and providing the information to support local people to take responsibility for their own community and service needs is a key step. However providing a surfeit of data to tick a Central Government requirement is a backward step in terms of the localism agenda. Publication is not the same as communication, and open data should be about encouraging a dialogue with the local community, citizens and businesses.

A question running through this entire consultation is the burden and cost associated with the additional work that local authorities will have to undertake, compared to the enthusiasm (or rather lack of) from the public for this information.

KCC already publishes information and data in line with the recommendations of the current Code, along with other data in which we think there is interest from the public. Currently we publish a range of data from average class sizes to overseas travel details, lots of performance data and council meetings information along with Kent area profiles plus general facts and figures relating to the County.

Our approach to open data has been to engage with local residents to inform our progress. Through surveys of community groups, staff and developers our initial, partnership led, pilot project provided a general direction. Work continues to establish a roadmap which reflects the demand-led priority for further publications and the format(s) that can be achieved both initially and in the future.

Any further legal requirement to publish particular information should be backed by evidence that the requirement by the public for this information and the value derived from it outweighs the cost of provision.

Question 1 - What amendments or additions could be made to paragraphs 10 and 11 of the Code to aid compliance?

Paragraphs 10 and 11 do not need to be complicated and they currently convey the two points well.

Question 2 - *What data streams could be added to the Code to aid transparency where services are contracted-out; and help greater access to contract information?*

Mandating the publishing of contracts and tenders of £500 and over could have serious impacts. At present our register of contracts over £50k runs to around 3,500 entries and increasing the entries required would exponentially increase the man hours required to maintain it.

As with the monthly publishing of invoice data for payments of over £500, which we are reducing to £250 from December 2012, changing the description of the data published could require costly changes to the system collecting the data or require intensive re-training of staff in all areas of the authority to meet the new dictate.

It is hard to see how the substantial costs that this would incur could be justified when our experience to date suggests that this is not necessarily the data that is being sought.

All tenders for larger projects are currently advertised on Contracts Finder and this is supplemented by the Kent Portal which is designed to help us focus on Kent Businesses.

A concern would be that publishing contract information may discourage some traders from working with the authority due to concerns around commercial sensitivity, in particular sole traders.

Question 3 - *Are there other data sets which would be useful to the public which could be added to paragraph 12 of the Code? In particular is there any data that would:*

- a. *Support small and medium-sized enterprises and local businesses*
- b. *Support the release of surplus local authority land and property?*

Further clarity on the definition of voluntary, community and social enterprise sector would be useful.

Data sets that could be added to the list of recommended data for publication are;

- Local level demographic data
- Public Health Observatory data (from April 2013)

Paragraph 12 bullet point 3 requires an organisational chart of the staff structure of the local authority to be published. We do not have a mechanism or software to show all 13,500 posts within KCC. Even if we did a structure of that size would be neither practicable nor useful. Should the Code be mandated we would ask that the code be revised to require a top level structure together with a summary of posts that sit below it.

The Council understands the Government's interest in publishing the cost of Trade Union facilities time. However, in order to comply with a requirement to publish this information the Council will need to introduce new structures to help it gather this data. These changes would be required as Kent County Council currently provides support in a number of different ways which are not quantified in terms of cost, although some unions do have a set budget. Therefore, if these new systems weren't established, the picture in relation to the cost of facilities time would not give an accurate representation of the support provided. Alternatively, and to avoid the authority having to make these changes, we would suggest that under the proposal this information could be published in a variety of different forms.

A number of parking and enforcement indicators are already reported by the district councils of Kent on their websites as part of improving transparency in local government. Parking indicators must be considered as part of balanced transport strategy to support and regenerate town centres by encouraging shoppers through pricing as well as other indicators reflecting measures to tackle congestion and improve sustainable transport.

Councillor allowances and expenses are already published and there are no other payments from KCC. Responsibility for publishing other allowances paid from the public purse by any other public body(s) should remain with that public body. Similarly the corporate charge card details published already identify the underlying merchant/supplier.

Question 4 - *Is the description of the minimum standards and proposed timing to achieve them correct?*

The 5 step journey to a fully open format is aspirational, and that is good. However compelling all local authorities to publish data at level 2 initially and level 3 six months later does not allow for variations in situation from authority to authority. We would suggest concentrating on meeting level 2 as a minimum and that a longer time-frame would be required with dedicated support from a sector body or Government department/agency to achieve further steps.

Whilst the setting of deadlines can have a motivational effect there are risks and barriers associated with opening up data. These include the speed at which skills and expertise can be acquired, additional resources, balancing the needs of privacy and transparency, and trust.

Question 5 - *Is the process of what will happen if the Code is to be enforced clear?*

The other thread running through this consultation is the reserve power of the Secretary of State to be able to intervene if "an authority is in breach of its obligations". This is top-down and unnecessary – even more so when the Coalition Government has committed to localism, for example with the Standards Regime and getting rid of central targets.

The example of the 'London Data Store' – you can achieve a minimum standard via a co-productive and participative approach. The 'London Data Store' approach has also drawn in other bodies and agencies, not directly covered by the Local Government label – which is desirable for a holistic view of a local place and the fear is that applying top-down enforcement will not achieve the best result for the end-user.

Question B1 - *Do you agree with the information being published?*

No. Vacant land and buildings are particularly vulnerable from squatting, theft and criminal damage. KCC has evidence of this to a closed property in Dover. Releasing the actual address provides a ready list to those not wanting the information for legitimate purposes to easily target buildings. By the same token we do not release the addresses of residential tenanted property as we would be concerned about how the information could be used to gain entry (our tenants are generally old, vulnerable people). The risk of knowing full details of non-operational properties in the public domain are likely to be expensive and a drain on the tax payer's purse.

Using CIPFA's description of property assets would be useful as a basis and also to consider in more detail the excluded properties.

We have concerns about the sensitivity of the information for publication detailed in attributes 9-13.

The asset valuation should be available but any other valuations including market valuations are commercially sensitive.

Whilst it is important that information is available through FOI and the wider transparency agenda, under the consultation some of the proposed information for publication may prejudice KCC's use of operational and non-operational properties. Although KCC does not have a social housing portfolio (which is exempt under the consultation proposals) it does have residential properties.

KCC does not provide details of property transactions as this information is available via Land Registry.

Question B2 - *Are there other attributes that should be published to help hold councils to account or to help drive performance?*

No.

Question B3 - *Should all of this information be mandated under the regulations?*

Best practice or guidance only

Question B4 - *Should the Open Government Licence be applied to asset information? If so how?*

Pilot the use of the Open Government Licence in one locality initially and then use the experience to provide a best practice model.

5. Recommendations

- 5(1) The P&R Cabinet Committee is asked to note the consultation response and to comment on the general approach to future transparency in KCC.

6. Background Documents

- 6(1) Copy of the full consultation

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

David Cockburn
Corporate Director of Business Strategy and Support

To: Policy and Resources Cabinet Committee – 8th January 2012

Subject: Kent and Medway Broadband Delivery UK (BDUK) Project - Update

Classification: UNRESTRICTED

For Decision

Cabinet Committee are asked to consider this report regarding Cabinet granting delegated authority to the Head of Paid Service and the Cabinet Member for Business Strategy, Performance and Health Reform to:

- 1) enter into a contract to deliver the Kent and Medway BDUK project;
- 2) enter into a grant agreement with BDUK to draw down the £9.87 million of Government funding.

1. Introduction

- 1.1 Kent County Council is working in partnership with the Government's Broadband Agency, Broadband Delivery UK (BDUK), to deliver a major project to transform Kent and Medway's rural broadband infrastructure.
- 1.2 The project aims to bring broadband to every property in Kent and Medway and will ensure that most will be able to access superfast broadband.
- 1.3 Without this project many rural businesses and communities would continue to have either no or very slow broadband services as there are no market-led plans to upgrade infrastructure in many rural parts of the County.
- 1.4 Kent County Council is investing over £10 million to enable this upgrade, which has been matched by £9.87 million from the Government. It is expected that the network operator who wins the right to build the network will contribute the remaining funding required for the project.

- 1.5 Transforming Kent and Medway's broadband infrastructure will be critical for delivering Kent's strategic ambitions as this project seeks to:
- Deliver economic growth by removing a significant barrier to development (especially for the 40% of Kent's businesses based in rural areas).
 - Support KCC's ambition to put the citizen in control by providing the infrastructure to support the transformation of public services especially channel-shift agendas and next generation assisted living technologies.
 - Tackle disadvantage by increasing access to services and improving educational outcomes.
- 1.6 Local businesses and residents continue to contact the Council and highlight their concerns over the impacts of poor quality rural broadband infrastructure – with the former highlighting that this continues to represent a key barrier to growth. Over 16,500 registrations have been received to date on the Make Kent Quicker website in response to concerns about poor broadband access.

2. Progress to date

- 2.1 Excellent progress has been made in taking forward the Make Kent Quicker project, including:
- **Successful implementation of the 'Make Kent Quicker Campaign'** to evidence the demand for better broadband services. Over 16,500 registrations from businesses and households have been received and feedback from BDUK has indicated that this is an excellent response rate.
 - **Early slot on the Government's broadband procurement pipeline secured** –the Government has made it very clear that not all authorities can undertake their procurement at the same time due to capacity constraints within the market. Kent County Council has managed to secure an early slot in the Government's procurement pipeline meaning that Kent businesses and residents will get better broadband ahead of many other areas.
 - **Invitation to Tender (procurement) launched at the end of October** according to plan.
 - **Open Market Review with suppliers completed** to ascertain the extent of current market deployment plans. This work is essential for meeting state aid requirements and confirming where there is market failure to finalise the intervention (delivery) area for the project.
 - **BDUK audits on readiness to procure completed and passed** – Kent County Council has passed a number of BDUK audits inspecting our 'readiness to procure'. These have assessed our Invitation to Tender documentation, the quality of our demand

registration data, open market review processes and pre-application state aid work.

- **Working with BDUK on the Kent and Medway State Aid Notification** – the national BDUK rural programme constitutes State Aid under EU law. We are currently working on the supporting information that will be required to accompany our state aid application to the Department of Culture, Media and Sport following the completion of the procurement process.
- **Supporting District Councils and communities submitting bids to the Defra Rural Community Broadband Fund.** This scheme has made an additional £20 million available nationally to provide superfast broadband solutions to those in the hardest to reach areas that are only likely to benefit from a basic 2mb service under the UK BDUK funded programmes. Kent has performed well to date with five 'Expressions of Interest' being approved in the first and second rounds.

2.2 At a national level, BDUK have now managed to secure approval from the European Commission for the UK Broadband State Aid Notification. This is welcome news as the UK state aid notification scheme was originally scheduled by BDUK to be in place by April 2012. Subsequent delays in securing agreement with the Commission over the parameters of the scheme has led to significant delays in taking forward BDUK procurements around the country – and delivering local community broadband schemes – including Kent.

3. Procurement approach and timetable

3.1 Given that this is considered a complex procurement and BDUK have been reluctant to sanction and contribute funding to off-framework procurements, Kent County Council is using the Government's broadband procurement framework to deliver the project.

3.2 With the Invitation to tender launched according to plan, the Kent and Medway BDUK procurement remains on track meaning that Kent businesses and residents will benefit from improved broadband infrastructure ahead of many other parts of the Country. Subject to BDUK state aid sign off, we anticipate that we will award contract in April 2013.

4. Timescales for implementation

4.1 Whilst precise delivery timescales will not be able to be confirmed until we have completed the procurement exercise and appointed a supplier, we anticipate that:

- An infrastructure supplier will be appointed in April 2013

- Work will start in 2013
- The first services will come on line in 2014
- Services will become available to all properties during 2015

4.2 It will not be possible to confirm the geographical phasing for the rollout until after the procurement has been completed and initial survey work has been undertaken.

5. Conclusions

5.1 Despite delays at a national level, excellent progress has been made in taking forward the Kent and Medway BDUK project and the ITT was launched at the end of October, according to plan.

5.2 The evaluation of the tender submissions will begin in mid January, with state aid and Government sign off for the project being sought in February and March to enable contract award in April 2013.

6. Recommendation

Cabinet Committee are asked to consider this report regarding Cabinet granting delegated authority to the Head of Paid Service and the Cabinet Member for Business Strategy, Performance and Health Reform to:

- 1) enter into a contract to deliver the Kent and Medway BDUK project;
- 2) enter into a grant agreement with BDUK to draw down the £9.87 million of Government funding.

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Background Documents:
None

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

Agenda Item E1

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