

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 23rd April, 2014

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 23 April 2014, at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Ann Hunter**
Telephone: **01622 694703**

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

Membership (14)

- Conservative (8): Mr A J King, MBE (Chairman), Miss S J Carey, Mr N J D Chard,
Mr J A Davies, Mr R L H Long, TD, Mr S C Manion,
Mr L B Ridings, MBE and Mrs P A V Stockell
- UKIP (3) Mr J Elenor, Mr C P D Hoare and Mr R A Latchford, OBE
- Labour (2) Mr D Smyth and Mr N S Thandi
- Liberal Democrat (1): Mrs T Dean

UNRESTRICTED ITEMS

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

Webcasting Notice

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A - Committee Business

Webcast Announcement

A1 Apologies

To receive apologies for absence and notification of any substitutes present.

A2 Declarations of Interest by Members in items on the Agenda

In accordance with the Members' Code of Conduct, members are requested to declare any interests at the start of the meeting. Members are reminded to specify the agenda items number to which it refers and the nature of the interest being declared.

A3 Minutes of the meeting held on 17 January 2014 (Pages 7 - 12)

To consider and approve the minutes as a correct record.

B - Key or significant Cabinet Member Decision(s) for recommendation or endorsement - NONE

C - Monitoring of Performance

C1 Performance Dashboard (Pages 13 - 22)

To note a report on progress made against targets set for key performance indicators.

C2 Financial Monitoring (Pages 23 - 38)

To receive and note the third quarter's full budget monitoring report for 2013-2014 that was reported to Cabinet on 24 March 2014.

C3 Strategic and Corporate Directorate Business Plan (Pages 39 - 60)

To consider and comment on the draft 2014 business plan (Strategic Priority Statements) in advance of the final version being approved by the Cabinet Member and Corporate Director.

C4 Legal Services' Evolution Efficiency Enterprise Update for Quarter 3 2013-14 (Pages 61 - 68)

To note an update from the Cabinet Member for Traded Services and the Director of Governance and Law on the work continuing within Legal Services, as the Evolution, Efficiency, Enterprise project moves towards the end of its second year.

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

D1 Transformation Agenda (verbal update)

To receive and note an update on the implementation of the Transformation project.

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 Public Services Network (Pages 69 - 74)

To consider and note the progress on the re-procurement of the Kent Public Services Network.

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Friday, 11 April 2014

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KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Friday, 17 January 2014

PRESENT: Mr A J King, MBE (Chairman), Mr R H Bird (Substitute for Mrs T Dean), Miss S J Carey, Mr N J D Chard, Mr J Elenor, Mr C P D Hoare, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr S C Manion, Mr L B Ridings, MBE, Mrs P A V Stockell, Mr D Smyth and Mr N S Thandi

ALSO PRESENT: Mr P B Carter, CBE, Mr G Cooke, Mr J D Simmonds, MBE and Mr B J Sweetland

IN ATTENDANCE: Mr D Cockburn (Corporate Director of Business Strategy and Support), Mrs P Davies (Service Desk Manager), Ms C Grosskopf (Policy Manager), Mr D Shipton (Head of Financial Strategy), Ms R Spore (Director of Property & Infrastructure Support), Mr D Whittle (Head of Policy and Strategic Relationships), Mr A Wood (Corporate Director of Finance and Procurement), Mr T Woolmer (Corporate Policy Officer) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

43. Apologies

(Item A1)

Apologies for absence were received from Mrs Dean. Mr Bird attended as substitute.

44. Declarations of Interest by Members in items on the Agenda

(Item A2)

- (1) Mr Latchford declared an interest in Item C2 – Civilian Military Covenant as he was an ex-service man, chairman of his local branch of the British Legion and chairman of the national war memorial project in Dover.
- (2) Mr Long declared an interest in Item C2 – Civilian Military Covenant as he was a serving reserve officer in the Territorial Army.

45. Minutes of the meeting held on 6 December 2013

(Item A3)

RESOLVED that the minutes of the meeting held on 6 December 2013 are correctly recorded and that they be signed by the chairman subject to the deletion of the word “attended” in minute number 31, the deletion of the word “manger” in minute 41(4) and the insertion of the word “manager” in its place.

46. Minutes of the meeting of the Property Sub-Committee held on 13 November 2013

(Item A4)

RESOLVED that the minutes of the Property Sub-Committee held on 13 November 2013 be noted.

47. ICT Service Desk - Customer Service Accreditations

(Item C1)

- (1) Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report and said that the accreditations obtained reflected the high quality of the service provided by the Service Desk. He also introduced Matthew King and Jack Lodemore who were apprentices in the Service Desk team.
- (2) Mrs Davies (ICT Support Services Manager) gave a short presentation outlining the work of the ICT Service Desk, the way in which the team works and the Service Desk's accreditation from the Service Desk Institute (SDi) and Customer Service Excellence Standard. She also outlined the nine SDi concepts that the team worked to, gave more information about the achievement of the Customer Excellence Standard and the opportunities within the team for apprentices and young people leaving care.
- (3) Mr Matthew King said the apprenticeship had given him valuable life skills, an opportunity to gain experience and to start his career in ICT.
- (4) The excellent support provided by the Service Desk to Members was acknowledged.
- (5) Mrs Davies confirmed that Mr Lodemore and Mr King were following level three apprenticeships and that other authorities including Medway and East Sussex County Council had sought advice about best practice relating to ICT service desk support.
- (6) RESOLVED that the report be noted.

48. Budget Consultation and Provisional Local Government Settlement

(Item B1)

- (1) Mr Shipton introduced the report. He said the Draft Budget had been published on 14 January and reminded the Committee that it was being asked to consider the consultation feedback and the provisional local government finance settlement.
- (2) He said the consultation had been successful, with over 3,000 responses to the online '2 minutes, 2 questions' and 487 responses to the on-line budget tool. He said: this was the best ever response to a consultation on the budget; the responses to the three elements of the market research were consistent; and were also consistent with the views of staff.
- (3) Most respondents had expressed a view that the council should look to savings that could be made through efficiencies and transformation rather than cutting back existing service provision. Over 70% of respondents also supported a small increase in council tax in order to offer some protection to front-line services. The more detailed budget modelling tool identified that

services for the most vulnerable and where people had no choice other than to receive support from council were the most highly valued and should be protected. This did not mean that other services were not valued but if savings had to be made the council should look at these services.

- (4) He explained that the 2014/15 settlement had been broadly as expected, with technical changes that meant some funds that had previously been allocated during the year had been rolled into the Revenue Support Grant (RSG). For example the amount top-sliced for the New Homes Bonus had been reduced which increased the RSG but reduced the amount paid as an in-year adjustment.
- (5) It had been expected that the New Homes Bonus would be removed entirely and transferred to the single Local Growth Fund in 2015/16, however, this would not now be the case and the New Homes Bonus would be rolled out as originally planned. The provisional settlement also confirmed that the separate grants previously allocated to support council tax freezes would be rolled into the RSG settlement and therefore were unlikely to be removed in future settlements. The conclusion was that indicative settlements for 2015/16 and 2016/17 were better than anticipated during the consultation.
- (6) Members asked if the questions in the survey could be clearer and less ambiguous in the future and asked about how representative the respondents were of the population of Kent.
- (7) Members considered that the consultation had been successful.
- (8) RESOLVED that the feedback from the consultation and comments by members be noted.

49. Civilian Military Covenant

(Item C2)

- (1) Mr Ridings (KCC's Armed Forces' Champion) introduced the report which outlined the role of the Kent and Medway Civilian Military Partnership Board in overseeing the Armed Forces Community Covenant that KCC had signed to complement the Armed Forces Covenant. The report also set out the implications for Kent of the government's strategic changes to the armed forces and provided examples of initiatives taken to date.
- (2) Mr Ridings said it was planned that the armed forces would reduce by 20,000 by 2020 and there was a need to provide support for ex-service men and women to secure employment. He acknowledged the difficulties some had adjusting to life after serving in the armed forces with high numbers of ex-service personnel among the prison population and presenting as homeless.
- (3) Mr Ridings said KCC had established a board to oversee the implementation of the Covenant and the board had established five working groups across the key themes of: health and wellbeing; integration; housing; employment, economy and skills; and recognise and remember. He drew particular attention to the work undertaken by the Libraries, Registration and Archives

team to establish a Kent First World War Timeline for the Frontline Kent Partnership.

- (4) During the discussion the importance of the Men's Sheds' project was acknowledged and reference was made to various commemorative events including a national war memorial on Dover's White Cliffs at Western Heights to commemorate the 1.7 million service men and women from across the Commonwealth who died in the service of the UK in World War 1 and World War 2 and the Memorial Arch at Folkestone.
 - (5) Questions were asked about the involvement of schools in commemorative events and it was suggested that the Education, Learning and Skills Directorate be encouraged to send out a pack relating to "lest we forget."
 - (6) Mr Woolmer (Policy Officer) said that KCC's employment policies regarding ex-service personnel and serving reservists would be considered by the Employment, Economy and Skills Sub-Group in conjunction with district councils and health organisations.
 - (7) In response to a further question Mr Woolmer said the Recognise and Remember Sub-Group were scoping how best to consolidate information in one place about the many commemorative events taking place in Kent. The Recognise and Remember Sub-Group recognised the enormity of this undertaking and planned to work with other agencies, such as Visit Kent, to bring together as many events as possible. It was also intended to update the Policy and Resources Cabinet Committee on progress at appropriate times.
8. RESOLVED that the report be noted.

50. Welfare Reform and Potential Impacts on Kent
(Item C3)

- (1) Mr Carter (Leader) introduced the report which provided an update on a range of indicators that may be affected by recent and ongoing welfare reforms following the comprehensive research report presented to the Committee in June 2013. He said the report had been reviewed and updated following its withdrawal from the Committee's agenda in December 2013. A number of concerns including the rise in homelessness, increased criminality in East Kent and the use of foodbanks were identified in the report but could not be attributed solely to changes in welfare benefits.
- (2) Mr Whittle (Head of Policy and Strategic Relationships) said that foodbank usage would be monitored and reported wherever possible.
- (3) RESOLVED:
 - (a) That the changes made to the original December update report on welfare reform as set out in sections 2, 3 and 4 of the report be noted.
 - (b) That the revised welfare reform update report be noted.

51. Mid Kent Key Office Hub - Acquisition of Premises - Report of an urgent decision taken

(Item C4)

- (1) Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report which set out details of an urgent decision taken between meetings of the Policy and Resources Cabinet Committee as it could not be reasonably deferred to this meeting of the Committee.
- (2) The Committee noted the exempt information provided at Agenda Item D1.
- (3) RESOLVED that Decision 13/00060 – Mid Kent Key Office Hub- Acquisition of Premises – taken in accordance with the process in Appendix 4 Part 7 paragraph 7.18 of the Council's Constitution be noted.

52. Exclusion of the Press and Public

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

53. Mid Kent Key Office Hub - Acquisition of Premises

(Item D1)

- (1) Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report which contained detailed information that he had considered prior to making Decision 13/0060. He also answered Members' questions.
- (2) RESOLVED that the information be noted.

54. Exempt Minutes from the meeting of the Property Sub-Committee held on 13 November 2013

(Item E1)

RESOLVED that the exempt minutes of the Property Sub-Committee held on 13 November 2013 be noted.

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From: Paul Carter, Leader and Cabinet Member for Business Strategy, Audit and Transformation
 Gary Cooke, Cabinet Member for Corporate and Democratic Services
 John Simmonds, Cabinet Member for Finance and Procurement
 Bryan Sweetland, Cabinet Member for Commercial and Traded Services
 David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 23 April 2014

Subject: Strategic and Corporate Services Directorate Dashboard

Classification: Unrestricted

Summary:

The Directorate Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. The Directorate Dashboard is provided to assist the Committee in its role in relation to reviewing performance.
- 1.2. Performance Dashboards are regularly reported to the Cabinet Committee throughout the year, and the current report includes data up to the end of February 2014.

2. Directorate Dashboard

- 2.1. The Strategic and Corporate Services Performance Dashboard, attached at Appendix 1, includes results up to the end of February 2014 for the Key Performance Indicators (KPIs) included in this year's Divisional Business Plans.
- 2.2. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against business plan targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.3. The Dashboard now contains indicators for the Customer Relationship Team and Communication and Engagement, both having transferred into the Directorate on 1 April 2014.
- 2.4. All indicators are either ahead of target or are at acceptable levels above the floor standard for the year to date position.

2.5. The following indicators had a Red RAG rating for the month of February:

- User satisfaction with the KCC website
- Percentage of calls to the Contact centre answered in 20 seconds

2.6 Both areas have recently been negatively impacted by the aftermath of flooding and related weather events, with increased demand and volumes of phone calls and enquiries. Many of these additional enquiries related to Highways with increased demand for attention to a range of issues including potholes and drainage. Special funding has been awarded by government to deal with these Highways issues. Demand and expectations from the public on these issues continues to be high at the present time.

3. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to Note this report.

4. Background Documents

4.1 KCC Business Plans 2013/14

http://www.kent.gov.uk/your_council/council_spending/financial_publications/business_plans_2013-14.aspx

5. Contact details

Report Author: Richard Fitzgerald, Performance Manager, Business Intelligence
01622 221985, richard.fitzgerald@kent.gov.uk

Strategic and Corporate Services Performance Dashboard

Financial Year 2013/14

Data up to February 2014

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Produced by Business Intelligence Team

Publication Date: 21 March 2014

Guidance Notes

RAG Ratings

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

DoT (Direction of Travel)

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

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

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is an **In Tolerance** rating. Activity which is within the expected range is In Tolerance (Yes). Activity which is above the Upper Threshold is (**High**) and when below the Lower Threshold is (**Low**). Expected activity Thresholds are based on previous year trends.

Divisions and accountabilities

Ref	Division	Accountable Director
CE	Communication and Engagement	Barbara Cooper (interim)
CS	Customer Relationships	Barbara Cooper (interim)
HR	Human Resources	Amanda Beer
PI	Property & Infrastructure Support	Rebecca Spore
FP	Finance & Procurement	Andy Wood
GL	Governance & Law	Geoff Wild
ICT	Information & Communications Technology	Peter Bole

Feedback and satisfaction

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR 04	Satisfaction with the resolution of people-management cases rated Good or above	96%	GREEN	↔	94%	GREEN	70%	50%	New Indicator
HR 05	HR commissioned training events with a participant satisfaction rating of 4 (satisfactory) or above	99%	GREEN	↑	98%	GREEN	85%	75%	New Indicator
HR 06	Manager satisfaction with learning effectiveness outcomes rated 4 or above	98%	GREEN	↔	99%	GREEN	85%	75%	New Indicator
HR 07	Overall satisfaction with HR performance rated as Good or above	94%	GREEN	↓	89%	GREEN	60%	60%	New Indicator
ICT 02	Positive feedback rating with the ICT help desk	98.7%	GREEN	↑	98.4%	GREEN	95%	90%	98%

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HR05 : HR commissioned training: January data is the latest available with reporting one month in arrears

HR06 : Manager satisfaction with learning: October data is the latest available with reporting in arrears to enable adequate time for training assessment

Meeting timescales

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FP 01	Pension correspondence dealt with within 15 working days	100%	GREEN	↑	98.2%	GREEN	98%	95%	99%
FP 02	Retirement benefits paid within 20 working days of all paperwork received	99.4%	GREEN	↓	99.8%	GREEN	98%	95%	99%
FP 03	Invoices received by Accounts Payable within 20 days of KCC received date	82.9%	AMBER	↑	81.9%	AMBER	90%	80%	New Indicator
FP 04	Invoices received on time and entered onto Accounts Payable systems by KCC within 20 days	95%	GREEN	↑	90%	GREEN	85%	75%	New Indicator
GL 01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	↔	98%	AMBER	100%	96%	96%
GL 02	Freedom of Information Act requests completed within 20 working days	96%	GREEN	↑	95%	GREEN	90%	85%	85%
GL 03	Subject Access requests, under the Data Protection Act, completed within 40 calendar days	93%	GREEN	↑	75%	GREEN	70%	65%	68%
PI 03	Property Service Desk call out requests responded to with specified timescales	99%	GREEN	↑	98%	GREEN	90%	80%	99%

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Activity Indicators

Ref	Indicator description	Year to date	In Tolerance	Expected Activity		Prev. yr YTD
				Upper	Lower	
PI08	Reactive maintenance jobs completed by the Property team	9,395	Yes	10,200	8,370	

Developing and supporting staff

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR 01	Expense claims made through self-service	77%	GREEN	↓	79%	GREEN	76%	75%	78%
HR 02	Sickness notification transactions by self-service	76%	GREEN	↓	79%	GREEN	60%	50%	64%
HR10	Health and safety audit non-compliances followed up within 6 months	None in the month		↔	100%	GREEN	100%	95%	New
ICT 01	Calls to ICT Help Desk resolved at the First point of contact	73.0%	GREEN	↓	72.5%	GREEN	70%	65%	70%
ICT 03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	↔	100%	GREEN	99.8%	99.0%	99.98%
ICT 04	Working hours where ICT Service available to staff	99.7%	GREEN	↓	99.6%	GREEN	99.0%	98.0%	99.3%
ICT 05	Working hours where Email are available to staff	100%	GREEN	↔	100%	GREEN	99.0%	98.0%	99.6%

Financial control and efficiency

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FP 05	Percentage of sundry debt outstanding under 60 days old	87%	GREEN	↑	Snapshot data		75%	57%	88.9%
FP 06	Percentage of sundry debt outstanding over 6 months old	8%	GREEN	↑	Snapshot data		10%	15%	8.2%
PI 01	Percentage of rent due to KCC outstanding at 60 days	0.8%	GREEN	↑	Snapshot data		2%	10%	New Indicator

Annual Indicators - The measures below which relate to annual targets are provided with forecasts rather than year to date figures.

Ref	Indicator	Current Forecast	Forecast RAG	Target	Floor Standard
ICT 07	Annual cost per FTE of ICT	£1,517	GREEN	£1,517	£1,660
ICT 08	Users supported per ICT engineer	80	GREEN	80	75
PI 05	Percentage of budget target for net capital receipts achieved	115%	GREEN	100%	95%

New Services Transferred into Directorate from April 2014

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CE03	User satisfaction with the KCC website (GovMetric)	46%	RED	↓	55%	GREEN	55%	51%	55%
CR01	Percentage of callers who rate the Contact Centre as good	93%	AMBER	↓	94%	AMBER	96%	90%	92%
CR02	Percentage of customers using Gateway who rated the experience as good	69%	AMBER	↔	68%	AMBER	75%	65%	69%
CR03	Percentage of calls to the Contact centre answered	95%	GREEN	↓	97%	GREEN	90%	85%	90%
CR04	Percentage of calls to the Contact centre answered in 20 seconds	68%	RED	↓	81%	GREEN	75%	70%	65%
CR05	Complaints to KCC acknowledged in timescale	96%	GREEN	↓	96%	GREEN	90%	85%	90%
CR06	Complaints to KCC responded to in timescale	79%	GREEN	↓	84%	GREEN	75%	70%	81%
CE04	Percentage of staff who feel informed (annual survey)			↑	59%				51%
CE01	The percentage of regional media coverage which is positive or neutral	81%	GREEN	↓	85%	GREEN	80%	70%	New Indicator
CE02	Positive mentions in the national media reflecting Bold Steps core themes	21	GREEN	↑	682	GREEN	60	40	New Indicator

CE02: National media: The indicator now includes Trade press which were not previously included and this explains why numbers have increased significantly compared to the target level set.

Activity Indicators

Ref	Indicator description	Year to date	In Tolerance	Expected Activity		Prev. yr YTD
				Upper	Lower	
CE05	Number of visits to the KCC website, kent.gov (000s)	4,851	Yes	5,384	4,622	4,304
CR07	Number of calls to Contact Point (000s)	767	Low	933	843	902

From: **Paul Carter, Leader and Cabinet Member for Business Strategy, Audit and Transformation**
John Simmonds, Deputy Leader and Cabinet Member for Finance and Procurement
Gary Cooke, Cabinet Member for Corporate and Democratic Services
Bryan Sweetland, Cabinet Member for Commercial and Traded Services
David Cockburn, Corporate Director Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 23 April 2014**

Subject: **Financial Monitoring 2013/14**

Classification: **Unrestricted**

Past Pathway: **Cabinet 24 March 2014**

Summary:

The Cabinet Committee is asked to note the third quarter's full budget monitoring report for 2013-14 reported to Cabinet on 24 March 2014.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee, based on the third quarter's full monitoring to Cabinet.

1. Introduction:

1.1 This is a regular report to this Committee on the forecast outturn.

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 together with key activity indicators and will be reported to Cabinet Committees after they have been considered by Cabinet. These quarterly reports also include financial health indicators, prudential indicators, the impact on revenue reserves of the current monitoring position and staffing numbers by directorate. In the intervening months a mini report is made to Cabinet outlining the financial position for each portfolio. A link to the third quarter's monitoring report for 2013-14 is provided below:

<https://democracy.kent.gov.uk/documents/s45556/Item%207%20-%20Revenue%20Capital%20Q3%20monitoring.pdf>

2.2 Although the full Cabinet report is provided, this Cabinet Committee only needs to consider the items that are within its remit, as per Appendix 1 of Item 8 on the 27 March 2014 County Council agenda: Transformation – Cabinet Committee Reform. A link to this report is provided below:

- 2.3 The attached annex is the Business Strategy & Support Directorate Summary for which this Committee has had on-going responsibility and is therefore the focus for this third quarter financial monitoring report. The Directorate is forecasting an underspend of -£735k of which -£486k has been identified as contractually committed roll-forwards to 2014-15, leaving a net contribution to the Council of an underspend of -£249k.

Most units within the Directorate have variances +/- £200k with the exception of Property Group and Human Resources. HR are underspending by -£1.1m, most significantly -£581k against the Corporate training budget as a result of directorates making late revisions to their workforce development plans. Property Group are overspending by £1.4m, primarily as a result of the revised New Ways of Working programme plan responding to the requirements of front line services, which changed the assumed timelines for moving out of our larger leasehold buildings, hence creating a pressure within the Corporate Landlord estate in the current year. The new timelines together with revised savings and pressures have been addressed for 2014-15 through the Medium Term Financial Plan.

- 2.4 As explained in the December Cabinet Committee report, the annexes to the Cabinet report are presented in the pre-election portfolio structure.
- 2.5 The major units which will be included in the reporting to this committee for the 2014-15 financial year include External Communications, Contact Centre, Gateways and Commercial Services. As at Quarter 3, these units are breaking even or have small underspends, with the exception of the Contact Centre. Contact Centre has re-phased its 13-14 savings to align with the replacement of the Web Platform and the implementation of the Customer Service Strategy and is now expected to deliver in 2014-15. Offsetting savings within the Communities Directorate have been identified to mitigate the impact of this in the current year.

3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee based on the third quarter's full monitoring to Cabinet.

4. Contact details

Report Author
Jackie Hansen, Strategic and Corporate Services Directorate Finance
Business Partner
Telephone number: 01622 694054
Email address: Jackie.hansen@kent.gov.uk

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY
BUSINESS STRATEGY AND SUPPORT (EXCL. PUBLIC HEALTH) SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+80,225	-735	-	-735

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Regeneration & Enterprise portfolio						
Directorate Management & Support	172.2	0.0	172.2	+3		
Development Staff & Projects	5,043.7	-1,333.7	3,710.0	-3		
Total R&E portfolio	5,215.9	-1,333.7	3,882.2	0		
Finance & Business Support portfolio						
Finance & Procurement	18,707.1	-7,375.8	11,331.3	-199	-397 Appointments to the structure made last year at bottom of grade, budget set at mid-point of grade; the Division is also carrying a number of vacancies. -294 Reduction in specialist fees within Financial Management +129 Increased cost of asset valuations +120 Under-recovery of income by Schools Financial Services +100 Contribution to reserves to fund further rollout of Collaborative Planning and Business Intelligence in future years +143 Other minor variances	
- <i>Transfer to(+)/from(-) DSG reserve</i>				0		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Local Democracy:							
- Grants to District Councils	703.0	0.0	703.0	0			
- Other Local Democracy costs	741.2	0.0	741.2	+1			
- Support for Local Council Tax Support Schemes	1,253.0	0.0	1,253.0	-3			
Total F&BS portfolio	21,404.3	-7,375.8	14,028.5	-201			
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	3,093.3	-5,089.3	-1,996.0	-9			
Governance & Law	10,245.1	-12,407.9	-2,162.8	+188	+139	Reduction in external income	
					+49	Increased agency costs	
Business Strategy	3,254.1	-56.7	3,197.4	-242	-125	The Division is carrying a number of vacancies.	
					-87	Rolled forward funding from 2012-13 for Health Reform to support the development of seven new Health and Wellbeing Boards to be aligned with the NHS Clinical Commissioning Groups is to be spent over the period June 2013 to May 2015, therefore roll forward will be required.	
					-30	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Property & Infrastructure	31,017.5	-5,247.3	25,770.2	+1,420	+1,665	<p>New external property opportunities together with the need to protect and respond to the requirements of front line services and new service pressures, have resulted in a revised New Ways of Working programme plan. The revised plan, recognising service pressures, encompasses changes to the previously assumed timelines for moving out of some of our larger leasehold buildings, hence creating a pressure within the Corporate Landlord estate.</p> <p>+918 Statutory testing (primarily legionella, asbestos and electrical) and additional maintenance costs due to the poor state of repair of the buildings transferred across to Corporate Landlord.</p> <p>+258 Additional overspend against Corporate Landlord budgets, in particular on building maintenance and repairs.</p> <p>-750 Use of non-ringfenced DfE capital grant to fund revenue expenditure which cannot be capitalised</p> <p>-357 Additional income from Kent Commercial Services for leasing of property at commercial rates</p> <p>-350 Additional demands to support the capital programme have resulted in additional capitalisation of staff time (eg ELS Basic Need Programme)</p>	<p>The revised timelines to the New Ways of Working programme plan including service pressures, have been costed and the related savings have been re-phased in the 2014-17 MTFP.</p> <p>This has been reflected as a pressure in the 2014-17 MTFP.</p> <p>The use of this grant will need to be quantified each year dependent on expected eligible spend. The grant has been included in the 2014-15 capital budget at present.</p>

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					-210 Savings realised from the Park and Ride ticket scheme -100 Anticipated savings from rates rebates +346 Other minor variances, incl. spend on utilities, cleaning, grounds maintenance & agency staff.	
Human Resources	16,805.1	-6,197.0	10,608.1	-1,136	-581 Underspend against training budget as a result of directorates only recently finalising their workforce development plans. -258 Small underspends primarily resulting from vacancies in a number of units including Health and Safety, Learning and Development, Schools Personnel Service and the Kent Graduate Programme -141 Re-phasing of training programmes funded from the Independent Sector, rolled forward from 2012-13, which is being spent over the period July 2013 to January 2015, therefore roll forward will be required again to 2014-15. -101 Additional income generated through providing recruitment services to schools -55 Other minor variances	
Information & Communication Technology	35,540.9	-16,399.1	19,141.8	-138	+1,875 Costs associated with the Integrated Children's System (ICS) -1,875 Drawdown from the IT Asset Maintenance Reserve to fund the costs of ICS	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 +429 Pressure resulting from expenditure on Thin Client. Thin client computing essentially moves the point of processing from the end user device to a central server enabling users to access applications via any device capable of displaying an internet browser. -429 Drawdown from IT Asset Maintenance Reserve for Thin Client costs. -419 One off rebate from BT for changes to circuit use. +404 Alternative provision of telephony through unified communications. -137 One off refund on circuits spend relating to Unisys contract. +14 Other minor variances	
- Transfer to(+)/from(-) DSG reserve				0		
Total BSP&HR portfolio	99,956.0	-45,397.3	54,558.7	+83		
Democracy & Partnerships portfolio						
Finance - Internal Audit	1,175.9	-34.0	1,141.9	-141	-155 Taking time to recruit to staffing vacancies due to specialist nature of posts. +14 Other minor variances	
Business Strategy - Facing the Challenge	1,500.0	0.0	1,500.0	-258	-258 Re-phasing of costs into 2014-15 will require the underspend to be rolled forward.	
Business Strategy - International & Partnerships	854.1	-173.0	681.1	-81		
Democratic & Member Services	3,937.6	-74.7	3,862.9	-137	-90 Schools appeals income -37 Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Local Democracy:				0			
- Other Local Democracy costs: County Council Elections	570.0	0.0	570.0	0			
Total D&P portfolio	8,037.6	-281.7	7,755.9	-617			
Total BSS Controllable (excl. Public Health)	134,613.8	-54,388.5	80,225.3	-735			
Assumed Management							
- R&E portfolio							
- F&BS portfolio							
- BSP&HR portfolio							
- D&P portfolio							
Total Forecast <u>after</u> mgmt action	134,613.8	-54,388.5	80,225.3	-735			

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts

The total forecast receipts expected to come in during 2013-14 is £13.544m. This is broken down between the various “pots” as detailed in the tables below.

2.2 Capital Receipts Funding Capital Programme

	2013-14
	£'000
Capital receipt funding required for capital programme	19,670
Banked in previous years and available for use	30,786
Receipts from other sources*	273
Requiring to be sold this year	0
Forecast receipts for 2013-14	<u>5,672</u>
Potential Surplus/(Deficit)	17,061

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2.2.1 The total capital receipt funding required to fund projects in the capital programme per the latest forecasts for 2013-14 totals £19.67m. 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), there is already enough in the bank to fund the requirement from this year's capital programme.

2.2.2 Current forecasts show receipts expected in during 2013-14 will total £5.672m, which leaves a potential surplus on capital receipt funding in the capital programme of £17.061m. This will continue to be monitored over the remainder of the year. The three year capital programme is reliant on £71m of capital receipt funding, therefore any “surplus” receipts achieved in 2013-14 will be needed to fund projects in the future years capital programme.

PEF1

2.2.3 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.

2.2.4 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.

2.2.5 Forecast 2013-14 position

	2013-14
	£000
Opening deficit balance 1 April 2013	-5,560
Planned receipts	2,451
Costs	-210
Planned acquisitions	0
Reimbursement - Eurokent Access	5,092
Closing balance	<u>1,773</u>

2.2.6 The previous table shows the opening balance on the fund as being -£5.560m. With forecast PEF1 receipts of £2.451m, reimbursement re Eurokent Access of £5.092m and associated costs of £0.210m, this results in a forecast closing balance of +£1.772m.

Revenue Position

2.2.7 The balance brought forward at the 1st April 2013 was -£3.285m. The anticipated net income from managing the properties held within the fund is estimated at £0.045m, but with the need to fund costs of borrowing of -£0.340m against the overdraft facility, the PEF1 is forecasting a £3.580m deficit on revenue, which will be rolled to be met from future income streams.

PEF2

2.2.8 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.

2.2.9 Overall Forecast Position on the Fund:

	2013-14
<u>Capital</u>	£000
Opening deficit balance	-6,159
Properties to be agreed into PEF2	0
Purchase of properties	0
Forecast sale of PEF2 properties	5,421
Disposal costs	-143
Closing deficit balance	<u>-881</u>
 <u>Revenue</u>	
Opening balance	-4,787
Net interest payments on borrowing	-280
Holding costs	-43
Closing deficit balance	<u>-5,110</u>
 Overall deficit closing balance	<u><u>-5,991</u></u>

2.2.10 The forecast closing balance on the fund is -£5.99m, within the overdraft limit of £85m.

2.2.11 The forecast position on both PEF funds show that the funds are operating well within their acceptable parameters.

3. CAPITAL

3.1 The working budget for the Business Strategy & Support Directorate for 2013-14 is £71,622k. The forecast outturn against the 2013-14 budget is £58,209k giving a variance of -£13,413k.

3.2 **Table 2a** below details the Business Strategy, Performance & Health Reform Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Corporate Property Strategic Capital	7,950	2,530	-750	-750	Real - grant	Property group has used £750k of the DFE local authority capital maintenance grant currently shown here, to cover revenue expenditure as the grant rules allow us to do this.	Green		
Disposal Costs	910	250	0				Green		
Modernisation of Assets	9,521	4,888	0				Green		
Individual Projects									
Connecting with Kent	532	361	0				Green		
HR Recruitment Management System	125	125	0				Green		
HR System Development	226	113	-47	-47	Rephasing		Green		
Innovative Schemes Fund	3,000	1,000	0				Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
New Ways of Working	24,000	19,934	-3,534	-3,534	Rephasing	Delay due to the forecast being prepared at the start of the year based on broad un-tested assumptions. The NWW business case, approved in June 2013, developed the strategy and timings of capital expenditure but had not been reflected in an updated capital profile.	Green		
Sustaining Kent - Maintaining the Infrastructure	270	1,917	-1,067	-1,067	Rephasing	Technical difficulties during the unified communications implementation has resulted in significant delays.	Amber	Technical difficulties during the unified communications implementation has resulted in significant delays.	
ORACLE Release 12	0	230	0				Green		
ORACLE Self Service Development	0	44	0				Green		
Property Asset Management System	0	297	-76	-76	Rephasing		Amber	The project contract was signed in November and the implementation programme has been rephased with a clear delivery plan.	
Enterprise Resource Programme	0	877	-41	35 -76	Real - prudential Rephasing		Green		
Integrated Children's Systems	0	748	0				Green		
Total	46,534	33,314	-5,515	-5,515					

3.3 **Table 2b** below details the Regeneration and Economic Development Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Individual Projects									
Broadband	23,500	2,650	-2,567	-2,567	Rephasing	Whilst delivery is currently ahead of schedule, the claim payment process means that the supplier is only entitled to the first agreed milestone payment before the end of this financial year.	Green		
Dover Priory Station Approach Road	0	-3	0				Green		
Empty Property Initiative	7,500	3,710	0				Green		
Eurokent Road (East Kent)	65	84	-64	-64	Rephasing		Green		
Folkestone Heritage Quarter	380	402	-402	-402	Rephasing	Re-alignment of budget to agree with updated project plan, this has not effected the completion date.	Green		
Incubator Development	0	262	-186	-186	Rephasing	Re-phasing of £100k on one project is due to changes in negotiations with landlords that has led to a review of the proposed property options. We are in the process of securing alternative locations which will give the project a stronger strategic position.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
LIVE Margate	6,800	6,508	-3,400	-3,400	Rephasing	KCC have decided to undertake a strategic review of the project, shifting away from the redevelopment of existing properties to acquiring key sites and promoting those sites for development. This has led to rephasing on the project.	Green		
Managed Work Space - The Old Rectory	160	174	0				Green		
Marsh Million	0	100	0				Green		
No Use Empty - Rented Affordable Homes	750	750	-360	-360	Rephasing	Projects have been identified but delays in planning, legal and settling finance packages have resulted in the rephasing.	Green		
Old Town Hall	94	25	0				Green		
Regeneration Fund Projects	5,061	3,555	0				Green		
Regional Growth Fund (Expansion East Kent)	32,200	12,884	2,909	2,909	Rephasing	Forecast adjusted to align with loans committed.	Green		
Regional Growth Fund (Journey Time Improvement JTI)	5,000	1,500	-1,500	-1,500	Re-phasing	Delays due to changes made to the drawdown rules affecting our claims.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rural Broadband Demonstration Project	1,897	1,568	-1,288	-1,288	Rephasing	First payments of £35K has been made to all projects. Additional payment of £140k is envisaged this financial year, but unlikely third payment will be achieved due to slippage as a result of UK Power Network needing to deploy resources elsewhere.	Green		
Swale Parklands	0	65	0				Green		
TIGER	20,000	4,000	-1,000	-1,000	Rephasing	Forecast adjusted to align with loans committed.	Green		
Tram Road/Tontine Street Road Works	0	74	-40	-40	Rephasing		Green		
Total	103,407	38,308	-7,898	-7,898					
BSS Directorate	149,941	71,622	-13,413	-13,413					

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

From: **Paul Carter, Leader and Cabinet Member for Business Strategy, Audit & Transformation**
John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement
Gary Cooke, Cabinet Member for Corporate & Democratic Services
Roger Gough, Cabinet Member for Education & Health Reform
Bryan Sweetland, Cabinet Member for Commercial & Traded Services

David Cockburn, Corporate Director of Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee, 23 April 2014**

Subject: **Draft 2014-15 Strategic and Corporate Services Directorate Business Plan (Strategic Priority Statement)**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: For approval by relevant Cabinet Members and Corporate Director

Electoral Division: All

Summary: This paper presents the draft business plan for the Strategic and Corporate Services directorate, which is the directorate level business plan for 2014-15. The paper recaps the new business planning approach for 2014-5 and explains the role and aim of the new directorate business plans, known as Strategic Priority Statements. It then sets out the sections of the draft directorate business plan for Strategic and Corporate Services and the next steps in getting it approved.

Recommendation: The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Strategic and Corporate Services directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

1. Introduction

1.1 Directorate business plans are being introduced through the new business planning process for 2014-15, which was approved last year. One business plan is being produced for each of the four directorates in the new organisational structure and they will be known as Strategic Priority Statements. These replace the divisional business plans that were produced last year.

- 1.2 The new Directorate business plans are designed to provide light touch summaries of the key priorities for each directorate, along with high level resourcing, risk and performance management information.
- 1.3 This paper presents the draft Directorate business plan 2014-15 for the Strategic and Corporate Services directorate, for consideration and comment by the Cabinet Committee.
- 1.4 Directorate business plans will be approved by the relevant Cabinet Members and Corporate Director and collectively agreed by all Cabinet Members. They will then be published online.

2. Financial Implications

- 2.1 Facing the Challenge sets out the ambitious pace and scale of transformation that we need to deliver over the coming years. It is recognised that the authority needs to focus its limited resources on activity that supports transformation and the continued delivery of services.
- 2.2 The development of Directorate business plans supports this by streamlining the business planning process, freeing up officer capacity. The Directorate business plans will provide concise and succinct statements of our top strategic priorities, helping to provide clarity on this.

3. Bold Steps for Kent and Policy Framework

- 3.1 The priorities set out in the draft Strategic and Corporate Services Directorate business plan build on the achievement of many of the priorities that were set out in Bold Steps for Kent.
- 3.2 In the context of Facing the Challenge, the business plan looks beyond Bold Steps to identify priorities for the directorate in terms of service delivery and transformation to meet the future challenges.

4. Draft Directorate business plan for Strategic and Corporate Services directorate

- 4.1 The new approach to business planning for 2014-15, including the development of Directorate business plans (Strategic Priority Statements,) was approved by Corporate Board in August 2013 and Policy and Resources Cabinet Committee in September 2013. The aim was to introduce a less burdensome and more proportionate approach to business planning, reducing the number of individual member-approved business plans from 25 divisional plans to four high-level directorate business plans. It was agreed that business plans will no longer be used to provide delegated authority for officers, as this had tended to be confusing and is unnecessary with the Officer Scheme of Delegations in place. This means that the approval of Directorate business plans no longer needs to be a Key Decision.
- 4.2 Directorate business plans are designed to be light touch and high level. They provide a simple reference guide to the services that make up the new

directorates, how each directorate is contributing to the Facing the Challenge agenda and set out the top level, collective directorate priorities for 2014-15.

4.3 The draft directorate business plan for the Strategic and Corporate Services directorate comprises of the following sections:

- Corporate Director's foreword
- Who we are, what we do – providing a summary of the role and purpose of the corporate and business services that make up the directorate
- New functions for the Directorate – an overview of the role of the new functions coming into the Directorate from April, which are Customer Intelligence and Performance, Customer Service and Contact and Media and Public Relations
- Whole Council Transformation – the Strategic and Corporate Services directorate hosts the resources responsible for implementing the transformation plan 'Facing the Challenge - Delivering Better Outcomes'. This section explains the role of these functions and provides examples of key activity for the coming year
- Key priorities for 2014/15 – high level priorities for the year ahead that have been collectively identified by the Strategic and Corporate Services directorate. These cover both business as usual and transformation priorities that will support KCC to deliver Facing the Challenge and move towards becoming a commissioning authority
- Directorate resources – providing a summary of the financial and staff resources of the Strategic and Corporate Services directorate
- Workforce development priorities
- Key Directorate Risks
- Key Performance Indicators and Activity Indicators
- The Strategic Priority Statement is also illustrated with fact boxes and case studies to assist officers and members to understand the scale and diversity of the services delivered

4.4 The Directorate business plan includes a section on workforce development. Strategic and Corporate Services has identified a number of priorities for the year which will support staff to achieve the directorate's strategic priorities. The priorities are drawn from KCC's Workforce and Organisation Development Plan and Strategic and Corporate Services' Organisational Development Group Action Plan, both of which provide more detail. Workforce development is supported by four organisation-wide staff development frameworks managed by HR.

4.5 Each Directorate business plan includes a section on performance, listing the Key Performance Indicators (KPIs) and Activity Indicators that will be used to monitor and report on the directorate's performance over the year. A selection of KPIs and Activity Indicators is included in the Quarterly Performance Report to Cabinet and the Performance Dashboards are presented to Cabinet Committees. The next set of Dashboards will be presented to Cabinet Committees for consideration in the summer round of meetings.

4.6 Each Directorate business plan also includes a section on the key directorate risks, which are set out in more detail in the Directorate Risk Register. Directorate Risk Registers are being refreshed in spring 2014 and will be brought to Cabinet Committees for consideration in the summer round of meetings.

5. Next steps

5.1 Following any final amendments, including in response to comments made by members of the Cabinet Committee, the final Directorate business plan for Strategic and Corporate Services will be approved by the Corporate Director and relevant Cabinet Members. All four Directorate business plans will then be collectively agreed by Cabinet Members.

5.2 The new business planning process does not remove the need for business planning below the Directorate level. It is a management responsibility to ensure that business plans are still produced at divisional and/or business unit level by Directors and Heads of Service in order to run their area of the business effectively. These business plans will not need to comply with a corporate template or be approved corporately, allowing Directors, Heads of Service and managers the flexibility to use business planning tools and practices that best meet their requirements. Although these lower level business plans will not be approved by Members, they will be available to view and download in a dedicated area of KNet that will be published once the Directorate business plans have received final collective sign-off by Cabinet Members.

6. Conclusions

6.1 The draft Directorate business plan 2014-15 for the Strategic and Corporate Services Directorate provides a simple reference guide to the services that make up the Directorate, how the directorate is leading the Facing the Challenge agenda, and the top level directorate priorities for 2014/15.

7. Recommendation(s)

Recommendation: The Cabinet Committee is asked to consider and comment on the draft Directorate business plan (Strategic Priority Statement) 2014-15 for the Strategic and Corporate Services Directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

8. Background Documents

8.1 Paper to Policy and Resources Cabinet Committee 25 September 2013 on the business planning process for 2014-15.

9. Contact details

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Strategic and Corporate Services Directorate

Draft 2014/2015
Strategic Priority Statement

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Corporate Director's foreword

Welcome to the Strategic Priority Statement for the new Strategic & Corporate Services directorate. As the Corporate Director and Head of Paid Service, a key part of my responsibility is to direct the organisation to achieve its strategic objectives to deliver high quality public services to the people of Kent. As Chair of Corporate Management Team (CMT), I work in a collaborative relationship with Cabinet and Chief Officers in the collective leadership team, taking key strategic decisions together through Corporate Board.

This will be an exciting and challenging year of transition, as we evolve our existing business models for corporate support services and transform into a new operating model. This will be an important part of enabling Kent County Council to achieve the vision set out in 'Facing the Challenge' to become a strategic commissioning authority.

A key priority for the year ahead will be managing an effective transition as we implement the recommendations of the 'Facing the Challenge' Market Engagement & Service Reviews to deliver effective support services for Finance and Procurement, Information and Communication Technology, Property and Infrastructure Support, Human Resources and Legal Services.

This transition will take place against a backdrop of significant and fast-moving whole-council transformation, as the organisation continues to explore new delivery models and redesign frontline services in every part of the business. During this period it will be important that the new directorate takes a leading role in managing change to continue to support the strategic delivery of business-as-usual activities for the organisation. This will enable the authority to continue to deliver the Council's strategic priorities and maintain effective service delivery to the people of Kent, whilst meeting the challenging budget reductions.

In 2014/15 the directorate will play a key role in supporting Corporate Board to replace 'Bold Steps for Kent', building on the strategic direction and outcomes set out in 'Facing the Challenge'. This will shape our collective advice to the political and managerial leadership to manage the budget, make challenging service decisions and define our strategic priorities. Our policy, customer insight, business intelligence, risk and performance management functions will come together to develop Council wide strategy and policy, with joint working on key issues to enable effective strategic commissioning across the County Council.

This will put the customer at the heart of everything we do, redesigning services around customer needs. We are pleased to welcome into the directorate our communication, consultation and customer strategy functions to ensure that the Council continues to engage the public effectively, and use this information to improve services and enhance the Council's public profile and reputation.

The year ahead will be an exciting, fast moving and challenging time for the directorate as we play a leading role in transforming the way we deliver our business with pace and urgency.



David Cockburn
Corporate Director
Strategic & Corporate
Support Services and
Head of Paid Service



Who we are, what we do

The Strategic & Corporate Services directorate hosts corporate and business services that provide support to the front-line service directorates and external customers.

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Corporate services

Our directorate brings together a range of corporate functions which work collectively and consistently together to help the organisation plan ahead by offering clear intelligence, professional advice and effective internal controls. We play an important role in shaping and influencing our strategic priorities to ensure KCC is, and remains, fit for the future as a strategic commissioning authority. To do so we work closely with the political and managerial leadership, commissioners and providers in service directorates, and external partners from across the public, private and voluntary & community sector.



Business Intelligence

We create and use purposeful and coordinated evidence - intelligence, analysis/insight and modelling - to inform decision making. This ensures that Cabinet and CMT have the information and assurance they need on progress against key priorities and performance in order to exercise management grip. We provide the corporate performance function for the organisation, supporting elected members to monitor and scrutinise performance on key indicators. We promote and develop the risk management framework for KCC and gain oversight of significant risks across the authority to ensure that mitigating actions are clearly identified and managed.

We produce regular analysis for our website on a wide range of topics including population forecasting and Census, the economy and labour market, deprivation and benefits, including District & Area profiles. We lead and undertake customer-focused research/analysis, surveys and evaluation projects across the authority to inform service transformation, including service integration around customer groups and demand management.

Did you know



Finance

We ensure the robust and effective management of the authority's and partners financial resources (including schools), in accordance with the council's financial regulations and have statutory responsibilities to produce the financial accounts and administer the Superannuation Fund.

We ensure the council has effective internal control systems and processes that support good governance by carrying out internal audits and provide the counter fraud function for the organisation. We provide strategic procurement advice through a category management approach to support Kent businesses, manage risk effectively and deliver major improvements to the Council's £1bn per annum external procurements to generate savings. We also deliver core financial processes which support the organisation including treasury management, insurance, VAT / tax client assessment, payments, cashing and debt recovery.

- Each year we support 549 budget managers to manage the revenue budget of £976m.
- Our procurement team supports 1852 i-procurement users, ensuring we keep an overview of our £1,100,000 external expenditure; including £428,000 spent with Kent based small and medium sized enterprises.

Did you know

Governance & Law

We are responsible for Democratic Services, supporting the Council's decision-making and overview and scrutiny processes, together with key administrative support to 84 elected Members including member induction and development, and managing elections.

We co-ordinate and maintain the council's compliance with Information Governance, including dealing with all Freedom of Information, Data Protection and Environmental Information requests. We are responsible for providing legal advice services to Kent County Council and over 330 other public sector bodies. This includes providing specialist advice and pre-court preparation on litigation cases on a wide variety of public services.

In 2013 our Information Resilience & Transparency Team managed 2010 Freedom of Information requests, the most we have received to date. 95% were responded to within the 20 day statutory timescale which was our best ever response rate. Due to our quick response time, the cost per request is now down to £60 - the lowest we have achieved since 2006.

Did you know

Supporting self-sufficient managers

The Revenue Finance Team advise, support and challenge budget managers to ensure the authority has good quality budget monitoring on a monthly basis. This support has been intentionally targeted to the higher risk budgets, whilst at the same time we have invested in Collaborative Planning and Oracle Business Intelligence to provide managers with a forecasting and information reporting tools. These two systems have enabled budget managers to become more self-sufficient and this has been evidenced by the month on month improved quality of their returns which are requiring fewer interventions/changes from Senior Managers or Finance before being reported to Corporate Board and Cabinet.

Looking ahead we will continue to enhance and develop these systems so that they can be rolled out to the higher risk budgets. As manager's confidence and skills improve, the Revenue Finance team will move further away from advice and support and focus more on challenging budget managers to ensure robust high quality forecasts are provided. Budget managers of higher risk demand driven budgets continue to receive support targeted at the more complex areas of their service, where it makes economic and business sense for accountants to provide professional financial support. The team will also focus on adding value for money by highlighting high cost areas to enable efficiencies to be achieved and smarter procurement decisions to be taken.

Supporting Our Elected Members

Each year, the Democratic Services team provides constitutional and administrative support to more than 350 formal Member level meetings; over 100 individual Cabinet Member decisions; and 2,500 school admission and exclusion appeals. KCC was the first County Council in England to hold the South East Employers Charter Plus award for its work on Member Induction and Development. We achieved almost £100k in income generation during 2013/14. We work closely with leading Members and the Transformation team to ensure that the Council's governance structure is fit for purpose going forward.



Human Resources

We are responsible for the delivery of the strategic HR function for the authority.

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We play an important advisory role to help ensure that KCC meets its statutory responsibility in terms of health and safety, employment law and equality legislation in relation to employment. We manage internal communications and staff engagement, ensuring KCC has a high performing and improving workforce and culture. We support self-sufficient managers to manage change effectively through our Organisational Effectiveness and Workforce Development functions, working collaboratively with services to create flexible and effective tools, training and development that support the changing needs of the business.

To support this we have developed a range of new Leadership and Management Development Programmes for all levels of manager, specialist training to support professional development, executive coaching and a range of webinar and e-learning options. We are also listening to and engaging with our staff, providing help and support through change including tools for building resilience and access to telephone counselling.

A workforce that is fit for the future

As KCC continues on its transformation journey, our staff must have the appropriate skills and competencies to deliver the future state for the organisation. Despite financial pressures, we still invest £3.5 million per year on staff training and development and continue to be recognised as an 'Investors in People' organisation.

Our frontline staff and managers have been fully engaged in developing a new Leadership and Management Development Strategy to support Facing the Challenge which identifies the skills, knowledge and behaviours our managers will need to face the future challenges, including stronger commissioning, contract management and commercial skills, and a single approach to programme and project management.

- In the period December 2012 to November 2013 our HR Business Centre processed 4,292 new starters, 7,175 leavers, 1,773 vacancies and dealt with 71,860 enquires through email or our call centre. Our self-service system is enabling managers to be more self-sufficient and do more tasks themselves quickly and efficiently. 79% of expenses, 80% of absence and 61% of change manager requests are now done through self-service.
- 'Because of You' received 30,349 internal web visits, and was highly commended by PRCA and shortlisted by CIPR for best internal communications campaign.

Did you know

ICT

We work to maximise the value of investments in information and technology through the efficient management of resources to deliver the best outcomes for the communities and citizens of Kent.

We match the opportunities that technology provides to the strategic vision of the council. We also facilitate increased shared working across the public, private and voluntary sectors to deliver the best outcomes and improved efficiency across a range of shared priorities. This includes building on the Kent Public Services Network to deliver the potential for shared services through partnership working within the public sector in collaboration with Kent Connects and the South East Seven, and continuing to influence government policy formation through active involvement in the Cabinet Office.

- Each year we provide ICT services to over 10,000 users in more than 400 locations.
- We provide ICT support to 829 schools, 180 of which are located in other local authority areas.
- We manage a monthly average of 9.8 million emails, with 1.5 million outgoing emails every month.
- In 2013 we developed and supported over 40 bespoke applications, many of which are accessed by our residents so they can do transactions quickly and easily online.

Did you know

Making the most of new technology

Unified Communications is a new phone system that links our devices and equipment. Computers, the KNet phone book, office phones, mobile and smart phones, and laptops will be linked together to make communication seamless.

The technology is helping to enable transformation in the way we deliver frontline services. Features such as teleconferencing has changed the way the Family Group Conference Service work, having previously found it difficult to get all members of a family together due to disability, anxiety or a court

order. Now, the team can use teleconferencing to ensure that all family members have their voices heard during the discussion. This supports the team's aim to empower families to agree the best family plan possible.

Our ICT team has supported Highways and Transportation staff with the tools and skills to keep in close contact with partners on projects based all over the UK. The flexibility and ease of the system is making it simpler to manage communication between partners, so the rollout of highways projects becomes more seamless.

Policy and Strategic Relationships

We help prepare KCC to meet the future agenda through strategic and medium term planning and policy development, and provide assurance around delivering key priorities arising from key national legislation and initiatives.

We are focused 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 key partnerships including the Health & Wellbeing

Board and District Councils. We lead cross-cutting policy development on issues that need a collective response such as Welfare Reform and develop the strategic framework for transformation.

Property & Infrastructure Support

We are responsible for acting as KCC's 'Corporate Landlord', managing KCC's diverse land and property portfolio.

This involves strategic asset management and the provision of professional property services to provide, manage, and maintain the council's property estate to support the delivery of services to our customers. This includes dealing with land ownership and lease issues, maximising rental income, disposal of surplus property and rationalisation of lease properties. We are responsible for the day-to-day management

of maintenance and minor works, ensuring the completion of statutory testing and asbestos management and managing the Total Facilities Management Contract. We provide oversight, management and effective delivery of the council's Capital Build programme, including school and academy building programmes, asset modernisation and building fit outs.



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Delivering quality schools for children in Kent

KCC's Education Commissioning Plan has identified an increased demand for school places as our population grows, so we need to increase or temporarily expand school sites to ensure we can accommodate the education needs of children in Kent's communities.

Our current Basic Need programme has identified 79 primary school projects worth around £98m to be delivered over 3 years. Last year we delivered the expansion of 31 schools to provide additional classrooms, toilets, kitchens, staffrooms and extensions to school halls. Despite challenging timeframes and national funding pressures our Capital team has worked closely with schools and contractors to ensure the vast majority of projects have been successfully completed to time. The real achievement has been the positive response from our schools about the quality of the facilities and improved learning improvement for children.

By 2015/16 we will also deliver 10 projects worth around £60m to expand our Special Schools which support children with disabilities and special educational needs. This will ensure that children in Kent have the right quality facilities to meet their changing needs, so wherever possible we avoid children being transported to schools away from their local communities or placing them in expensive out of county provision, reducing our costs and improving outcomes for vulnerable children and young people.

- We currently manage 1,764 freehold properties (including schools) across our property estate which is worth £1.96bn, and 217 leasehold properties costing £3.8m.
- Of our freehold estate, we generate £2.2m worth of income per year for the authority through the granting of 761 leases and tenancy agreements.
- To support the management and development of these properties we deliver a capital build programme worth approximately £390m for the period to 2017, both directly and on behalf of other directorates.
- Our capital programme includes £136m on Schools Capacity Improvement (including Basic Need), £63m on Special Schools, £33m on Corporate Estate reconfiguration (New Ways of Working), £24m on Schools Maintenance and £5.6 on Corporate Asset Modernisation.

Did you know

New Functions for the Directorate

From April 2014, we welcome into the directorate a new range of corporate functions so we can explore opportunities to integrate and reposition whole council support. These functions include:

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Customer Intelligence

Putting the customer at the heart of everything we do and designing our services around their needs requires us to collect and evaluate feedback from them more effectively.

We need to use a wide range of business and customer research, performance and feedback information to inform policy and resourcing decisions. This intelligence will be invaluable to KCC in measuring the quality and impact of customer service in the future. We provide advice and deliver consultations to support robust decision making, ensuring that they are inclusive and meet all current legal requirements. We facilitate clear channels into the community for Elected Members and services to engage with Kent residents,

and support local district partnership arrangements. We offer advice on equality and diversity to ensure a culture of inclusive decision making that reflects the needs and the potential impacts on different resident groups. We also commission the statutory Local Healthwatch and NHS Complaints Advocacy services to ensure that patients, service users, carers and the public have a say in how these services are commissioned and delivered on their behalf.

'Two Minutes, Two Questions'

Every year our Finance and Consultation & Community Engagement teams work closely together to deliver a public budget consultation to raise awareness of the financial challenges faced by KCC, engage our residents in prioritising the council services that they most value and test whether they are in favour of raising council tax as a means of making council services more sustainable.

This year our 'Two Minutes, Two Questions' budget consultation was our most successful to date. Over 4000 respondents giving their views online, up 1000% on the previous year's figures, with the awareness recall rate increasing by nearly 50% since 2012. To make it as simple and easy as possible for residents to share their views we used a variety of engagement methods such as focus group workshops with a representative sample of residents, radio campaign and social media and direct engagement with residents and partner organisations. We also developed comprehensive web content on kent.gov.uk which offered a variety of ways to participate including an online budgeting tool and live web chat.

The budget tool helped to provide a unique insight into resident's views and independently facilitated consultation events achieved good levels of participation delivering robust results. Despite the range of methods we used, the findings were consistent and representative which helped to give our decision makers confidence in approving this year's challenging budget.



Customer Service and Contact

From April 2014, we welcome into the directorate a new range of corporate functions so we can explore opportunities to integrate and reposition whole council support. These functions include:

We are responsible for the quality and consistency of essential customer contact functions, providing a key interface with our residents and service users. We manage the network of 10 Gateway customer service points supporting residents to self-serve, provide advice on challenging issues such as welfare reform and extend an essential support network for the most vulnerable in our communities. We deliver 'Contact Point' which provides our Call Centre, Kent Support & Assistance Service and the Citizens Advice Consumer Help Line for England and Wales. We have responsibility for the implementation of the Customer Service Strategy to support and drive whole council transformation, and ensure consistent future commissioning. Our expertise will facilitate new process designs that deliver channel shift and customer satisfaction by integrating transactions into seamless and convenient customer services via web, phone and face to face. We also deliver the 'corporate customer feedback' system and link officer to the Local Government Ombudsman. Managing the customer experience will become even more critical as our services move into new delivery models.

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- By using customer feedback to redesign services, our Process Change team have supported high volume services to identify improvements which will save £1.2m.
- Last year 120,000 customers provided feedback via our GovMetric system, with 83% customers satisfied with KCC services.
- There are more than 1 million visitors to the Gateway network each year, accessing County, District, Health, Ministry of Defense, Department for Work & Pensions and 90 voluntary sector services in 9 locations across the county.

Did you know



Contact Point – improving services for our customers

Contact Point operates 24 hours a day, every day of the year and receives 1.1 million telephone contacts and 150,000 e-mail contacts from the public every year. Our advisors are trained to deal with a variety of services ranging from social services to reporting potholes, delivering more than 90 services on behalf of KCC, and other statutory and public sector partners, including third party organisations.

Last year, Contact Point faced a real challenge in delivering its service. A combination of major change to the structure of the organisation, budget pressures, a new management team and an increase to the volume and complexity of calls meant that performance was suffering. Customers were not always getting the service outcome they expected and this was increasing the cost of handling each call. We needed to find a way of doing things differently.

In August 2012, we implemented Interactive Voice Messaging (IVR). This automatically directs customers

to the most appropriately trained advisor for their enquiry first time by selecting one of 5 options. The options reflect those services with highest demand and impacted by seasonal peaks such as social care, highways and education. The key to its success was ensuring that customers don't have to listen to lots of options before reaching an advisor and completing their enquiry. This has significantly reduced customer wait-times, reduced call-back volumes, improved efficiency, our Contact Point advisors consistently received 99% customer satisfaction ratings and the service delivered £200k savings.

Another major customer improvement was the introduction of new 0300 public numbers which are only charged at local rate and are often 'free to call' via domestic and mobile service packages. Since the launch in October 2013 more than 70% of customers have made the switch to the new numbers. The speed at which customers have adopted the new numbers means that old numbers can be discontinued earlier than planned, releasing further revenue savings.

Media and Public Relations

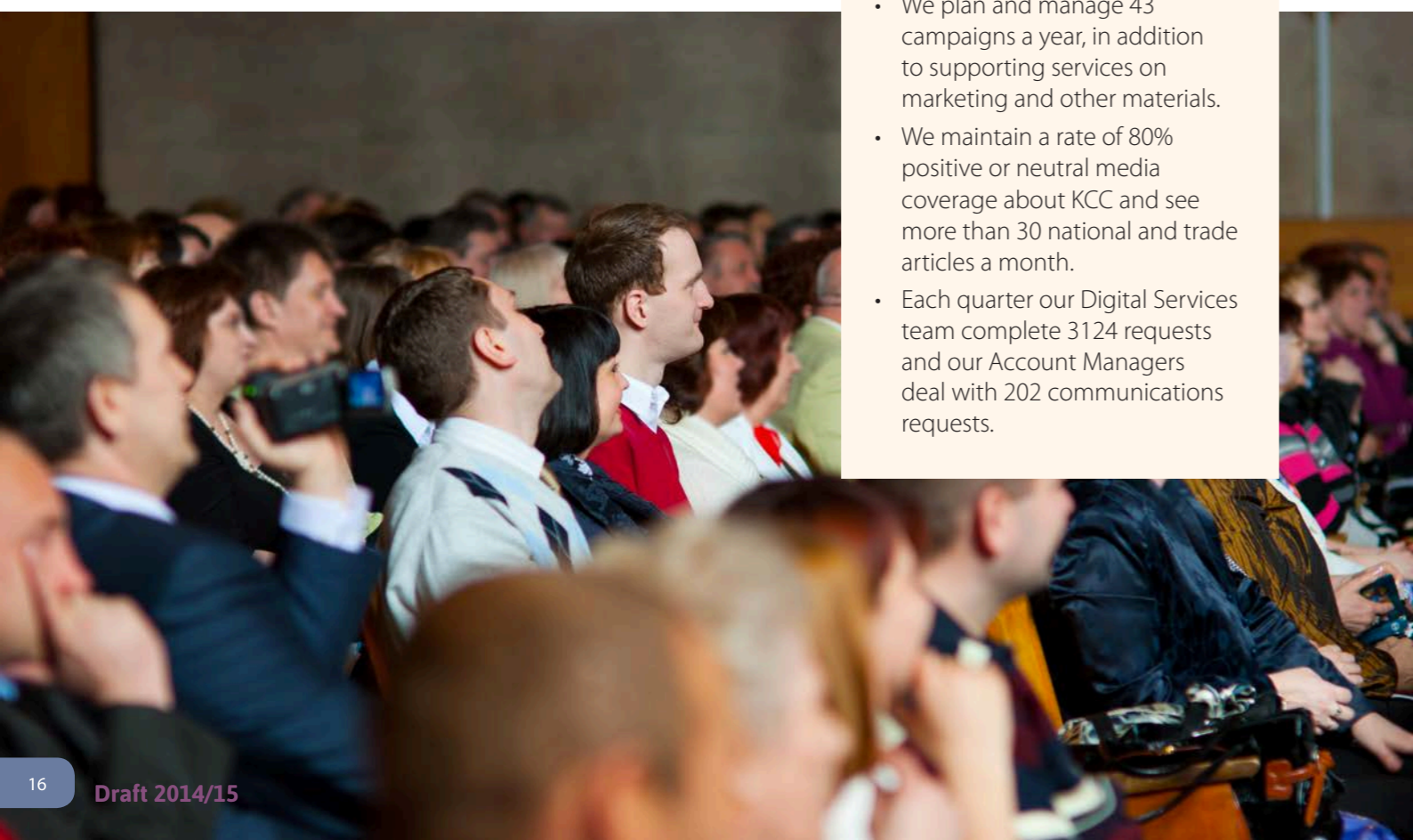
We provide a single, consistent voice for all KCC services to the public – ensuring messages have maximum impact and are communicated in the most cost-effective way

We work with Cabinet, Corporate Board and CMT to manage the council's reputation, maintain and build trust with the public and protect the KCC brand. We deliver a number of campaigns, events and PR to promote or explain any changes to our services, including working with the media to warn and inform the public in times of need, and delivering all the design, brand and printing needs of the authority. We are at the centre of delivering 'Facing the Challenge' and the channel shift agenda with a digital first policy, placing the customer at the heart by responding to their needs and driving customers to a modern and responsive website, saving money for the authority and improving efficiency.

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- We manage over 5.3m website visits annually, with 127,741 mobile visits – 29% of all our visits are now from mobile devices.
- Each year we provide advice and support for planning over 26 major public and partnership events, saving £50,000 by not using external events companies and venue negotiations.
- We plan and manage 43 campaigns a year, in addition to supporting services on marketing and other materials.
- We maintain a rate of 80% positive or neutral media coverage about KCC and see more than 30 national and trade articles a month.
- Each quarter our Digital Services team complete 3124 requests and our Account Managers deal with 202 communications requests.

Did you know



Developing our new website

Our website is our most used customer channel so it needs to be user friendly and customer focused to maintain and increase the number of visits per year. Since early 2013 we have been developing a new-look website and have recently launched a live test version of the new site. We know that more people each year are choosing to access our website using mobile devices so we've built the site to work seamlessly across all devices, from larger computer screens to smaller smartphone screens.

Our development has been steered by customer feedback, visitor statistics and industry best practice. Some of the feedback we have received includes "the old site was far too cluttered and deterred me from seeking the information I was actually after - the new site is simple, clear and easy to use" and "the new site is much clearer to use with efficient links and clear, easily readable fonts". This feedback is vital to us to continue to make further improvements so the site really works for our residents and service users.

"...we're placing the customer at the heart by responding to their needs and driving customers to a modern and responsive website, saving money for the authority and improving efficiency."

Whole Council Transformation

The directorate hosts the resources responsible for supporting whole council transformation, implementing the Transformation Plan – ‘Facing the Challenge: Delivering Better Outcomes.’

This includes the three key transformation themes:

- **Managing Change Better**
- **Integration & Service Redesign**
- **Market Engagement & Service Review**

Managing Change Better

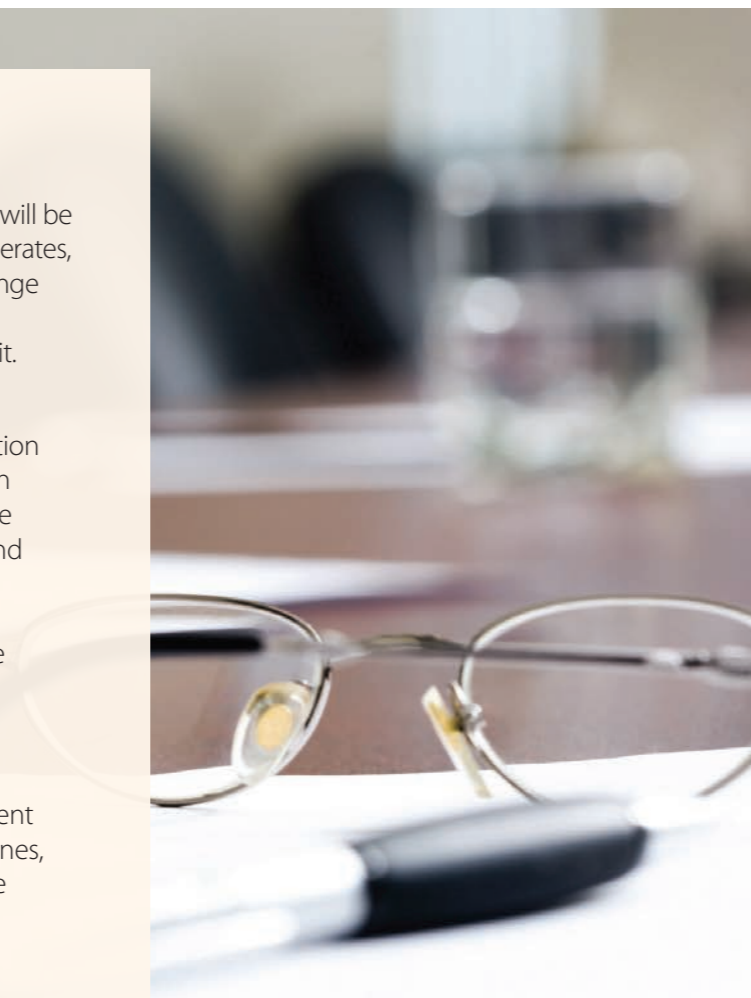
The Corporate Portfolio Office support project and programme management for transformation, working with Senior Responsible Owners to ensure that we have the processes in place to manage our change programmes effectively. We have an embedded assurance model for the four change portfolios set out in ‘Facing the Challenge’ to provide consistency within and between the change portfolios and ensure that the changes taking place align to our whole-council approach to transformation.

Doing Things Differently

By managing change better and doing things differently we will be in a position to transform the way the whole organisation operates, and it's one of the ways that we are responding to the challenge we face. This is about more than saving money. We need to fundamentally look at what we do and redesign how we do it.

Our ‘New Ways of Working’ transformation programme will make better use of our technology and office accommodation to enable an even more flexible workforce. The Consultation and Engagement team was one of the first teams to change their workspace with 50% of the team using hot-desking and appropriate technology to become more flexible. This has enabled them to work from home, or the offices of District Council and other partner organisations, resulting in a more joined up approach with better sharing of information and intelligence between KCC and our partners.

The team are now enjoying the benefits of this new way of working, having moved from three separate teams in different locations to a co-located space which includes breakout zones, quiet spaces and refurbished facilities which have made the working environment much better.



Integration & Service Redesign

We collectively support any necessary restructuring activity and manage the projects which will support managers to transform and redesign services around the needs of our customers.

Business Services Centre

Business services are responsible for the smooth running of many of the day-to-day transactional processes that are vital to keep delivering our services effectively and efficiently. We support managers in essential tasks so that frontline services can keep focused on delivering high quality services to our residents. The change to frontline services set out in ‘Facing the Challenge’ is only possible on this scale if the service directorates have excellent support on financial and people management, technological innovation and efficiency.

To achieve this we are establishing a Business Services Centre, which will integrate key functions in ICT, HR, and Finance and ensure that we make the most of every opportunity to get these services to work together effectively to provide a seamless service to our customers. This will provide us with a stronger platform as the council moves towards a strategic commissioning authority model for delivering services.

We will continue to provide a range of professional business support services for the whole organisation and the wider sector, but transform the way we deliver them to expand our trading potential both within and beyond Kent's boundaries. Our internal and external customers will remain at the centre of all we are trying to achieve and any innovation must be of benefit to them and make our services easier to access, less expensive (either through reducing costs or increasing our income) and, wherever possible, even better quality.

In 2014/15 the Business Services Centre will remain part of the directorate, as we explore options and opportunities for it to operate as an effective, sustainable business. The existing Corporate Directors and Directors will continue to help to manage this transition effectively.

“...we are establishing a Business Services Centre, which will integrate key functions in ICT, HR, and Finance and ensure that we make the most of every opportunity...”



Market Engagement & Service Review

The transformation review team brings together internal and external expertise to undertake market engagement and service review activity. The team engage different potential providers, assess the market and work with services to develop options for new delivery models for consideration by the Transformation Advisory Group and Transformation Board.

New Models of Service Delivery

In 2013/14 in Phase 1 of the 'Facing the Challenge' Transformation Plan, we identified a range of corporate support services for market engagement and service review. The reviews have now concluded their initial recommendations, creating opportunities to progress exciting new business models for core functions within the directorate including:

- Contact Point (Contact Centre)
- Finance
- Human Resources
- ICT
- Internal & External Communications
- Legal Services
- Property & Infrastructure Support

In 2014/15 our emphasis will be on formal decision making and implementation planning to manage the transition as we redesign the services and evolve into new business models for delivery. The existing Corporate Directors and Directors will support and manage this transition effectively.

Traded Services

A key priority for the organisation in 'Facing the Challenge' is creating viable businesses from traded services. Our directorate already has a strong track record in traded services, operating as a commercial provider where we can use our scale and expertise to generate significant income for the benefit of the County Council.

Our review activity has identified the potential for those traded services that remain in KCC to move onto an appropriate business orientated footing that will allow them to maximise their potential and respond to market opportunities. As these services transition to new delivery models as part of whole-council transformation they will move into the Cabinet portfolio for Commercial and Traded Services. This will drive pace in decision-making and transition services as quickly as possible, whilst allowing a necessary distinction between transformational activity and day-to-day delivery.

"...use our scale and expertise to generate significant income..."

Key priorities for 2014-15

The Corporate Directors and Directors in the Strategic & Corporate Services directorate have collectively identified the following high level priorities for the year ahead.

Continuing to manage financial pressures to deliver £273m savings over the next 3 years, including £91m savings in 2014/15.

Supporting elected members to prioritise and agree a balanced budget for 2015/16.

Reviewing the organisation's key strategies and policies to align with the outcomes in the 'Facing the Challenge Transformation Plan: Phase 2' and replacement for 'Bold Steps for Kent'.

Exploring opportunities to integrate and improve the effectiveness of our corporate functions to support the organisation to move towards becoming a Strategic Commissioning Authority.

Managing the transition of integrated ICT, Finance and HR services to a Business Services Centre to provide professional, efficient services for KCC and other clients.

Managing the transition of Property & Infrastructure Support services to maximise its trading potential following the recommendation of the Market Engagement Review.

Managing the transition of Legal Services to maximise its trading potential following the recommendation of the Market Engagement Review.

Formal decision making and implementation planning for the Phase 1 Market Engagement & Service Reviews, including Communications and Contact Point.

Maximising the impact of the Public Health grant by embedding public health priorities across KCC and ensuring policy and programmes consider the impact on the health of the population of Kent.

Managing the roll out and implementation of new technology systems to support our approach to Doing Things Differently.

Continuing to implement the Mid & West Kent office accommodation solutions for the New Ways of Working programme.

Providing professional support for managers to deliver the activities that support the Facing the Challenge priority - 'Integration and Service Redesign'.

Given the pace and scale of change over the coming year, these priorities reflect a snapshot of the most critical strategic issues for the directorate.

More detailed milestones, actions and deliverables are set out in our supporting **Divisional & Unit Business Plans** and Transformation Programme Plans.

Directorate Resources

Financial Resources

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2013-14 Revised Budget	Division	FTE	Staffing	Non staffing	Gross Expenditure	Service Income
			£000s	£000s	£000s	£000s
11,395.4	Strategic Management and Directorate Budgets (David Cockburn)	306.0	10,078.9	6,950.0	17,028.9	-1,664.4
15,120.2	Finance and Procurement (Andy Wood)	427.5	17,410.1	4,501.4	21,911.5	-5,839.4
10,318.7	Human Resources (Amanda Beer)	289.9	10,813.3	5,082.7	15,896.0	-6,579.1
4,243.6	Governance and Law (Geoff Wild)	165.5	9,070.0	7,867.5	16,937.5	-12,464.9
19,284.4	Information, Communication and Technology (Peter Bole)	375.8	17,355.1	17,345.2	34,700.3	-17,305.3
25,534.5	Property and Infrastructure Support (Rebecca Spore)	118.8	6,369.2	25,359.3	31,728.5	-5,191.5
85,896.8	Sub Total - Strategic & Corporate Services (excl. Financing Items)	1,683.5	71,096.6	67,106.1	138,202.7	-49,044.6
99,221.5	Financing Items (Andy Wood)		2,125.0	142,886.6	145,011.6	-16,205.0
185,118.3	Sub Total - Strategic & Corporate Services	1,683.5	73,221.6	209,992.7	283,214.3	-65,249.6

Net Expenditure	Grants	Net Cost
£000s	£000s	£000s
15,364.5	-5,752.3	9,612.2
16,072.1	-1,922.5	14,149.6
9,316.9	0.0	9,316.9
4,472.6	-71.7	4,400.9
17,395.0	-134.7	17,260.3
26,537.0	-67.0	26,470.0
89,158.1	-7,948.2	81,209.9
128,806.6	-36.0	128,770.6
217,964.7	-7,984.2	209,980.5

Further details on our financial resources are available in the Medium Term Financial Plan (2013/15) and Budget Book (2014/15).

Workforce Development Priorities

Workforce Development

Our organisational priorities for 2014/15 are set out in the **Workforce and Organisation Development Plan**. This will help us to develop a workforce that is flexible, adaptable to change and that has the skills, competencies and capacity to deliver the priority to 'Manage Change Better' in the transformation and integration programmes set out in 'Facing the Challenge'.

These priorities are supported by four strategic **staff development frameworks** including Leadership & Management, Support Staff and Health & Safety, which have been developed in collaboration with managers and staff across the organisation and are designed to support all staff, whatever grade or job role, develop the skills and knowledge required to improve performance across the organisation.

Workforce Planning

Workforce planning is an important aspect of workforce development and business planning which managers use to consider how to achieve the 'right people, skills, place, time and cost'. A series of tools are available which support managers to plan ahead for issues such as succession planning, critical roles and talent management, and consider what the workforce will require in terms of future skills, knowledge and behaviours.

Directorate Priorities

We have identified a selection of directorate workforce development priorities, which will help support our staff to achieve our strategic priorities for the year ahead. These are drawn from our Workforce and Organisation Development Plan and directorate **Organisational Development (OD) Group Action Plan**.

Increasing opportunities for OD Group members to come together to share good practice, support service integration and contribute to workforce and organisation development planning frameworks.

Developing critical knowledge and skills of staff in supporting roles (KR2 to KR8) through the use of the Staff Development Framework.

Improving commissioning and contract management skills to support future operating models.

Improving programme and project management skills to manage change effectively and deliver complex service transformation through a portfolio approach.

Focus on retention and resourcing to change the age profile in the directorate by supporting young people's career development and talent management pathways.

Completion of the Kent Manager Standard by all eligible managers.

Focus on self-sufficiency by improving team skills levels, professional development and efficient use of technology through increasing ICT skills and Finance training.

Customer service training to deliver and achieve better outcomes for the customer.

Integration and partnership working skills to support opportunities for integration both internally and with partner organisations.

Improving review, evaluation and analysis skills to ensure we use data and intelligence effectively to improve and inform decision making.

Increasing confidence in political awareness skills, supported by new training and webinar development.

Keeping managers engaged and evidencing change in flexible working to support New Ways of Working.



Key Directorate Risks

Achievement of the challenging priorities set out in this Statement will require a mature approach to risk, involving an appropriate balancing of risk and reward to ensure that threats to achievement of objectives are appropriately managed, while opportunities are enhanced or exploited.

The key directorate risks for the coming year are likely to relate to:

The challenge of maintaining a healthy, engaged and effective workforce through a time of significant change, recognising that our people are our most important organisational asset;

Ensuring that as potential alternative service delivery models are explored, focus is not lost on directing and supporting key organisational change programmes, and the delivery of core business;

Dealing with management capacity and capability issues as services are required to support both change and business as usual activity across the Authority, while being subject to potential changes themselves that are likely to require different skill sets;

Making sure that the right business information systems are available that meet stakeholder needs to enable managers across the organisation to utilise them and realise their benefits;

Ensuring integration of the new functions that are moving into the directorate as a result of the top-tier realignment is as seamless as possible, and strengthen the collective offer of Strategic & Corporate Services.

The directorate is also instrumental in the management of several corporate risks including those relating to delivery of medium term financial plan savings; effective procurement arrangements; fit-for-purpose corporate governance mechanisms; and KCC's response to the challenging future operating environment for local government.

Further details of these risks and their mitigations are contained in the **Directorate** and **Corporate Risk Registers**.

Key Performance Indicators

Each Directorate produces a regular performance report of progress made against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. A selection of the Key Performance and Activity Indicators is also reported each quarter to a Council wide Performance Report. The Targets for Key Performance Indicators and Activity Thresholds for 2014/15 are outlined below.

Key Performance Indicators

Ref	Indicator Description	2013/14 Forecast	2014/15 Floor	2014/15 Target
FP01	Pension correspondence dealt with within 15 working days	98%	95%	98%
FP02	Retirement benefits paid within 20 working days of all paperwork received	99.8%	95%	98%
FP03	Invoices received by Accounts Payable within 20 days of KCC received date	81.9%	80%	90%
FP04	Invoices received on time and entered onto Accounts Payable systems within 20 days	90%	75%	85%
FP05	Percentage of sundry debt outstanding under 60 days old	87%	57%	75%
FP06	Percentage of sundry debt outstanding over 6 months old	8%	15%	10%
HR01	Satisfaction with the resolution of people management cases rated Good or above	94%	80%	90%
HR02	Manager satisfaction with learning effectiveness outcomes rated 4 or above	99%	80%	90%
HR03	Overall satisfaction with HR Connect rated Good or above (NEW)		65%	75%
HR04	Satisfaction with the response to H&S Advice Line enquiries rated Good or above (NEW)		70%	80%

Ref	Indicator Description	2013/14 Forecast	2014/15 Floor	2014/15 Target
HR05	Percentage of staff who feel informed	59%	59%	65%
HR06	Percentage of HR staff who consider themselves to be competent or expert in the key skills required for delivery of the HR aspects of Facing the Challenge		36%	75%
ICT01	Calls to ICT Help Desk resolved at the first point of contact	72.5%	65%	70%
ICT02	Positive feedback rating with ICT help desk	98.4%	90%	95%
ICT03	Working hours where Kent Public Sector Network available to staff	100%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.6%	98%	99%
ICT05	Working hours where email are available to staff	100%	98%	99%
GL01	Council and Committee papers published at least five clear days before meetings	98%	96%	100%
GL02	Freedom of Information Act requests completed within 20 working days	95%	85%	90%
GL03	Data Protection Act Subject Access requests, completed within 40 calendar days	75%	85%	90%
PI01	Percentage of rent due to KCC outstanding at 60 days	1%	15%	5%
PI02	Property Service Desk call out requests responded to within specified timescales	98%	90%	95%
PI03	Percentage of annual net capital receipts target achieved		100%	100%

Ref	Indicator Description	2013/14 Forecast	2014/15 Floor	2014/15 Target
CS01	Percentage of callers who rate the advisors in Contact Point as good (NEW)		90%	95%
CS02	Percentage of callers who rate their overall experience with KCC as good (NEW)		70%	80%
CS03	Percentage of customers using Gateway who rated the experience as good	68%	65%	70%
CS04	Percentage of calls to the contact Centre answered	97%	85%	90%
CS05	Percentage of calls to the Contact Centre answered in 40 seconds	93%	70%	75%
CS06	Complaints to KCC acknowledged in timescale	97%	85%	90%
CS07	Complaints to KCC responded to in timescale	87%	80%	85%
CE01	User satisfaction with the KCC website (GovMetric)	54%	51%	55%
CE02	The percentage of regional media coverage which is positive or neutral	84%	70%	80%
CE03	Positive mentions in the national media reflecting KCC priorities	406	460	520

Activity Indicators

	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2014/15 Expected
CS08	Number of calls to Contact Point (000s)	Upper	225	250	210	225	910
		Lower	195	220	180	195	790
CS09	Average call handling time (currently 199 seconds)	Upper	222	222	222	222	
		Lower	190	190	190	190	
CE04	Number of visits to the KCC website, (000s)	Upper	1,300	1,400	1,500	1,600	5,800
		Lower	1,100	1,200	1,300	1,400	5,000

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CS 08 Call volumes for the 12 months to Feb 2014 were 843k.

Note CS20 was previously reported as actual results without expected levels represented as Thresholds.

The actual number of complaints will also be reported but as an Actual only, without targets or expected values represented with Thresholds.



Growth, Environment & Transport Directorate

Strategic Priority Statement

2014-2015

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From: Bryan Sweetland, Cabinet Member for Commercial & Traded Services
Geoff Wild - Director of Governance & Law

To: Policy and Resources Cabinet Committee – 23 April 2014

Subject: Legal Services' Evolution Efficiency Enterprise Update for Quarter 3 – 2013/14

Classification: Unrestricted

Summary: This report provides a further update on the extensive work that is continuing within Legal Services, as the *Evolution, Efficiency, Enterprise* project moves towards the end of its second year

Recommendation: The Committee is asked to note the report.

1. Introduction

- 1.1 At its meeting on the 25 September 2013, the Policy and Resources Cabinet Committee received a report, which provided an overview of the first year of the Legal Services *Evolution, Efficiency, Enterprise* project. The project was developed in response to a growing need for legal services at a time of significant budget restraint.
- 1.2 This report provides a further update on progress on the three-year *Evolution, Efficiency, Enterprise*. An end-of-year update will follow in May, together with details of proposals for the final year.
- 1.3 Detailed information about the achievements and progress of the project are set out at Appendix 1 to this report.

2. Recommendation

Recommendation: The Committee is asked to note the report.

3. Contact details

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KENT LEGAL SERVICES



Evolution Enterprise Efficiency Quarter 3 Report – 2013/14

Introduction

Kent Legal Services (KLS) has reached the end of the third quarter of the second year of its *Evolution, Efficiency, Enterprise* project.

In addition to full engagement with the Council's transformation agenda, KLS has continued to make progress on this three year project which includes amongst its aims helping to reduce the Council's legal spend.

Activity

Key activities undertaken by KLS in the last three months include the following:

- Working with SCS colleagues and the Judiciary KLS has played a pivotal role in reducing the average length of care proceedings. Timescales for care proceedings have halved in the last 18 months. The average length of care proceedings in November 2013 has fallen to 36 weeks. KLS is committed to reduce timescales even further.
- Working with SCS and the Adoption Service to reduce delay in adoption proceedings. This has included training for social workers, streamlined documentation, and engagement with the Judiciary to design systems to reduce delay.
- Working with the Pensions Team to review all documentation (including Admission Agreements, Bonds, Questionnaires) to streamline checklists and processes, in order to reduce timescales and costs (which will start coming through in Q4).
- Working with Directorates across KCC, attending team meetings and following other initiatives, to build closer links and better support front line colleagues:
 - Closer links with the Capital Programmes and Property & Infrastructure teams through attending regular team meetings. Minor legal queries now identified and resolved at an early stage.

Appendix 1

- Capital Projects Officers now have a hotline service and a single point of contact for all legal advice and assistance on their most high value and time critical construction projects.
- A protocol involving HR, our employment lawyers and colleagues in ELS has been devised and agreed to ensure closer and smoother working on head teacher settlement agreements.
- Lawyers are shadowing colleagues in the Assessment and Income team to ensure that legal advice is tailored precisely to the needs of the organisation.
- We are also striving to work more closely than ever at an early preventative stage with colleagues across the Council. New protocols have been agreed, practical guidance provided and joint working undertaken. Recent examples include:
 - Proactively developing relationships with senior and middle management of SCS through completion of weekly court direction compliance sheets, face to face meetings to discuss service provision, and regular dialogue regarding client needs.
 - New protocols devised to allow legal advice to be provided faster, earlier and more reliably. The Council's interests are better protected and legal costs reduced as the lawyers do less.
 - Detailed practical guidance on handling ordinary residence disputes with other authorities has been provided, with a view to helping FSC staff protect the authority's legal position without involving lawyers.
 - Work with the SCS Performance and Development Team to provide updated templates for inclusion in the new Tri-X online Safeguarding Children Procedures Manual, which guides social workers through the legal process from first Legal Planning Meeting through to the final hearing in care proceedings.
 - A new Trading Standards report format is now in operation, which incorporates costs and efficiency savings and streamlined procedures.
- KLS is involved in major projects supporting key Council objectives which previously would have been referred to external lawyers:

- Loan agreements for the Expansion East Kent project (giving loans to SMEs on the Pfizer site at Sandwich).
 - A transaction with Orbit Homes enabling the redevelopment of Sampson Court and Wylie Court in Deal and Swale, to provide much needed care homes in the area.
 - The BDUK contract with BT in relation to the grant from central government (under the Rural Community Broadband Fund) towards the costs of Broadband Services in rural areas of Kent.
 - A new customised Commercial Transfer Agreement (moving away from the DfE template) was successfully negotiated with all Catholic schools in Kent, to protect KCC's interests upon academy conversion.
 - Via a large procurement exercise, the provision of a central government initiative to retrofit public and privately owned homes in Kent with sustainable energy-saving measures. We also advised on channelling funding to achieve the same outcomes. The contract value for this pilot was £12m.
 - The procurement of IT services, facilities and equipment for KCC and its partners (other public bodies in Kent). The partners will get a cost-effective network offering greater capacity. The contract value was £120m.
 - The setting-up of shared service hubs around Kent, most recently in Gravesham (Kent Gateway).
 - All contract, procurement and property work associated with the allocation of £5m funding from BIS to improve the railway tracks between Ashford and Ramsgate.
 - A number of major (developer-funded) projects, including the regeneration of Peters Village. This involves the construction of the Medway Valley Crossing and east bank highway improvements) and a 600 residential development at Eastern Quarry Ebbsfleet.
 - The construction of a new Junction 10A on the M20 as part of highway improvement works.
- We continue to provide legal services to a wide range of external bodies. The market is extremely challenging at the moment and we have developed a number of marketing strategies in order to generate further external income, including:
 - Targeting appropriate organisations listed within the Local Government Goods and Services Act 1970 to make them

aware of the wide range of services KLS offer as an alternative to their in-house counsel and/or their use of external solicitors.

- We have visited schools in Kent resulting in 23 more signing up for our Education Legal Scheme.
- Developing a unique new legal scheme helping public bodies use compulsory purchase powers to acquire empty properties for regeneration and release back into the market.
- Tendering for a number of contracts including a place on the Surrey/Berkshire/Sussex Legal Services Frameworks.
- Working with the Kent Association of Parish Councils to devise a comprehensive training scheme. Two more have signed up to our Parish Councils Legal Scheme.
- We have streamlined the procedural work for Stopping Up Orders paid for by 3rd parties, which this quarter generated has additional income of £16,186.
- Regular legal articles appear in the EiS Newsletter, The Governor and other School Bulletins
- We have contacted councils hosting the impending Tour de France 2014 in Yorkshire, offering our specialist legal advice in this area.
- We spoke at the South West Empty Homes conference in Exeter offering our specialist services to authorities from across the South East and South West.
- We have restructured our Planning and Highways Team by introducing legal assistants in place of solicitors, to free up more experienced lawyers so they work to maximum efficiency at the most appropriate level.
- We are liaising with barristers' chambers and planning consultants to provide planning agreements at Public Inquiries. This is a gap in the market that we are seeking to exploit.
- We have introduced regular internal training sessions whereby each member of the team presents new legal updates in their specialist fields. This ensures that we stay on top of all current and relevant legal issues and are able to report back to our clients any significant points of interest that may impact on them. Most recently we reported on the DCLG response to the consultation on further CIL reforms.

- We have advised on new high value work that would previously have been sent to external solicitors, achieving successful legal outcomes and delivering cost savings:
 - Work defending one of the first multi-party multi-million pound non-insured negligence claims against the Council. Other public bodies involved in the litigation have instructed large city practice or magic circle firms. **(Savings to date - £10,000. Estimated savings should the case proceed to trial - £100,000).**
 - Cases pursuing two civil frauds against the Council. 95% of the loss was recovered on one case - the other is ongoing **(estimated saving - £25,000).**
 - A bespoke suite of constitutional and operational documentation for the Council's largest trading body **(estimated saving - £15,000).**
 - In October **£9,375** was received by KCC following the realisation of assets from a Confiscation Order made against a defendant in criminal proceedings.
 - Various convictions have been secured following prosecutions conducted in-house and legal costs have regularly been recovered **(legal costs - £5,000).** These results support colleagues working in enforcement and the costs awards reduce the cost of enforcement action to the Council.
- A fixed price service has been agreed for the advocacy on small insurance claims improving resilience and result outcomes.
- We deliver increased in-house advocacy, including two and three day final hearings, appeals in the County Court, and hearings in the Crown Court, High Court and the Court of Appeal. This has led to significant on-going savings compared to the use of external barristers.
- Negotiations with Barristers' Chambers continue in relation to the significant reduction of external Counsels' fees. A fixed-fee framework document has been presented to 12 sets of Chambers. To date, 8 sets have accepted the standard terms.
- Work has continued on streamlining an expanded range of workflows and precedents on our case management system (IKEN). We have developed new templates in response to guidance from the President of the Family Division of the High Court and in response to developments in case law. Templates for social work evidence, case management documents and court orders have been developed in close liaison with the local judiciary. This has led to a more consistent, efficient and

streamlined approach to the preparation of court documents both for lawyers and social workers.

- Various training sessions for KCC colleagues and external clients have been provided (which for internal colleagues was either without charge or well below the normal market rate) (**estimated full year saving - £15,000**):
 - A company law update tailored specifically for local authorities involved in alternative models of service delivery.
 - A major Child Care Conference, significantly raising the profile of KLS regionally and providing mandatory continuing professional development training at low cost for in-house lawyers.
 - Our second annual Community Care Conference provided further savings on training costs for in-house lawyers and highlighted key issues for community care practitioners from across the south-east.
 - Bespoke contract training to P&IS in order to reduce their legal spend.
 - Training to SCS colleagues across Kent, focussing on the Revised Public Law Outline, case law updates and preparation of social work evidence for court. This has led to better informed care planning and improved the quality of social work evidence which has strengthened the position of SCS in care proceedings.
 - A Schools' Personnel Service symposium for head teachers helped promote good employment practices and legal awareness in maintained schools in Kent.
 - A number of training sessions to head teachers on procurement issues, helping to reduce KCC's exposure to the risks and costs of litigation.
 - Clean Kent training regarding interviews under caution.
 - Bespoke training for KCC's Gypsy and Traveller's unit.
 - Lunchtime HR briefings continue, with sessions on without prejudice conversations and settlement agreements designed to reduce challenges and promote efficient resolution of employment disputes.
- We continue to provide legal and practical guidance notes and updates to colleagues across the Council:
 - Child Care Case Law Bulletins were produced following recent Court of Appeal judgments which had an immediate

and direct impact on the way that cases should be prepared and presented to the court. This enabled SCS to ensure that they were able to immediately act upon the directions issued in these cases, thus ensuring compliance with Court Orders and high quality documentation being presented. Two of the bulletins were published in the Local Government Lawyer online.

- We have circulated the Christmas edition of our Property and Planning Newsletter to both internal and external clients, providing them with updates on the law and information about forthcoming events.
- Specialist in-house Community Care lawyers have continued to deliver the Community Care Law update, including the most recent developments in the increasingly high profile Court of Protection.

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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