POLICY AND RESOURCES CABINET COMMITTEE

Monday, 14th March, 2016

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent
County
Council
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AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Monday, 14 March 2016, at 10.00 am
Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

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 M Heale, 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, MBE

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

A - Committee Business

A1   Introduction/Webcast announcement

A2   Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3   Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

A4   Minutes of the meeting held on 15 January 2016 (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

B1   Relocation of KCC Services from Tonbridge Gateway (Pages 13 - 86)

To endorse and comment on the proposed decision to relocate KCC services and commissioned services from the Tonbridge Gateway to other properties in Tonbridge

C - Monitoring of Performance

C1   Strategic and Corporate Services Directorate Dashboard (Pages 87 - 100)

To receive and note a report that shows progress made against targets for Key Performance Indicators

C2   Financial Monitoring 2015-16 (Pages 101 - 108)

To receive and note the third quarter's full budget monitoring report for 2015-16.

C3   Work Programme 2016 (Pages 109 - 112)

To consider and agree a work programme for 2016

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

D1   Welfare Reform Update (Pages 113 - 176)

To receive an update on the indicators relating to Welfare Reform.

D2   Draft Strategic and Corporate Services Directorate Business Plan 2016-17 (Pages 177 - 214)

To consider and comment on the draft Strategic and Corporate Services Directorate Business Plan (2016-17)

D3   ICT Service Resilience (Pages 215 - 218)

To receive a report of the Cabinet Member for Corporate and Democratic

Services and the Director of Infrastructure that provides an overview of the recent disruption to ICT Services

D4   Risk Management: Strategic and Corporate Services (Pages 219 - 246)

To receive a report setting out the strategic risks relating to the Strategic and Corporate Services directorate and explaining the management process for review of key risks.

D5   Corporate Assurance Quarterly Report (Pages 247 - 270)

To receive and note a report outlining the key findings from Corporate Assurance on major change projects and programmes in the period January to March 2016.

D6   Engagement, Organisation Design & Development Division - Update (Pages 271 - 280)

To receive an update on service redesign activity across the Engagement, Organisation Design and Development division and on its operating model for providing professional advice and support across the Authority.

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.

E1   Facing the Challenge - Legal Services Update (Pages 281 - 330)

To receive a report, exempt from publication, providing details of the Facing the Challenge market engagement exercise for Legal Services.

Peter Sass
Head of Democratic Services
03000 416647

Friday, 4 March 2016

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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, 15 January 2016

PRESENT: Mr A J King, MBE (Chairman), Mr L Burgess (Substitute for Mr M Heale), Miss S J Carey, Mr N J D Chard, Mrs T Dean, MBE, Mr C P D Hoare, Mr R A Latchford, OBE, Mr S C Manion, Mr L B Ridings, MBE, Mr D Smyth, Mrs P A V Stockell, Mr N S Thandi and Mr J N Wedgbury (Substitute for Mr J A Davies)

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 Strategic & Corporate Services) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

183. **Apologies and Substitutes**
(Item A2)

Apologies for absence were received from Mr Davies, Mr Heale and Mr Long. Mr Wedgbury and Mr Burgess attended as substitutes for Mr Davies and Mr Heale respectively.

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

There were no declarations of interest.

185. **Minutes of the meeting held on 11 December 2015**
(Item A4)

Resolved that the minutes of the meeting held on 11 December 2015 be approved as a correct record and that they be signed by the Chairman.

186. **Minutes of the meeting of the Property Sub-Committee held on 14 December 2015**
(Item A5)

Resolved that the minutes of the Property Sub-Committee held on 14 December 2015 be noted subject to the correction of a typographical error in minute 59 (1) (a).

187. **Budget 2016/17 and Medium Term Financial Plan 2016/19**
(Item B1)

Andy Wood (Corporate Director Finance and Procurement), Dave Shipton (Head of Financial Strategy) and Jackie Hansen (Finance Business Partner) were in attendance for this item

(1) Mr Wood gave a presentation setting out the context in which the proposed budget was being developed. A copy of the presentation is available on-line as an appendix to the minutes. He also said that the late announcement of the Local Government Finance Settlement meant there had been insufficient time to interpret and analyse it so that the Medium Term Financial Plan (MTFP) could be published in full. It was anticipated that appendices 1-3 would be published early next week.

(2) Mr Wood said the Local Government Finance Settlement, announced on 17 December, meant the Council was £18 million worse off than anticipated as a result of the reduction in Revenue Support Grant (RSG). This was on top of the £30 million reduction anticipated and an additional spending demand estimated to be £80 million. This would require savings or additional income of £126 million for 2016/17 in order to balance the budget. Around £33 million of this would come from the proposed council tax leaving a £94 million savings target.

(3) Mr Wood said the Council would respond to the Government's consultation and, in particular, about: the extra spending demands on local authorities particularly those with social care responsibilities; the distribution formula which was flawed; the absence of floors and ceilings, the more favourable treatment of inner London boroughs; the late announcement of the Settlement and the failure to carry out any consultation prior to the announcement of the provisional settlement; as well as offering to work with Government to develop a new social care needs formula.

(4) Mr Wood said the council tax base was better than expected and the council tax collection fund might be better than anticipated however some of the reserves that had been drawn down to balance the budget would need to be repaid in future years.

(5) Mr Carter said the County Councils' Network would respond to the Government's consultation and in particular would develop a coherent response to the Government's view that flat cash was sustainable over the next four years. The County Councils' Network considered that funding for social care needed to increase over the next three years and, as a minimum, the Better Care Fund needed to be brought forward to year 2 of the Settlement.

(6) Mr Carter also said that the re-distribution formula needed to be reviewed urgently to be effective for 2017/8 and this, in turn, would create a better basis from which to consider Business Rates equalisation.

(7) In response to questions, officers said that:
  (i) A decision had not yet been made about whether to take up the offer of a guaranteed four-year settlement particularly as the Council's response to the consultation was that the RSG distribution was unfair and should be changed;

(ii)   External consultants had been engaged to validate responses to the budget consultation. Past experiences had shown that people responded more readily to external consultants and that they were better able to recruit a representative sample of the population. This provided KCC with a genuinely independent view to help set budget priorities and council tax levels;

(iii)   By 2019/20, based on the existing methodology, it appeared that 10 of the district councils would receive a negative RSG and that Tonbridge and Malling and Maidstone Borough Councils would be among those in that position in 2017/18.

(iv)   Further analysis and briefing for Members on the impact of the RSG was planned.

(v)   The key to balancing budgets in 2019/20 was the improved Better Care Fund but it was likely to come with conditions attached.

(vi)   It was already clear that the proposed changes to the local government funding system with 100% Business Rate retention (when introduced) would not compensate for the reduction in RSG over the next four years. The Government had made it clear that the additional income from Business Rates would be used to fund additional responsibilities, for example, to replace ring-fenced public health grants and costs associated with the full implementation of the Care Act 2014.

(8)   RESOLVED that:

(a)   The draft Budget and MTFP (including responses to consultation and Government announcements) be noted;

(b)   Officers be thanked for their work in preparing the draft budget.

188.   Re-location of KCC services from Maidstone Gateway
(Item B2)

Rebecca Spore (Director of Infrastructure) and Peter Brook (Design Authority) were in attendance for this item

(1)   Mr Sweetland (Cabinet Member for Commercial and Traded Services) introduced the report which asked the Cabinet Committee to endorse or comment on his proposed decision to re-locate KCC services and commissioned services from the Maidstone Gateway to other properties in Maidstone. He said that this decision could result in an annual saving of £162,000.

(2)   Mr Sweetland said that the figures for 2015 showed that the number of transactions for KCC services at the Gateway had declined to 621 and that this reflected the shift in the way people conducted business with the Council.

Transactions conducted on-line cost 15p each compared with £56 for each transaction with KCC conducted at the Gateway in 2014.

(3)   Mr Sweetland said that discussions were taking place with the Citizens Advice Bureau as they had expressed an interest in being commissioned to deliver KCC services at the Maidstone Gateway.

(4)   In response to questions, Mr Sweetland and Mrs Spore said that:

    (i)   Over the last 12 months the Council's property portfolio, including Gateways, had been reviewed. It had become clear that customer volumes were low and costs high in Gateways without an anchor service such as a library;

    (ii)   Gateways needed to be considered in the context of the Customer Services' Strategy as well as the Property Strategy;

    (iii)   If KCC services continued to be provided from the Gateway, and savings were not realised, it would be necessary to identify savings elsewhere in the Property portfolio;

    (iv)   Face to face customer services could be provided from other buildings in Maidstone;

    (v)   A decision was required in the next 4-6 weeks so the break clause in the contract could be exercised;

(5)   During the discussion, Members commented that:
    (i)   Customer satisfaction was lower for the Gateway than for the Contact Centre;
    (ii)   It was premature to ask the Cabinet Committee to endorse the proposed decision without having information about the costs of alternative provision;
    (iii)   The public preferred to access services on-line or over the phone;
    (iv)   There was no call for Gateways from residents who lived in areas without them.

(6)   Resolved that the proposed decision to be taken by the Cabinet Member for Commercial and Traded Services for KCC to re-locate its services from the Maidstone Gateway to other properties in Maidstone be endorsed.

189. Work Programme
(Item C1)

Resolved that the report be noted.

190. Strategic Statement outcome measures baseline report
(Item D1)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) and Graham Harlow (Performance Officer) were in attendance for this item

(1)   Mr Whittle introduced the report which provided a baseline position of the measures to be used to track progress against the outcomes in the Strategic Statements through an annual report to County Council.

(2)   Mr Whittle said it was important that there was clarity about the indicators to be used to measure outcomes and drew attention to the summary of the direction of travel set out in pages 114-117 of the report as well as pages 144-145 which set out information about revisions to the measures since the strategic statement was approved by County Council in March 2015.

(3)   Mr Whittle thanked his own team and colleagues in the Growth Environment and Transport Directorate for their input to the report.

(4)   In response to questions, Mr Harlow confirmed that the direction of travel for indicator 2.36 (increase in gross median wage levels) should be shown as achieving. He also said that the indicator 2.53 (improve house affordability index) was a ratio of house prices to wages and an increase meant that housing was becoming less affordable.

(5)   In response to comments about the desirability of including information about the general trend of indicators, particularly where performance was not as expected, Mr Whittle said that consideration was being given to including a technical appendix within the annual report.

(6)   Mr Whittle also said the data relating to arts activity, which might be included as a measure of residents' satisfaction with social, cultural and sporting opportunities within the county, was very limited but the matter would be considered further before the annual report was prepared.

(7)   Mr Whittle said it was not always easy to assess the relationship between activity and outcomes. However, in relation to improving the educational attainment of disadvantaged children, the authority worked with schools to ensure the pupil premium was spent appropriately.

(8)   Resolved that the baseline report for the Strategic Outcome measures be noted.

191.   Cabinet Members' priorities for business plans 2016/17
(Item D2)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) was in attendance for this item

(1)   Mr Whittle introduced the report which set out the priorities Cabinet Members wished to see reflected in directorates' business plans for 2016/17. A review of the 2015/16 business planning process had found that, although the plans reflected cabinet members' priorities, in some instances they had been captured midway through the business planning process resulting in the need for the plans to be re-drafted. A commitment had been given to ensure priorities were reflected in early drafts of the business plans for 2016/17.

(2)   Members suggested that:

(i) Outcomes might be divided into those within the power of the authority to deliver and those the authority could influence;

(ii) Most of the priorities within the remit of this Cabinet Committee were within the power of the authority;

(iii) The priority about a devolution deal should relate to an analysis of what was best for Kent rather than a commitment to pursue such a deal;

(iv) The priorities for Economic Development should include reference to the Brighton Mainline Service as well as to the prospect of a Lower River Crossing at Rochester which might have an impact on the viability of Manston Airport.

(3) The cross cutting priority of continuing to build KCC's relationship with the voluntary and community sector was welcomed.

(4) Resolved that the report be noted.

192. Establishment of the Council's new Strategic Business Development and Intelligence Division
(Item D3)

Emma Mitchell (Director of Strategic Business Development and Intelligence) was in attendance for this item

(1) Ms Mitchell introduced the report which provided a summary of the remit of the new Strategic Business Development and Intelligence Division.

(2) Resolved that:

(a) The report be noted;

(b) The Director of Strategic Business Development and Intelligence be asked to report back to the cabinet committee in March 2016 with further details regarding the proposed operating model, key deliverables and proposals for how the Division might most effectively support the outcomes achieved by KCC.

From: Paul Carter, Cabinet Member for Business Strategy, Audit and Transformation and Commercial and Traded Services

To: Policy and Resources Cabinet Committee – 14th March 2016

Subject: Re-location of KCC services from Tonbridge Gateway

Classification: Non Exempt

Future Pathway of Paper: Cabinet Member Decision

Electoral Division:
Malling North: Cllr Sarah Hohler
Malling Rural North East: Cllr Peter Homewood
Malling Rural East: Cllr Matthew Balfour
Malling West: Cllr Valerie Dagger
Malling Central: Cllr Trudy Dean
Tonbridge: Cllr Christopher Smith
Tonbridge: Cllr Richard Long

Summary:

To make sure every pound spent in Kent is delivering better outcomes for our customers, communities and businesses, we must review the services we provide and where we provide them from to ensure we are getting value for money. As part of this KCC have undertaken a review of its Gateway Service Provision.

We are now considering whether the Tonbridge Gateway is the right location from which to provide KCC services. Since Tonbridge Gateway opened in Castle Street, Tonbridge, people have visited the Gateway to access a range of Kent County Council (KCC), Tonbridge and Malling Borough Council (TMBC) and partner services. We know that customers frequently visit Tonbridge Gateway to access services provided by TMBC, but rarely access KCC services.

While the services that KCC provides will remain available it is possible that they could be accessed from alternative locations in the future including other KCC buildings in Tonbridge. This could deliver property savings.

KCC provides or commissions the following services from Tonbridge Gateway:
 - Kent Supported Employment
 - Carers First
 - Life Choice Independent Living
 - Smoking Cessation
 - Sexual Health
 - General KCC Enquiries

Recommendation(s):

The Policy and Resources Cabinet Committee are asked to endorse and comment on the proposed decision to be taken by the Leader for KCC to relocate its services and commissioned services from Tonbridge Gateway to other KCC owned properties in Tonbridge.

1. Introduction

1.1 The proposal to relocate KCC services from Tonbridge Gateway follows a series of KCC service reviews of the Gateway programme which were carried out between 2012 and 2014. The reviews considered the effectiveness of Gateways predominately from KCC's perspective.

1.2 The initial review, which looked at the overarching Gateway programme, found that although Gateways provided the potential to generate significant savings for KCC through rationalisation of processes and premises, realisation of this potential has been limited. Transactional data showed that the take up of KCC service provision at Gateways (other than for Library provision and Adult Education) by visiting customers had been consistently low. In addition, there was perceived to be limited need to increase service provision in Gateways throughout KCC.

1.3 Following the conclusions of the review into KCC's presence at the Gateways it was recommended that further analysis was required into each Gateway to consider the KCC services provided and whether the Gateway continued to be the best place from which to deliver KCC services. Given the partnership arrangements and the levels of current use it was proposed the review focus on standalone gateways: Maidstone, Tonbridge, Dover, Tunbridge Wells and Gravesham Gateway respectively.

1.4 It is proposed there will be a separate consultation for each Gateway and a key decision taken by the Leader. Each consultation will put forward one or more options for relocation of the relevant KCC Gateway services, and will offer the opportunity for the public and Gateway partners to comment on this. There will be an open question in each consultation to allow for any unidentified issues to be raised. The feedback from each consultation will be considered as part of the decision making process.

1.5 Public consultation on the relocation of KCC services from Tonbridge Gateway started on 11 January 2016 and a key decision will be taken in March 2016.

1.6 Public consultation on Dover Gateway is expected to launch in March 2016 with a decision anticipated to be taken by July 2016. Timelines for Tunbridge Wells and Gravesham are yet to be confirmed.

2. Tonbridge Gateway

2.1 The review of Tonbridge Gateway, which analysed a year's transactional data, found that whilst the Gateway is well received by customers utilising TMBC services, the placement of KCC services within the Gateway and take up of those services that are provided by visiting customers has been consistently low. Data shows that out of 47,256 recorded visits to the Gateway in 2015, only 7% of total customer transactions (3,097 visits) were for KCC services or those we commission (8.48 per day). This has been an overall reduction by over 2000 visitors per annum from the previous year.

2.2 The indicative face to face transactional costs for KCC at Tonbridge Gateway are just over £113 per customer visit. These are significantly higher than the national channel costs which based on public service surveys, such as SOCITM's channel benchmarking survey are:
- £8.62 Face-to-face
- £2.83 Telephone

- £0.15 Website[1]

2.3 In addition, it found that there were several public facing buildings in Tonbridge delivering alternative KCC services that may be appropriate to deliver property savings through the relocation of services currently being delivered from Tonbridge Gateway.

2.4 To capture the views and understand the potential impact to our customers, KCC held a 6 week public consultation on the relocation of KCC services from Tonbridge Gateway. The consultation ran from the 11th January to the 21st February 2016.

2.5 Following the consultation a full EqIA has been completed (Appendix C). Following the consideration of the responses to the consultation, the final EqIA and feedback at this Policy and Resource Cabinet Committee meeting, the Leader will take a decision regarding KCC's future within Tonbridge Gateway.

2.6 The proposals focus on the five specific KCC delivered or commissioned services, which run either pre-booked or drop-in face to face clinics with customers from the Tonbridge Gateway. These services are present in the Gateway at fixed times during the week, and utilise either a desk or a room in the Gateway. The KCC delivered or commissioned services provided from Tonbridge Gateway are:

- Kent Supported Employment (56 customer transactions in Tonbridge Gateway in 2015)
- Carers First (62 customers transactions in Tonbridge Gateway in 2015)
- Life Choice Independent Living (129 customer transactions in Tonbridge Gateway in 2015)
- Smoking Cessation (121 customer transactions in Tonbridge Gateway in 2015)
- Sexual Health (17 customer transactions in Tonbridge Gateway in 2015)

We are proposing to relocate the five service clinics listed above to the Tonbridge Library and Tonbridge Adult Education Centre.

2.7 Each of the service clinics listed above have relatively low customer footfall (the highest being Life Choice Independent Living and Smoking Cessation, who saw 129 and 121 customers respectively between January and December 2015). No service utilises more than one meeting room or desk at any one time, and Kent Supported Employment is the only service to run clinics on more than one day. It is therefore estimated that there would be a low impact on existing services within the selected buildings, should KCC decide to relocate these service clinics from Tonbridge Gateway.

2.8 Tonbridge Library and Adult Education Centre are both properties which are owned by KCC. Tonbridge Library and the Adult Education Centre both have publicly accessible receptions. The library reception currently provides Blue Badge Application forms for the public to complete, in addition to a number of other forms. The public already visit Tonbridge Library and Adult Education Centre to carry out a number of other different transactions, in addition to what might be considered 'typical' library services. These include registering a birth or death and registering most types of bus passes. There are also computers in the library which members of the public can use for one hour per day.

2.9 In both locations staff members can assist with other general enquiries about KCC services by signposting to the relevant team or department where possible. If a decision is taken to relocate KCC services from Tonbridge Gateway, customers who

[1] SOCITM Customer Access Improvement Service Briefing, 2012

wish to ask about KCC services face to face will continue to be able to do this from the Gateway at the Tonbridge Castle site (TMBC), Tonbridge Library and the Adult Education Centre. We are also considering the option of commissioning KCC general enquiries from other locations in the future.

2.10 All KCC services and commissioned services were invited to attend pre-consultation engagement sessions jointly held by KCC and TMBC. These sessions were attended by Life Choice Independent Living, Carer's First, Smoking Cessation, Kent Supported Employment and Hi Kent with the others preferring email communication. All services were interested in how a decision on their relocation from Tonbridge Gateway might impact on their service delivery, with a number of them keen on the move. The continued presence of some of these parties in the Gateway depends on how TMBC would operate the Gateway in the future, should KCC relocate its services from this location. KCC have been engaging with TMBC before and throughout the consultation period.

3. Public Consultation feedback

3.1 The consultation focussed on identifying how customers and our partners would be impacted if KCC decided to relocate services from Tonbridge Gateway in March 2017. The consultation proposed continued face to face service provision from two possible locations in Tonbridge.

3.2 The consultation consisted of a consultation document, three drop in sessions in Tonbridge Gateway and a questionnaire, which was also produced in an Easy Read version and available in electronic and paper formats.

3.3 Stakeholders, including Gateway customers were invited to respond to the consultation using various communication methods.

3.4 23 consultation responses were received in total and a response from Tom Tugendhat MP. Several detailed responses were received to the open consultation question, which asked for feedback on the proposals. The majority of responses were received online (16) and 7 were received in hard copy. 56% of the responses received were in favour of the relocation, 34% opposed the relocation of services and 10% were undecided. These responses have been grouped into themes; the most frequently discussed theme related to concerns regarding the accessibility of the proposed alternative locations and in particular car parking provision along with the economic benefits of relocating KCC services from the Gateway.

3.5 The Consultation Report (Appendix B) sets out the consultation process and provides detailed analysis on the consultation feedback. The table on the next page is extracted from the consultation report and lists the main response themes.

Theme of comments	Number of online comments	Number of paper comments	Most popular comments ranked
Location feedback (accessibility of the proposed sites)	11	6	1st
Benefits of co-location	10	1	2nd
Economic benefits of using other KCC buildings	6	2	3rd
Parking concerns at proposed locations	3	4	4th
Protection of the Library	2	0	5th=
Financial burden on the Borough Council	2	0	5th=

3.6 An EqIA was carried out to accompany the proposals and shape the consultation. This has been updated following consultation feedback to include a full action plan. Table 3 of the EqIA lists the key issues which will need to be novated if KCC is to relocate services from Tonbridge Gateway. Table 4 of the EqIA sets out an action plan to novate the identified issues The key actions are as follows:

- Ensure all locations are accessible
- Ensure that staff in alternative locations can assist service users in completing Blue Badge applications
- Look at the feasibility of introducing hearing loops to alternative locations
- Look at the feasibility of introducing baby changing facilities to alternative locations
- Look at the feasibility of introducing a Changing Space to alternative locations
- Raise awareness of transport routes to alternative locations
- Consideration of disabled parking at alternative locations

4. Financial Implications

4.1 Each year KCC pays 50% towards the annual property costs of Tonbridge Gateway, which amounts to £46,000. It is possible that if KCC were to relocate its Gateway services to other KCC buildings this £46,000 could be saved each year. If KCC chose not to exercise the break provisions in the partnership agreement and lease KCC will be tied into the agreements for a further 7 years.

4.2 There will also be minor adaptation expenditure to create the appropriate modifications in the Library / Adult Education Centre buildings.

4.3 As a matter of good estate management practice KCC regularly reviews its asset base to ensure that KCC are making the best use of our accommodation and it meets the

needs of our service users. This would include other KCC buildings in the Tonbridge area including the Library and Adult Education complex in due course to ensure that they meet our future service needs. Any proposed changes would be subject to appropriate consultation should they be brought forward.

5.   Legal implications

5.1   KCC and TMBC have a number of partnership agreements which govern the usage of the Gateway. KCC's decision on whether to relocate its services from the Gateway will be taken in accordance with the overarching partnership agreements. TMBC have been fully engaged in advance of and throughout the consultation period.

6.   Equalities Implications

6.1   An Equalities and Impact Assessment (EqIA) has been completed to support the consultation and has been updated (Appendix C).

7.   Recommended Future Service Locations

7.1   The table below shows the KCC services currently delivered in the Gateway and the recommended future locations for each:

KCC service or commissioned service	Recommended future location
Kent Supported Employment	
Carers First	
Life Choice Independent Living	Tonbridge Library and Adult Education
Smoking Cessation	Centre
Sexual Health	
Meet and Greet (general enquiries)	

7.2   This takes into account the feedback from the consultation, as set out in detail in the consultation report (Appendix B, sections 7-9.)

8   Next Steps

8.1   The consultation report and full EqIA will be used to inform the decision on whether to relocate KCC services from Tonbridge Gateway. A decision will be made following recommendations made at Policy and Resources Cabinet Committee and information will be made available online and in the Gateway. If KCC decides to relocate the KCC services in the Gateway, any changes will be in place from March 2017.

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9.   Recommendation:

The **Policy and Resources Cabinet Committee** are asked to endorse and comment on the proposed decision to be taken by the Leader of KCC to relocate its services and commissioned services from Tonbridge Gateway to the Tonbridge Library and AEC.

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10. Background Documents

10.1 The documents which support this report are as follows:

- Tonbridge Gateway Consultation Document - Standard and Easy Read versions (Appendix A)
- Consultation Report (Appendix B)
- Equality Impact Assessment (Appendix C)

Contact details

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Tonbridge Gateway

Consultation document and questionnaire

Have your say

Consultation on the future of KCC services within Tonbridge Gateway

kent.gov.uk/tonbridgegateway
Consultation closes 21 February 2016

Kent County Council
kent.gov.uk

An 'easy-read' version of this document is also available from our website or upon request. For any other formats or languages, please email alternativeformats@kent.gov.uk or phone 03000 421553 Text Relay: 18001 03000 421553. This number goes to an answer machine which is monitored during office hours.

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Tell us what you think. Go to p12 to complete the consultation questionnaire or visit **kent.gov.uk/tonbridgegateway**

1. Introduction

In 2009, Tonbridge Gateway opened in Castle Street, Tonbridge.

Now, nearly seven years on, it is time to consider whether this is the right location from which to provide Kent County Council (KCC) services. While the services that KCC provides will not change, it is possible that they could be accessed from another site in the future. This would cuts costs, and help towards offsetting the unprecedented financial challenge that the Council faces.

The following pages outline the services in the Gateway, and the reasons why we are considering relocating some of these. We would like to hear your opinions on our proposals. Details of how to tell us what you think can be found on page 12.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

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2. Background

What is Tonbridge Gateway?

Tonbridge Gateway is a building where local residents can access a range of services, including those provided by Kent County Council and Tonbridge and Malling Borough Council (TMBC).

KCC provides or commissions the following services from Tonbridge Gateway.

Services run or funded by KCC:
- Kent Supported Employment
- Carers First
- Life Choice Independent Living
- Smoking Cessation
- Sexual Health

In addition to the specific services above which are available from the Gateway at certain times, the public can visit the Tonbridge Gateway to ask general questions about other KCC or TMBC services. KCC general enquiries can include blue badges, concessionary travel, social services and highways. The Gateway staff are able to signpost customers to the most appropriate service, helping them with their enquiries.

Please see section 3 of this document for more information about the services that are currently available from Tonbridge Gateway, including a full list of TMBC and partner services.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

Why move away from the Gateway?

We anticipate that KCC will be able to make savings by putting our services in buildings which we own and we know have capacity. Each year we contribute £46,000 towards the property costs of Tonbridge Gateway. In a time where public funding is being considerably reduced, we believe relocating these services to buildings which are owned by KCC is a sensible way of saving money whilst maintaining face to face services in a convenient location.

We know that customers frequently visit Tonbridge Gateway to access services provided by Tonbridge and Malling Borough Council. However, they rarely use it to access KCC services.

Out of 49,260 recorded visits to the Gateway in 2014:
- 95% were for Tonbridge and Malling Brough Council services
- 1% were for Hi Kent (Voluntary and Community Sector) services
- 4% (1,946 visits) were for KCC services or those that we commission

Every year KCC pays 50% towards the annual property costs of Tonbridge Gateway which amounts to £46,000. We believe that keeping KCC services in Tonbridge Gateway no longer represents value for money.

KCC has a Library and Adult Education site near Tonbridge Railway Station. Many of our services are currently available from the Library, including Smoking Cessation clinics. The Adult Education centre already delivers a broad range of KCC services from the same site.

In considering the possible location of our services, we have chosen a site which is close to local high street amenities, such as supermarkets and banks, in addition to a railway station and bus stops.

This consultation is not about changing or taking away the services we provide in Tonbridge – we understand these are important services to many people and are valued by our customers. Whether we choose to keep these KCC services in the Gateway or move these to the Tonbridge Library and Adult Education site in the future customers will still be able to access these services face to face.

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Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

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3. Current services in Tonbridge Gateway

Between January and December 2014, customers accessed a range of services from Tonbridge Gateway. These are shown below:

Tonbridge Gateway

Services accessed in 2015

Tonbridge and Malling Borough Council services:

- Building Control
- Building Rates
- Cemeteries
- Council Tax
- Council Tax Benefit
- Environmental
- Events
- Housing
- Housing Benefit
- Licensing
- Parking
- Parks
- Payments
- Planning
- Tourist Information Centre

Kent County Council services:

- Kent Supported Employment
- Life Choice Independent Living

Services KCC commissions

- Carers First
- Sexual Health
- Smoking Cessation

Partner organisation partly commissioned by KCC

- Hi Kent

This consultation is limited to the relocation of services provided or commissioned by KCC from the Gateway. These are the services shown within the Kent County Council Services box in the diagram above.

If KCC decides to relocate services and funding from Tonbridge Gateway this will have financial implications for TMBC services but any changes relating to this will be communicated by TMBC in the future.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

A detailed look at KCC's Gateway services

Kent Supported Employment
Wednesdays 9am- 1pm, Fridays 2pm – 4.30pm
Kent Supported Employment help people who face additional barriers to employment. This service uses the Gateway to hold face-to-face clinics with customers.

Carers First
Tuesdays[1] 9am – 1pm
Carers First run a "Carer's Surgery" from the Gateway which provides personalised support for carers. This ranges from completing a carer's assessment, to signposting about the services available to them. The Carers First team are commissioned by KCC and use a helpdesk in the Gateway.

Life Choice Independent Living
Mondays 9.30am – 4pm
Life Choice Independent Living is a drop in service for adults with learning disabilities. They offer help with a number of services including applying for benefits, filling out forms, housing issues and signposting to other agencies.

Smoking Cessation
Tuesdays 9 - 12pm
The Smoking Cessation service provides advice and support to people to stop smoking.

Sexual Health
Mondays and Thursdays 2 - 5pm
The Sexual Health service offers advice and support on matters relating to sexual health.

KCC General Enquiries
During Gateway opening hours
The Gateway Staff can help customers with general enquiries on a range of KCC services including blue badges, concessionary travel, social services and highways.

[1] Every Tuesday EXCEPT the third Tuesday of the month.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

4. Preferred Option - Relocating services to the Tonbridge Library and Adult Education site

We are considering relocating the services listed on page 7 to the Tonbridge Library and Adult Education site.

To help you to comment on whether the Tonbridge Library and Adult Education site is a suitable alternative location or not, the table below compares the facilities of the Tonbridge Gateway and the Tonbridge Library and Adult Education site.

If the decision is taken to relocate services, these changes will be made from July 2017. Where possible, the days and times for accessing the services will remain the same.

CURRENT LOCATION: Tonbridge Gateway					
Address: Tonbridge Castle, Castle Street, Tonbridge, Kent TN9 1BG					
Accessibility	**Accessible toilet**	**Parking**	**Accessible parking**	**Reception**	**Computers**
There is lift and stair access to the Gateway. All services are located on the ground floor to ensure accessibility.	Yes – Tonbridge Gateway has an accessible toilet	The Gateway has a car park outside it, with parking limited to 30 minutes. Customers parking for over 30 minutes must collect a temporary pass for the upper car park.	Yes, there are accessible parking bays outside the Gateway	Yes	The Gateway has 3 computers which the public are able to use for free. There are no time restrictions, subject to availability."

There is also a fully equipped changing space in the Tonbridge Gateway.

OUR PROPOSED LOCATION SITE: Tonbridge Library

Address: 1 Avebury Avenue, Tonbridge, Kent TN9 1TG

Accessibility	Accessible toilet	Parking	Accessible parking	Reception	Computers
There is ramped access to the front and rear of the library and a lift to the first floor.	No WC facilities – however customers can use accessible toilet in Adult Education centre which is located on the same site.	Nearest pay and display parking is available behind the Library on River Lawn Rd. The Tonbridge station car park is located nearby, in addition to a number of pay and display car parks.	River Lawn Rd parking is free for 23 hours for Blue Badge holders	Yes	The Library has 20 computers which the public are able to use for free for one hour.

OUR PROPOSED LOCATION SITE: Tonbridge Adult Education Centre

Address: 1A Avebury Avenue, Tonbridge, Kent TN9 1TG

Accessibility	Accessible toilet	Parking	Accessible parking	Reception
The Adult Education Centre consists of a number of blocks with multiple entrances. Ramped access to the main entrances.	There are accessible WCs are in block B and A of the Adult Education Centre, where the reception and main meeting rooms are located.	Nearest pay and display parking is available behind the Library on River Lawn Rd. The Tonbridge station car park is located nearby, in addition to a number of pay and display car parks.	River Lawn Rd parking is free for 23 hours for Blue Badge holders	Yes, reception is located in A Block and is signposted

Discounted Option

Tonbridge Children's Centre
KCC occupies small amount of space available in Tonbridge Children's Centre. As a result, it is an unsuitable future location of the current KCC services in Tonbridge Gateway.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit **kent.gov.uk/tonbridgegateway**

5. How to get involved

We want to know what you think about our proposals. No decision has been taken yet and your views will help us to make the final decision.

The consultation runs for **6 weeks from 11 January to 21 February 2016**.

You can get involved by:
- Filling in the consultation questionnaire online at:
  kent.gov.uk/tonbridgegateway
- By completing the questionnaire on page 12 of this consultation document and placing it in the drop in box in Tonbridge Gateway. The address for Tonbridge is Tonbridge Castle, Castle Street, Tonbridge, Kent, TN9 1BG.
- Or by visiting Tonbridge Gateway during one of our three drop in sessions and speaking to us directly:
  - Wednesday 20th January 9am – 11am
  - Tuesday 2nd February   1pm – 3pm
  - Monday 15th February   9am – 11am

Easy Read and Word versions of this document and the questionnaire are available on our website: ***kent.gov.uk/tonbridgegateway*** or by request via e-mail to ***alternativeformats@kent.gov.uk*** or at Tonbridge Gateway. If you require this or any of the consultation documents in any other formats please request these via email to alternativeformats@kent.gov.uk or by telephone on 03000 421553. This number goes to an answer machine which is monitored during office hours.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit ***kent.gov.uk/tonbridgegateway***

Equality Impact Assessment

We have also carried out an Equality Impact Assessment, looking at the wider impact of our proposals. We will review and update this during and after the consultation period.

You can read the Equality Impact Assessment online by visiting: *kent.gov.uk/tonbridgegateway* or ask a member of staff at Tonbridge Gateway.

Next steps

After the consultation closes, your feedback and the full Equality Impact Assessment will be used to inform our decision on KCC's future in Tonbridge Gateway. A decision will be made in March 2016 and information will be made available online and in the Gateway.

If following the consultation, we decide to relocate KCC services from the Tonbridge Gateway, any changes will be in place from July 2017.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

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Questionnaire

This questionnaire can be completed online at: **kent.gov.uk/tonbridgegateway**
Alternatively complete the questionnaire below and return to Tonbridge Gateway
(Tonbridge Castle, Castle Street, Tonbridge, Kent, TN9 1BG).

**Please ensure your questionnaire is completed and submitted by
21st February 2016.**

Privacy
Kent County Council collects and processes personal information in order to
provide a range of public services. Kent County Council respects the privacy of
individuals and endeavours to ensure personal information is collected fairly,
lawfully, and in compliance with the Data Protection Act 1998.

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Tell us what you think! Go to p12 to complete the consultation questionnaire
or visit **kent.gov.uk/tonbridgegateway**

Q1. Are you completing this questionnaire on behalf of:
*Please select **one** box*

☐ Yourself (as an individual)

☐ Yourself as a member of KCC or Gateway staff

☐ A friend/or relative who uses the Gateway

☐ A Voluntary or Community Sector Organisation (VCS)

☐ A Service partially or fully funded by KCC

☐ A District/Town/Parish Council

☐ A Business

☐ Other, please specify:

Q1a. If you are responding on behalf of a VCS organisation /Council /Service / Business, please tell us the name of the organisation:

If you are responding as an individual or on behalf of a friend or relative, please go to the next question.

If you are responding in any other capacity please go to question 7.

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

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Q2. What is your postcode?

Q3. How often do you visit Tonbridge Gateway?
*Please select **one** box*

☐ More than once a week

☐ Weekly

☐ Once or twice a month

☐ More than once a year

☐ Once a year or less

☐ Never – please go to question 7.

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Tell us what you think: Go to p12 to complete the consultation questionnaire
or visit *kent.gov.uk/tonbridgegateway*

Q4. How do you usually get to the Tonbridge Gateway?
*Please select **one** box*

☐ On foot

☐ By car

☐ By car (with Blue Badge parking)

☐ By taxi

☐ By train

☐ By bus

☐ Other, please specify: [   ]

Tell us what you think: Go to p12 to complete the consultation questionnaire
or visit *kent.gov.uk/tonbridgegateway*

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Q5. Which of these services do you use at Tonbridge Gateway?
*Please select **all boxes** that apply*

☐ General Enquiries (including Blue Badge applications etc.)

☐ Kent Supported Employment

☐ Carers First

☐ Life Choice Independent Living

☐ Sexual Health clinics

☐ Smoking Cessation

☐ Hi Kent

☐ Tonbridge and Malling Borough Council services (see page 6 for a list)

☐ Other, please specify: _____

Q6. What is your preferred way of accessing KCC services?
*Please select **one** box*

☐ Online

☐ Face to Face

☐ Over the telephone

☐ Other, please specify: _____

Q7. **The Consultation Document outlines our proposals to relocate the KCC services from Tonbridge Gateway to the Tonbridge Library and Adult Education site.**

To what extent do you agree or disagree with our proposal to relocate the Gateway services to the Tonbridge Library and Adult Education site?
*Please select **one** box*

☐ **Strongly agree**

☐ **Agree**

☐ **Neither agree or disagree**

☐ **Disagree**

☐ **Strongly disagree**

☐ **Don't know**

Please tell us the reason for your answer here:

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Q8. We have drafted an Equality Impact Assessment on our proposal.
An EqIA is a tool to assess the impact any policies or strategies would have on race, age, disability, gender, gender reassignment, sexual orientation, religion or belief and carer's responsibilities. **We welcome your views.**

To view the document, go to *kent.gov.uk/tonbridgegateway* or ask a member of staff at the Tonbridge Gateway.

Please add comments below:

Q9. Do you have any other comments you would like to make on our proposals?

Please add comments below:

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Tell us what you think. Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

Future Engagement and Communication

If you would like to receive feedback on the outcome of the consultation please provide your contact details below. Our preferred method of communication is by email, however if you do not have an email address then please provide your postal address.

Name:

Email:

Postal address:

It is not necessary to answer the About You questions if you are responding on behalf of an Organisation.

About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we're asking you these questions.

We won't share the information you give us with anyone else. Well use it only to help us make decisions, and improve our services.

If you would rather not answer any of these questions, you don't have to.

Q10. Are you…..?
*Please select **one** box*

☐ Male

☐ Female

☐ I prefer not to say

Tell us what you think: Go to p12 to complete the consultation questionnaire or visit *kent.gov.uk/tonbridgegateway*

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Q11. Is your gender the same now as it was at your birth?
*Please select **one** box*

☐ Yes

☐ No

☐ I prefer not to say

Q12. Which of these age groups applies to you?
*Please select **one** box*

☐ 0 - 15   ☐ 25 - 34   ☐ 50 - 59   ☐ 65 - 74   ☐ 85 + over

☐ 16 - 24   ☐ 35 - 49   ☐ 60 - 64   ☐ 75 - 84   ☐ I prefer not to say

Q13. To which of these ethnic groups do you feel you belong? (Source: 2011 census)

☐ White English

☐ White Scottish

☐ White Welsh

☐ White Northern Irish

☐ White Irish

☐ White Gypsy/Roma

☐ White Irish Traveller

☐ White other*

☐ Mixed White and Black Caribbean

☐ Mixed White and Black African

☐ Mixed White and Asian

☐ Mixed other*

☐ Other ethnic group*

☐ Asian or Asian British Indian

☐ Asian or Asian British Pakistani

☐ Asian or Asian British Bangladeshi

☐ Asian or Asian British other*

☐ Black or Black British Caribbean

☐ Black or Black British African

☐ Black or Black British other*

☐ Arab

☐ Chinese

☐ I prefer not to say

*If your ethnic group is not specified in the list, please describe it here:

_____

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

Q14. Do you consider yourself to be disabled as set out in the Equality Act 2010?
*Please select **one** box*

☐ Yes

☐ No

☐ I prefer not to say

Tell us what you think: Go to p12 to complete the consultation questionnaire
or visit **kent.gov.uk/tonbridgegateway**

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Q14a. If you answered Yes to Q14, please tell us the type of impairment that applies to you. You may have more than one type of impairment, so please select all that apply. If none of these apply to you, please select Other, and give brief details of the impairment you have.

☐ Physical impairment ☐ Mental health condition

☐ Sensory impairment (hearing, sight or both) ☐ Learning disability

☐ Longstanding illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy

☐ Other, please specify: ☐ I prefer not to say

[   ]

Q15. Are you a carer? A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.
*Please select **one** box*

☐ Yes

☐ No

☐ I prefer not to say

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Q16. Do you regard yourself to belonging to any particular religion or belief?
*Please select **one** box*

☐ Yes

☐ No

☐ I prefer not to say

Q16a. If you answered Yes to Q16, which one applies to you?
*Please select **one** box*

☐ Christian ☐ Hindu ☐ Muslim ☐ Any other religion, please specify:

☐ Buddhist ☐ Jewish ☐ Sikh

☐ _____

Q17. Are you…?
*Please select **one** box*

☐ Heterosexual/Straight ☐ Gay woman/Lesbian ☐ Other

☐ Bi/Bisexual ☐ Gay man ☐ I prefer not to say

Thank you for taking the time to complete this questionnaire. Your feedback is important to us.

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Tonbridge Gateway Public Consultation Report

Contents

1. Acknowledgement

1.1 On behalf of Kent County Council (KCC), we would like to say thank you to all those that went above and beyond to promote the consultation in Tonbridge Gateway and encouraged service users and potential customers to take part. Their input has been invaluable and their efforts have been greatly appreciated.

2. Executive summary

2.1 A six week public consultation on the proposed relocation of KCC services from Tonbridge Gateway ran from 11th January to 21st February 2016. An Equalities Impact Assessment (EqIA) was conducted prior to the development and delivery of the public consultation. This has been updated and finalised taking into account the feedback received during the consultation (Appendix B).

2.1. The EqIA helped to shape the engagement and participation action plan; identifying protected characteristics which had the potential to be negatively or positively impacted by the proposals.

2.3 The consultation consisted of a consultation document and questionnaire (Appendix A), which was also produced in an Easy Read version and available in electronic and paper formats. Three drop in sessions were held at the Gateway where KCC staff were available to answer questions.

2.4 A variety of communication methods were used to promote the consultation, they included:

- A consultation page on the KCC website and link from the Gateway Service page
- Emailed consultation documentation to KCC Gateway service leads to distribute to service users
- Press release sent to Tonbridge and Malling Newspapers
- Consultation pull up banner, promotional postcards and consultation document displayed in the Tonbridge Gateway
- Promotional postcards and consultation documents displayed in other KCC buildings in Tonbridge including the Library, Adult Education Centre and Children's Centres
- Briefing of Gateway staff to direct customers to consultation material
- Briefing of KCC Tonbridge Members and Cabinet Member for Commercial and Traded Services
- Engagement with Parish Councils
- Direct email to relevant VCS organisations including; Kent Association of the Blind, Imago Community, Kent Wheelchair Users Group and Centre of Independent Living Kent (CILK)
- Promoted by KCC's Community Liaison Officer at Tonbridge Town Forum on 8th February and Parish Partnership Forum on the 18th February
- Promotional material supplied to Tonbridge officers of Citizens Advice and Age UK

2.2. In addition, all KCC services and commissioned services were invited to attend pre consultation engagement sessions run by KCC and Tonbridge and Malling Borough Council (TMBC) officers. These were attended by Life Choice Independent Living, Carer's First, Smoking Cessation, Kent Supported Employment and Hi Kent with the others preferring email communication

2.3. 23 consultation responses were received.

2.4. This report sets out the background of the consultation, the consultation process, equality and accessibility considerations, and discusses the consultation responses and key themes.

3. Introduction

3.1. Since Tonbridge Gateway opened in Castle Street, Tonbridge, people have visited the Gateway to access a range of Kent County Council (KCC), Tonbridge and Malling Borough Council (TMBC) and partner services. To make sure every pound spent in Kent is delivering better outcomes for our customers, communities and businesses, we must review the services we provide and where we provide them from to ensure we are getting value for money.

3.2. We are now considering whether the Tonbridge Gateway is the right location from which to provide KCC services. We know that customers frequently visit Tonbridge Gateway to access services provided by Tonbridge and Malling Borough Council. However, data collected over recent years has shown that customers rarely use Tonbridge Gateway to access KCC services.

3.3. Out of 47,256 recorded visits to the Gateway in 2015:

- 93% were for Tonbridge and Malling Borough Council services
- 7% (3,097 of visits) were for KCC services (or those that we commission or partly fund)

At the same time, KCC contributes 50% of running costs of the Gateway each year, which is £46,000 in property costs alone. This amounts to an average cost to KCC of just over £113 per customer transaction in the Gateway. Whilst we would never had expected that the KCC services would account for 50% of the transactions, in the current economic climate we have a responsibility to review our service offer to ensure that we are effectively using the resources that we have available.

Between 11th January and 21st February 2016, a public consultation was held on the future location of these KCC services currently accessed in Tonbridge Gateway.

3.4 The consultation focussed on identifying how customers and services operating from Tonbridge Gateway would be impacted if KCC decided to relocate services in March 2017. The consultation proposed like for like service provision and a number of options were given as to the possible locations in Tonbridge. An Equality Impact Assessment (EqIA) was carried out to assess the potential impact of the proposals on our customers with identified protected characteristics.

3.5 The consultation aimed to:
- Identify how stakeholders (including: all service users, potential service users and service providers) could be impacted if KCC decides to withdraw from the Gateway.

- Present possible options for the re-provision of KCC services and those commissioned by us and welcome feedback on their suitability.

The responses to the consultation have been used to review and update the EqIA, which will be considered along with the consultation responses before any final decision is made.

3.6   Following discussion of the feedback received and recommendations from
      Members of the Policy and Resources Committee, a decision will be taken by the
      Leader. If the decision is taken to withdraw, a delegated decision taken by a KCC
      officer is required on the enactment of the break clause to withdraw from the Gateway.

4.   Background

4.1   Current Service Provision

KCC provides or commissions the following services from the Tonbridge Gateway:

4.1.1 Kent Supported Employment clinics - 2 days per week
      Kent Supported Employment help people who face additional barriers to employment.
      This service uses the Gateway to hold pre-booked face-to-face clinics with customers.
      These take place in the Gateway every Wednesday and Friday.

4.1.2 Carers First - 1 day per week
      Carers First run a "Carers Surgery" from the Gateway, which provides personalised
      support for carers. Customers can visit the services' desk in Tonbridge Gateway every
      Tuesday from 9am - 1pm.

4.1.3 Life Choice Independent Living - 1 day per week
      Life Choice Independent Living is a drop in service for adults with learning disabilities.
      The service is available from the Gateway every Monday from 9.30am - 4pm.

4.1.4 Smoking Cessation - 1 day per week
      The Smoking Cessation service provides advice and support for people to stop
      smoking. The service is available from the Gateway every Tuesday from 9am - 12pm.

4.1.5 Sexual Health - 2 days per week
      The Sexual Health service offers advice and support on matters relating to sexual
      health. Customers can visit the service's desk every Monday and Thursdays
      between 2pm - 5pm.

4.1.6 KCC General Enquiries - during Gateway opening hours
      The Gateway staff can help customers with general enquiries on a range of KCC
      services including blue badges, concessionary travel, social services and
      highways. In addition Gateway staff can help by signposting to the right team or
      member of KCC staff.

4.1.7 The breakdown of KCC customer transactions within the Gateway is shown below;

Service (KCC or commissioned by KCC)	
General Enquiry	KCC General Enquiry (unspecified)
Non-intensive, re-direction by reception staff to other buildings, staff phone numbers or website address	Kent Highways
	Kent Support and Assistance
Collecting and completing Blue Badge Application Form. Reception staff can help with completion of forms if needed; currently no presence of Blue Badge assessments/ services in Gateway	Blue Badge Applications
Service specific helpdesk in Gateway, run by service representatives	Carers First
	Life Choice Independent Living
Pre-booked clinic and /or drop in sessions run by service representatives	Sexual Health
	Kent Supported Employment
	Smoking Cessation
	Hi Kent

5. Consultation Process and Activities

5.1 Stakeholder groups

5.1.1 The proposals outlined in the consultation had the potential to affect a number of different stakeholders. It was therefore important to devise engagement mechanisms to provide the opportunity for participation across stakeholder groups, being mindful of communication preferences and accessibility of information.

5.1.2 The following stakeholder groups were identified and targeted as part of the consultation:
- Carers First service users
- Life Choice Independent Living Services users
- Kent Supported Employment service users
- Smoking Cessation service users
- Sexual Health advice service users
- KCC Gateway meet and greet customers
- All Gateway customers
- KCC and Tonbridge and Malling Members
- Member for Commercial and Traded Services, KCC
- Parish Councils
- Gateway staff
- Potential future Gateway customers living in the Tonbridge and Malling area
- Tonbridge and Malling residents

- All other KCC staff members

5.2   Consultation and engagement activities

5.2.1   All KCC services and commissioned services were invited to attend pre-consultation engagement sessions prior to the public consultation. These were jointly held by KCC and TMBC officers with the aim to engage and update on KCC's proposals. The sessions also explored how to maintain partnership working going forwards regardless of whether a decision is taken to relocate from Tonbridge Gateway.

5.2.2   Consultation and engagement activities included the following:

- A consultation document setting out the proposals accompanied by a consultation questionnaire to capture feedback.
- The consultation document and questionnaire was available on our website and in hard copy.
- Easy Read and Word versions of the consultation document and questionnaire were also produced and available online and in hard copy.
- Three drop in sessions were held at the Gateway with KCC staff available to answer questions.
- Verbal feedback from service leads and customers during the consultation.

5.2.3   The consultation document was downloaded from the website 180 times (PDF version 135 times and Word version 45). The Easy Read consultation document was downloaded 54 times. The Equality Impact Assessment was downloaded 61 times and the General Questions & Answers paper 75 times.

5.3   Promotional activities

5.3.1   Promotional activity for this consultation was targeted at those who are potentially most impacted by the proposals, including KCC customers who access our services via Tonbridge Gateway and Tonbridge and Malling residents.

5.3.2   Promotional activities included the following:

- Consultation page on KCC website and link from Gateway Service page
- Hard copies of the consultation document, pull up banner and promotional postcards displayed in the Tonbridge Gateway.
- Promotional postcards and consultation documents displayed in other KCC buildings in Tonbridge including the Library and Adult Education Centre
- Consultation promotion uploaded to television screens in the Gateway
- KCC Community Liaison Officers and Community Wardens asked to promote the consultation to their Tonbridge and Malling contacts and at local meetings they attend during the consultation.
- Briefing email to KCC Tonbridge Members and Cabinet Member for Commercial and Traded Services.

- Consultation documentation emailed to all KCC Gateway service leads and distributed to customers and staff
- Press statements sent to Tonbridge and Malling Newspapers
- Engagement with Parish Councils
- Promotion of the consultation at local GP Surgeries, Children Centres and Age UK

5.3.3   A timeline of the consultation and engagement activities and the promotional activities is shown on the next page.

![Kent County Council kent.gov.uk logo]

Consultation timeline

Briefing email to KCC Tonbridge & Malling Members and Cabinet Member for Commercial and Traded Services

**11th January.
Consultation opens.**
Hard copy consultation documents, postcards and banner up in Gateway. Web version uploaded to consultation directory. Email notification sent to KCC service leads, partners, VCS organisations and Parish Councils

**21st February.
6 week consultation closed.**

Press statement sent to Tonbridge and Malling newspapers.

Briefing of Gateway front desk staff and KCC Gateway service leads

First public drop in session held in Gateway

Second round of promotion

Second public drop in session held in Gateway

Third public drop in session held in Gateway

December

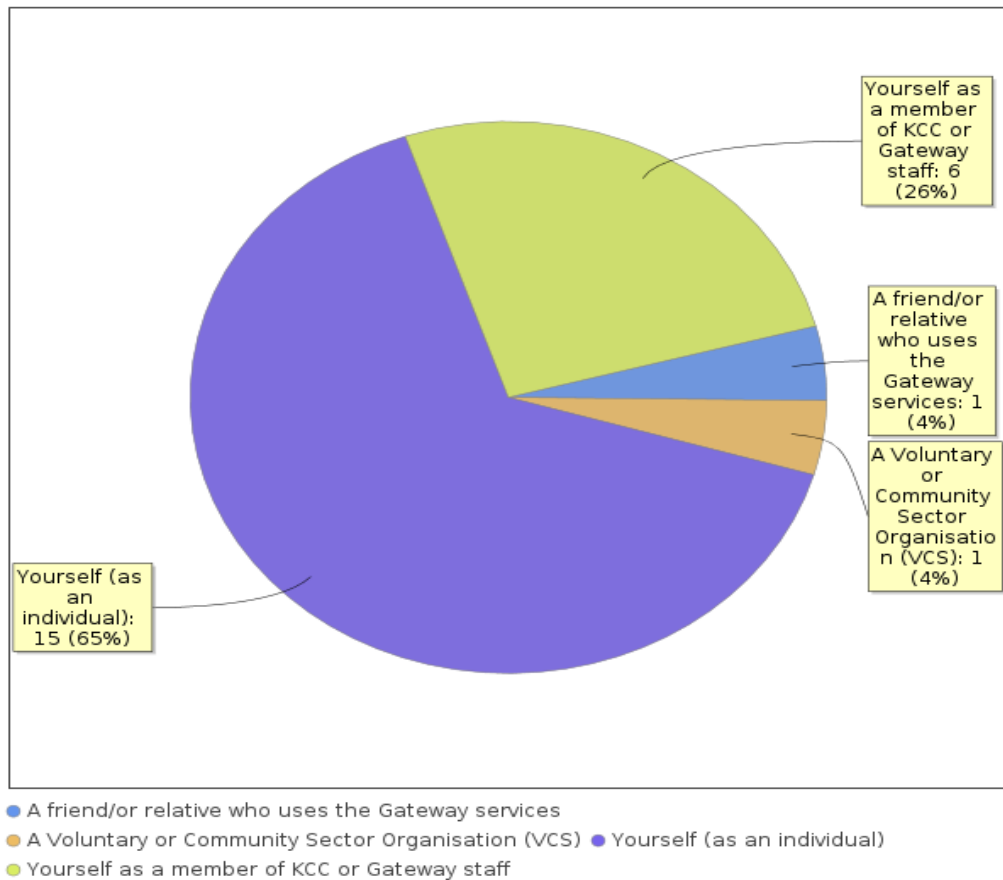**January**

February

March

2015

2016

6. Equality and accessibility considerations

Equality and accessibility considerations relating to the consultation process were as follows:

6.1 Produced Easy Read versions of consultation document in addition to standard versions of the consultation document. Tonbridge and Malling Gateway staff and KCC service leads used the Easy Read version when discussing the consultation with customers with learning disabilities over the course of the 6 weeks and helped them to fill in the questionnaire when necessary.

6.2 Provided Microsoft Word versions of consultation material to ensure that documentation is accessible to customers using audio transcription software.

6.3 Uploaded consultation document onto kent.gov website, in addition to displaying hard copies in Gateway. Both the Easy Read version of the consultation document and the standard format were made available online and in hard copy versions to improve accessibility of the consultation.

6.4 Alternative formats and languages could be requested. It was stated in the consultation document that alternative formats could be requested through either an email or telephone number.

6.5 Holding face to face engagement sessions. The consultation process also included three drop in sessions where KCC representatives would be present in the Gateway to answer any questions customers have. The aim of these sessions were to improve accessibility for people to participate in the consultation, raise concerns or ask questions during the consultation process in a face to face environment.

6.6 Capture information on protected characteristics. As part of the consultation process the questionnaire included KCC's standard 'About You' questions to collect information to identify issues raised by customers who have recognised protected characteristics and ensure any additional equalities issues raised could be taken into consideration.

7. Consultation responses

7.1 A total of 23 consultation responses were received to the consultation, consisting of 7 hard copy responses and 16 online responses.

7.2 Question one of the consultation questionnaire asked whether respondents were giving feedback on behalf of themselves, as a member of KCC or Gateway staff, a friend or relative or another as a representative from another organisation; such as a District Council, Voluntary Sector Organisation or Business. A pie chart setting out the breakdown of responses is shown below. The largest respondent group were completing the questionnaire on behalf of themselves.

- A friend/or relative who uses the Gateway services
- A Voluntary or Community Sector Organisation (VCS) ● Yourself (as an individual)
- Yourself as a member of KCC or Gateway staff

7.3   Question two of the consultation questionnaire asked respondents for their postcode. 9 responses to this question were received, 8 of which indicated that the respondents live in Tonbridge and Malling and one response indicating that they live in Maidstone. 14 people did not respond to this question.

7.4   Question three of the consultation questionnaire asked 'How often do you visit the Tonbridge Gateway?' A graph showing the breakdown of responses is shown on the next page. If each of the respondents shown in the table is multipled by their reported frequency of visiting the Gateway, this equates to approximately 300 visits in a year (equivalent to just under 10% of all KCC visits recorded in 2015.) The largest respondent group on Q3 uses the Gateway 'once or twice a month'. It was recognised that 3 of the 5 respondents to this question were opposed to the relocation of KCC services from the Gateway.

More than once a week ● More than once a year ● Never ● Once a year or less
● Once or twice a month ● Weekly
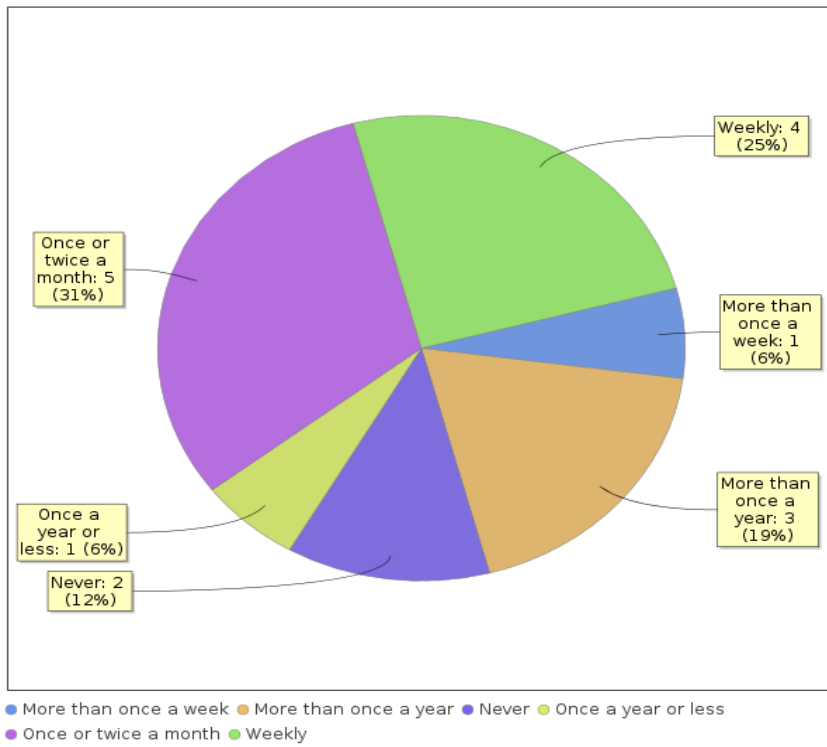
7.5 Question four of the consultation questionnaire asked 'How do you get to Tonbridge Gateway?' A pie chart showing the breakdown of responses is shown below.

● By bus ● By car ● On foot
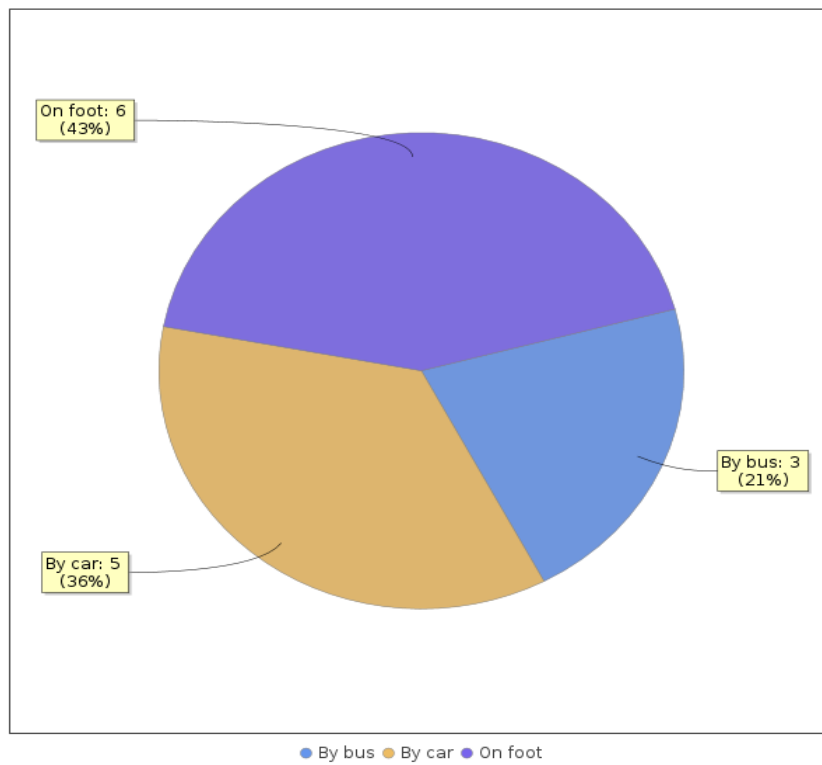
7.6   Question five of the consulation questionnaire asked 'which services do you use at Tonbridge Gateway?' The largest number of respondents to this question reported that their main purpose for visiting the Gateway was to access Tonbridge and Malling Borough Council services with only minimal access to the KCC services operating from the Gateway.

Tonbridge and Malling Borough Council services (see list on page 6 of the consultation document): 10 (42%)

Carers First: 3 (12%)

General Enquiries (including Blue Badge applications etc.): 5 (21%)

Life Choice Independent Living: 6 (25%)

- Carers First
- General Enquiries (including Blue Badge applications etc.)
- Life Choice Independent Living
- Tonbridge and Malling Borough Council services (see list on page 6 of the consultation docur

7.7   In line with the data on KCC service users, the largest group of respondents to question four reported that they visit the Tonbridge Gateway mainly for 'General enquiries about KCC Services' and 'Tonbridge and Malling Services' but not the specific KCC Services that operate from the Gateway.

7.8   Question six of the consultation questionnaire asked 'what is your preferred way of accessing KCC services?' 86% of the respondents preferred to access KCC services face to face rather than by phone or online; reinforcing the need to maintain a face to face provision of service.

Face to
Face: 12
(86%)

Online: 2
(14%)

● Face to Face ● Online
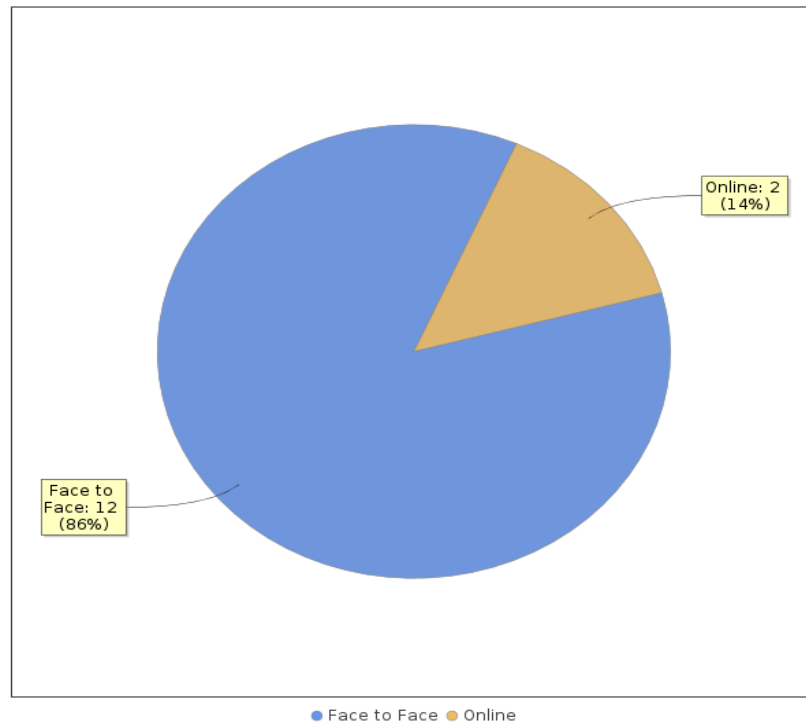
7.9 Question seven was split into two parts, the first part asked the respondent on what level did they agree with the proposal to relocate KCC services from strongly agree to strongly disagree. A majority of 35% (8 responses) were 'strongly' in favour of the relocation with 22% (5 responses) in further agreement. The second part of the question stated that the consultation document outlines proposals to relocate the KCC services from Tonbridge Gateway to the Tonbridge Library and Adult Education site, and asked the question 'To what extent do you agree or disagree with our proposal to relocate the Gateway services to the Tonbridge Library and Adult Education site?' A number of detailed responses to this question were received with some respondents raising a number of issues in their comments. These have been split and put under the relevant themes, which means that there are more comments counted than respondents to the questionnaire. These responses have been analysed and grouped into the themes shown on the next page.

Table 1: Themes of responses to open consultation questions, ranked by frequency.

Theme of comments	Number of online comments	Number of paper comments	Most popular comments ranked
Location feedback (accessibility of the proposed sites)	11	6	1st
Benefits of co-location	10	1	2nd
Economic benefits of using other KCC buildings	6	2	3rd
Parking concerns at proposed locations	3	4	4th
Protection of the Library	2	0	5th=
Financial burden on the Borough Council	2	0	5th=

8. Main consultation response themes

8.1 Theme 1 – Location feedback (accessibility of the proposed sites)

Example Comments
Positive: "It would still be in an accessible building in Tonbridge town and would keep the Library / Education centre going as multi purpose sites." "The new sites might be perceived as more accessible as nearer shops and amenities than the Castle." *Neutral:* "Making services more accessible to people visiting a venue for more than one purpose saves them individual visits here and there." *Negative:* "While I agree with the need to save money I would much prefer that KCC looks for other locations to withdraw from in order to support the aims of the Gateway." "It is easier to get here (Tonbridge Gateway)" "The Gateway is a more accessible building"

8.1.1 A key trend from the responses received was the accessibility of the proposed alternative locations. These responses were mainly submitted by individuals, with three comments from members of Gateway staff and one comment from a County Councillor for Tonbridge. The accessibility issues for each location are considered below:

8.1.2 Tonbridge Library and Adult Education Centre
There is a bus stop for routes 77, 147 and 217 situated at the end of Avebury Road and left onto the High Street. These buses go directly from the Tonbridge Gateway to the Library and Adult Education Centre. The proposed sites are a 0.1 mile walk from Tonbridge Gateway.

8.2 Theme 2 – Benefits of co-location

<table>
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Example Comments

Positive:

"Making services more accessible to people visiting a venue for more than one purpose saves them individual visits here and there." *(reference to the library and adult education site)*

"The library is in a good location and already has a lot of information, makes sense to combine the functions so long as there is space there."

"Because I use the library for other things."

"Because I use the library and could combine both activities."

Negative:
"The Library finds it difficult to operate next to the Youth Service as the users of the two services have very different attitudes to peace and quiet."

"Also when a customer currently has 2 or 3 issues to resolve it is easier under one roof than having to trot along to the Library."

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</table>

8.2.1 The second most frequent response theme discussed focussed on the benefits of having a number of KCC, TMBC and other services collocating in the same physical building.

8.2.2 These comments were mostly submitted by individuals with one comment received from a County Councillor for Tonbridge.

8.2.3　In order to fully address the consultation feedback on cross-referrals and the benefits of co-location of KCC services with TMBC services, it is useful to reiterate how the current KCC services operate within the Gateway

8.2.4　Each of the identified KCC service helpdesks or clinics which are in the scope of this consultation are only in the Gateway on a part time basis. Kent Supported Employment, Smoking Cessation and Sexual Health operate pre-booked clinics run by service representatives. Customers are usually referred through the KCC Contact Point or from a GP respectively. This means it is less likely that customers who visit the Gateway for other services (for example housing or council tax payments) would be offered same day cross-referrals for Kent Supported Employment (KSE), Smoking Cessation or a Sexual Health advisor.

8.2.5　However, customers who do visit the Gateway for pre-booked visits with KSE, Smoking Cessation or Sexual Health may be referred from these advisors to other partner services. If KCC decides to relocate its services from the Gateway, it will be important to look at how to maintain these service links going forward and ensure customer journeys do not get fragmented.

8.2.6　The other two KCC services in the Tonbridge Gateway; Carers First and Life Choice Independent Living, operate on a drop-in basis and are both in the Gateway for half a day each week. If customers do come to the Gateway at other times and request these services face to face, they would be advised to return during the times of the above drop in sessions.

8.2.7　As noted above, customers who visit the Gateway for the Carers First or Life Choice Independent Living helpdesks, may benefit from being cross-referred to TMBC or other services which are present or being assisted with carrying out these transactions.

8.2.8　KCC service provision in Tonbridge Gateway is low, and as a result, opportunities for customers to engage directly with KCC staff at the time of their visit is limited. However, those who visit the Tonbridge Gateway for KCC services do benefit from having TMBC services located in the same building.

8.3   Theme 3 – Economic sense of using other KCC buildings

Example Comments

Positive

"As a library user I may look at what they could do for me as opposed to going and finding them which is more effort and needs a specific purpose. Would save KCC money as well."

"The services could help safeguard the library from potential closure, using the library would save significant property funds."

"Would save money."

"I also feel the money KCC would save by this move would be better spent on adult social care."

"It make economic sense to use current KCC buildings"

Negative

" While I agree with the need to save money I would much prefer that KCC looks for other locations to withdraw from in order to support the aims of the Gateway".

"Gateway is a really pleasant place to be situated. Parking is so easy specially for someone like me who lives in North Tonbridge. Why change? I suspect the answer is financial. Alas."

"Presumably the Council office in Castle (and have been there for over 100 years) will be sold off for executive flats - the Council would save £49,000 per year in rent, but would lose a lot more in money"

"This exercise seems to be 'robbing Peter to pay Paul'. The County Council saves money by moving out but the Borough Council loses money as a consequence. To the local resident it is all from the same Council Tax."

8.3.1   The above consultation feedback notes the financial concerns and comments associated with Kent County Council relocating KCC services from Tonbridge Gateway to the Tonbridge Library and Adult Education Centre.

8.3.2   This feedback was received mainly by individuals, with one comment submitted by a County Councillor for Tonbridge.

8.4   Theme 4 – Parking Concerns

Example Comments
Negative: "There is limited parking at the library especially for families with disabilities."   "It is easier to get here (Gateway) and good if you have a disability and good parking"   "Gateway is a really pleasant place to be situated. Parking is so easy specially for someone like me who lives in North Tonbridge"   "The Gateway is a more accessible building with parking and close to the town. Moving to the Library may disadvantage people that use the Gateway."

8.4.1   We recognise that the Tonbridge Gateway benefits from having a car park with 30 minutes of free parking for Gateway customers and take on board the feedback about this. The feedback was mainly received by individuals with one response on behalf of a friend/ relative. It is understood that there is limited parking at each of the suggested locations, but a review of the parking could be considered should a decision be taken to relocate KCC services.

8.5   Theme 5 – Protection of the Library

Example Comments
Positive   "It would still be in an accessible building in Tonbridge town and would keep the library/ education centre going as multipurpose sites."   "The services could help safeguard the library from potential closure, using the library would save significant property funds."

8.5.1   The fifth theme discussed protection of the library should KCC services be relocated there. It is recognised that there is a concern over the future of libraries and customers feel that relocating KCC services to the library, would offer protection of this facility.

8.5.2   These comments were all submitted by individuals.

8.6   Theme 6 – Financial Burden on the Borough Council

<table>
<tr><td>Example Comments</td></tr>
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Negative:

"If KCC withdraws I do not see that there will be any saving to the public sector as a whole. Instead the whole cost will fall to the Borough Council, our partners in this joint enterprise."

"This exercise seems to be 'robbing Peter to pay Paul'. The County Council saves money by moving out but the Borough Council loses money as a consequence. To the local resident it is all from the same Council Tax."
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8.6.1   Consultation feedback has raised the issue of cost and who will be responsible for the outstanding 50% contribution to Tonbridge Gateway should KCC relocate to other buildings. It is recognised that this annual contribution will no longer exist and there are concerns that the cost will fall to Tonbridge and Malling Borough Council.

8.6.2   The comments made in relation to this theme were received from an individual and a County Councillor for Tonbridge.

9.   Equality Impact Assessment Summary

9.1   Table 4 of the full EqIA (Appendix B) shows a summary of the consultation responses according to the protected characteristics. This takes into account both feedback from the questionnaire "About You" closed questions, and any additional equalities feedback received in the open questions and is shown below.

9.2   There was also an open question inviting customers to add comments to the Equality Impact Assessment. One customer reported that they use the Changing Place facility at the Gateway and questioned whether this would be available from the Library should KCC relocate.

9.3   The second equality implication which has been noted from the consultation responses is that staff should receive deaf awareness training, which Hi Kent can provide, to ensure that the needs of the one in six people who are deaf or hard of hearing are fully met. If a decision is made to relocate KCC services to other buildings in Tonbridge, all comments will require due consideration.

9.4   Table 5 of the EqIA sets out an action plan relating to the identified issues. The key actions are as follows:

- Ensure all locations are accessible

- Ensure that staff in alternative locations can assist service users in completing Blue Badge applications
- Look at the feasibility of introducing hearing loops to alternative locations
- Look a the feasibility of introducing baby changing facilities to alternative locations
- Look at the feasibility of introducing a Changing Space to alternative locations
- Raise awareness of transport routes to alternative locations
- Consideration of disabled parking at alternative locations

10. Next Steps

The consultation report and full EqIA will be used to inform the decision on whether to relocate KCC services from Tonbridge Gateway. A decision will be made following recommendations made at Policy and Resources Cabinet Committee and information will be made available online and in the Gateway.

If KCC decides to relocate the KCC services in the Gateway, any changes will be in place from March 2017.

Details of Individuals Responding	Consultation response and potential impact
Age	- 17% of respondents who completed this question indicated their age was 65 and over (4 people). - Older people may be more reliant on face to face service provision and less able to use the internet - Older people may be disadvantaged services are relocated to buildings which are not on bus routes or near to the town centre - Older people may be disadvantaged from having to make more than one trip to access council services if KCC services relocate from the Gateway
Disability	- 24 % of respondents who completed this question said they had a disability (4 people). Of the respondents who said they had a disability no one reported to have a physical disability, 25% had a sensory impairment, whilst the remainder had another type of disability. - Wheelchair users may be disadvantaged if proposed locations are not fully accessible - As there is a hearing loop in the Gateway, it will be beneficial if alternative locations could be hearing loop equipped to promote inclusiveness to deaf people. - Disabled people may be disadvantaged if there are insufficient numbers of disabled parking bays near to proposed locations
Pregnancy/ Maternity	- N/A
Race	- 74% of respondents (17 people) classified themselves as White English, there were no other responses to this question.
Gender	- 21 responses were received to this question. Of those 33% were male and 67% were female.
Gender Identity	- N/A
Religion	- 83% of respondents who completed this question indicated that they were religious (19 people). Of the respondents who said they belonged to a religion or belief, 58% were Christians with 5% identifying with other religions. No other responses were received.
Sexual Orientation	- 17 responses were received to this question. Of those, 82% (14 people) described themselves as Heterosexual/ Straight and 18 %

Details of Individuals Responding	Consultation response and potential impact
	preferred not to say.
Carers	- N/A

Appendix C

KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

This document is available in other formats and can be explained in a range of languages. For any other formats or languages please contact alternativeformats@Kent.gov.uk or telephone on 03000 421553

Directorate: Strategic and Corporate Services

Name of policy, procedure, project or service
Implementation of Gateway service review outcomes (for Tonbridge Gateway)

What is being assessed?
Re-locating the KCC services from Tonbridge Gateway

Responsible Owner/ Senior Officer
Rebecca Spore

Date of Initial Screening
November 2015

Date of Full EqIA:
January 2016

Version	Author	Date	Comment
0.1	Catherine Murphy	24.09.2015	Initial draft
0.2	Catherine Murphy	30.11.2015	Amends following development and approval of property options
0.3	Catherine Murphy	08.12.2015	Update to include feedback from Anne Wynde
0.4	Jodie Rose	06.01.2016	Amends following feedback from Diversity Info
0.5	Jodie Rose	01.03.2016	Final EqIA following consultatio feedback

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/ MEDIUM LOW/ NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	**YES** 1) The following KCC services (including commissioned services) are delivered from Tonbridge Gateway and directly apply to the Age characteristic: Older users - Carers First (½ day per week) Younger users - Kent Supported Employment (2 * ½ days per week) 2) In addition Tonbridge Gateway represents an outlet for face-to-face general enquiries, where the staff can help users to fill out forms, such as the Blue Badge application form, if needed. It is possible that, if KCC relocates its services elsewhere, some older customers may be affected by needing to make separate journey – one to another site to access KCC services, and one to the Gateway site for TMBC services.	Unknown	Low – with correct action in place	a) YES Ensure that face to face services directly applicable to the Age characteristic can be re-provided from other buildings within Kent. Work with service leads to understand the requirements of these user groups, and ensure that suitable arrangements are in place to reflect the needs of the locality. Confirm that staff in the Library and Adult Education Centre are able to help service users to complete forms if needed. b) YES Consult with service users on property options for services, and any wider impacts which have not been picked up, such as the suitability of locations for service users within the Age Characteristic. Proposed site is near to town centre, amenities and on local bus routes.	Yes The proposed relocation is to the Tonbridge Library and Adult Education site – from which a number of KCC services are already delivered. It is possible that older/ younger customers who utilise these services such as adult education) will benefit from a reduced number of journeys by having KCC services located nearby/ together. Providing a range of options for re-locating KCC services will allow service users to offer feedback on the proposed future location of KCC services. It is possible that the Library and Adult Education site might be more suitable or convenient for service users as this is near to local amenities such as supermarkets and banks, and is by bus routes and a train station.

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Disability	YES	Unknown	Low – with correct action in place	a) YES	Yes
	1) The following KCC services (including commissioned services) are delivered from Tonbridge Gateway and apply to the disability characteristic: Services for adult with learning disabilities: - Life Choice Independent Living (1 day per week) Services for other user groups, but frequently used by disabled customers: - Kent Supported Employment (2 * ½ days per week) Services for the deaf or hard of hearing; - Hi Kent (1 day per month) 2) In addition Tonbridge Gateway represents an outlet for face-to-face general enquiries, where the staff can help users to fill out forms, such as the Blue Badge application form, if needed. It is possible that, if KCC relocates its services elsewhere, some disabled customers may be affected by needing to make separate journey – one to another site to access KCC services, and one to the Gateway site for TMBC services. There is currently a disabled changing space in Tonbridge Gateway and the building is wheelchair accessible. As the building backs on to a carpark there are disabled parking spaces directly behind the Gateway. There is no hearing loop in the Gateway.			Ensure that face to face services directly applicable to the Disability characteristic can be re-provided from other buildings within Kent. Work with service leads to understand the requirements of these user groups, and ensure that suitable arrangements are in place to reflect the needs of the locality. Ensure that wheelchair accessible property options are included in consultation. Look at scope to increase nearby disabled parking of proposed sites and potential to include hearing loops for deaf service users. Confirm that staff in the Library and Adult Education Centre are able to help service users to complete forms if needed. Continue to work internally to KCC to understand the possibility/ feasibility of a disabled changing space on the Library and Adult Education site. b) YES Consult with service users on property options for services, and any wider impacts which have not been picked up, such as the suitability of locations for service users within the disability characteristic. Proposed site is near to town centre and on local bus routes.	The proposed relocation is to the Tonbridge Library and Adult Education site – where a number of KCC services are already delivered from. It is possible that disabled customers who utilise these services (such as adult education) will benefit from a reduced number of journeys by having KCC services located nearby/ together. Providing a range of options for re-locating KCC services will allow service users to offer feedback on the proposed future location on KCC services. It is possible that the Library and Adult Education site might be more suitable or convenient for service users as this is near to local amenities such as supermarkets and banks, and is by bus routes and a train station. There is currently no hearing loop in the Gateway. When looking at the options for re-locating the services currently provided from the Gateway, we are considering the possibility of installing hearing loops where this is not already provided in buildings. We are also considering quieter spaces/ rooms in the Library for re-locating specific services too. For the selected options, we will consider the suitability of buildings for people with other impairments.

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Gender	None identified.	Unknown	Low	a) Needs to be picked up as part of consultation	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.
Gender identity	None identified.	Unknown	Low	a) Needs to be picked up as part of the consultation	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.
Race	None identified	Unknown	Low	a) Needs to be picked up as part of the consultation	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.
Religion or belief	None identified.	Unknown	Low	a) Needs to be picked up as part of the consultation	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.
Sexual orientation	None identified.	Unknown	Low	a) Needs to be picked up as part of the consultation	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.

Pregnancy and maternity	YES There are baby changing facilities located in the Gateway.	Unknown	Low with correct action in place	YES a) Use consultation questionnaire to identify and capture the pregnancy and maternity characteristic. Consider the demand for and feasibility to equip additional locations with baby changing facilities.	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.Look at scope to equip proposed location with baby changing facilities. We are not looking at re-locating any services which are directly applicable to pregnancy/ maternity, however the consultation questionnaire will look to capture this characteristic and identify any needs which haven't been identified.
Marriage and Civil Partnerships	None identified	Unknown	Low	a) Needs to be picked up as part of the consultation.	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.
Carer's responsibilities	YES 1) The following KCC services (including commissioned services) are delivered from Tonbridge Gateway and apply to the carers responsibilities characteristic: - Carers First ($^1/_2$ day per week)	Unknown	Low	YES a) Ensure that face to face services directly applicable to the Carer's Responsibilities characteristic can be re-provided from other buildings within Kent. Work with service leads to understand the requirements of these user groups, and ensure that suitable arrangements are in place to reflect the needs of the locality. b) YES Consult with service users on property options for services, and any wider impacts which have not been picked up, such as the suitability of	Yes Invite customers to offer feedback on the suitability of proposed location. It is possible that the proposals might be more suitable or convenient for service users.

				locations for service users within the Carers Responsibilities Characteristic	

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

Medium

Tonbridge Gateway provides a face to face outlet for 5 KCC service or commissioned service drop in clinics: Kent Supported Employment, Carers First, Life Choice Independent Living, Smoking Cessation and Sexual Health (along with a number of Tonbridge and Malling Borough Council services and a Hi Kent clinic which is partially commissioned by KCC).

Whilst considerable effort has been taken to understand the needs and requirements of the user groups listed above, and KCC has endeavoured to suggest a proposed site which meets these needs, this exercise alone does not provide sufficient information to make a decision. As there is no data recorded on the breakdown of these service users by protected characteristics, it is possible that re-locating the services listed above will have impacts on the protected characteristics which have not been identified.

In addition, customers can access general information about KCC services from Tonbridge Gateway by speaking to the meet and greet staff. Again there is no data recorded on the breakdown of general enquiry transactions by protected characteristics. We could have used mosaic modelling to estimate the likely composition of KCC customers who access our services face to face, and cross reference this against the demographics of Tonbridge and Malling, however this would be subject to some degree of generalisation and inaccuracy. In addition, there may be some specific attractions of Tonbridge Gateway to people with protected characteristics, which cannot be captured by generalised modelling. Whist the Tonbridge Library and Adult Education site is located near to the Tonbridge Gateway, and Library staff already field a number of KCC enquiries, KCC will consult with the public to understand if there is any impact of this change or any accommodations which need be put in place.

To ensure customers are not negatively affected the following internal action is required;

- KCC service leads to distribute consultation documentation to service users
- Hold 6 week public consultation on options to re-locate KCC services
- Provide customers, potential customers and stakeholders the opportunity to feedback on the proposals.
- Engage directly with KCC part commissioned partner in the Gateway (Hi Kent) to understand any unidentified impacts on their service users

November 2015

Context

In 2009, Tonbridge Gateway opened in Castle Street, Tonbridge. The purpose of the Gateway is to offer public sector services in a town centre location. Some of these services can be accessed by customers through face to face clinics. The Gateway staff can also signpost customers to the most appropriate services that could help them with their enquiry regardless of where they are based.

The purpose of the Gateway is to create a more efficient approach to responding to the complex needs of customers. By bringing district and county services together physically, the Gateway aims to offer customers a range of services under one roof, enabling customers to see a number of different but related services at the same time.

Now, seven years on, it is time to consider whether this is the right location from which to provide KCC services. While the services that KCC provides will not change, it is possible that they could be accessed from the Tonbridge and Library Adult Education site in the future. This would cuts costs, and help towards offsetting the unprecedented financial challenge that the Council faces. We also believe customers may benefit from the Tonbridge Library and Adult Education site being located near to local high street amenities, such as supermarkets and banks, in addition to bus stops and a railway station.

Aims and Objectives

Our mission is to improve lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses. This has meant reviewing the services we provide, and where we provide them from to achieve the best value for KCC's customers.

We believe that keeping KCC services in Tonbridge Gateway doesn't represent best value for money for KCC and our customers (please see 'Information and Data' section).
Should we decide to re-locate our services from the Gateway following this consultation, we would deliver our face to face services from the Tonbridge Library and Adult Education site. This would ensure that anyone who uses the Gateway to meet with our staff for specific services and clinics (such as Kent Supported Employment) will still be able to access these services face to face in the future. We will look at the best ways of communicating any changes to customers.

The public consultation will consider our proposals for re-locating the KCC services and commissioned services currently delivered from Tonbridge Gateway. This will run for 6 weeks from 11th January – 21st February 2016.

Beneficiaries

The main beneficiaries are:
-    Kent County Council customers
We will consult with customers to understand, whether the alternative locations are suitable for them, in addition to any negative impacts from our proposals.

Information and Data

KCC has used the transactional data from Tonbridge Gateway which dictates the number of enquiries by service each year. This data shows a breakdown of each partner's services which are provided from Tonbridge Gateway, and the number of enquiries that were logged for each service each year.

The data showed that:

- Out of 49,260 recorded visits to the Gateway between January and December 2014, 95% of these were for TMBC services and 1% was for other partner services.

- However, during this period only 4% of transactions – 1,946 visits - were to access KCC services or those services which we commission or partly fund. The reason for the low number of transactions is currently unknown, but it is anticipated that this will be identified during the consultation process.

The Gateway services are as follows:

Service (KCC or commissioned by KCC)	
General Enquiry	KCC General Enquiry (unspecified)
Non-intensive, re-direction by reception staff to other buildings, staff phone numbers or website address	Kent Highways
	Kent Support and Assistance
Collecting and completing Blue Badge Application Form. Reception staff can help with completion of forms if needed; currently no presence of Blue Badge assessments/ services in Gateway	Blue Badge Applications
Service specific helpdesk in Gateway, run by service representatives	Carers First
	Life Choice Independent Living
Pre-booked clinic and /or drop in sessions run by service representatives	Sexual Health
	Kent Supported Employment
	Smoking Cessation
	Hi Kent

The number of enquiries for each service provided from KCC is not recorded, and this data does not include statistics against protected characteristics as statistics for this are also not recorded.

We will look to capture the demographics for the population of the service users of Tonbridge Gateway during the public consultation. We will achieve this through issuing a questionnaire with the consultation document. This will include known service users and those participating in the consultation. This will be taken into consideration when making the decision on whether to re-locate KCC services from Tonbridge Gateway.

Involvement and Engagement

- Public consultation on Tonbridge Gateway is due to start of 11th January 2016. This is scheduled to run for 6 weeks from 11th January to 21st February 2016.
- Public consultation information to include proposals for re-locating KCC services and commissioned services currently delivered from Tonbridge Gateway, and any potential implications arising from this.
- Questionnaire to be issued with consultation material
- Public consultation material to be displayed in Tonbridge Gateway, along with exhibition banner
- Service leads to be issued consultation material to distribute to service users
- Public consultation will include 3 drop in sessions where KCC staff will be in the Gateway to answer questions on the following dates:

  Wednesday 20th January   9am – 11am
  Tuesday 2nd February   1pm – 3pm
  Monday 15th February   9am - 11am

- All information to be included on Consultation Directory
- The Equality Impact Assessment to be shared as part of the consultation documentation
- The Equality Impact Assessment to be amended and reviewed following the consultation, to show actions arising from feedback
- Easy Read version of consultation document and questionnaire available.
- Consultation documentation available in other formats or languages on request
- Microsoft Word versions of consultation material available to ensure that documentation is accessible to consultees using audio transcription software
- Engagement sessions with TMBC and partly commissioned partners in the Gateway in advance of the public consultation.

Potential Impact

The results of the initial screening/ full impact analysis indicate that there are potential positive and adverse impacts from the proposals. Therefore a 6 week consultation will be undertaken to fully understand the potential impact and help to understand how to mitigate any adverse impact.

Adverse Impact:

Without mitigating action, it is possible that there could be adverse impacts with regards to age, disability and those with caring responsibilities as there are a number of services delivered from Tonbridge Gateway which may be directly applicable to, or utilised by, these groups. These services include Carers First, Life Choice Independent Living and Kent Supported Employment. The proposals for re-location will be outlined in the consultation document and we welcome feedback from customers on the suitability of this.

In addition it is possible that, if KCC relocates its services elsewhere, customers may be affected by needing to make separate journey – one to another site to access KCC services, and one to the Gateway site for TMBC services. This may adversely impact older or disabled customers.

Any additional potential adverse impacts on other protected characteristics should be picked up during the consultation process.

Any adverse impact on the third sector organisations working in the Gateway and their service users is likely to be low. There is currently only one third sector partner in the Gateway, Hi Kent who are partially commissioned by KCC. There usage is low – 1 hour per month – and as a KCC part commissioned service, they would be offered accommodation if KCC were to relocate elsewhere. Hi Kent have been fully engaged and will continue to be throughout the consultation process.

Positive Impact:

The proposed relocation is to the Tonbridge Library and Adult Education site – where a number of KCC services are already delivered from. It is possible that customers who utilise these services (such as adult education) will benefit from a reduced number of journeys by having KCC services located nearby/ together. In addition, it is possible that the Library and Adult Education site might be more suitable or convenient for service users as this is near to local amenities such as supermarkets and banks, and is by bus routes and a train station.

JUDGEMENT

Option 1 – Screening Sufficient   NO

Justification: Further work needs to be undertaken to consult with customers who will be affected by these changes.

Option 2 – Internal Action Required   YES

We will be consulting with customers, partners and staff to understand which particular customer groups may be adversely impacted by the changes. This will inform the final decision.

Option 3 – Full Impact Assessment   YES

A full impact assessment will need to be undertaken as the policy has a potential to affect residents with particular protected characteristics.

This will be done after the consultation and prior to a Key Decision being made.

We want to ensure that the re-locating of our services from Tonbridge Gateway, would not adversely impact any groups which have protected characteristics.

We have begun to populate the Action Plan below; this document will remain a live and will be added to as it is shared with partners, staff and members of the public.

The full impact assessment will be completed once more is known about the possible impact to protected characteristics.

November 2015

Action Plan

Please see the action plan on the following page for details of how the issues raised in the judgement above will be dealt with.
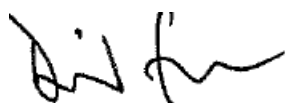
Monitoring and Review

The action plan demonstrates how the issues identified will be undertaken.
This document will be monitored and reviewed throughout the public consultation and afterwards. This assessment will be updated to reflect unidentified issues arising from the proposals.

Sign Off
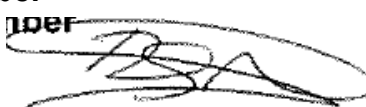
I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: Name: D.FETTES.

Job Title: Head of Property Ops   Date: 12/1/16

DMT Member

Signed: Name: REBECCA SPORE

Job Title: Director of Infrastructure   Date 12/1/16.

Equality Impact Assessment Action Plan
What to happen to find out the impact on people identified (e.g. protected characteristics. Find out impact on third sector partners.) not many transactions online

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	1) 17 % of respondents indicated their age was 65 and over 2) A number of services in the Gateway are directly applicable to older or younger users. 3) Users with the Age Characteristic may be more likely to need or ask for help in completing Blue Badge application forms. 4) Some customers who utilise TMBC Gateway services and KCC services may be affected by needing to make separate journeys to different sites if KCC relocates.	1) Use consultation questionnaire to capture number of customers accessing services with protected characteristics 2) Work with service leads to understand re-location requirements of service users. Work with property colleagues to identify re-location options to meet specified requirements (inc. close to public transport routes and local amenities) 3) Confirm that staff in another location can assist service users in completing Blue Badge Application forms if needed and confirm that there is the facility to assist in the completion of blue badge applications within the service users home 4) Hold public consultation with proposals for future service re-location - KCC staff to hold drop in sessions in Gateway to answer any questions	1) Statistical data to ascertain the volume of customers that are accessing services with protected characteristics 2) Property re-location options proposed which meet identified needs of service users as advised by service leads and are close to local amenities/ public transport routes. Consultation feedback on property options and engagement with non-KCC partner organisations in Gateway to capture any unidentified issues. 3) Confirmation that reception staff in Library or Adult Ed site can and do currently assist customers to complete Blue Badge Applications forms (in addition to assisting with general enquiries /	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Staff time in identifying property options. Possible cost of necessary adaptations if identified as part of consultation (currently unknown) 3) Possible cost to Library Reception Staff Time in assisting with completing Blue Badge Applications if needed, however only small number of enquiries in 2014. Likely that this will be absorbed by normal capacity.

KCC/EqIA2015/September

		and note any concerns. - Engage with KCC part commissioned voluntary partner organisation in Gateway, Hi Kent, to identify any potential issues on their service users within the Age characteristic.	signposting) and that there is the facility to assist with completion of blue badge applications at service users homes			
Disability	1) 24 % of respondents indicated that they had a disability. Of the respondents who said they had a disability no one reported to have a physical disability, 25% had a sensory impairment, whilst the remainder had another type of disability 2) A number of services in the Gateway are directly applicable to users with disability characteristic. 3) Requirement of property re-location options being accessible 4) Possible	1) Use consultation questionnaire to capture number of customers accessing services with protected characteristics 2) Work with service leads to understand re-location requirements of service users. Work with property colleagues to identify re-location options to meet specified requirements and ensure services continue. 3) Look accessibility reports of buildings and confirm accessibility of potential future service locations prior to starting public consultation - Hold public consultation with proposal for future service re-location - Include EQIA question as part of consultation to pick up any additional accessibility concerns / feedback. - KCC staff to hold drop in sessions in	1) Statistical data to ascertain the volume of customers that are accessing services with protected characteristics 2) Property re-location options proposed which meet identified needs of service users as advised by service leads. Consultation feedback on property options to capture any unidentified issues. 3) Accessible buildings proposed in service re-location options as part of consultation. 4) Confirmation that reception staff in Tonbridge Library can and do currently assist customers to complete Blue Badge Applications forms (in	Jodie Rose	October 2015 – May 2016	1) Included in consultation costs circa. £2,000 2) Staff time in identifying property options. 3) Possible cost of necessary adaptations if identified as part of consultation (currently unknown) 4) Possible cost to Library Reception Staff Time in assisting with completing Blue Badge Applications if needed, however only small number of enquiries in 2014. Likely that this will be absorbed by normal capacity. 5) Possible cost of

	requirement for additional disabled parking spaces needed 5) Users with disability characteristic may be more likely to need or ask for help in completing Blue Badge application forms. 6) Service users with disabled characteristic may face barriers in completing usual consultation documentation. 7) There is currently a changing space in the Gateway	Gateway to answer any questions and note any concerns. - Engage with Hi Kent, KCC part commissioned partner organisations in Gateway to identify any potential issues on their service users within the disabled characteristic. 4) Include question in consultation asking service users how they get to Gateway – to capture whether additional Blue Badge parking spaces are needed in proposed location. 5) Confirm that staff in proposed location can assist service users in completing Blue Badge Application forms if needed needed and confirm that there is the facility to assist in the completion of blue badge applications within the service users home 6).Produce easy read version of consultation document. -Provide contact address and phone number for alternative formats of consultation material -Brief Gateways staff (KCC and MBC) in advance of consultation to provide support in completing consultation	addition to assisting with general enquiries / signposting) and that there is the facility to assist with completion of blue badge applications at service users homes 5) Idea of Blue Badge requirements at alternative site understood 6) Reduced barriers to participating in consultation.			parking additional Blue Badge spaces if required 6) Staff time in assessing feasibility of changing place if KCC relocates from Gateway, plus any implementation costs if approved

		material 7) Look at feasibility to introduce changing space onto proposed site if KCC relocates from the Gateway				
Pregnancy / Maternity	1) Whilst not noted as part of consultation, there are baby changing facilities in Tonbridge Gateway	1) Look at scope to introduce/ upgrade baby changing facilities into proposed site if KCC relocates from the Gateway	1) Reduced impact on pregnancy/ maternity characteristic of relocation of KCC Gateway services to alternative locations	Jodie Rose	October 2015 – May 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000 3) Staff time in assessing feasibility of baby changing if KCC relocates
Race	1) 74% of respondents classified themselves as White English, there were no other responses.	N/A	N/A	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000
Gender Identity	1) 33% of respondents identfied themselves as male, whilst 67% were female	N/A	N/A	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000

Religion	1) 83% of respondents indicated that they were religious. Of the respondents who said they belonged to a religion or belief, 58% were Christians with 5% identifying with other religions. No other responses were received	N/A	N/A	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000
Sexual Orientation	1) 82% of respondents described themselves as hetrosexual/ straight and 18% preferred not to say.	N/A	N/A	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000
Carers	N/A	N/A	N/A	Jodie Rose	October 2015 – February 2016	1) Included in consultation costs circa. £2,000 2) Included in consultation costs circa. £2,000

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

To: Policy and Resources Cabinet Committee – 14 March 2016

Subject: Strategic and Corporate Services Directorate Dashboard

Classification: Unrestricted

Summary:
The Strategic and Corporate Services 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. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.

1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year.

2.   Directorate Dashboard

2.1. The Strategic and Corporate Services Performance Dashboard is attached in Appendix 1.

2.2. The Dashboard includes results up to the end of December 2015 (unless otherwise stated) for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plan.

2.3. The Dashboard includes thirty-two (32) KPIs.

2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.6. Within the report, of the 32 KPIs included, current performance is Green for twenty-four indicators Amber for six indicators, and two indicators are Red.

2.7. The net Direction of Travel for the latest results was positive for fourteen KPIs, stable for seven and there were eleven indicators showing lower results.

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3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Directorate.

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4. Background Documents

The Strategic and Corporate Services Directorate Business Plan

http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans

5. Contact details

Report Author: Richard Fitzgerald
                   Business Intelligence Manager - Performance
                   Strategic Business Development and Intelligence
                   03000 416091
                   Richard.Fitzgerald@kent.gov.uk

Relevant Director: Emma Mitchell
                   Director of Strategic Business Development & Intelligence
                   03000 421995
                   Emma.Mitchell@kent.gov.uk

Strategic and Corporate Services Performance Dashboard

Financial Year 2015/16

Results up to December 2016

Produced by Strategic Business Development and Intelligence

Publication Date: 24 February 2016

Kent
County
Council
kent.gov.uk

Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards set out at the start of the year in the Directorate Business Plans.

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) Alerts

⇧	Performance has improved in the latest month
⇩	Performance has fallen in the latest month
⇔	Performance is unchanged this month

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead, where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity Thresholds are based on previous year trends.

Many Activity Indicators did not have expected levels stated in the Directorate Business Plans, and are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

Service Area	Director	Cabinet Member	Delivery by:
Customer (EODD)	Amanda Beer	Paul Carter	EODD

The Customer Engagement team, within the Engagement, Organisation Design and Development division delivers the communications, customer and engagement functions for the authority.

Key Performance Indicators - Results up to December 15

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS03	Percentage of customers using Gateway who rated the experience as good	83%	GREEN	⇧	76%	GREEN	75%	65%	76%
CS06	Percentage of complaints acknowledged within timescale (quarterly)	96%	GREEN	⇧	93%	GREEN	90%	85%	92%
CS07	Percentage of complaints responded to within timescales (quarterly)	86%	GREEN	⇧	86%	GREEN	85%	80%	85%
CS13	The percentage of regional media coverage which is positive or neutral	97%	GREEN	⇧	94%	GREEN	80%	70%	89%

CS06 and CS07 are reported quarterly, and latest results shown above are for the quarter to December 2015.

Activity Indicators - Results up to December 15

Ref	Indicator description	Year to date	In expected range	Expected Activity Upper	Lower	Prev. yr YTD
CS14	Positive mentions in the national media reflecting KCC priorities	1,010	Above	747	675	878
CS07b	Number of complaints responded to	2,189	N/A			2,362

Service Area	Director	Cabinet Member	Delivery by:
Customer (EODD)	Amanda Beer	Paul Carter	Agilisys from December

A contract has been awarded to Agilisys to manage the Contact Point and Digital Services from December 2015.

Key Performance Indicators - Results up to December 15

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	GREEN	⇩	98%	GREEN	95%	90%	97%
CS02	Percentage of callers who rate their overall experience with KCC as good	78%	GREEN	⇩	77%	GREEN	70%	60%	72%
CS04	Percentage of calls to Contact Point answered	97%	GREEN	⇩	97%	GREEN	90%	85%	90%
CS05	Percentage of calls to Contact Point answered in 40 seconds	86%	GREEN	⇩	83%	GREEN	80%	70%	67%
CS11	The percentage of customers satisfied with their visit to the KCC website	63%	AMBER	⇩	64%	AMBER	71%	58%	61%

Activity Indicators - Results up to December 15

Ref	Indicator description	Year to date	In expected range	Expected Activity		Prev. yr YTD
				Upper	Lower	
CS04a	Number of calls handled by Contact Point (000s)	552	Yes	605	530	567
CS09	Average call handling time (in seconds)	189	**Below**	228	206	223
CS12	Number of visits to the KCC website, kent.gov (000s)	2,740	Yes	3,034	2,567	2,843

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	Amanda Beer	Gary Cooke	Human Resources (EODD)

Human Resources, within the Engagement, Organisation Design and Development division are responsible for employment practice and policy, organisation design and workforce development.

Key Performance Indicators - Results up to December 15

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR01	Satisfaction with the resolution of people-management cases rated Good or above	100%	GREEN	⇔	99%	GREEN	90%	80%	99%
HR02	Manager satisfaction with learning outcomes rated Good or above	87%	AMBER	⇧	81%	AMBER	90%	80%	86%
HR04	Satisfaction with the response to H&S Advice Line enquiries rated Good or above	100%	GREEN	⇔	100%	GREEN	80%	70%	100%
HR05	Percentage of staff who feel informed	64%	GREEN	⇩	Annual Indicator		60%	59%	65%
HR07	Satisfaction that Support Line counselling helped 'somewhat' or 'a great deal'	100%	GREEN	⇔	100%	GREEN	80%	75%	98%

HR02 is reported in arrears and latest month shown is for August 15.

Activity Indicators - Results up to December 15

Ref	Indicator description	Year to date	Prev. yr YTD
HR01b	Feedback responses provided on people management cases	408	172
HR02b	Feedback responses provided by managers on training	330	834
HR04b	Feedback responses provided for Health and Safety advice line	401	462
HR07b	Feedback responses provided on Support Line	104	221

HR02b is reported in arrears and latest month shown is for August 15.

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	**Amanda Beer**	**Gary Cooke**	**Business Service Centre**

Human Resources, within the Engagement, Organisation Design and Development division are responsible for employment practice and policy, organisation design and workforce development.

Key Performance Indicators - Results up to December 15

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR03	Overall satisfaction with HR Connect rated as Good or above	99%	GREEN	⇧	98%	GREEN	75%	65%	96%

Activity Indicators - Results up to December 15

Ref	Indicator description	Year to date	Prev. yr YTD
HR03b	Feedback responses provided on HR Connect	2,167	1,562

Service Area	Director	Cabinet Member	Delivery by:
Finance and Procurement	**Andy Wood**	**John Simmonds**	**Finance and Procurement**

Finance and Procurement manages the authority's financial resources in accordance with the council's financial regulation, setting a balanced budget and delivering the Medium Term Financial Plan savings.

Key Performance Indicators - Results up to January 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Prev. yr YTD
FP01	Pension correspondence processed within 15 working days	100%	GREEN	⇧	98%	GREEN	98%	95%	98%
FP02	Retirement benefits paid within 20 working days of all paperwork received	99%	GREEN	⇧	97%	AMBER	98%	95%	99%
FP03	Invoices received by Accounts Payable within 20 days of KCC received date	75%	RED	⇩	84%	AMBER	85%	80%	82%

FP03 - The number of late received invoices increased substantially in December and particularly towards the end of December for input in January. In readiness for Year End we have commenced input of the backlog of late invoices and this has adversely affected the percentage, and will potentially continue to do so for the next two months as we clear higher proportions of late invoices in relation to the overall number of invoices processed.

Activity Indicators - Results up to January 16

Ref	Indicator description	Year to date	Prev. yr YTD
FP01b	Pension correspondence processed	4,030	2,743
FP02b	Retirement benefits paid	1,753	1,658
FP03b	Number of invoices paid by KCC	118,187	134,974

Service Area	Director	Cabinet Member	Delivery by:
Finance and Procurement	**Andy Wood**	**John Simmonds**	**Business Service Centre**

Finance and Procurement manages the authority's financial resources in accordance with the council's financial regulation, setting a balanced budget and delivering the Medium Term Financial Plan savings.

Key Performance Indicators - Results up to January 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Prev. yr YTD
FP04	Invoices received on time by Accounts Payable processed within 20 days	89%	AMBER	⇩	93%	GREEN	90%	83%	95%
FP05	Percentage of sundry debt due to KCC outstanding under 60 days old	73%	AMBER	⇩	Snapshot data		75%	57%	92%*
FP06	Percentage of sundry debt due to KCC outstanding over 6 months old	12%	AMBER	⇩	Snapshot data		10%	15%	3%*

*Same month previous year

Activity Indicators - Results up to January 16

Ref	Indicator description	Year to date	Prev. yr YTD
FP03b	Number of invoices paid by KCC	118,187	134,974
FP05b	Value of debt due to KCC	£25.7m	£38.8m

FP05b - Value of debt due to KCC now includes the pooled budget arrangement with CCGs via a Section 75 for the Better Care Fund

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Geoff Wild	Gary Cooke	Governance and Law

Governance and Law provides high quality legal and procedural advice for the authority and are responsible for providing Democratic Services support to 84 elected Members. The Division also ensures KCC meets its requirements on information governance and transparency.

Key Performance Indicators - Results up to January 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	⇔	100%	GREEN	100%	96%	98%
GL02	Freedom of Information Act requests completed within 20 working days	98%	GREEN	⇧	92%	GREEN	90%	85%	91%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	78%	RED	⇧	81%	RED	90%	85%	80%

GL03 – Most delays are due to the operational units not providing information to timescale or providing information of insufficient quality. Other causes of delay include queries over consent, Legal involvement, or request not recognised by recipient. Work is on-going through the IR&T Team who deliver workshops on the most efficient ways to prepare records, saving time and resource. Guidance is also sent out with every referral and is available for all staff on K-net. Progress on this KPI is monitored by the Monitoring Officer via CMT.

Activity Indicators - Results up to January 16

Ref	Indicator description	Year to date	Prev. yr YTD
GL01b	Committee meetings	147	129
GL02b	Freedom of Information requests completed	1,670	1,890
GL03b	Data Protection Act Subject Access requests	213	263

Last financial year, KCC processed 2,298 Freedom of Information Requests, up by 8.6% compared to the financial year 2013/14.

Service Area	Director	Cabinet Member	Delivery by:
ICT (Infrastructure)	Rebecca Spore	Gary Cooke	Business Service Centre

ICT within the Infrastructure Division develops information and technology solutions to support new ways of working, both within KCC and with our partners.

Key Performance Indicators - Results up to January 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	73%	GREEN	⇧	72%	GREEN	70%	65%	72%
ICT02	Positive feedback rating with the ICT help desk	98%	GREEN	⇔	98%	GREEN	95%	90%	99%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	⇔	99.9%	GREEN	99.8%	99%	99.9%
ICT04	Working hours where ICT Service available to staff	99.8%	GREEN	⇧	99.4%	GREEN	99%	98%	99.5%
ICT05	Working hours where Email are available to staff	100%	GREEN	⇔	99.9%	GREEN	99%	98%	100%

Activity Indicators - Results up to January 16

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	48,288	60,867
ICT02b	Feedback responses provided for ICT Help Desk	5,739	6,545

Service Area	Director	Cabinet Member	Delivery by:
Property (Infrastructure)	Rebecca Spore	Gary Cooke	Property (Infrastructure)

Property within the Infrastructure Division provides strategy Property services, developing assets to support new ways of working, both within KCC and with our partners.

Key Performance Indicators - Results up to January 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding at 60 days	4.6%	GREEN	⇩	Snapshot data		5%	15%	10%

Annual Performance Indicators – Latest Forecast as at December 15

Ref	Indicator	Latest Forecast	RAG	DoT	Previous Forecast	Target	Floor Standard	Previous Year
PI03	Percentage of annual net capital receipts target achieved	111%	GREEN	⇧	96%	100%	90%	138%

Activity Indicator - Results up to January 16

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	520	389

Service Area	Director	Cabinet Member	Delivery by:
Property (Infrastructure)	Rebecca Spore	Gary Cooke	Kier, Amey, and Skanska

Key Performance Indicators - Results up to December 15

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	86%	AMBER	⇧	72%	RED	90%	80%%	N/A

This indicator replaces the previous PI02 – "Property Service Desk call out requests responded to within specified timescales", and is delivered through the Total Facilities Management contract.

From: **John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement**
                Gary Cooke, Cabinet Member for Corporate & Democratic Services
                David Cockburn, Corporate Director for Strategic & Corporate Services

To: **Policy & Resources Cabinet Committee – 14 March 2016**

Subject: **Financial Monitoring 2015-16**

Classification: **Unrestricted**

Summary:
The Cabinet Committee is asked to note the third quarter's full budget monitoring report for 2015-16 which will be reported to Cabinet on 21 March 2016.

Recommendation(s):
The Policy & Resources Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2015-16 based on the third quarter's full monitoring to Cabinet.

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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 directorate together with key activity indicators. 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 shorter report is made to Cabinet outlining the financial position for each directorate. The third quarter's monitoring report for 2015-16 will be published on the Council's website on 11 March 2016.

2.2   The Cabinet Committee only needs to consider the items that are within its remit. For Policy & Resources Cabinet Committee, these items are contained within Annex 6 of the Cabinet report.

2.3   Annex 6 shows the Quarter 3 position for the Strategic & Corporate Services Directorate as an underspend of -£2,354k.

        The Engagement, Organisation Design & Development Division, made up of the Contact Centre, Customer Relationships, Human Resources and

Communications & Consultation units, has taken management action to reduce pressures down to a small overspend of +£115k. For the Contact Centre, the final reported pressure here relates to the period Apr-Nov15 and the in-house arrangements prior to the move to a new 3rd party contractual arrangement. Other variances have been resolved for the 2016-17 budget build through the restructure of the E,OD&D division.

Member Grants is forecasting an underspend of -£1,080k which is based on the anticipated level of projects likely to be approved before 31 March 2016.

The Infrastructure Division, made up of the Business Services Centre, Information, Communications & Technology and Property & Infrastructure units, has increased its underspend this quarter to -£911k. There are staffing vacancies which were held pending the outcome of the back office procurement process; additional income generated by the Teacher Recruitment team; several one-off rates rebates; the early delivery of some New Ways of Working savings and the completion of the condition surveys on a group of non-operational buildings which resulted in a reduced forecast of spend. Off-setting these are two pressures; firstly an increase in one-off costs relating to the Managed Print Service implementation costs and secondly, increased maintenance charges for increased data storage.

Most other Divisions within the Directorate are reporting underspends formed from variances each below £100k.

The Directorate capital outturn forecast has moved to an underspend of -£3,399k, primarily relating to re-phasing for Modernisation of Assets pending new programmes of work being developed by the Total Facilities Management companies. The Property Asset Management System has moved to a red status due to a revised completion date and increased costs. The additional funding requirements have already been identified within another project budget.

2.4 As the Policy & Resources Cabinet Committee has overview of the whole Authority, Members of the Committee are asked to note the overall revenue position for the Authority.

The net projected variance against the combined directorate revenue budgets is an underspend of -£2.040m. However, there is some minor re-phasing of budgets which we will need to roll forward to 2016-17 to fulfil our legal obligations, therefore this changes the position to an underspend of -£1.726m. There is also some significant underspending within the forecast, which we would ideally like to roll forward in order to continue with these initiatives in 2016-17. If we allow for this, then this changes the position to a small underlying underspend of -£0.141m. This shows that the Authority as a whole is currently forecasting an underspend just sufficient to allow for all of these roll forwards, but these roll forwards will only be possible if the position does not deteriorate before year end.

2.5 Once again the position has improved significantly this month, by -£1.5m after allowing for assumed management action and roll forward requirements, which is extremely good news. All proposed management action has now been implemented and is included within these forecasts. However, as we are forecasting only a marginal underspend after roll forward requirements, we are not out of danger yet. We therefore must not be complacent in light of this latest improvement in the forecast, and need to continue to limit spend wherever

possible as, with the budget savings already required over the medium term, we must avoid going into 2016-17 with any overspend.

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3. **Recommendation(s)**:

The Policy & Resources Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2015-16, based on the third quarter's full monitoring to Cabinet.

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4. **Contact details**

Report Author

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STRATEGIC & CORPORATE SERVICES DIRECTORATE
DECEMBER 2015-16 MONITORING REPORT

1. **REVENUE**

1.1

	Cash Limit	Variance Before Mgmt Action	Mgmt Action	Net Variance after Mgmt Action	Roll forwards		Variance after Mgmt Action & Roll Fwd
					committed	uncommitted	
Total Directorate (£k)	**+71,952**	**-2,354**	**-**	**-2,354**			**-2,354**

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/Budget Build
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Strategic & Corporate Services							
Engagement, Organisation Design & Development Division							
- Contact Centre & Citizens Advice Help Line	2,421.5	-387.3	2,034.2	+331	+331	This overspend relates to the period Apr-Nov15 and the arrangements prior to the move to a new 3rd party contract. The position is being offset by underspends elsewhere within the EODD Division (*see Human Resources & Communications & Consultation below*). There is no further overspend post the start of the new contract in December.	
- Customer Relationship (including Gateways)	1,315.0	-35.0	1,280.0	+154	+273	Delivery of the 2015-16 saving of £0.390m has been delayed pending the restructure of the Engagement, Organisation Design & Development division.	Management action has already reduced the overall pressure. The proposed restructure of the division together with further management action is expected to address the residual pressure, so there should be no impact on 2016-17 budget.
					-119	Other minor variances, each below £100k in value	

Budget Book Heading	Cash Limit			Variance		Explanation	Management Action/ Impact on MTFP/Budget Build
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Communications & Consultation	3,055.1	-531.0	2,524.1	-202	-110	Staffing vacancies held pending restructure of the Engagement, Organisation Design & Development division	
					-92	Other minor variances	
- Community Engagement	328.0	0.0	328.0	+31			
- Human Resources	9,029.8	-1,301.9	7,727.9	-199	-199	Minor variances, each below £100k in value	
Total E,OD&D Division	16,149.4	-2,255.2	13,894.2	+115			
Infrastructure Division							
- Business Services Centre	41,855.8	-41,855.8	0.0	-688	-491	Staffing vacancies originally held pending the outcome of the back office procurement process	
					-157	Additional external income following increased demand for teacher recruitment	
					-40	Other minor variances	
- Information, Communications & Technology	16,847.4	-1,742.8	15,104.6	+467	+203	One-off Managed Print Service project implementation costs	
					+158	Maintenance charge for increased data storage	
					+106	Other minor variances, each below £100k in value	
- Property & Infrastructure Support	33,469.3	-8,779.8	24,689.5	-690	-174	Rental saving generated from the purchase of Brook House	
					-190	Lower than anticipated cost of repairs to non operational buildings following completion of condition surveys	
					-326	Minor variances relating to Corporate Landlord, each below £100k in value	
Total Infrastructure Division	92,172.5	-52,378.4	39,794.1	-911			

Budget Book Heading	Cash Limit			Variance		Explanation	Management Action/ Impact on MTFP/Budget Build
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Business Strategy	3,216.3	-82.0	3,134.3	-166	-166	Other minor variances, each below £100k in value	
- Democratic & Members	3,793.1	-142.0	3,651.1	-15			
- County Council Elections	570.0	0.0	570.0	0			
- Local Member Grants	2,704.4	0.0	2,704.4	-1,080	-1,080	Forecast underspend based upon the anticipated level of projects predicted to be approved before year end	
- Partnership arrangements with District Councils	2,163.2	0.0	2,163.2	-3			
- Finance & Procurement	18,525.7	-8,192.6	10,333.1	-243	-243	Minor variances, each below £100k in value	
- Legal Services & Information Governance	8,688.5	-10,872.2	-2,183.7	0	+412	Increased use of agency staff due to a number of unexpected vacancies and to provide cover for legal staff working on Facing the Challenge, together with an increased demand for legal services.	
					-454	Anticipated increase in internal income based upon last year's income levels together with increased demand for legal services	
					+42	Other minor variances	
- Transformation	0.0	0.0	0.0	0		see Financing Items (Annex 7) for details	
Strategic Management & Directorate Support Budgets	3,059.7	-5,168.2	-2,108.5	-51			
Total S&CS	**151,042.8**	**-79,090.6**	**71,952.2**	**-2,354**			
Assumed Management Action							
Total S&CS Forecast after mgmt action	**151,042.8**	**-79,090.6**	**71,952.2**	**-2,354**			

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From: Peter Sass, Head of Democratic Services

To: Policy and Resources Cabinet Committee –14 March 2016

Subject: **Work Programme 2016**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee

Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2016.

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1.   Introduction

1.1   The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by the Chairman, Vice-Chairman and group spokesmen.

1.2   Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2.   Terms of Reference

2.1   At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee "To be responsible for those functions that fall within the Strategic and Corporate Services Directorate".

2.2   Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by Members for appropriate matters for consideration.

3.   Work Programme 2015

3.1   An agenda setting meeting was held on 4 February 2016 at which items for this meeting's agenda were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics that they wish to considered for inclusion on the agenda of future meetings.

3.2 The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.3 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

4. Conclusion

4.1 It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

5. **Recommendation:** The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2016.

6. Background Documents
None.

7. Contact details
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WORK PROGRAMME –2016
Policy and Resources Cabinet Committee

Agenda Section	Items
24 May 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	• **Facilities Management Contract Monitoring** • **ICT Strategy**
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring** • **Review of consultation and engagement and equalities considerations within the key decision making process (deferred from March to take account of internal audit recommendations)** • **Cyber Security**
D - Other Items for comment/ recommendation	• **Annual Report on the implementation of the Armed Forces Covenant in Kent**
22 July 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	• **Dover and Tunbridge Wells Gateways**
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring**
D - Other Items for comment/ recommendation	• **Consultation on business rates** • **Strategic Business Development and Intelligence Update**
8 September 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring**
D - Other Items for comment/ recommendation	• **Business Planning 2016/17** • **Update on implementation of the Voluntary Sector Policy (minute 160 – Sept 2015)** • **Update on implementation of the Customer Service Strategy (minute 161 – Sept 2015)** • **Corporate Assurance Report**
2 December 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring**
D - Other Items for comment/ recommendation	• **Comprehensive spending review** • **Annual Equalities Report**

Other items not allocated to a particular meeting	LATC **Update on managed print service** **Corporate Assurance Report** **Gravesham Gateway to be considered by P&R in 2017**

From: Paul Carter, the Leader and Cabinet Member for Business
               Strategy, Audit and Transformation and Commercial and Traded
               Services
               David Cockburn, Corporate Director for Strategic and Corporate
               Services

To: Policy and Resources Cabinet Committee – 14 March 2016

Subject: Welfare Reform Update

Classification: Unrestricted

Summary:
This report provides the Committee with an update on the indicators relating to Welfare Reform.

Recommendation(s):
The Policy and Resources Cabinet Committee is asked to NOTE and COMMENT on the Welfare Reform Update report.

1. Introduction

1.1. The last Welfare Reform report was presented to the Policy and Resources Cabinet Committee in January 2015.

1.2. It was agreed that a follow on report in the form of an annual update should be provided to the Committee.

2.   The Report

2.1. The Welfare Reform Update report as attached as Appendix 1. This is provided as a statistical report on the past trends for a range of indicators relating to changes for benefit claimants due to Welfare Reform, and to the wider contextual situation such as the economic context and housing market.

2.2. The Update does not provide any forecasts of planned or potential future changes to the Welfare system.

2.3. In providing the update a small number of changes and improvements have been made in the presentation of the available information, which are outlined below.

2.4. The indicators have been grouped into new sections relating to particular topics of interest in relation to the issues. There are now separate sections relating to changes in benefits, migration, economic context, housing and other indicators.

2.5. A fuller range of indicators are now available in relation to the various changes to the Welfare system, so new information has been added to the report, which was not included in the last reform.

2.6. Additional indicators have been included for Migration, the Economic Context, and the Housing Market to ensure a balanced and full overview of these areas.

2.7. The Welfare Reform Update is a self-contained statistical report including an introduction and a summary of findings.

2.8. As with the last report, it is difficult to draw any conclusions that changes in one area such as migration or housing are related to Welfare Reform or to the general economic context within which the Reform is taking place.

2.9. It is the intention that the Welfare Reform Update will be published on the KCC web-site following discussion by the Committee.

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3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE and COMMENT on the Welfare Reform Update report.

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4. Contact details

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Business Intelligence Report

Welfare Reform Update

February 2016

Time-line of Welfare Reform changes – 2012 - 2016

Above the timeline:

- Child Benefit becomes means tested

- The Benefit Cap starts in four local authority areas - Bromley, Croydon, Enfield and Haringey.

- Parts of the Social Fund abolished, including Community Care grants and Crisis Loans. In England, local authorities given money to spend on local schemes.

- New claims for PIP introduced nationally

- Reassessment of DLA claims for PIP for those reporting changes or reaching end of award

- Removal of access to Housing Benefit for EEA jobseekers

- **Universal credit introduced in some areas in Kent**

- Benefit cap reduced to £20,000 for those living outside London (£23,000 for those living inside London)

Timeline bar:

| Autumn 2012 | Jan 2013 | Apr 2013 | Jun 2013 | Jul 2013 | Oct 2013 | Apr 2014 | Feb 2015 | Apr 2015 | Oct 2015 | Apr 2016 |

Below the timeline:

- 12 local authority led Universal Credit pilot begins

- Council Tax Benefit is replaced by localised Council Tax Reduction schemes.

- Housing Benefit 'bedroom tax' for social housing tenants introduced.

- Personal Independence Payment (PIP) is introduced in selected areasThe Benefit Cap starts in four local authority areas - Bromley, Croydon, Enfield and Haringey.

- Benefit cap national roll out begins (to be complete by September 2013)

- New claims for Universal Credit start being rolled out to other areas of the UK

- Roll out of UC across the country for new single claimants

- Reassessment of remaining DLA caseload for PIP begins

Introduction

This data report provides an update to the report presented in January 2015.

Welfare Reform roll outs are well underway in Kent and the initial impacts of changes to the benefits system can now be seen.

In Kent the removal of the Spare Room Subsidy (commonly known as the bedroom tax) was introduced in April 2013 and the Benefit Cap in July 2013.

From June 2013 Personal Independence Payment or PIP (replacing Disability Living Allowance - DLA) was introduced for new claimants aged 16 to 64 and from October 2013 existing DLA claimants who had changes to report or were reaching the end of an award were reassessed for PIP. From October 2015 the remaining DLA caseload began to be assessed for PIP.

Universal Credit roll out in Kent began in April 2015. Universal Credit is currently available in Ashford, Gravesend, Maidstone, Margate, Ramsgate, Sheerness, Sittingbourne, Tonbridge, Tunbridge Wells and Medway Jobcentre areas, however it is only available to single claimants without a partner and without child dependents. Universal Credit will become available in the remaining Jobcentre areas from January 2016.

Working age benefits and tax credits will be frozen for four years from 2016 while pensioner benefits are protected. The rates of other benefits such as Disability Living Allowance, Personal Independence Payment and Employment and Support Allowance are increased in line with the Consumer Price Index (CPI) however, a fall in the CPI in the year to September 2015 means these benefits will not be increased in the next financial year.

2016 will see further welfare reform changes (not presented in this report), including the benefit cap threshold being reduced to £20,000 (or £23,000 for those living in London).

Increasingly more statistical information is being made available which reflects the changes which are underway. However many of the data are still classified as experimental statistics and are subject to revision.

This update uses the latest data available from government, internal and external sources to provide a holistic picture of the impact of welfare reform changes on Kent.

Comparisons are provided with regional (South East) and national figures where available. The first section (Impact of Welfare Reform) includes an additional comparison with London.

Summary of findings

Since the original conception of welfare reform changes the economy in general has improved, both locally and nationally. More people are finding employment, earnings have increased steadily and house prices have recovered and are now at an all-time high. For this reason it is not possible to say whether changes in the population and those claiming benefits can be attributed solely to the changes that the benefits system is undergoing. Economic stability and greater business confidence is a significant factor in the increased numbers of people who are in now in work and the reduction of the number of children in out of work benefit claimant households.

We are however able to look at each of the key changes individually and see how they have affected the population in Kent.

In Kent 384 households had their benefit capped as at August 2015 accounting for 0.6% of Housing Benefit claimants in the county, below the national average of 1.0%. This has fallen since the original introduction of the cap. The majority of capped households in Kent were households with 3 or more child dependents, almost a third of which were in Swale and Thanet districts. Further households are likely to be impacted when the cap limit is reduced in April 2016.

5,884 Housing Benefit claimants in Kent were affected by the spare room subsidy (bedroom tax) as at August 2015, accounting for 5.9% of all claimants, below the national average of 8.5%. The number in Kent affected has fallen by 1,102 since its introduction in 2013. The majority of those affected are subject to a reduction in their benefit of up to £20 per week.

Universal Credit began to be introduced in Kent in April 2015 and will be available in all areas in Kent in early 2016. Universal Credit is currently only available to single claimants with no dependants. As at October 2015 there were 1,407 Universal Credit claimants, two thirds of which were out of work claimants.

Personal Independence Payment (PIP) was introduced in April 2013 to replace Disability Living Allowance for 16-64 year olds. As at June 2015 there were 8,896 PIP claimants in Kent. The length of time it takes to process a claim for PIP is higher in the South East and London regions than anywhere else in the country, 9 weeks as opposed to a national average of 6 weeks.

There is no evidence of significant atypical inward migration from London. Most of the migration from London into Kent is into the west of the county from the neighbouring areas of Bromley and Bexley.

With local authority housing at full capacity many Housing Benefit claimants are encouraged to rent through a private landlord. Private landlord rents vary across the county. In many areas including Canterbury, Dartford and Sevenoaks they are significantly higher than the amount of housing benefit a person could receive. This applies to properties of all sizes.

Section 1: Benefit changes

1.1   Benefit Cap
The cap on benefits for working age households was introduced to ensure that households in receipt of a working age benefit did not receive more in benefits than the average weekly wage for working households.

For the majority of households the cap is administered through Housing Benefit, with the household's Housing Benefit entitlement being reduced so that the total amount of benefit a household receives is not higher than the cap.

As at August 2015 384 households in Kent were affected by the benefit cap. More than a quarter of these households were in Thanet and Swale districts. The rate per 1,000 households is lower in Kent than seen nationally, although higher than the South East regional rate. Significantly higher rates of London households are capped than anywhere else in the country and they account for 47.5% of all capped households in England.

Table 1: Households affected by the benefit cap – August 2015

	Total Number of Households (2012)	Households affected by benefit cap	Households affected by the benefit cap per 1,000 households
Kent	613,987	384	0.6
South East	6,274,899	2,419	0.4
London	3,329,512	10,377	3.1
England	22,304,760	21,839	1.0

Source: DWP Stat Xplore; DCLG Household Figures 2012
Presented by: Research & Evaluation, Kent County Council

The number of households affected has fallen since the initial introduction of the cap, a pattern that is also seen nationally, however further impacts are likely when the benefit threshold is lowered from £26,000 to £20,000 (£23,000 for those living within London) in 2016.

Chart 1: Households subject to benefit cap

Number of Households in Kent Subject to Benefit Cap

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
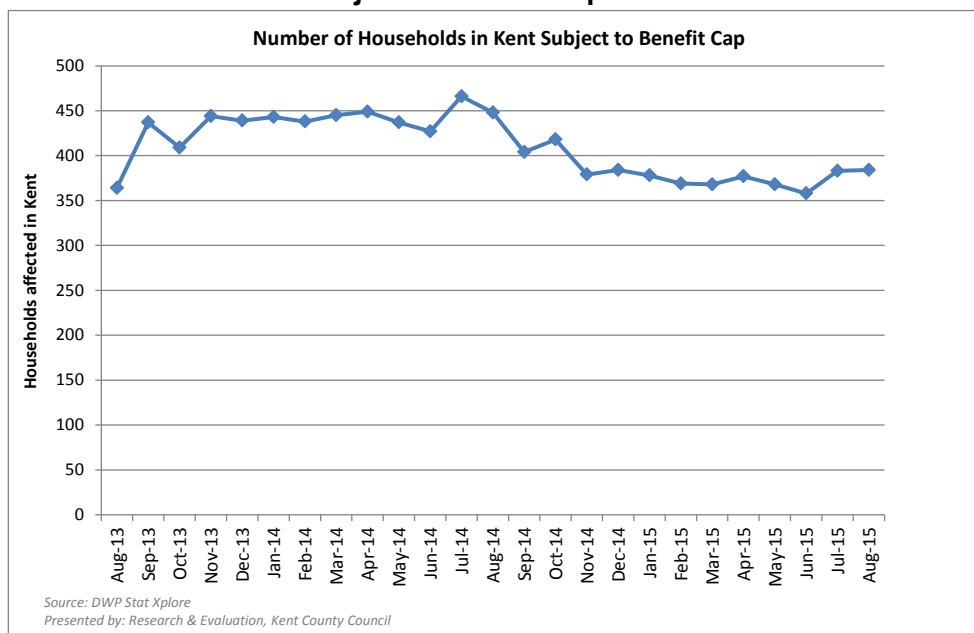
The majority of Kent households subject to the benefit cap were capped by £100 a week or less.

Table 2: Households affected by the benefit cap – amount capped – August 2015

	Households affected	up to £50	£50.01 to £100	£100.01 - £200	£200.01 - £300	£300.01 - £400 and above
Kent	384	258	75	25	0	0
South East	2,419	1,453	605	311	40	0
London	10,377	5,678	2,425	1,694	440	146
England	21,839	12,581	5,501	3,082	511	160
Kent	100%	67%	20%	6.5%	0.0%	0.0%
South East	100%	60%	25%	12.9%	1.7%	0.0%
London	100%	55%	23%	16.3%	4.2%	1.4%
England	100%	58%	25%	14.1%	2.3%	0.7%

Source: DWP Stat Xplore
Note: Due to DWP rounding methodology percentages may not sum.
Presented by: Research & Evaluation, Kent County Council

In Kent the data shows that the majority of benefit claimants affected have children, two thirds of these are single parents.

Table 3: Capped benefit households by family type, August 2015

	Households affected	Single, no child dependant	Single with child dependant(s)	Couple, no child dependant	Couple with child dependant(s)
Kent	384	5	253	0	130
South East	2,419	18	1,726	0	668
London	10,377	1,053	7,002	19	2,299
England	21,839	1,103	14,199	28	6,509
Kent	100%	1.3%	65.9%	0.0%	33.9%
South East	100%	0.7%	71.4%	0.0%	27.6%
London	100%	10.1%	67.5%	0.2%	22.2%
England	100%	5.1%	65.0%	0.1%	29.8%

Source: DWP Stat Xplore

Note: Due to DWP rounding methodology percentages may not sum.

Presented by: Research & Evaluation, Kent County Council

Chart 2: Capped benefit households by family type

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
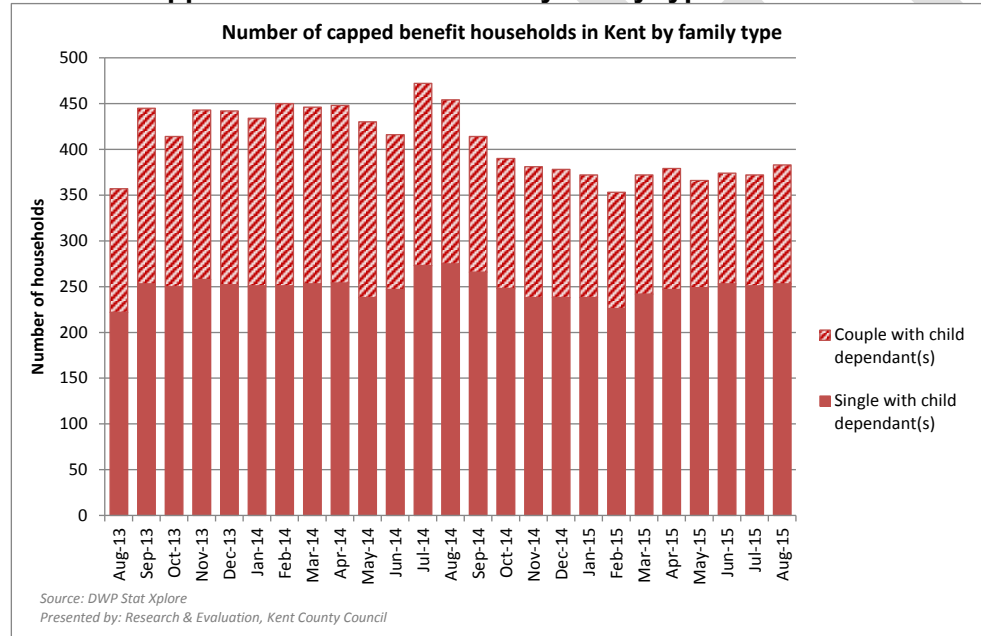
The families affected in Kent are larger families (those with at least 3 children).

Table 4: Households affected by the benefit cap – number of child dependants – August 2015

	Households affected	No child dependant	1-2 child dependants	3-4 child dependants	5 or more child dependants
Kent	384	5	0	40	165
South East	2,419	17	95	748	717
London	10,377	1,076	2,896	5,152	1,254
England	21,839	1,133	3,086	7,038	7,244
Kent	100%	1.3%	0.0%	10.4%	43.0%
South East	100%	0.7%	3.9%	30.9%	29.6%
London	100%	10.4%	27.9%	49.6%	12.1%
England	100%	5.2%	14.1%	32.2%	33.2%

Source: DWP Stat Xplore
Note: Due to DWP rounding methodology percentages may not sum.
Presented by: Research & Evaluation, Kent County Council

Some of the largest families affected by the benefit cap live in Thanet and Swale. A third of the affected households in Kent with 5 or more children live within these districts.

Chart 3: Capped benefit households by number of children

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
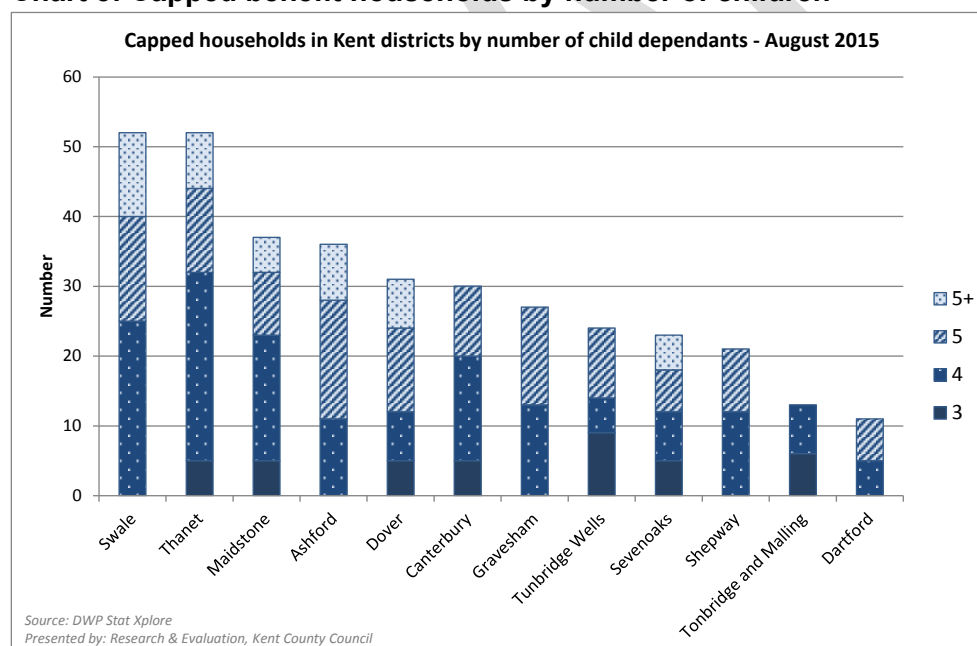
More of the households which are currently capped are renting within the social sector. This has changed since the beginning of the cap where more were living in private rented accommodation.

Table 5: Households affected by the benefit cap – rental sector – August 2015

	Households affected	Social Rented Sector	Private Rented Sector
Kent	384	218	168
South East	2,419	1,233	1,180
London	10,377	5,146	5,000
England	21,839	11,487	10,125
Kent	100%	56.8%	43.8%
South East	100%	51.0%	48.8%
London	100%	49.6%	48.2%
England	100%	52.6%	46.4%

Source: DWP Stat Xplore

Presented by: Research & Evaluation, Kent County Council

Chart 4: Capped benefit households by rental sector

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
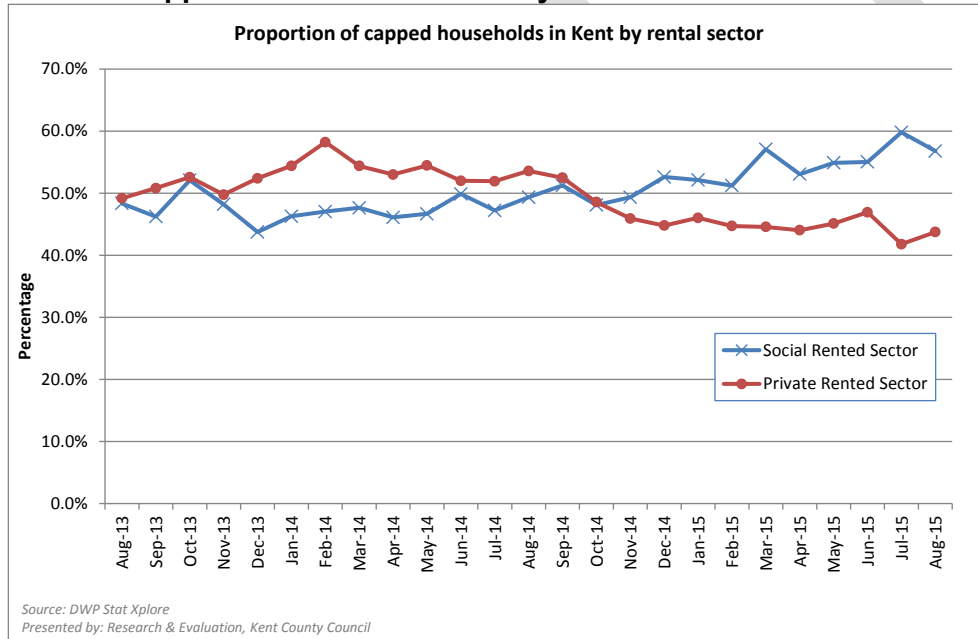
1.2 Housing Benefit Flows

Housing Benefit flows data are new experimental statistics from the Department of Work and Pensions. The data shows that over the last two years more people were coming off Housing Benefit than starting new claims.

Table 6: Net Housing Benefit claimant flows

	Jul09 to Aug09	Jul10 to Aug10	Jul11 to Aug11	Jul12 to Aug12	Jul13 to Aug13	Jul14 to Aug14	Jul15 to Aug15
Kent	1,010	-30	500	410	-60	-640	-540
South East	3,130	-410	1,500	840	-150	-2,270	-3,150
London	3,890	1,390	2,670	2,760	2,900	-1,940	-4,580
GB	15,350	-850	15,280	13,550	3,780	-25,490	-34,940

Source: DWP Housing Benefit Flows Experimental Statistics
Presented by: Research & Evaluation, Kent County Council

Chart 5: Monthly net Housing Benefit flows

Source: DWP Experimental Housing Benefit flows
Presented by: Research & Evaluation, Kent County Council
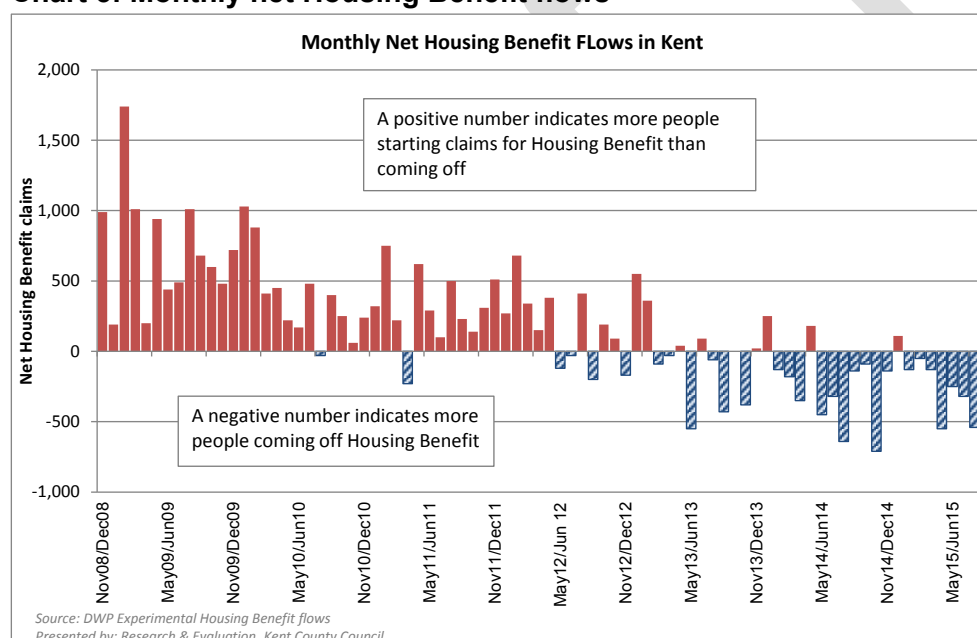
1.3 Removal of spare room subsidy

The removal of the spare room subsidy (also known as bedroom tax) means that Housing Benefit claimants living in social rented properties have their Housing Benefit reduced if they had more bedrooms than they need.

The number of people in Kent that have been affected by this change has fallen since it was introduced in 2013 however there remain 5,884 Housing Benefit claimants affected. The majority of those affected (almost 80%) are subject to a reduction of up to £20 per week.

1,240 claimants in Kent are having their benefit reduced by £20 or more, accounting for one in five of all Housing Benefit claimants in the county.

To avoid having their benefit reduced claimants in social housing need to move into a property with fewer bedrooms. They can apply to their social

housing provider to be added to their waiting list to enable them to move to a property with fewer bedrooms when one becomes available.

Table 7: Housing Benefit claimants subject to removal of spare room subsidy, August 2015

	Total Number of Housing Benefit Claimants	Number of Housing Benefit claimants subject to removal of spare room subsidy	Percentage of Housing Benefit claimants subject to removal of spare room subsidy	Number change in claimants subject to removal of spare room subsidy since May 2013	Percentage change in claimants subject to removal of spare room subsidy since May 2013
Kent	99,728	5,884	5.9%	-1,102	-15.8%
South East	521,947	30,320	5.8%	-6,570	-17.8%
London	811,831	45,038	5.5%	-10,096	-18.3%
England	4,090,008	347,627	8.5%	-65,740	-15.9%

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

Chart 6: Housing Benefit claimants subject to removal of spare room subsidy

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
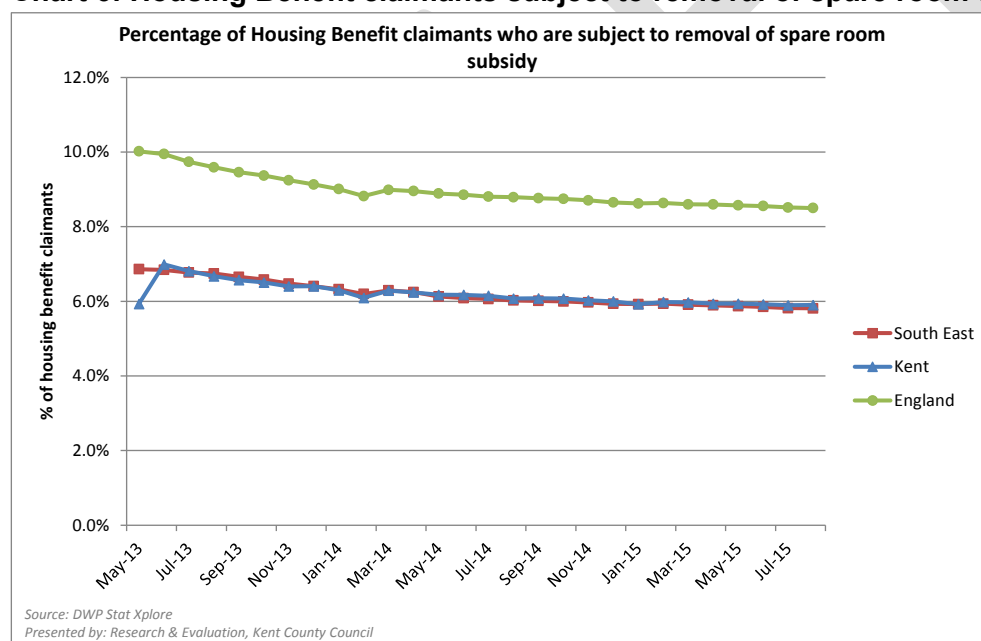
Table 8: Proportion of claimants subject to removal of spare room subsidy by weekly reduction amount, August 2015

	Number subject to removal of spare room subsidy	Up to £4.99	£5 to £9.99	£10 to £14.99	£15 to £19.99	£20 to £24.99	£25 and above
Kent	5,884	0.0%	1.0%	41.6%	36.3%	8.0%	13.1%
South East	30,320	0.0%	0.8%	29.2%	46.5%	8.3%	15.2%
London	45,038	0.0%	0.6%	8.6%	51.7%	18.0%	21.2%
England	347,627	0.0%	2.9%	56.7%	20.4%	11.8%	8.1%

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

1.4 Universal Credit Claimants

Since April 2015 Universal Credit has started to be rolled out within Kent, It is currently available in the following Jobcentre areas: Ashford, Gravesend, Maidstone, Margate, Ramsgate, Sheerness, Sittingbourne, Tonbridge, Tunbridge Wells & Medway however it is only available to single claimants without a partner and without child dependents. It will be rolled out to the remaining Jobcentre areas in Kent in early 2016

The government plans to have expanded the roll out of Universal Credit to all areas by April 2016. From 2017 Universal Credit will be extended to new benefit claims by all claimants (with or without dependents) will be for Universal Credit not existing benefits and tax credits. Existing benefit and tax credit claimants who do not have a change of circumstance will not be affected until 2018 at the earliest, however no timetable has been announced for this.

In May 2015 the Department for Work and Pensions (DWP) began to release early figures showing the number of people claiming Universal Credit. These figures are new and are considered as experimental, therefore may be subject to revision.

In Kent as at October 2015 there were 1,407 claimants of Universal Credit. There were twice as many claimants who were out of work as were in work.

Table 9: Universal Credit claimants – October 2015

	Total Number of Universal Credit Claimants	Universal Credit Claimants in Employment	Universal Credit Claimants Not in Employment
Kent	1,407	454	953
South East	4,313	1,319	2,992
London	7,334	2,024	5,307
England	122,216	40,139	82,072

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

Chart 7: Universal Credit claimants – time series

Universal Credit claimants in Kent

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
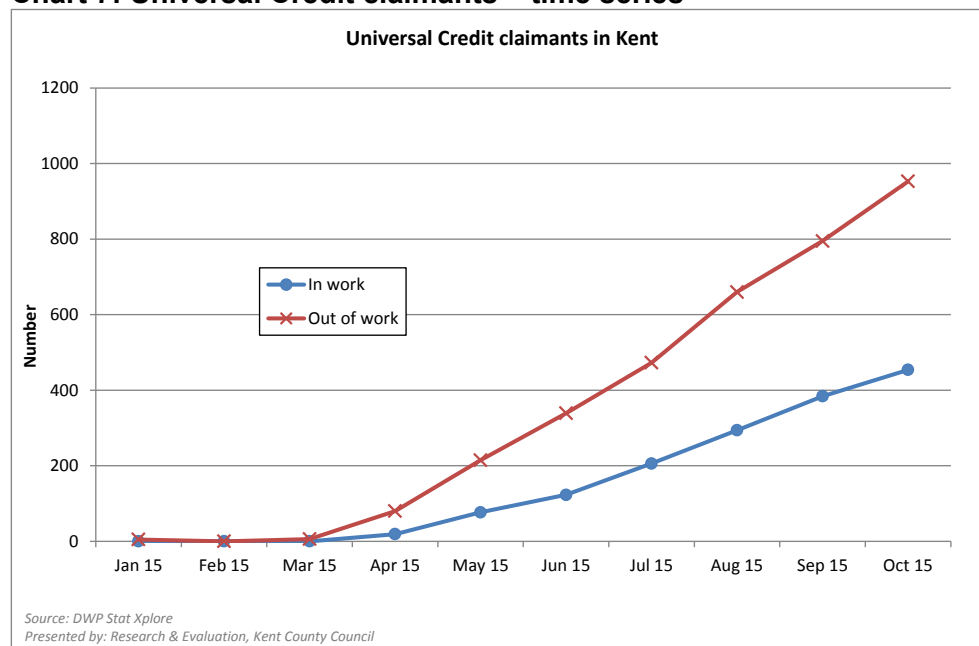
The majority of Universal Credit claimants are aged 18 to 24, for both in work and out of work claimants, however this is unsurprising as the benefit is currently only available in Kent to single claimants without dependents.

Table 10: Kent Universal Credit claimants by age – October 2015

	Total UC claimants	Out of work UC claimants	In work UC claimants
18-24	58.5%	60.0%	55.3%
25-34	20.2%	19.0%	22.7%
35-44	8.6%	8.4%	9.0%
45-54	8.7%	9.1%	7.7%
55+	3.1%	2.8%	3.5%

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

1.5   Child Benefit

Child benefit is a tax-free payment that is aimed at helping parents cope with the cost of bringing up children.

From January 2013 the eligibility rules for claiming Child Benefit changed. The benefit is no longer universal and contains some element of means testing.

Families with at least one parent earning more than £50,000 a year can no longer claim the total amount of child benefit. If one of the parents earns more than £60,000, they may choose to stop claiming Child Benefit altogether. Alternatively, it can continue to be claimed however it must be disclosed in a

self-assessment tax form. It is then recovered by Her Majesty's Revenue and Customs by taxing the parent's earnings.

As at August 2014 170,250 families were in receipt of Child Benefit, with 295,680 children benefitting.

Table 11: Child Benefit claimants – August 2014

	Number of families in receipt	Number of children in families in receipt
Kent	170,250	295,680
South East	959,600	1,656,975
London	982,060	1,738,575
England	6,259,275	10,913,100

Source: HMRC

Presented by: Research & Evaluation, Kent County Council

7.3% of families in Kent opted out of Child Benefit when the financial eligibility rules came into force in 2013. This increased to 8.7% in 2014. This is below the average for the region (12.0%) but is higher than the national average (6.7%). In 2014 26,490 children in Kent were affected, 9.0% of children who would have been eligible if the benefit were not means tested.

Table 12: Families opting out of Child Benefit – August 2014

	Number		%	
	2013	**2014**	**2013**	**2014**
Kent	12,530	14,895	7.3%	8.7%
South East	97,455	115,545	10.0%	12.0%
London	47,325	89,190	4.5%	8.3%
England	352,725	421,715	5.6%	6.7%

Source: HMRC

Presented by: Research & Evaluation, Kent County Council

Chart 8: Percentage of families opting out of Child Benefit claim

Percentage of families opting out of Child Benefit claim

Source: HM Revenue & Customs
Presented by: Research & Evaluation, Kent County Council
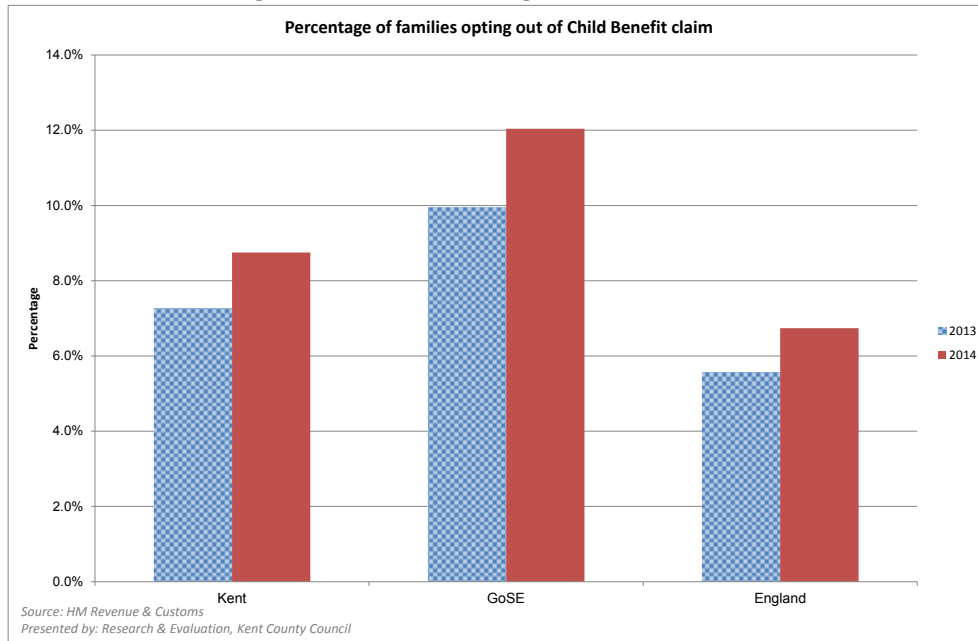
Table 13: Children in families opting out of Child Benefit – August 2014

	Number		%	
	2013	**2014**	**2013**	**2014**
Kent	22,880	26,490	7.6%	9.0%
South East	175,245	202,380	10.3%	12.2%
London	82,150	149,820	4.5%	7.9%
England	622,430	725,545	5.6%	6.6%

Source: HMRC

Presented by: Research & Evaluation, Kent County Council

Chart 9: Children in families opting out of Child Benefit claim

Percentage of children in families opting out of Child Benefit claim

Source: HM Revenue & Customs
Presented by: Research & Evaluation, Kent County Council
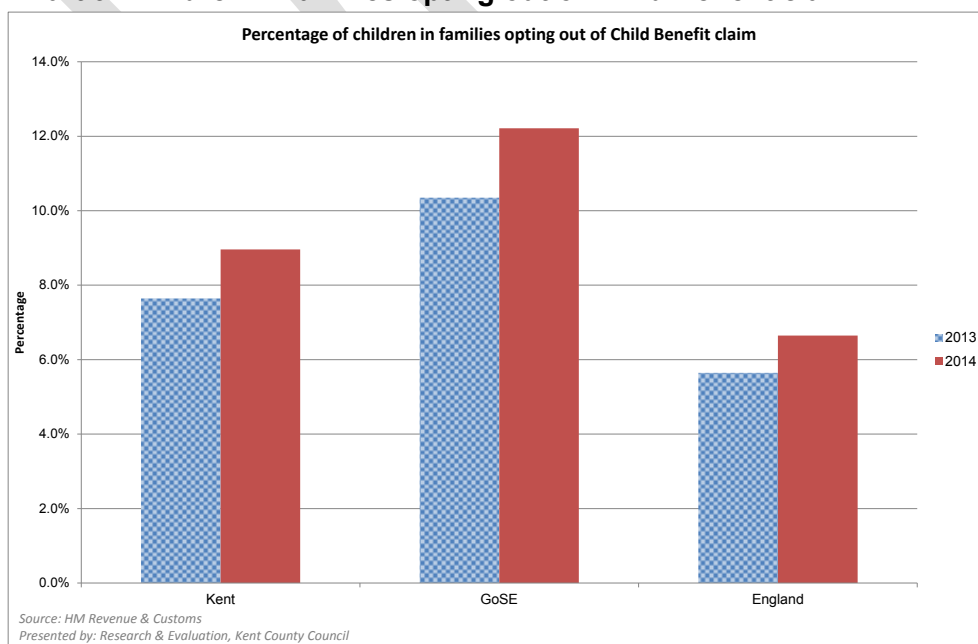
1.6   PIP & health related benefits

Personal Independent Payment (PIP) was introduced in April 2013. It is paid to eligible people aged 16 to 64. It is a new benefit which is replacing Disability Living Allowance (DLA) for working age people. From June 2013 this incorporated all new disability related claims in the country from anyone aged 16-64. Gradually existing 16-64 year old claimants of DLA will be asked to claim PIP until by 2017 all existing DLA claimants will have been invited to claim PIP and reassessed accordingly. New and existing claimants under the age of 16 will continue to be able to claim DLA.

Claims for PIP are sent to assessment providers who decide whether or not an applicant needs a face to face interview. Most applicants will be invited for interview with a healthcare worker however written evidence alone may be acceptable under special circumstances for example for those who are terminally ill.

By the end of July 2015 20,301people in Kent had registered for PIP, 17,875 claims had gone through the clearance process, where a decision whether or not to award PIP had been made, and 9,059 people had been awarded PIP.

Table 14: PIP registrations, clearances & awards up to July 2015

	Registrations	Clearances	Awards
Kent	20,301	17,875	9,059
South East	99,546	86,446	44,221
England	911,605	797,875	427,624

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

The number of registrations for PIP has increased as reassessment of DLA claimants has been rolled out.

The number of decisions made to claimants (clearances) increased significantly from April 2014 in Kent.

Chart 10: PIP registrations, clearances and awards

PIP Registrations, clearances and awards in Kent

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
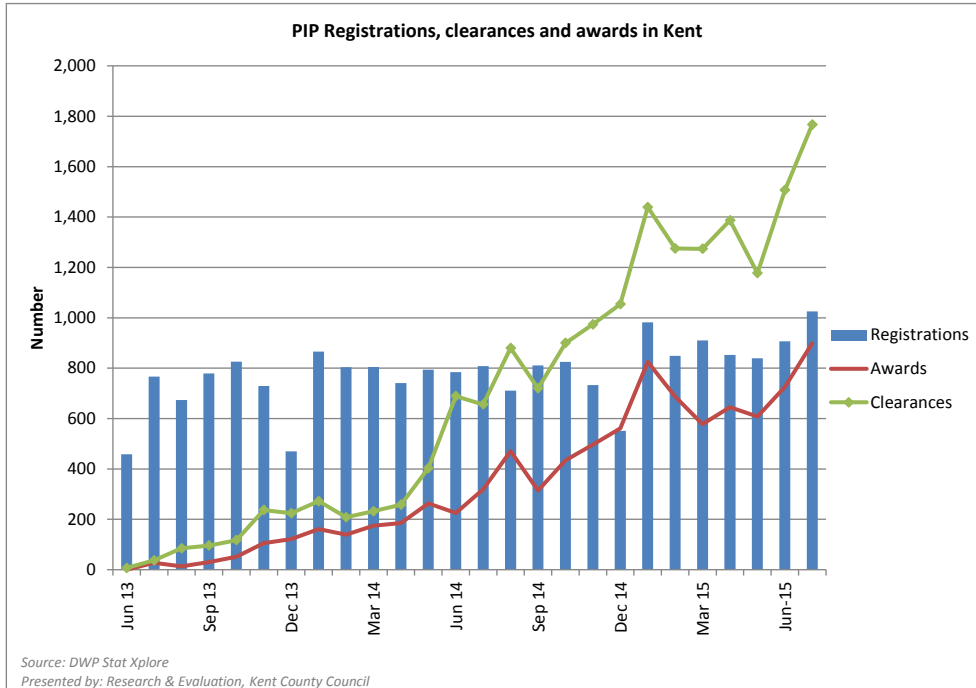
The average length of time an application for PIP takes is higher in the South East than is seen nationally. As at July 2015 the average time taken to process a claim in the South East, from referral to assessment providers to a final decision being made, was nine weeks. This compares to the national average of six weeks.

Chart 11: PIP waiting times

PIP waiting times (median, weeks)

Source: DWP
Presented by: Research & Evaluation, Kent County Council
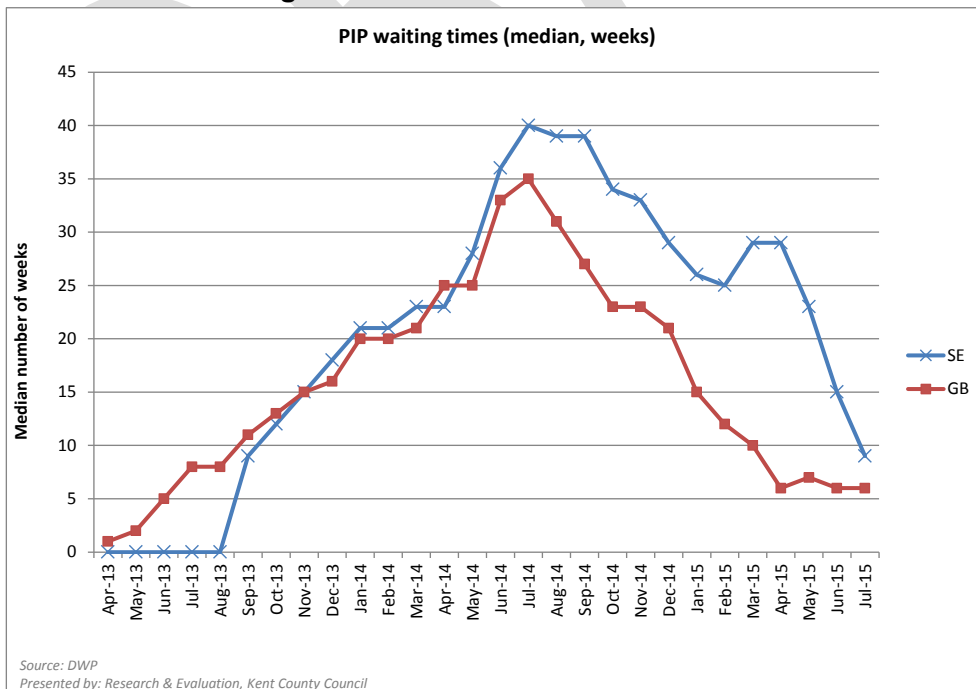
Waiting times for a PIP claim to be processed are higher in the South East and London than any other region in the country.

Chart 12: Regional PIP waiting times

Regional PIP waiting times (median, weeks) July 2015
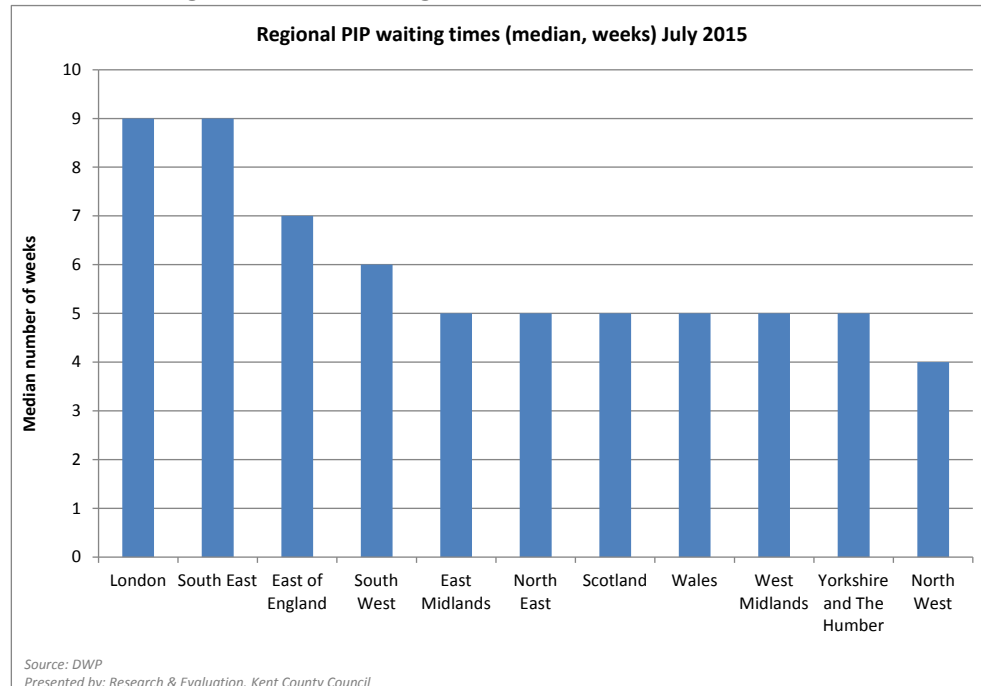
Currently 1% of the 16-64 year old population in Kent have been assessed as being eligible and are now claiming PIP (8,896 claimants).

Table 15: Personal Independence Payments – June 2015

	Total PIP Caseload July 2015	% of 16-64 population
Kent	8,896	1.0%
South East	43,044	0.8%
England	425,058	1.1%

1.7 Benefits Sanctions

Benefit claimants must comply with the rules which apply to the individual benefit that they are claiming. If they do not comply with these rules and do not have a good reason for not doing so then their benefit may be suspended, stopped or their claim ended altogether. This is called a sanction.

Depending on the benefit a sanction may last for between 4 weeks and 156 weeks (JSA) or for an indeterminate time (ESA) depending on which rules or how many rules the claimant has failed to comply with.

JSA Sanctions

Jobseekers Allowance claimants are expected to take specific agreed stops to look for employment. If they fail to do this a sanction (suspensions of benefit) will be applied.

From October 2012 new JSA sanction rules were introduced:

> 3 categories of sanction – 'higher', 'intermediate' and 'lower' – depending on the nature of the offence

> different levels of sanction for first, second and third offences

> changes to the date a sanction starts

Previously, a sanction started from the beginning of the benefit week after it was decided to impose the sanction. However, to ensure that claimants see the consequences of their actions or inactions sooner, the new rules enable sanctions to be imposed at a time closer to the offence.

The level and length of a sanction for a JSA claimant depends upon:

> the reason for claiming JSA – if dismissed for misconduct or left former job without good reason

> what the claimant has done to find work

> whether an earlier sanction has been received within the last year.

A lower or intermediate sanction (4 to 13 weeks) may be applied if the claimant fails to turn up for meetings with their work coach, take actions they are told to do or take part in interviews, fail to attend recommended training courses, fail to take part in employment schemes or lose their place on an employment scheme due to misconduct or if they aren't available for and actively seeking work.

A higher level sanction (13-156 weeks) may be applied if the claimant was dismissed from their last job for misconduct, left their last job for no good reason, don't apply for suitable jobs or don't take a job that has been offered.

The following data shows the number of claimants who received a sanction each month, it does not show the cumulative total number of claimants who have their benefit sanctioned at any one time.

In June 2015 there were 461 decisions to apply a sanction issued to JSA claimants in Kent.

Table 16: JSA sanction decisions – June 2015

	JSA
Kent	461
South East	2,109
England	19,562

Source: DWP Stat Xplore

Presented by: Research & Evaluation, Kent County Council

The number of JSA sanctions applied each month has fluctuated. They reached a peak in October 2013 when 1,414 claimants had sanctions applied. This has gradually fallen.

Chart 13: JSA sanctions
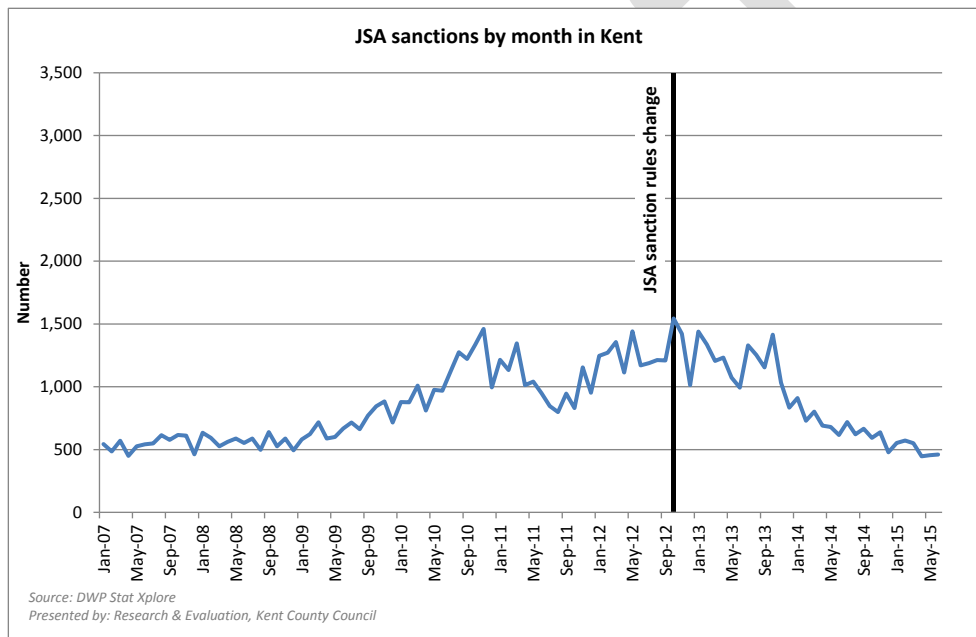
Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

There were a variety of reasons for a JSA claimant to be receiving a sanction in June 2015. The majority (34.0%, 289 claimants) were sanctioned because they did not take part in a scheme to obtain employment and they did not have a good reason for not doing so.

Table 17: JSA sanction decisions by reason for sanction – June 2015

Reason for Sanction - June 2015	Number of sanction decisions	% of all sanctions
Not actively seeking employment	109	23.6%
Failure to attend or failure to participate in an Adviser interview without good reason	108	23.4%
Failure to participate in a scheme for assisting person to obtain employment without good reason - Work Programme	106	23.0%
Failure to participate in a scheme for assisting person to obtain employment without good reason - other scheme	26	5.6%
Left employment voluntarily without good reason	22	4.8%
Failure to participate in Mandatory Work Activity without good reason	18	3.9%
Failure to participate in a scheme for assisting person to obtain employment without good reason - Skills Conditionality	12	2.6%
Losing employment through misconduct	12	2.6%
Refusal or failure to comply with a Jobseeker's Direction without good reason	5	1.1%

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
% may not sum to 100 due to rounding

ESA Sanctions

ESA claimants have to undergo a work capability assessment to determine to what extent an illness or disability affects their ability to work. If a claimant is assessed as being able to take part in work-related activity (to prepare them for returning to work) they are placed in the Work Related Activity Group (WRAG) and expected to take part in regular interviews with an adviser to help with things like job goals and improving skills. If a claimant fails to attend interviews or do work-related activity then their benefit can be sanctioned (suspended).

From 3 December 2012 revisions to the sanctions for ESA claimants who are in the Work Related Activity Group were introduced.

Prior to December 2012 ESA claimants in the Work Related Activity Group who failed to meet requirements were subject to an open ended sanction which was lifted when they re-complied. The sanction amount was 50% of the work related activity component of the benefit rising to 100% after 4 weeks.

From December 2012 the sanctions were changed so that claimants in the WRAG who did not comply with the conditions for receiving benefit would receive an open ended sanction, followed by a fixed period sanction when they re-comply. The amount sanctioned would increase to 100% of the benefit amount for a single claimant and a hardship regime for ESA claimants was introduced.

The following data shows the number of claimants who received a sanction each month, it does not show the cumulative total number of claimants who have their benefit sanctioned at any one time.

In June 2015 138 Kent ESA claimants were reviewed resulting in 63 claimants being sanctioned.

Table 18: ESA sanctions– June 2015

	ESA
Kent	63
South East	212
England	1,408

Source: DWP Stat Xplore

Presented by: Research & Evaluation, Kent County Council

Chart 14: ESA sanctions

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
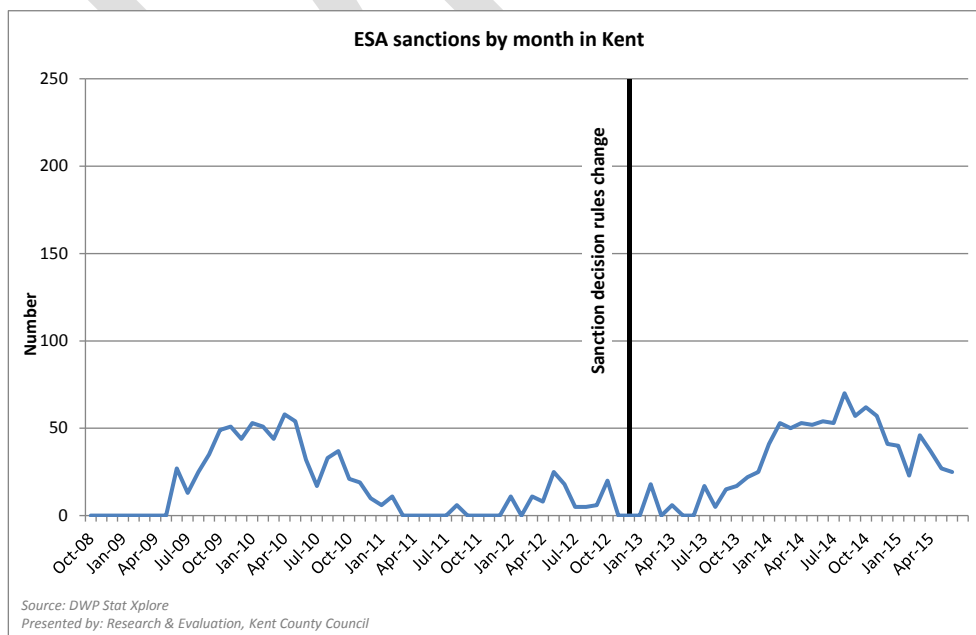
The number of ESA claimants having a sanction made against them each month increased between mid 2013 and mid 2014. In August 2014, 70 claimants had their benefit suspended due to a sanction. Since then the number of claimants being sanctioned has fallen.

Almost a third of ESA claimants (63.5%) who were sanctioned in June 2015 were sanctioned because they had failed to take part in work related activity.

Table 19: ESA sanctions by reason for sanction – June 2015

Reason for Sanction - June 2015	Number of sanctions	% of all sanctions
Failed to attend mandatory interview	10	15.9%
Failure to participate in work related activity	40	63.5%

Source: DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
% may not sum to 100 due to rounding

Section 2: Migration

This section looks at migration into and out of Kent. It also focusses on the movements of migrants into Kent from London.

Migration is the key component of population change for Kent and thus plays an important role in the county's population and economic profile.

It is important to remember that ONS migration figures show all estimated migration. It is not possible to discern why people are moving, we don't know whether they are in employment or if they are dependent on the state or whether they are moving for study or another reason.

2.1 Net Migration

Net migration is the difference between the numbers of people who move into an area minus the number of people who move out of that area. A positive Net migration figure means that more people are moving in than are moving out.

Migration has been the key component of population change for Kent since 1993. Net migration to the county reached a peak in Mid-2006 to Mid-2007 when Kent saw 15,000 net migrants in a single year. In the latest year there were 13,200 net migrants to Kent – the second highest number in twelve years. This count includes both internal migrants (those moving from another part of the country) and international migrants (those moving into Kent from overseas).

Table 20: Net migrants as a proportion of the total population, 2013/14

	Total population mid-2014	Net migrants 2013/14	Migrants as % of total population
Kent	1,510,400	13,200	0.9%
South East	8,873,800	53,400	0.6%
England	54,316,600	241,200	0.4%

Source: MYE3 Components of population change- Mid-2014 population estimates, Office for National Statistics (Crown Copyright)
Number are rounded to the nearest 100 for presentation so may not sum when added.Percentages calculated using unrounded numbers
Presented by: Research & Evaluation, Kent County Council

The following table shows net migration into Kent broken down by internal and international migrants.

Table 21: Net migration in Kent – 2003/04 – 2013/14

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Net	11,300	12,700	12,100	15,000	12,200	8,900	12,600	10,300	9,300	9,800	13,200
Net internal	6,200	6,100	6,700	7,800	6,500	4,700	6,000	6,200	6,500	7,000	7,800
Net international	4,200	5,400	4,100	6,100	4,700	2,900	5,000	2,800	2,600	3,000	5,600

Source: Detailed components of change, Mid Year Population Estimates Unit, Office for National Statistics (Crown Copyright)
Figures up to 2011 are based on revised data in light of the 2011 Census as at 13 May 2013. All figures are rounded to the nearest 100 so may not sum when added
Presented by: Research & Evaluation, Kent County Council

Whilst net figures show the overall volume of migrants in an area, they mask the turnover of population. For this reason it is also useful to look at the in-flows and out-flows of migrants. The following chart shows that Kent saw an in-flow of 64,000 migrants to the county in the year Mid-2013 to Mid-2014 whilst out-migration from the county was 50,600.

Chart 15: In, out and net migration flows
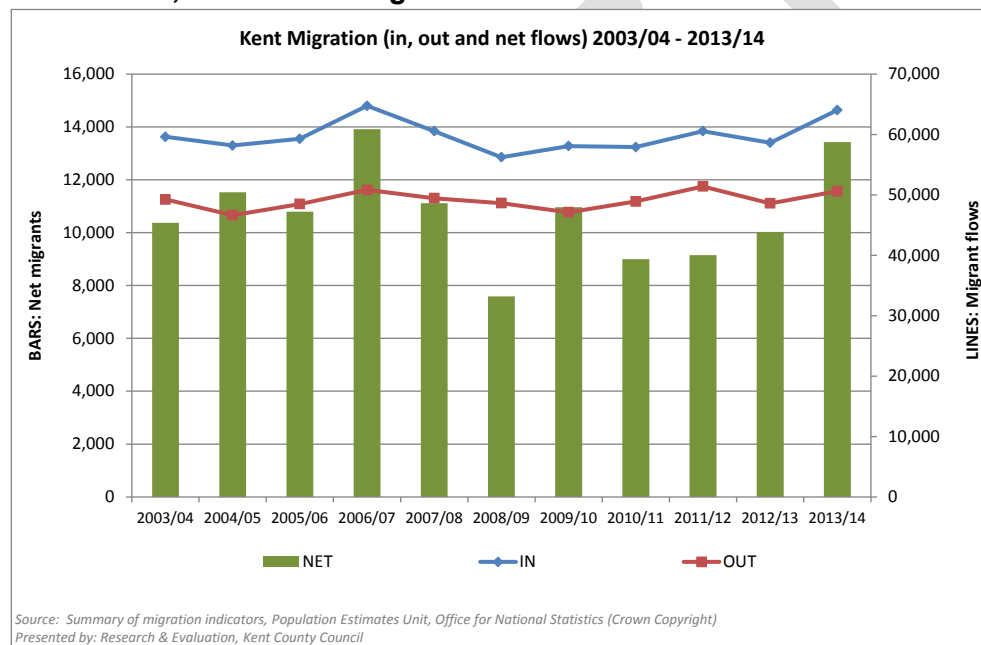
Source: Summary of migration indicators, Population Estimates Unit, Office for National Statistics (Crown Copyright)
Presented by: Research & Evaluation, Kent County Council

In the year ending June 2014 there were a total of 93,100 in-migrants to Kent and 79,700 out-migrants from Kent. The result was a net increase of 13,400 migrants. The following table illustrates the estimated age profile of migrants for the year Mid-2013 to Mid-2014.

The majority of net migrants to Kent in the year Mid-2013 to Mid-14 were aged 25-44 years old. This age group will add to the working age population of Kent. The 25-44 year old age group is also the main child bearing age group and possibly have young families therefore it is also likely that the second largest net increase of 2,300 0-15 year olds is linked to the net increase of 25-44 year olds

Kent sees a net outflow of 16-24 year olds to other parts of the UK. The table shows that there are significant flows both into and out of the county of 16-24 year olds. However, there are more people in this age group leaving the

county than entering. This profile is thought to reflect the movement of young people going to university or other forms of higher education.

Table 22: Age profile of internal and international migrants to and from Kent – Mid 2013 to Mid 2014

Age	Internal migration			International migration			Total Migration		
	IN	OUT	NET	IN	OUT	NET	IN	OUT	NET
All Ages	83,500	75,700	7,800	9,600	4,000	5,600	93,100	79,700	13,400
0-15	14,200	11,700	2,600	1,500	200	1,300	15,700	11,900	3,900
16-24	19,200	20,500	-1,300	2,600	1,000	1,600	21,800	21,500	300
25-44	28,100	24,400	3,700	3,700	2,300	1,400	31,800	26,700	5,100
45-64	14,300	12,400	1,900	1,300	400	900	15,600	12,800	2,800
65+	7,700	6,700	1,000	400	100	300	8,100	6,800	1,300

Age	Internal migration			International migration			Total Migration		
	IN	OUT	NET	IN	OUT	NET	IN	OUT	NET
All Ages	100%	100%	100%	100%	100%	100%	100%	100%	100%
0-15	17.0%	15.5%	33.3%	15.6%	5.0%	23.2%	16.9%	14.9%	29.1%
16-24	23.0%	27.1%	-16.7%	27.1%	25.0%	28.6%	23.4%	27.0%	2.2%
25-44	33.7%	32.2%	47.4%	38.5%	57.5%	25.0%	34.2%	33.5%	38.1%
45-64	17.1%	16.4%	24.4%	13.5%	10.0%	16.1%	16.8%	16.1%	20.9%
65+	9.2%	8.9%	12.8%	4.2%	2.5%	5.4%	8.7%	8.5%	9.7%

Source: Mid-year Population Estimates analysis tool. Office for National Statistics (ONS) © Crown Copyright.
Numbers are rounded to the nearest 100 for presentation so may not sum when added.Percentages calculated using unrounded numbers
Presented by: Research & Evaluation, Kent County Council

2.2   Internal Migration

Internal migrants are people who have moved from a different area within the UK for example from Surrey to Kent.

Net Internal migration to Kent was +7,800 people which accounts for 0.5% of the total population. Kent attracts people from all over the UK but mainly from London and elsewhere in the South East.

Table 23: In, out and net INTERNAL migration in Kent

	IN	OUT	NET
2003/04	50,200	44,000	6,200
2004/05	48,400	42,400	6,100
2005/06	49,500	42,800	6,700
2006/07	52,400	44,600	7,800
2007/08	49,600	43,200	6,400
2008/09	46,400	41,700	4,700
2009/10	48,400	42,400	6,000
2010/11	48,500	42,300	6,200
2011/12	51,900	45,400	6,500
2012/13	50,800	43,800	7,000
2013/14	54,400	46,600	7,800

Source: Detailed components of change, Mid Year Population Estimates Unit,
Office for National Statistics (Crown Copyright)
Number are rounded to the nearest 100 for presentation so may not sum when added.
Presented by: Research & Evaluation, Kent County Council

Over the past ten years the average annual number of people moving into Kent from elsewhere in the UK is 50,100 whilst the average number of people who leave Kent each year is 43,600.

In Mid-2013 to Mid-2014 Kent saw 54,400 internal migrants moving into Kent and 46,600 people moving out.

Chart 16: In, out and net INTERNAL migration flows

Source: Summary of migration indicators, Population Estimates Unit, Office for National Statistics (Crown Copyright)
Chart presented by Strategic Business Development & Intelligence, Kent County Council
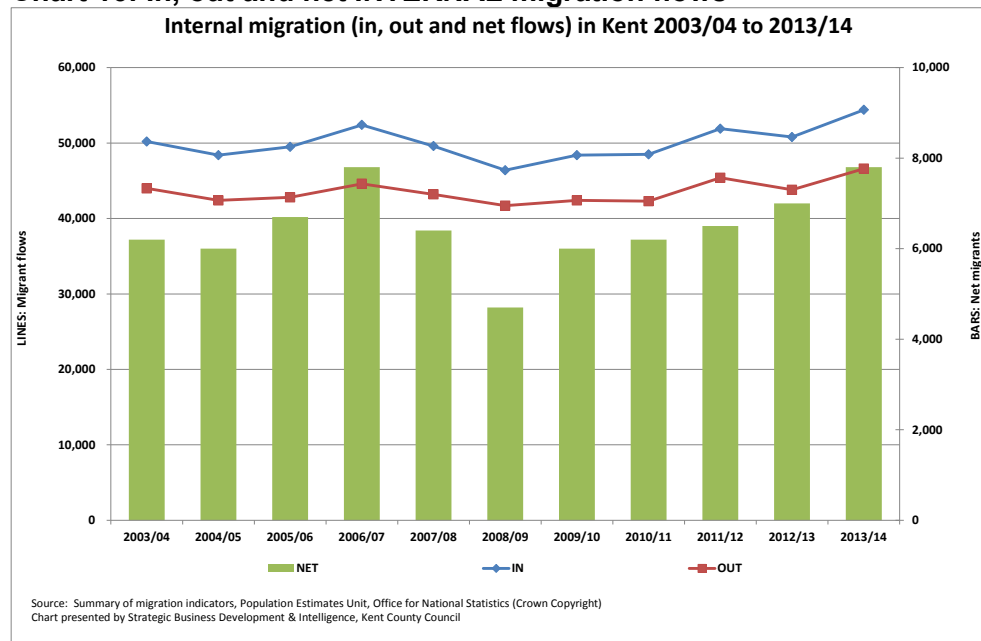
The flow of internal migrants is considerably higher than the flow of international migrants not only for the county as a whole but also for each Kent district.

Table 24: In, out and net INTERNAL migration in Kent districts, 2013/14

	IN	OUT	NET
Ashford	6,400	5,700	700
Canterbury	12,900	11,700	1,200
Dartford	6,300	5,700	600
Dover	4,900	4,200	600
Gravesham	5,100	4,600	500
Maidstone	8,800	7,700	1,100
Sevenoaks	7,100	6,800	200
Shepway	5,300	4,900	500
Swale	6,300	5,600	700
Thanet	6,200	5,000	1,300
Tonbridge & Malling	7,800	7,100	700
Tunbridge Wells	6,500	6,700	-200

Source: Detailed components of change 2001 to 2014, Mid Year Population Estimates Unit,
Office for National Statistics (Crown Copyright)
Number are rounded to the nearest 100 for presentation so may not sum when added.
Presented by: Research & Evaluation, Kent County Council

2.3   Migration from London

The majority of people who moved into Kent in the year ending June 2014 came from London. 22,500 people, equivalent to 41.3% of all in-migrants, came from the capital. In contrast, of all the people leaving Kent, 25.1% (11,700 people) moved to London. The result was a net gain of 10,800 people from London.

Table 25: Origin and destination of Kent migrants, 2013/14

	Net Migrants (persons)		
	IN to Kent	OUT of Kent	NET
East	5,200	5,400	-200
East Midlands	1,900	2,400	-500
London	22,500	11,700	10,800
North East	600	700	-100
North West	1,500	1,600	-100
South East	14,900	15,000	-200
South West	3,100	4,000	-900
West Midlands	1,600	1,700	-200
Yorkshire and The Humber	1,500	1,700	-200
Northern Ireland	200	200	0
Scotland	700	1,000	-400
Wales	900	1,000	-200
Grand Total	**54,400**	**46,600**	**7,800**

Source: Detailed Estimates File by Origin and Destination; Office for National Statistics (ONS) © Crown Copyright
All figures have been separately rounded to the nearest 100 so may not sum when added
Presented by: Research & Evaluation, Kent County Council

The following chart shows how net migration to Kent from London has changed. Due to administrative changes data is missing for some years. Net migration from London has remained fairly consistent.

Chart 17: Net migrants to Kent from London

Source: Summary of migration indicators, Population Estimates Unit, Office for National Statistics (Crown Copyright)
Presented by: Research & Evaluation, Kent County Council
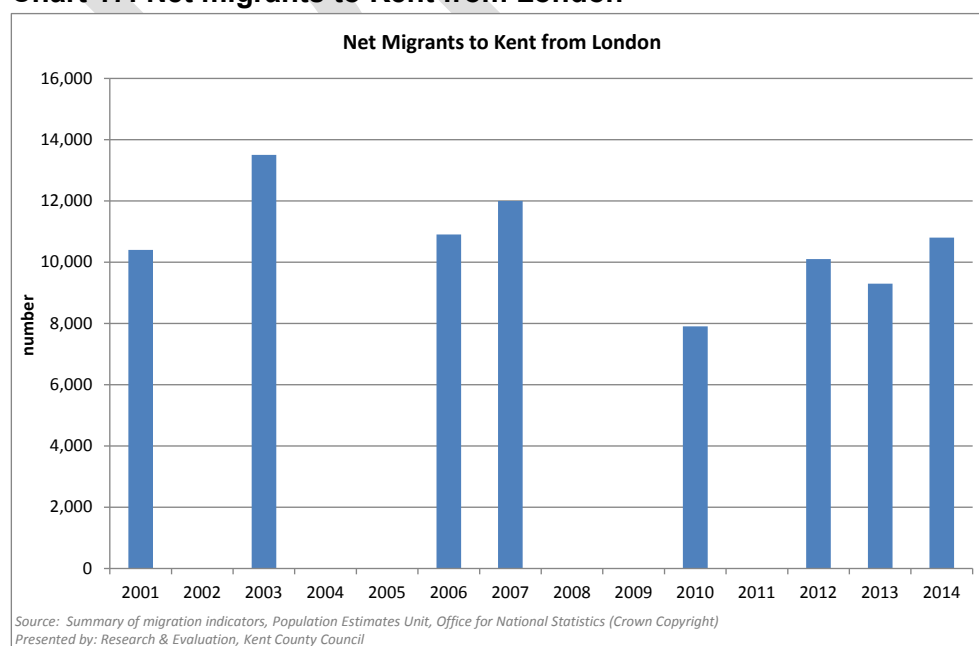
The following table shows the in, out and net migration into Kent districts from London in 2013/14.

The highest levels of net migration to Kent from London were to districts in the north and west of the county. Dartford, Sevenoaks, Tonbridge & Malling and Gravesham saw the greatest net gain in people from London.

These districts all saw the highest in-flow of migrants from London. Canterbury also saw a high inflow of migrants from London, however this was counteracted by a high out-flow to London. This population churn is likely to be as a result of the movements of university students who come to Canterbury.

Table 26: Migration into Kent districts from London, 2013/14

District	In	Out	Net
Ashford	1,200	700	500
Canterbury	3,300	2,500	800
Dartford	3,500	1,700	1,800
Dover	700	400	400
Gravesham	1,700	700	1,000
Maidstone	1,600	900	700
Sevenoaks	3,100	1,400	1,700
Shepway	1,100	500	600
Swale	1,500	600	800
Thanet	1,500	700	800
Tonbridge & Malling	1,800	700	1,100
Tunbridge Wells	1,500	900	700
Total	**22,500**	**11,700**	**10,800**

Source:Summary of migration indicators, Population Estimates Unit, ONS

Presented by Research & Evaluation, Kent County Council

The following chart shows the inflow of migrants to Kent districts from London, together with the net gain.

Chart 18: Migration into Kent districts from London – 2013/14

Migration into Kent districts from London 2013/14

Source: Summary of migration indicators, Population Estimates Unit, ONS
Chart presented by Strategic Business Development & Intelligence, Kent County Council
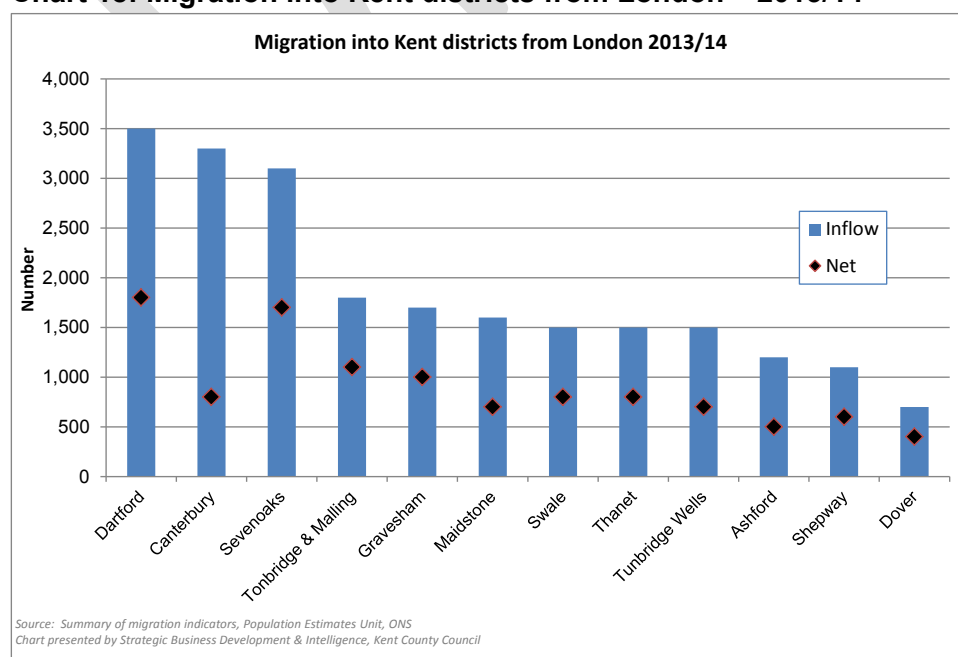
The following table shows the in, out and net migration into Kent from London boroughs. This gives an idea of where it is estimated that migrants into Kent from London came from in 2013/14.

The highest number of migrants came from Bexley, Bromley, Greenwich and Lewisham, all of which are close neighbours.

Table 27: In, Out and Net Migration into Kent from London Boroughs, 2013/14

London Borough	In	Out	Net
Bromley	3,200	1,400	1,800
Bexley	3,400	1,700	1,600
Greenwich	2,300	900	1,400
Lewisham	1,700	600	1,100
Croydon	1,200	500	800
Southwark	1,200	600	600
Newham	600	200	300
Wandsworth	800	500	300
Barking and Dagenham	300	100	200
Enfield	400	200	200
Hackney	400	200	200
Lambeth	700	500	200
Merton	400	200	200
Redbridge	400	200	200
Sutton	400	200	200
Waltham Forest	400	200	200
Barnet	400	200	100
Brent	300	200	100
Ealing	400	200	100
Haringey	300	200	100
Harrow	200	100	100
Havering	300	300	100
Hillingdon	300	200	100
Hounslow	300	200	100
Islington	400	300	100
Kingston upon Thames	300	200	100
Tower Hamlets	400	400	100
Camden	300	400	0
City of London	0	0	0
Hammersmith and Fulham	200	200	0
Kensington and Chelsea	200	200	0
Richmond upon Thames	200	200	0
Westminster	300	200	0
Total	**22,500**	**11,700**	**10,800**

Source:Summary of migration indicators, Population Estimates Unit, ONS

Presented by Research & Evaluation, Kent County Council

The following chart shows the in-flow of migrants from London into Kent in 2013/14.

Chart 19: Migration into Kent from London boroughs

Migration into Kent from London, 2013/14

Source: Summary of migration indicators, Population Estimates Unit, ONS
Chart presented by Strategic Business Development & Intelligence, Kent County Council
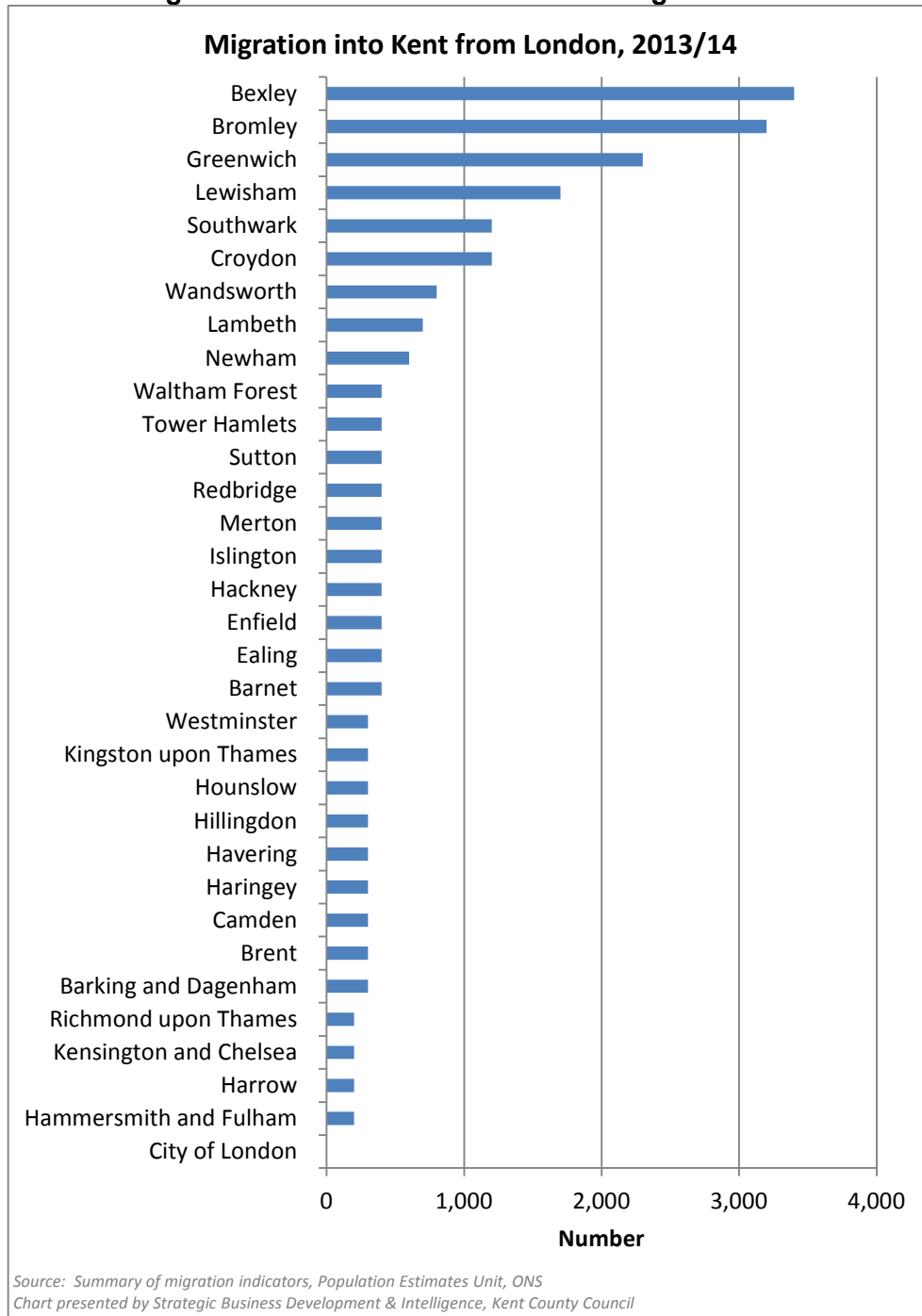
The majority of migrants into Kent from London are aged 25 to 44. As previously stated this age group will add to the working age population of the county. The 25-44 year old age group is also the main child bearing age group and possibly have young families.

Table 28: Age profile of internal migrants from London In to Kent – Mid 2013 to Mid 2014

Age	Number	Percentage
0-15	4,400	19.4%
16-24	4,000	17.6%
25-44	8,500	37.9%
45-64	3,800	17.0%
65+	1,800	8.1%
Total	22,500	

2.4 Child protection transfers into Kent

The number of child protection transfers into Kent saw a peak in June 2015 of 24 transfers. Numbers are generally low and since the single peak month have stayed at below 10 a month in the following months.

Chart 20: Child protection transfers into Kent

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council
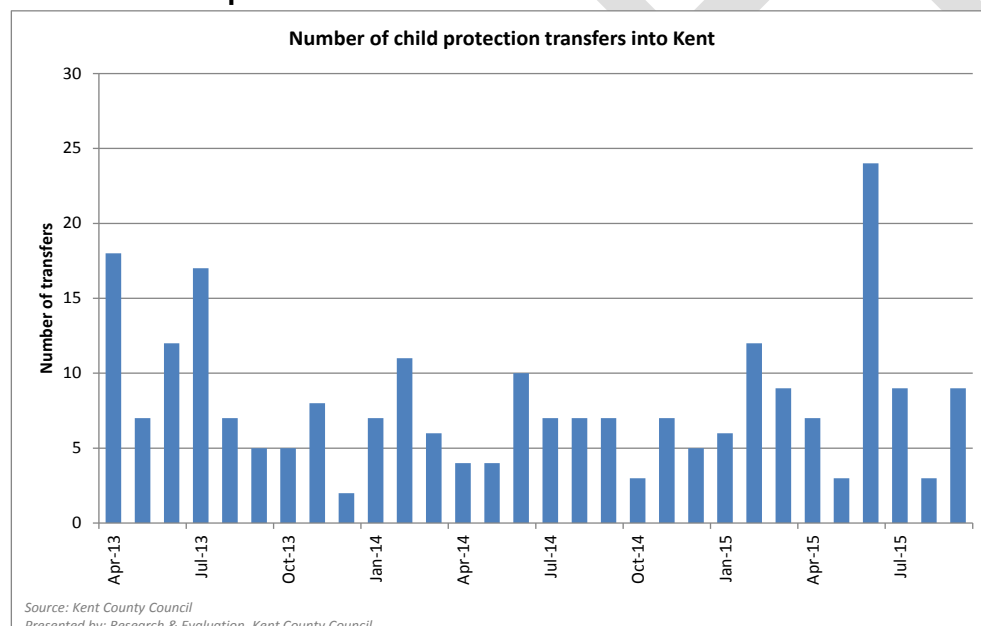
2.5 In School Moves

Over the past four years, relatively few children have moved into Kent from elsewhere. The total number has varied between 416 and 548 pupils. A recently declining trend has been reversed in the latest time period as the number moving rose slightly on the previous year.

Overall there was a slight increase in the number of pupils moving from London to Kent schools over the time period 2011/12 to 2012/13 followed by a decrease in 2013/14 (see chart 1). In the latest period, the number of pupils moving to Kent from London has risen back to 12/13 levels, but this has not been the case for Medway and other parts of the Country. At the same time

there has been a drop in the number of pupils moving to Kent schools from outside London. The movement from Medway schools has also declined.

Chart 21: In year school moves into Kent

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council
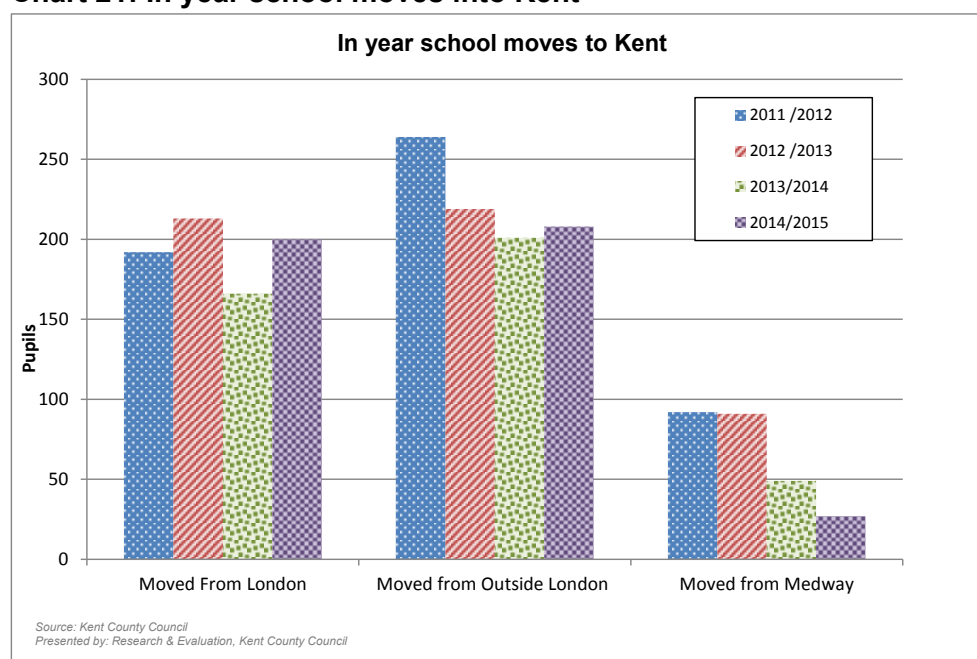
Table 29: Pupils moving to Kent schools 2014/15

Moved to:	From London	From outside London	From Medway	Total
Ashford	16	13	1	30
Canterbury	15	17	1	33
Darford	44	20	1	65
Dover	7	29	0	36
Gravesham	16	7	1	24
Maidstone	15	32	4	51
Sevenoaks	13	7	0	20
Shepway	11	19	0	30
Swale	24	7	7	38
Tonbridge and Malling	24	12	10	46
Thanet	11	6	1	18
Tunbridge Wells	4	38	1	43
Grand Total	**200**	**208**	**27**	**435**

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council

2.6   In school moves from London Boroughs

Overall the numbers of moves by pupils from London Boroughs is relatively low. The boroughs with the greatest number of moves to Kent are Bexley and Bromley, which is explained by these boroughs being adjacent to Kent,

followed by Greenwich, Croydon and Lewisham. Kent saw an increase of moves from each of these areas in the period 14/15 over the numbers in 13/14. It is interesting to note that the numbers of pupils moving from Lewisham and Croydon have continued to increase over the period under consideration; however, the numbers are still low overall. The higher numbers from Bexley and Bromley reflect the fact that some of the moves are due to pupils changing school without the family moving address.

Chart 22: Pupils moving to Kent schools from London

Pupils moving to Kent schools from London 2014/15

Borough	Pupils
Bexley	39
Bromley	33
Greenwich	22
Croydon	16
Lewisham	14
Lambeth	9
Merton	8
Newham	7
Sutton	6
Southwark	6
Hammersmith and Fulham	5
Barking and Dagenham	5
Wandsworth	4
Havering	4
Hounslow	3
Ealing	3
Barnet	3
Waltham Forest	2
Hillingdon	2
Hackney London Borough Council	2
Brent	2
Kingston upon Thames	1
Kensington and Chelsea	1
Islington	1
Enfield	1
Camden	1

Pupils

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council

There appears to have been a stabilisation in the number of moves by pupils into schools in the KCC area from elsewhere over the last four years. There

has been however a decline in moves from Medway to Kent. The findings do not give any strong evidence to indicate that changes due to family circumstances as a result of welfare reform have led to an increase in the number of pupils moving into Kent.

DRAFT

Section 3: Economic Context

Since welfare reform changes were announced there have been significant improvements to the economy both locally and nationally.

This section looks at a range of economic indicators and observes the changes over time.

3.1 Employment rate

From the year July 2008 to June 2009 the employment rate in Kent began to fall. This was slightly later than the fall that began a year earlier nationally and elsewhere in the South East. The employment rate began to increase in Kent in the year July 2013 to June 2014 although fell very slightly over the last year. This data tends to fluctuate at local level.

Table 30: Employment rate

	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Jul 2010-Jun 2011	Jul 2011-Jun 2012	Jul 2012-Jun 2013	Jul 2013-Jun 2014	Jul 2014-Jun 2015
Kent	74.2	74.0	74.7	73.4	72.1	71.8	71.7	73.7	73.1
South East	76.9	76.8	76.2	74.3	74.8	74.5	74.6	75.7	76.4
England	72.7	72.7	71.5	70.4	70.2	70.2	71.1	72.0	73.3

Source: ONS Annual Population Survey
Presented by: Research & Evaluation, Kent County Council

Chart 23: Employment rate

Source: Annual Population Survey
Presented by: Research & Evaluation, Kent County Council
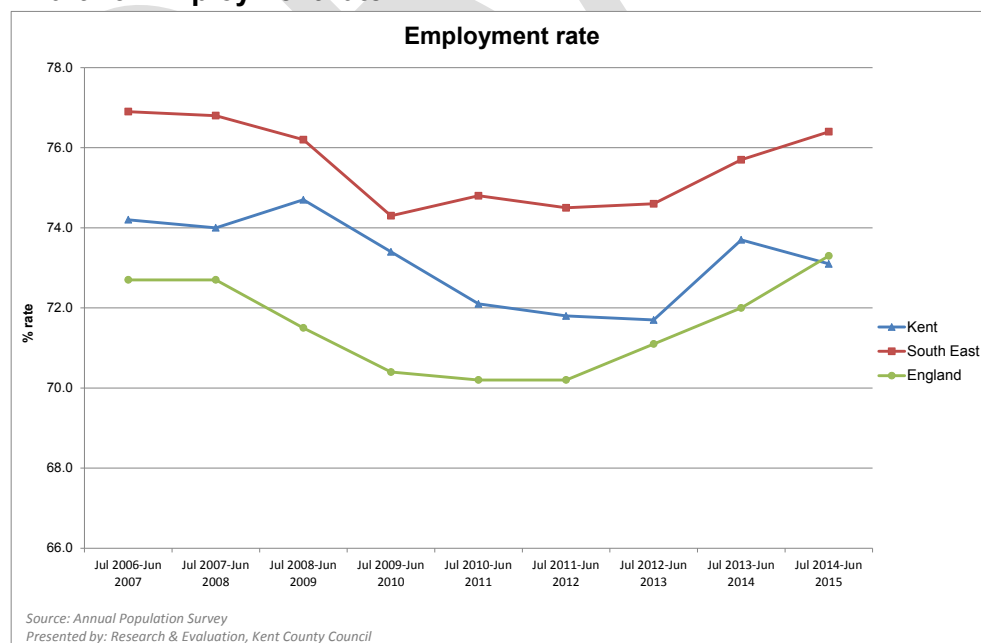
3.2 Unemployment

There are a number of ways in which we can measure unemployment.

The first measure of unemployment shown here is taken from the Annual Population Survey (APS). This is based upon the International Labour Organisation (ILO) definition of unemployment, a wide definition which takes into account anyone who has been out of work for the last 28 days and is still actively seeking work.

This is a wide definition of unemployment, as it is not restricted to an individual's eligibility to claim unemployment benefit.

The latest figures (for the year beginning July 2014) show that the unemployment rate in Kent was 5.4%. While this is below the national rate (5.7%) it is higher than the average for the South East as a whole (4.6%).

Unemployment reached a peak in the year beginning July 2010 but has fallen steadily since.

Table 31: 16-64 unemployment rate

	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Jul 2010-Jun 2011	Jul 2011-Jun 2012	Jul 2012-Jun 2013	Jul 2013-Jun 2014	Jul 2014-Jun 2015
Kent	5.3	5.8	5.4	7.2	8.8	7.7	7.8	6.0	5.4
South East	4.2	4.3	5.1	6.2	6.0	6.0	6.4	5.2	4.6
England	5.4	5.3	7.0	7.9	7.9	8.2	8.0	7.0	5.7

Source: ONS Annual Population Survey
Presented by: Research & Evaluation, Kent County Council

Chart 24: Unemployment rate

Source: Annual Population Survey
Presented by: Research & Evaluation, Kent County Council

The APS also gives the unemployment rate for those people aged 16 to 24.

The current Kent rate of unemployment for people in this age group is 17.0%. This is higher than the national average (15.6%) and significantly higher than the average for the south East as a whole (13.5%).

Unemployment for this age group reached its peak in the year beginning July 2010. At this point the rate of unemployment for young people in Kent was 29.0% while the national rate was 20.0% and the regional rate was 17.1%.
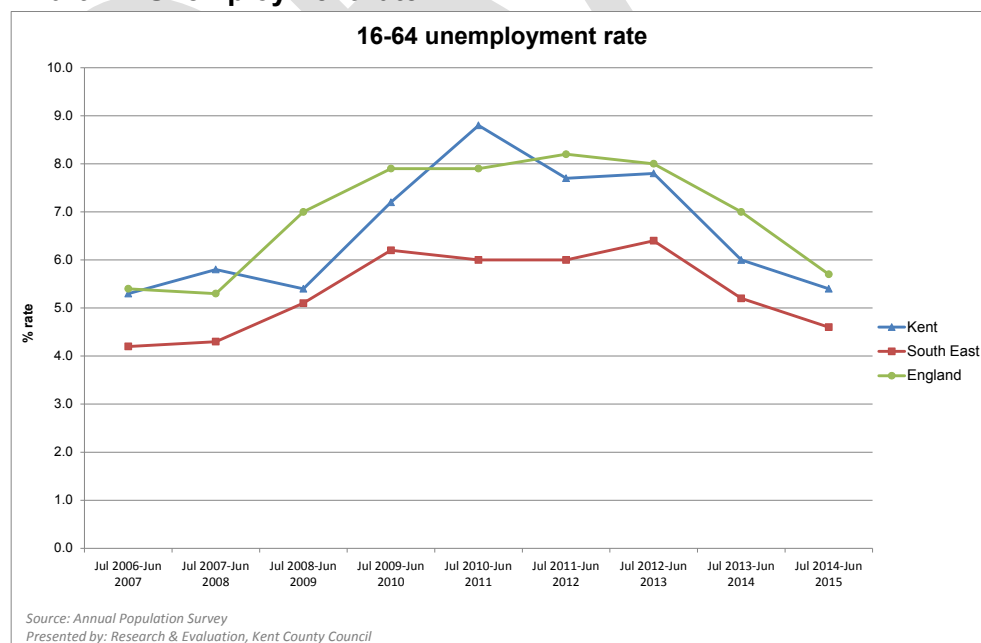
Table 32: 16-24 unemployment rate

	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Jul 2010-Jun 2011	Jul 2011-Jun 2012	Jul 2012-Jun 2013	Jul 2013-Jun 2014	Jul 2014-Jun 2015
Kent	16.3	16.2	14.1	21.9	29.0	20.9	19.0	14.6	17.0
South East	10.9	12.5	13.9	16.1	17.1	15.9	18.1	14.4	13.5
England	14.3	14.0	17.1	19.8	20.0	21.4	21.0	18.6	15.6

Source: ONS Annual Population Survey
Presented by: Research & Evaluation, Kent County Council

Chart 25: 16-24 unemployment rate

Source: Annual Population Survey
Presented by: Research & Evaluation, Kent County Council
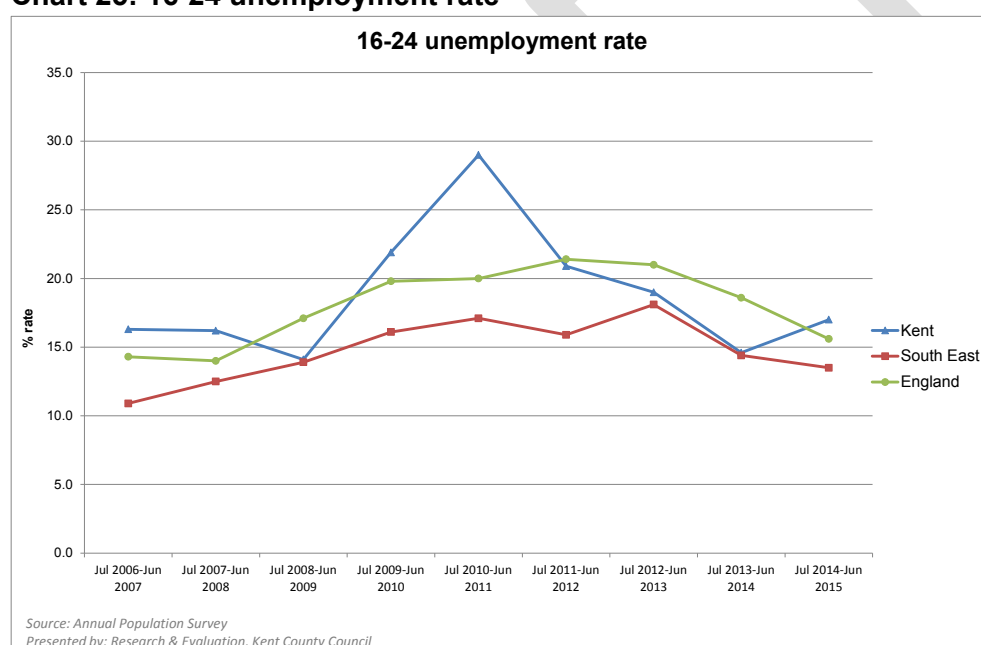
An alternative measure of unemployment commonly used is the count of people who are claiming an unemployment related benefit, either Jobseekers Allowance (JSA) or Universal Credit (UC).

As at October 2015 1.4% of people in Kent aged 16 to 64 were out of work and claiming an unemployment benefit, below the national average (1.9%) but above the average for the South East (1.2%).

The number of people claiming an unemployment benefit increased rapidly from January 2009, reaching its first peak in February 2010 when Kent saw 30,148 people unemployed, an unemployment rate of 3.3%. This pattern reflects what was happening both nationally where the unemployment rate reached 4.1% and regionally although the average rate for the South East was lower at 2.9%.

While claimants rates fell slightly during the first half of 2010 they began rising again from the beginning of 2011 and reached their highest peak in February 2012 when 31,525 people in Kent were unemployed and claiming an unemployment benefit, equating to 3.4% of the working age population. Again this followed the same pattern as was being seen elsewhere in the country. Nationally the rate reached 4.1% and the South East saw an average claimant rate of 2.8%.

Since the 2012 peak claimant rates have continued to fall with slight peaks in January of each year. This January peak is generally attributed to the end of contracts for seasonal workers who found temporary employment during the Christmas period.

Table 33: Unemployed claimants of JSA or UC – October 2015

	Number	%
Kent	12,970	1.4%
GoSE	63,441	1.2%
Great Britain	751,795	1.9%

Source: NOMIS; DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

Chart 26: JSA or out of work Universal Credit claimants

Source: NOMIS; DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
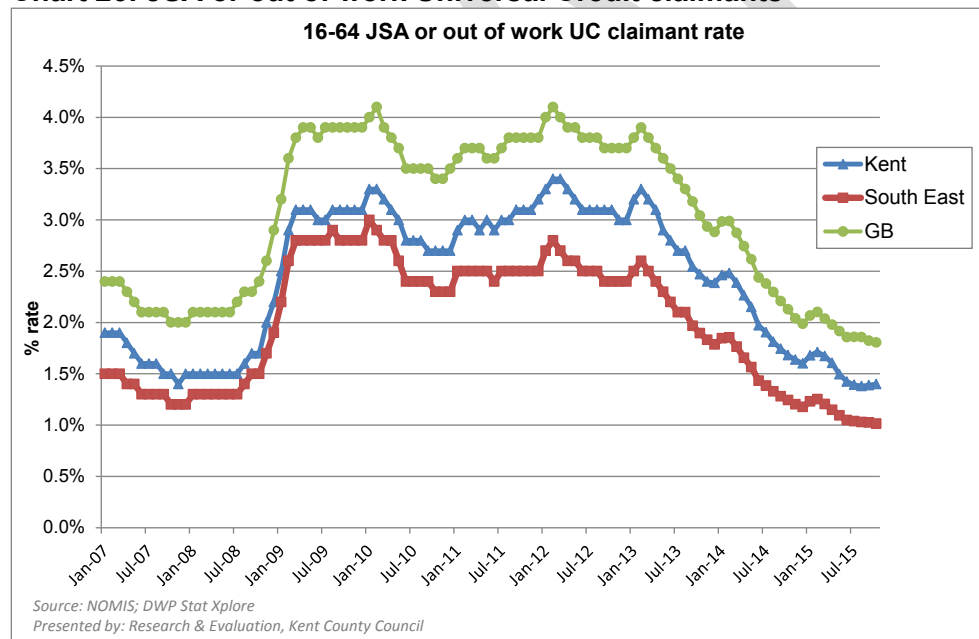
In Kent 2.4% of 18 to 24 year olds were unemployed as at October 2015. 3,140 were claiming JSA or UC and accounted for almost a quarter of all people who were unemployed (24.2%).

Unemployment rates for 18 to 24 year olds reached their peak in January 2010. In Kent the unemployment rate was 7.6%, above the South East (6.1%) but below the national average (8.3%). They peaked again at 7.6% in Kent in February 2012. The South East peaked at a lower rate than previously (5.6%) but nationally the unemployment rate reached a new high of 8.4%.

During these peaks 18 to 24 year olds accounted for a higher proportion of all those claiming unemployment benefits (30% in Kent) than is currently seen.

Unemployment rates for 18 to 24 year olds have fallen steadily since the peak in 2012.

Table 34: 18-24 year old claimants of JSA or UC – October 2015

	Number	%
Kent	3,140	2.4%
GoSE	11,796	1.5%
Great Britain	166,284	2.9%

Source: NOMIS; DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council

Chart 27: 18-24 JSA or out of work Universal Credit claimants

Source: NOMIS; DWP Stat Xplore
Presented by: Research & Evaluation, Kent County Council
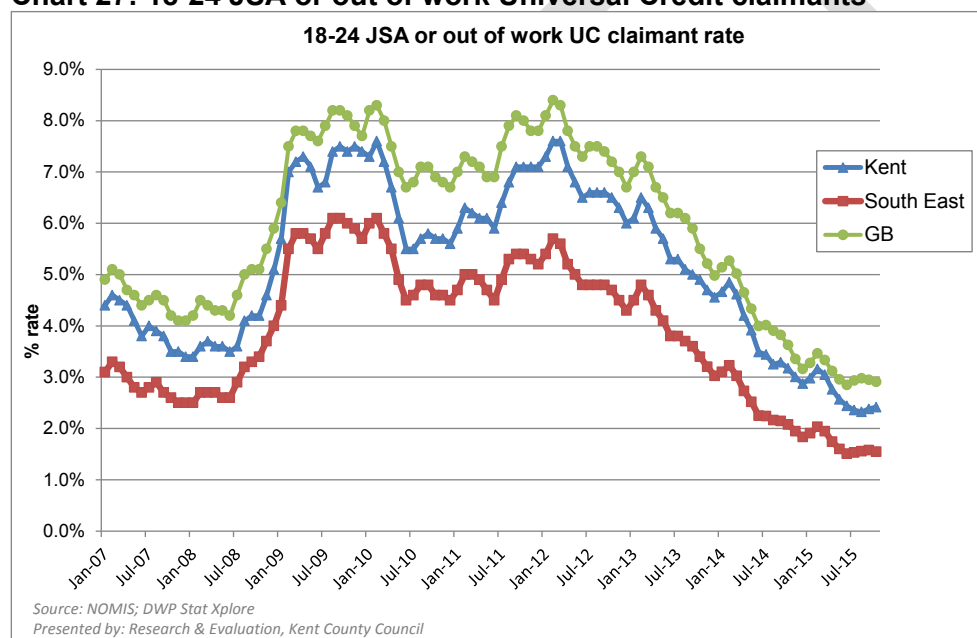
3.3   Earnings

The Annual Survey of Hours and Earnings looks at average (median) gross earnings (earnings before tax, National Insurance or other deductions) based on resident or workplace populations.

The median (mid-point) value is the preferred measure of earnings, as it is less affected by a relatively small number of very high earners that tend to skew the distribution of earnings, giving a better indication of typical pay.

Average full time weekly earnings for people living in Kent in 2015 are £552. This is higher than the national average (£529.60) but lower than the average for the South East as a whole (£574.90).

Earnings for people who are resident in Kent increased steadily until 2012 when they fell for two years in a row. The latest data shows that earnings in Kent have recovered in the last two years. Overall they have increased by 11.3% (£55.90 in real terms) since 2007. This is a slower rate of increase than has been seen nationally (15.1%, +£69.60) and in the South East (14.5%, +£72.60)

Table 35: Residence based median weekly full time earnings

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Kent	496.1	508.1	518.0	530.4	546.8	538.9	538.6	541.7	552.0
South East	502.3	524.8	536.6	547.8	554.6	555.8	557.6	567.2	574.9
Great Britain	460.0	480.0	490.5	501.7	500.2	508.3	517.9	521.1	529.6

Source: ONS Annual Survey of Hours & Earnings
Presented by: Research & Evaluation, Kent County Council

Chart 28: Resident based median full time weekly earnings

Source: Annual Survey of Hours and Earnings
Presented by: Research & Evaluation, Kent County Council
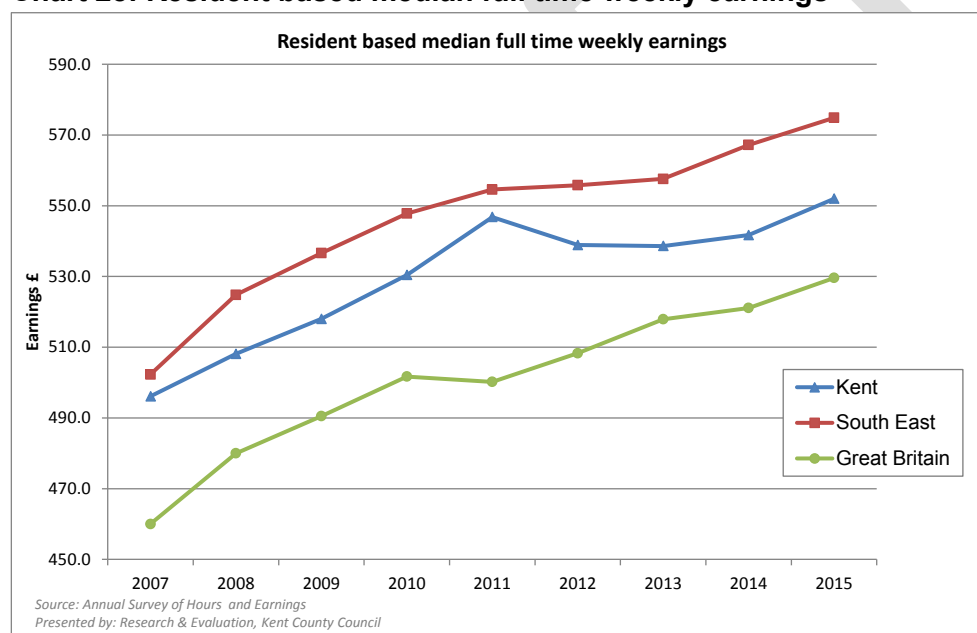
Earnings for people who work in Kent are below the national average and significantly lower than those for the South East as a whole.

In 2015 average full time weekly earnings for people who work in Kent was £504.10 (Great Britain £529.00, South East £552.10).

Earnings for workers in Kent continued to increase throughout the recession however they saw a fall in 2013 which wasn't seen nationally or in the South East as a whole.

Overall, while earnings for people who work in Kent have increased since 2007 (11.1%, +£50.50), it is at a lower rate than seen nationally (15.2%, +£69.70) and regionally (14.6%, +£70.20).

Table 36: Workplace based median weekly full time earnings

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Kent	453.6	476.1	479.1	488.1	489.2	490.8	481.5	489.8	504.1
South East	481.9	500.9	513.3	523.8	529.0	536.6	536.6	541.7	552.1
Great Britain	459.3	479.1	489.9	500.3	500.0	507.9	517.6	520.4	529.0

Source: ONS Annual Survey of Hours & Earnings
Presented by: Research & Evaluation, Kent County Council

Chart 29: Workplace based median weekly full time earnings

Source: Annual Population Survey
Presented by: Research & Evaluation, Kent County Council
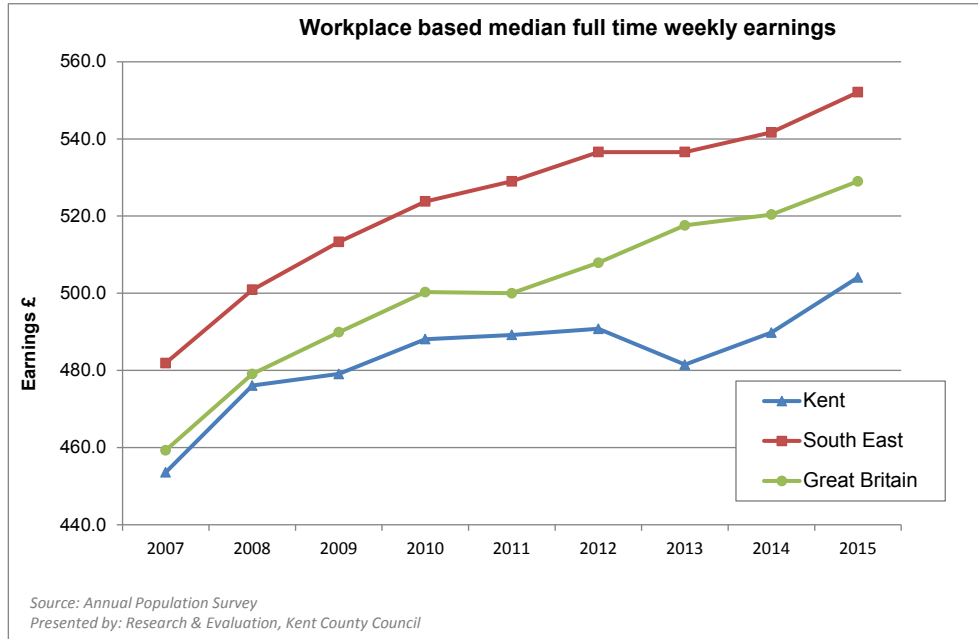
3.4   Benefit claimants

There are a wide group of Department for Work and Pensions benefits, many of which are in the process of being brought together as Universal Credit.

The following table shows the benefit expenditure in Kent, the South East and England and Wales in 2014/15.

The highest proportion of benefit expenditure is on State Pension. In Kent this accounted for 58.0% of the total benefit expenditure in the county, below the South East average of 60.1% and higher than the national average of 53.5%.

The second highest spend is on Housing Benefit which accounts for 13.4% of Kent's total expenditure.

Table 37: Benefit expenditure – 2014/15

	Benefit spend 2014/15 (£m)			% of Benefit spend		
	Kent	South East	England & Wales	Kent	South East	England & Wales
Total	**3,802.4**	**20,618.1**	**161,596.7**	**100%**	**100%**	**100%**
Attendance Allowance	127.6	675.8	5,421.8	3.4%	3.3%	3.4%
Bereavement Benefit/Widow's Benefit	13.4	76.7	570.7	0.4%	0.4%	0.4%
Carer's Allowance	55.8	242.0	2,319.2	1.5%	1.2%	1.4%
Disability Living Allowance	305.6	1,414.0	13,798.3	8.0%	6.9%	8.5%
Discretionary Housing Payments	2.7	14.7	199.8	0.1%	0.1%	0.1%
Employment And Support Allowance	241.1	1,276.0	12,827.4	6.3%	6.2%	7.9%
Housing Benefit	508.5	2,897.0	24,312.6	13.4%	14.1%	15.0%
Incapacity Benefit	7.9	15.4	244.5	0.2%	0.1%	0.2%
Income Support	64.6	289.2	2,893.5	1.7%	1.4%	1.8%
Jobseeker's Allowance	58.3	254.3	3,065.0	1.5%	1.2%	1.9%
Pension Credit	136.8	685.5	6,576.1	3.6%	3.3%	4.1%
Severe Disablement Allowance	19.0	79.3	735.2	0.5%	0.4%	0.5%
State Pension	2,207.0	12,392.9	86,515.8	58.0%	60.1%	53.5%
Winter Fuel Payments	54.2	305.2	2,116.9	1.4%	1.5%	1.3%

Source: department for Work & Pensions
Table presented by Research & Evaluation, Kent County Council

Chart 30: Benefit expenditure in Kent

Source: DWP
Presented by: Research & Evaluation, Kent County Council
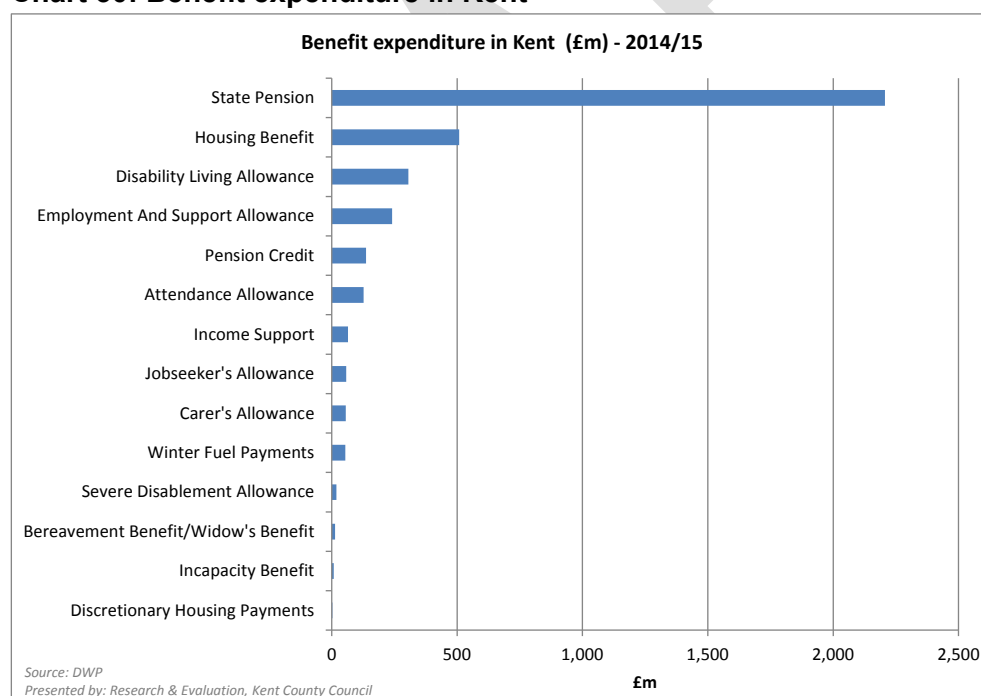
The following table shows the number of claimants of each of the individual benefits as at February 2015. Individual benefits claimant rates are calculated as a proportion of those in the qualifying age group for each individual benefit. As it is possible for a person to claim more than one benefit the totals cannot be summed to create a total count of benefit claimants as this could result in a claimant being counted more than once.

Table 38: Individual benefit claimants – February 2015

	Number			% of eligible population		
	Kent	South East	England & Wales	Kent	South East	England & Wales
Incapacity Benefit/Severe Disablement Allowance	5,720	23,050	215,380	0.6%	0.4%	0.6%
Disability Living Allowance	71,440	333,280	2,819,400	4.7%	3.8%	4.9%
Personal Independence Payments	8,896	43,044	425,058	1.0%	0.8%	1.1%
Income Support	17,220	76,080	690,550	2.0%	1.5%	2.1%
Job Seekers Allowance	15,520	67,200	785,480	1.8%	1.3%	2.3%
Pension Credits	47,110	231,690	1,966,290	12.4%	10.9%	14.8%
State Pension	308,830	1,721,680	10,694,890	91.3%	90.8%	91.1%
Attendance Allowance	38,090	202,740	1,450,150	12.9%	12.3%	14.3%
Employment and Support Allowance	44,790	230,410	2,064,990	5.1%	4.4%	5.9%
Carers Allowance	17,370	75,240	657,740	1.4%	1.0%	1.4%

Source: NOMIS - DWP Work & Pensions
Table presented by Research & Evaluation, Kent County Council

Working age benefit claimants (those aged 16 to 64) can be allocated to statistical groups to give an indication of the main reason that they are claiming. For these statistical groupings benefits are arranged hierarchically and claimants are assigned to a group according to the highest ranking benefit which they receive. For example a person who is a lone parent who claims Income Support and receives Incapacity Benefit would be classified in the Incapacity Benefits statistical group as Incapacity Benefit is a higher ranking benefit. For this reason the statistical group lone parent, for example, will not contain all lone parents claiming Income Support. Some will be included in the incapacity benefits group instead.

The following table shows the statistical groupings of Kent working age benefit claimants as at February 2015.

Table 39: Working age benefit claimants – February 2015

	Number			% of 16-64 population		
	Kent	South East	England & Wales	Kent	South East	England & Wales
Job seekers	15,520	67,200	700,980	1.7%	1.2%	1.9%
ESA & Incapacity Benefits	49,820	250,090	2,254,310	5.4%	4.5%	6.2%
Lone Parents	10,470	49,270	412,450	1.1%	0.9%	1.1%
Carers	14,360	62,360	546,430	1.5%	1.1%	1.5%
Others on income related benefits	2,390	11,160	106,570	0.3%	0.2%	0.3%
Disabled	12,150	57,500	399,860	1.3%	1.0%	1.1%
Bereaved	1,810	10,360	66,080	0.2%	0.2%	0.2%

Source: NOMIS
Presented by: Research & Evaluation, Kent County Council

Another of the possible groupings of benefits claimants which is used by Kent County Council is the Out Of Work Benefits group. This group includes people claiming Jobseekers Allowance, lone parents claiming Income Support, Incapacity Benefits claimants and others on income related benefits with the exception of carers, and is used as an indicator of worklessness.

8.4% of the working age population in Kent are claiming an out of work benefit. Kent has always seen a higher proportion of people claiming an out of work benefit than the South East region and a lower proportion than the national average.

Table 40: Out of Work Benefit claimants – February 2015

	Number	%
Kent	78,200	8.4%
South East	377,720	6.8%
England & Wales	3,474,320	9.5%

Source: NOMIS
Presented by: Research & Evaluation, Kent County Council

The number of people claiming out of work benefits increased rapidly between 2008 and 2009 at the beginning of the recession. In Kent the number of people claiming peaked in February 2010 when 96,550 in Kent were claiming equivalent to 10.7% of the working age population. Numbers have gradually fallen since this peak in Kent, the South East and nationally, and are at their lowest level since 1999 when the data was first recorded.

Chart 31: Out of work benefit claimants - time series

Source: NOMIS
Presented by: Research & Evaluation, Kent County Council
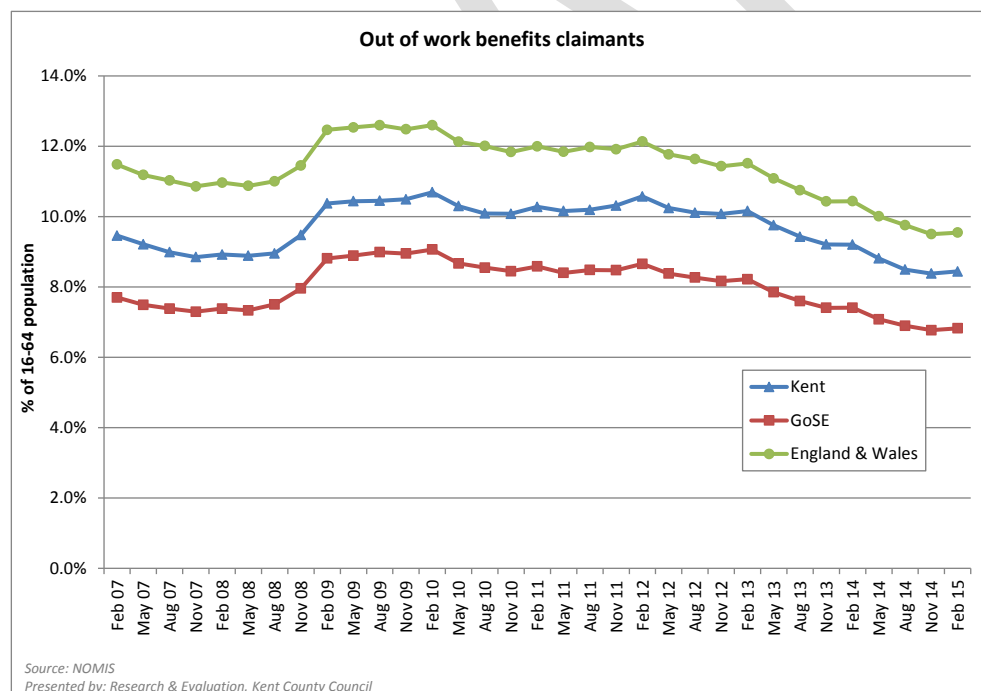
The following table shows the number of people claiming out of work benefits as at February 2015.

The majority of out of work benefits claimants are claiming ESA or an Incapacity Benefit. 63.7% of out of work benefits claimants are in this group.

Kent has a higher proportion of out of work benefit claimants who are lone parents claiming Income Support than is seen nationally and regionally, however it has a lower proportion of claimants who are claiming ESA or Incapacity benefits.

Table 41: Out of work benefit claimants – February 2015

	Number			% of total out of work benefits claimants		
	Kent	South East	England & Wales	Kent	South East	England & Wales
Out of work benefits	78,200	377,720	3,474,320	100%	100%	100%
Job seekers	15,520	67,200	700,980	19.8%	17.8%	20.2%
ESA & Incapacity Benefits	49,820	250,090	2,254,310	63.7%	66.2%	64.9%
Lone Parents	10,470	49,270	412,450	13.4%	13.0%	11.9%
Others on income related benefits	2,390	11,160	106,570	3.1%	3.0%	3.1%

Source: NOMIS
Presented by: Research & Evaluation, Kent County Council

Chart 32: Out of work benefit claimants by reason

Source: NOMIS
Presented by: Research & Evaluation, Kent County Council
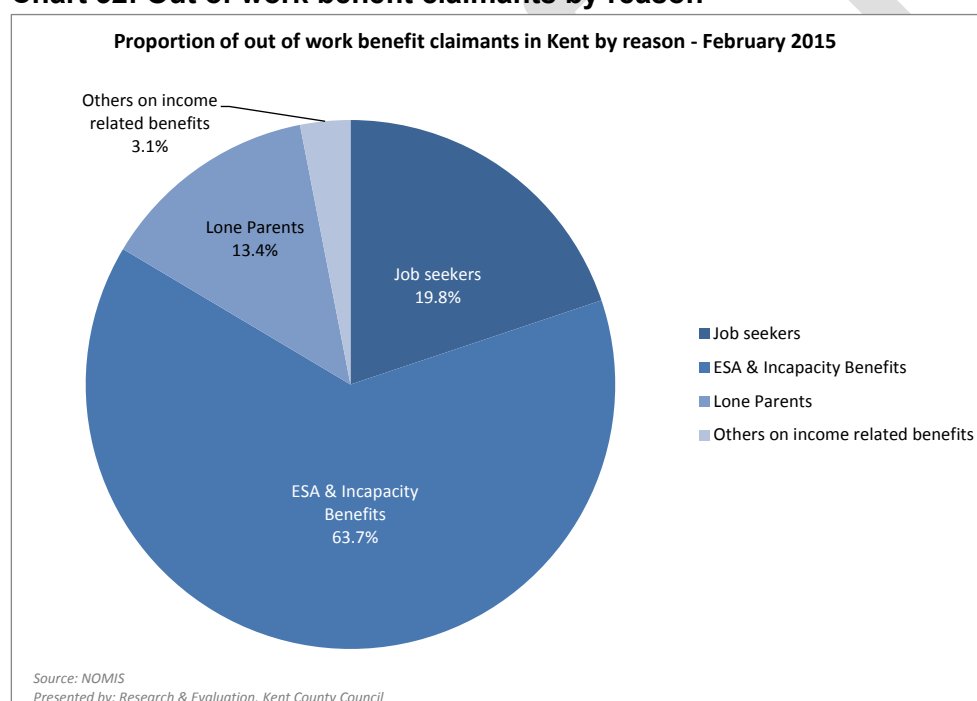
3.5 Children in out of work benefit households
This data looks at the number of children living in households where a parent or guardian claimed out-of-work benefits in May each year. The parent or guardian would be claiming at least one of the following benefits:

- Jobseeker's Allowance
- Income Support
- Employment and Support Allowance
- Incapacity Benefit/Severe Disablement Allowance
- Pension Credit

This data gives a more up to date picture than other sources of children living in households where the income levels are likely to be low. It is based on administrative data therefore gives an accurate count. For the purposes of this report this measure is used as a proxy for child poverty.

In all areas the proportion of children living in households with a parent or guardian is claiming an out of work benefit has fallen. In Kent 15% of children aged under 16 are living in out of work benefit households.

Table 42: Children aged under 16 in out of work benefits households

	2010	2011	2012	2013	2014
Kent	17.9%	17.6%	17.4%	16.4%	15.0%
South East	14.9%	14.4%	14.0%	12.2%	11.6%
England	20.9%	20.2%	19.5%	17.1%	16.4%

Source: DWP

Presented by: Research & Evaluation, Kent County Council

Chart 33: Children living in out of work benefits households

Source: DWP
Presented by: Research & Evaluation, Kent County Council
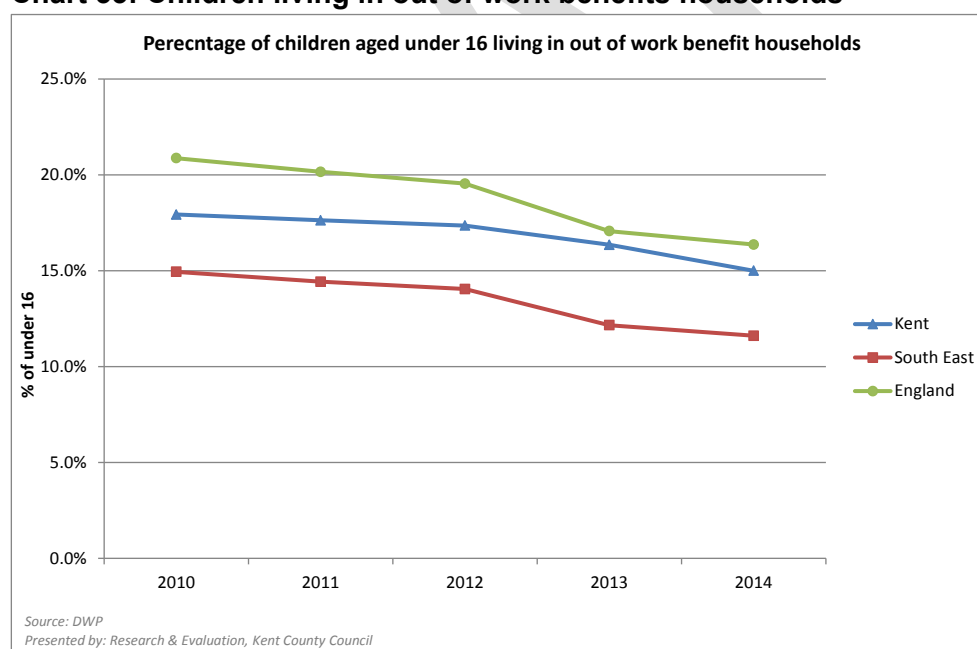
A higher proportion of children aged 0 to 4 are living in an out of work benefit household as at May 2014 than is seen in other age groups.

Table 43: Children living in out of work benefit households – May 2014

	Age 0-4	Age 5-10	Age 11-15	Age 16-18	Under 16
Kent	16,970	15,340	10,840	5,200	43,150
South East	77,170	69,540	47,880	22,560	194,590
England	637,860	605,300	427,750	209,520	1,670,910
Kent	18.6%	14.4%	12.0%	9.1%	15.0%
South East	14.1%	11.2%	9.5%	7.0%	11.6%
England	18.7%	16.0%	14.2%	10.8%	16.4%

Source: DWP
Presented by: Research & Evaluation, Kent County Council

The highest proportions of children in out of work benefits households in Kent are in eastern and coastal areas. Between them Thanet and Swale account for more than a quarter of all children in out of work benefit households in the county.

Chart 34: Children in Kent districts in out of work benefits households
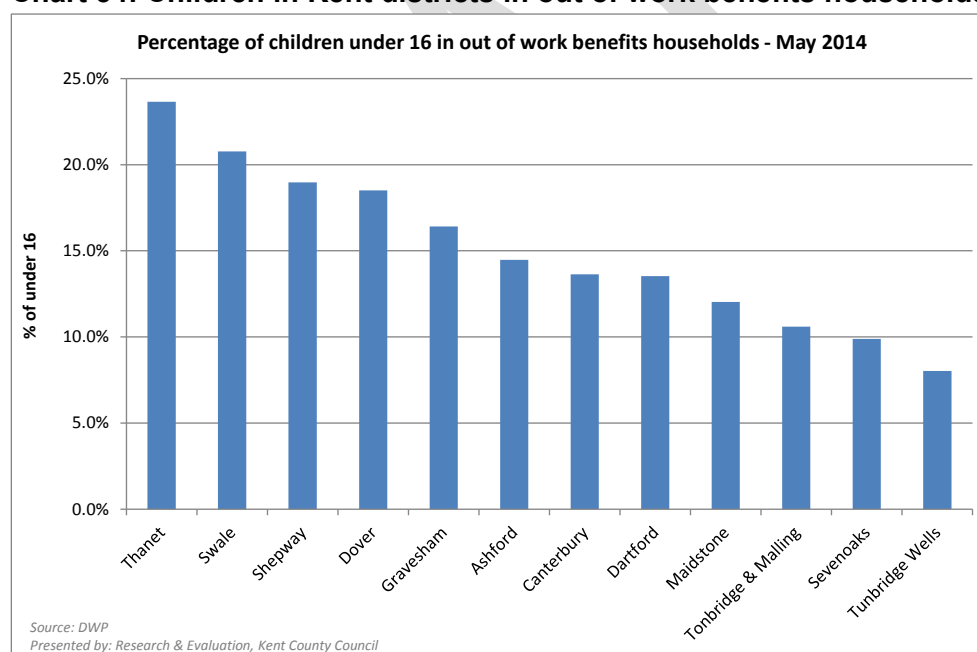
Source: DWP
Presented by: Research & Evaluation, Kent County Council

3.7   Business Demography

This data shows the initial impact on business creation and survival during the pre- and post- recession periods. A clearer picture is now emerging about the impact of the recession. The latest data shows that the number of new businesses starting up is now outweighing the number of business which fail.

The number of new businesses being formed has steadily increased since 2010. Business formations were at their lowest in 2010, however since then they have increased by 42.8% in Kent (50.9% nationally).

Business deaths have fallen in Kent. They reached a peak in 2009 but since then have fallen by 10.4% (-12.1% nationally).

Table 44: Business Births

	2007	2008	2009	2010	2011	2012	2013	2014
Kent	6,785	6,170	5,445	5,380	6,190	6,325	7,745	7,680
South East	42,320	40,365	36,320	36,910	40,775	41,245	50,895	51,280
England	246,700	236,345	209,035	207,520	232,460	239,975	308,770	313,200

Source: ONS Business Demography Dataset
Presented by: Research & Evaluation, Kent County Council

Table 45: Business deaths

	2007	2008	2009	2010	2011	2012	2013	2014
Kent	5,680	5,390	6,340	5,870	5,580	6,010	5,850	5,680
South East	35,090	33,790	42,550	38,285	35,855	39,000	36,665	36,765
England	199,300	196,695	247,150	219,030	202,365	222,115	209,465	217,175

Source: ONS Business Demography Dataset
Presented by: Research & Evaluation, Kent County Council

The number of business births in Kent outweighs the number of business deaths to a greater extent than at any time in recent years.

Chart 35: Ratio of business births to business deaths

Source: ONS Business Demography Dataset
Presented by: Research & Evaluation, Kent County Council
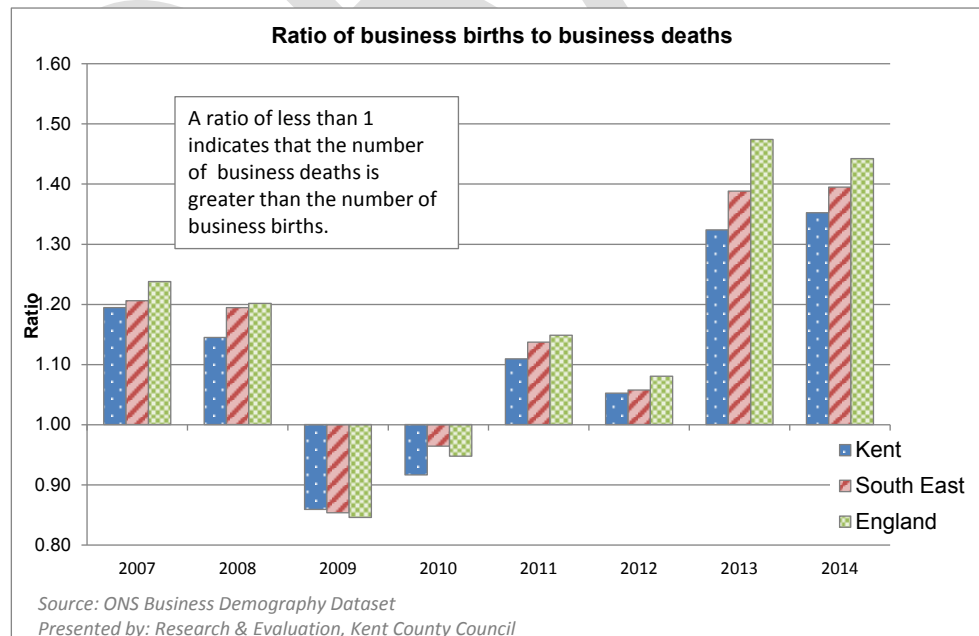
The number of new businesses surviving at the end of the first year of trading has increased. 94.3% of businesses formed in 2013 survived their first year. This is higher than seen nationally (93.5%).

Table 46: 1 year survival rates of new businesses

	2007	2008	2009	2010	2011	2012	2013
Kent	95.7	94.0	91.8	88.2	92.4	90.0	94.3
South East	96.3	93.2	91.6	87.9	93.6	91.1	94.0
England	95.5	92.1	90.9	86.8	93.1	91.1	93.5

Source: ONS Business Demography Dataset

Presented by: Research & Evaluation, Kent County Council

Chart 36: 1 year business survival rates

Source: ONS Business Demography Dataset
Presented by: Research & Evaluation, Kent County Council
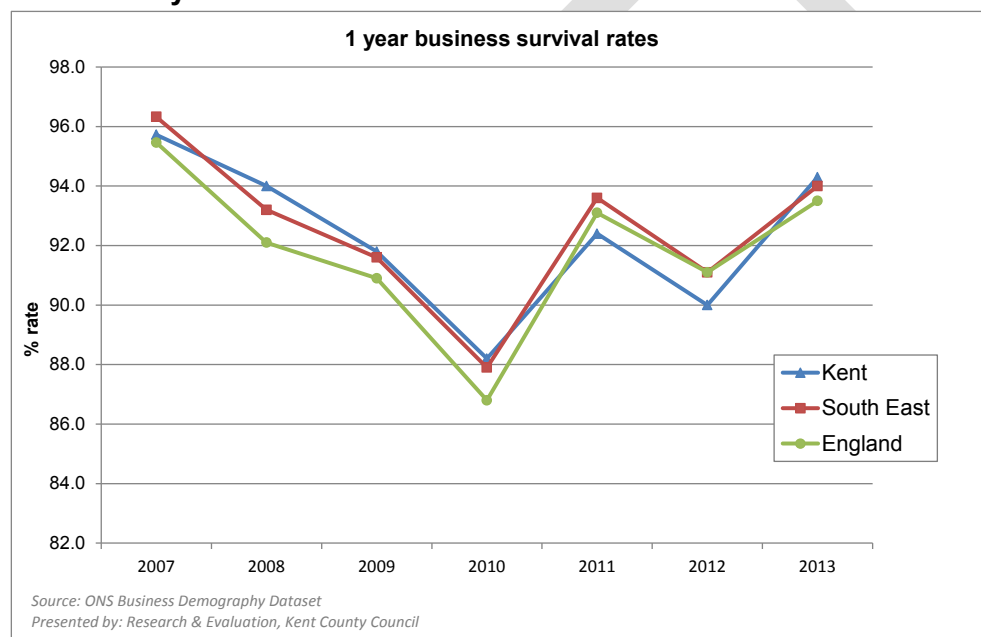
Section 4: Housing

Welfare reform and other legislature changes such as the Localism Act, together with impacts from recent economic changes, have also had an effect on housing.

This section looks at a range of housing related indicators and observes the changes over time.

DCLG no longer produce statistics for regions so comparisons with the South East are only available up to 2011/12.

4.1 Homeless households

In 2014/15 local authorities in Kent accepted 1,178 applications for housing assistance under the homelessness legislation from families considered homeless and in priority need. Priority need households are those with dependent children or pregnant, elderly, a disability, mental illness, young person or suffering domestic violence.

Table 47: Number of households accepted as homeless – priority need

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Kent	1,241	1,260	973	795	1,006	965	1,076	912	1,178
South East	6,660	5,510	4,730	3,870	4,520	5,320	-	-	-
England	73,360	63,170	53,430	40,020	44,160	50,290	53,770	52,290	54,430

Source: DCLG P1E returns
Note: Figures may not sum due to rounding
Presented by: Research & Evaluation, Kent County Council

Chart 37: Homeless in priority need

Source: DCLG
Presented by: Research & Evaluation, Kent County Council
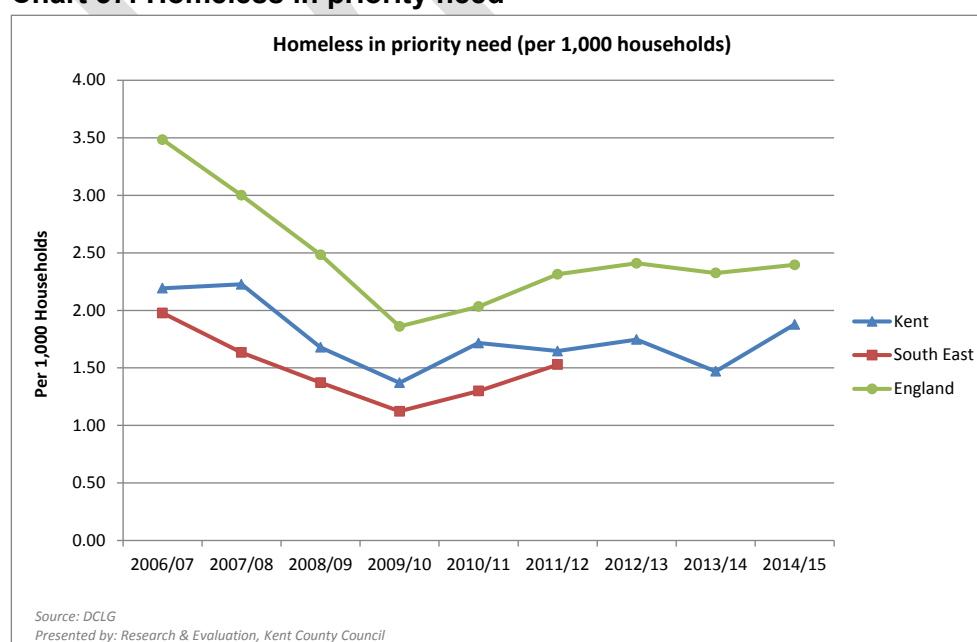
If a settled housing solution is not immediately available accepted households may be placed in temporary accommodation. Temporary accommodation may include bed and breakfast accommodation, hostels, local authority or registered social landlord dwellings and leased private sector dwellings.

Bed and breakfast hotels represent the least suitable form of temporary accommodation for most households, particularly those with families, and should be used only as a last resort. Preferably for up to six weeks while applications are processed.

Table 48: Number of households accepted as homeless – priority need in temporary accommodation

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Kent	1,244	925	720	600	486	538	536	523	600
South East	8,440	6,320	4,610	3,520	3,660	4,280	-	-	-
England	87,120	77,510	64,000	51,310	48,240	50,430	55,320	58,410	64,710

Source: DCLG P1E returns

Note: Figures may not sum due to rounding

Presented by: Research & Evaluation, Kent County Council

Chart 38: Homeless in priority need – in temporary accommodation

Source: DCLG

Presented by: Research & Evaluation, Kent County Council
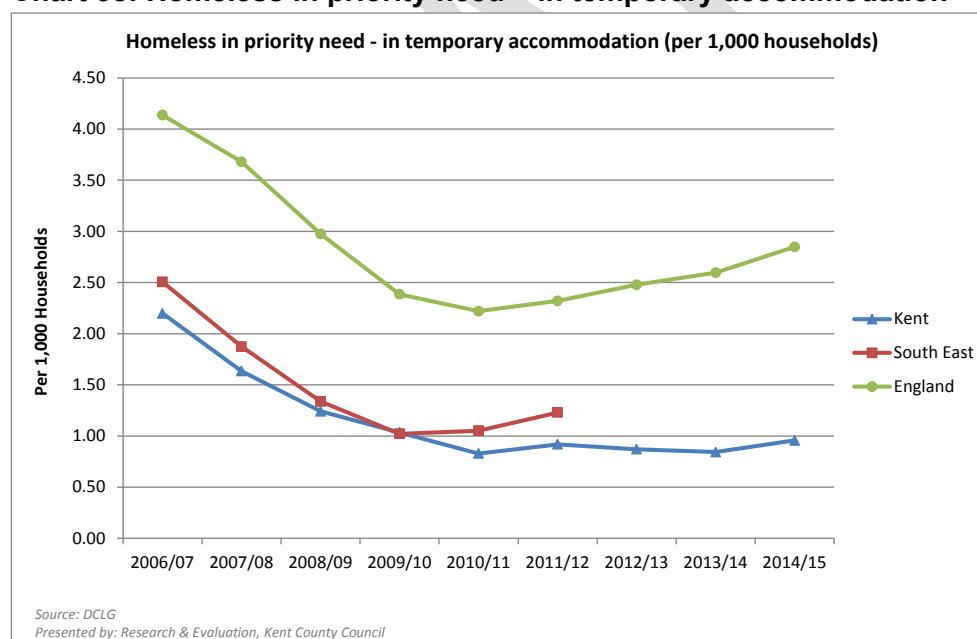
4.2   Local authority housing lists

The total number of people on local authority housing waiting lists was steadily increasing, when changes to legislation from the Localism Act 2011 took effect. This act allowed local authorities to set their own rules about who can apply to be on a housing register or waiting list. As a result of these changes there is a significant drop in the number of people on Kent local authority waiting lists.

Chart 39: People on local authority housing lists

Number of people on local authority housing waiting list in Kent

Source: DCLG
Presented by: Research & Evaluation, Kent County Council
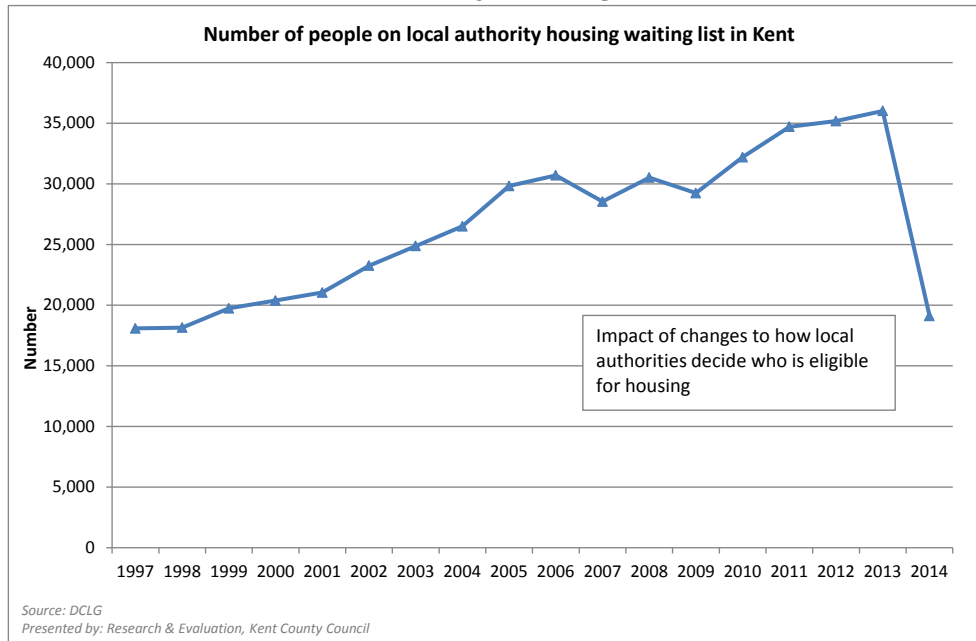
4.3 Rents and Local Housing Allowance

Average rents vary from place to place with private rental prices being significantly higher than local authority or Private Registered Provider rents.

Not all local authorities in Kent own housing stock. Five Kent authorities (Maidstone, Sevenoaks, Swale, Tonbridge & Malling and Tunbridge Wells) have transferred their housing stock to Private Registered Providers with whom they work closely on housing rental matters.

The following table shows average rents by provider type in Kent local authorities.

Table 49: Average rents by rental provider type – 2013/14

	Local authority rents (£ per week)	Private registered provider rents (£ per week)	Private rental market rents (£ per month)
Ashford	51.13	97.01	766
Canterbury	49.10	99.77	853
Dartford	48.67	103.72	753
Dover	52.12	87.69	566
Gravesham	48.28	101.69	698
Maidstone	48.98	91.29	743
Sevenoaks	-	103.24	1,401
Shepway	44.84	92.12	558
Swale	35.04	94.32	661
Thanet	46.33	90.66	556
Tonbridge & Malling	-	107.40	985
Tunbridge Wells	-	106.80	922
Kent	n/a	n/a	743
South East	n/a	n/a	873
England	42.25	92.30	742

Source: DCLG; Valuation Office Agency
Presented by: Research & Evaluation, Kent County Council

Changes have been made to Housing Benefit and the way it is calculated using Local Housing Allowance figures for people who are renting privately. These changes include a change to the way benefit is calculated in each area, limiting benefit to working age tenants based on property size and capping benefit to out of work tenants of working age. The impact of the changes will affect social and private landlords, tenants, and strategic housing authorities. The first of these changes took effect from 1st April 2011 others will be introduced in subsequent years.

Housing Benefit for people renting from the private sector is calculated using Local Housing Allowance (LHA) rates.

LHA rates relate to the area in which the tenant makes a claim. These areas are called Broad Rental Market Areas. A Broad Rental Market Area is where a person could reasonably be expected to live taking into account access to facilities and services.

LHA rates are based on private market rents being paid in the area which can differ from advertised rents. Valuation Office Agency (VOA) Rent Officers collect the rental information from letting agents, landlords and tenants.

Table 50: Local Housing Allowance Rates (£ per month)

Broad Market Rental Area	District	Room	1 Bed	2 Bed	3 Bed	4 Bed
Ashford	Ashford	292	517	632	730	972
Canterbury	Canterbury	324	538	673	784	1,219
North West Kent	Dartford	308	542	665	758	1,053
Dover-Shepway	Dover	257	375	500	625	730
North West Kent	Gravesham	308	542	665	758	1,053
Maidstone	Maidstone	297	537	685	784	1,023
High Weald	Sevenoaks	336	588	767	970	1,464
Dover-Shepway	Shepway	257	375	500	625	730
Medway & Swale	Swale	285	481	600	665	861
Thanet	Thanet	275	351	506	627	750
High Weald	Tonbridge & Malling	336	588	767	970	1,464
High Weald	Tunbridge Wells	336	588	767	970	1,464

Source: Valuation Office Agency
Presented by: Research & Evaluation, Kent County Council

The following chart compares Local Housing Allowance rates with lower quartile rents in Kent districts for varying size properties. This shows us the availability of private rental properties which would be reasonably be available to a person claiming Housing Benefit in each area.

The charts show that lower quartile rents in Canterbury, Dartford and Sevenoaks are significantly higher than the amount of housing benefit a person could receive for all sizes of private rental property.

Chart 40: Difference between Local Housing Allowance and lower quartile rents

Source: VOA; DCLG
Presented by: Research & Evaluation, Kent County Council
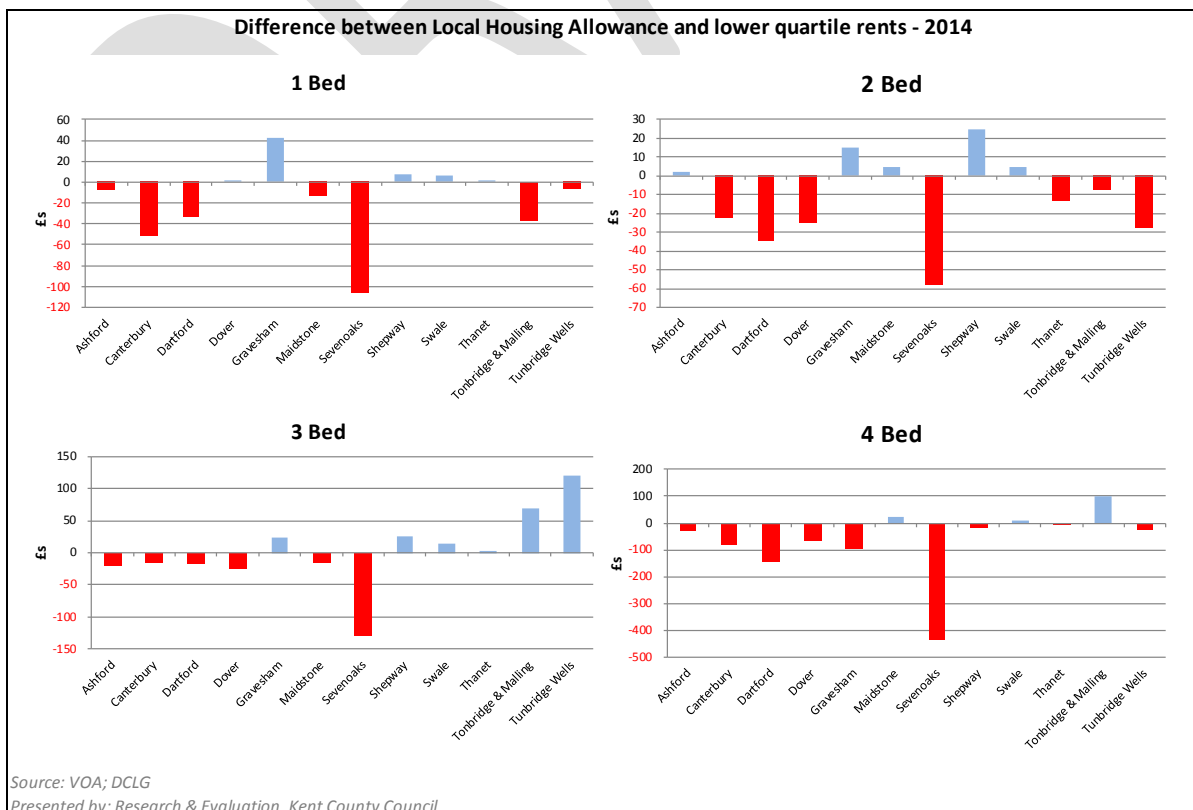
4.4 Landlord and mortgage possessions

A landlord or mortgage possession indicates that a landlord or lender has made a possession claim to court and that repossession has been granted.

The most common reason for repossession is arrears of mortgage or rent.

The following table shows the number of landlord and mortgage possessions since 2007. While total possessions increased during 2008 and 2009 they have fallen in subsequent years. There has been a marked decline in mortgage possessions, however there has been a significant incline in Accelerated landlord possessions. This method of repossession is quicker than a normal eviction and doesn't usually need a court hearing. A private landlord may only use this accelerated method if the tenant has an assured shorthold tenancy or a statutory periodic tenancy, a written tenancy agreement, they have given the tenant the required written notice (a minimum of 2 months) in the right form and if they haven't asked the tenant to leave before the end of a fixed-term tenancy,

Table 51: Landlord and mortgage possessions in Kent

	2007	2008	2009	2010	2011	2012	2013	2014
Private landlord	43	74	59	102	101	90	105	158
Social landlord	287	235	219	203	239	225	257	298
Accelerated landlord	16	22	24	38	95	132	196	307
Mortgage	565	748	709	543	561	475	332	139
Total	911	1,079	1,011	886	996	922	890	902

Source: Ministry of Justice
Presented by: Research & Evaluation, Kent County Council

Chart 41: Mortgage and landlord possessions

Source: Ministry of Justice
Presented by: Research & Evaluation, Kent County Council
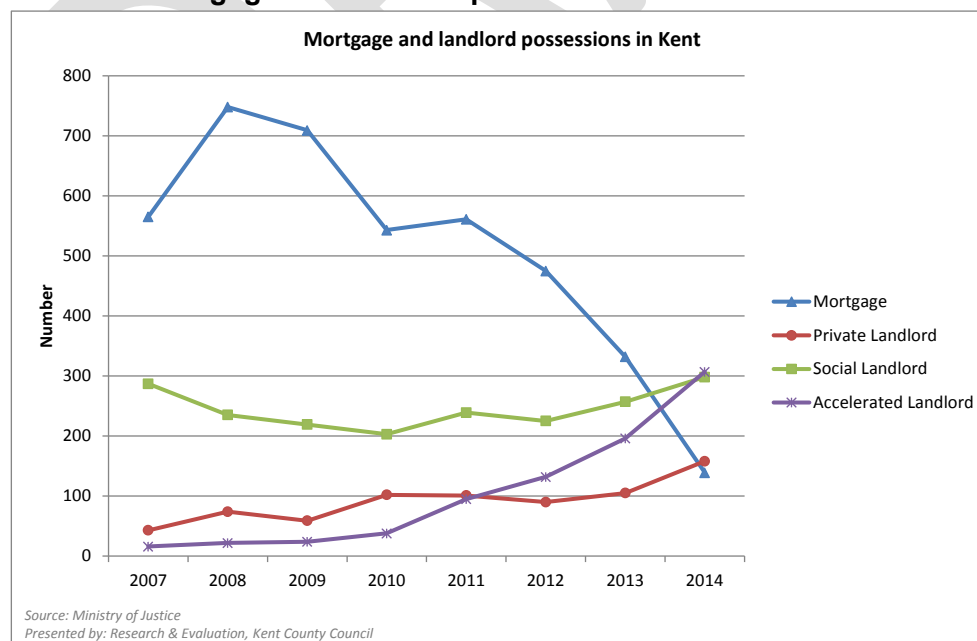
4.5   House prices and affordability

Average house prices have fluctuated. The average price for a house in Kent fell to £219,871 in 2009. Since then prices have begun to recover and are now at their highest ever level. They are, on average lower than prices in the South East region as a whole,

Table 52: Average house prices (£)

	Kent	South East
2007	232,012	261,264
2008	234,136	262,921
2009	219,871	250,339
2010	243,376	278,317
2011	235,670	273,756
2012	239,314	278,630
2013	246,121	286,032
2014	260,943	303,841

Source: Land Registry
Presented by: Research & Evaluation, Kent County Council

Looking at house prices compared to average earnings can help to show how affordable an area is.

When compared to the average annual earnings of someone who lives in Kent (but may or may not work in Kent) house prices are 9.1 times the annual average earnings. For people who work in Kent (but may live elsewhere) house prices are 10 times annual earnings.

Chart 42: Housing affordability

Source: Land Reg; Annual Survey of Hours & Earnings
Presented by: Research & Evaluation, Kent County Council
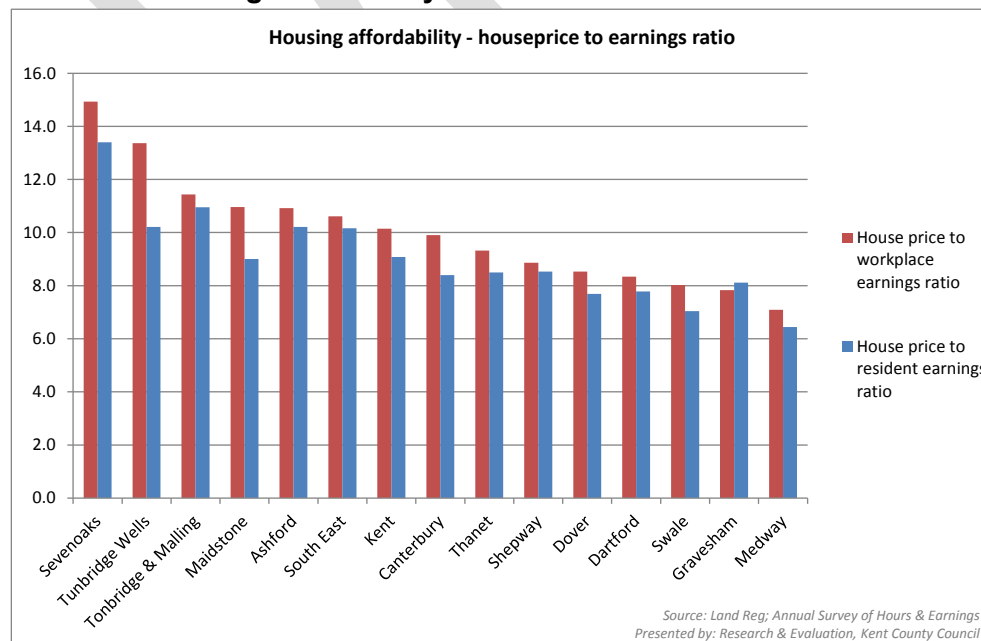
Section 5: Other Indicators of Social Distress

This section looks briefly at other indicators of social distress. While not necessarily an impact of welfare reform they do help to give an indication of where some people may turn to seek advice, guidance or assistance.

5.1 Foodbanks

Only a partial view of foodbank usage is available. Data used in this report comes from foodbanks operated by Trussell Trust. It does not include information from other independent foodbanks operating in the county.

Trussell Trust foodbank usage has increased overall in Kent. The trust now operates more foodbanks in Kent than in previous years, although no longer operate in Ashford which saw significant usage in 2013/14. Foodbanks in Deal and Gravesham, which saw some of the highest visits in 2013/14 saw a reduction in visits over the last year.

The largest group of users in 2014/15, accounting for 62% of visits, were adults without dependent children.

Table 53: Foodbank usage in Kent – 2012/13 – 2014/15

Foodbank	2012-13			2013-14			2014-2015		
	Adults	Children	Total	Adults	Children	Total	Adults	Children	Total
Ashford	489	354	843	1,761	1,409	3,170	X	X	X
Deal Area	133	89	222	1,837	1,222	3,059	1,803	1,073	2,876
Gravesham	358	262	620	1,718	1,266	2,984	1,484	1,165	2,649
Medway	1,310	699	2,009	2,671	1,350	4,021	2,823	1,759	4,582
Faversham				0	0	0	291	164	455
Swanley & District				14	15	29	791	378	1,169
Dover				585	230	815	1,356	595	1,951
Shepway (Folkstone)							220	244	464
Sittingbourne							62	23	85
Total	**2,290**	**1,404**	**3,694**	**8,586**	**5,492**	**14,078**	**8,830**	**5,401**	**14,231**

Source: The Trussel Trust

Note: Ashford foodbanks has now left the Trussell Trust foodbank Network

Presented by: Research & Evaluation, Kent County Council

Chart 43: Foodbank visits

Number of foodbank visits in Kent

Source: Trussel Trust
Presented by: Research & Evaluation, Kent County Council
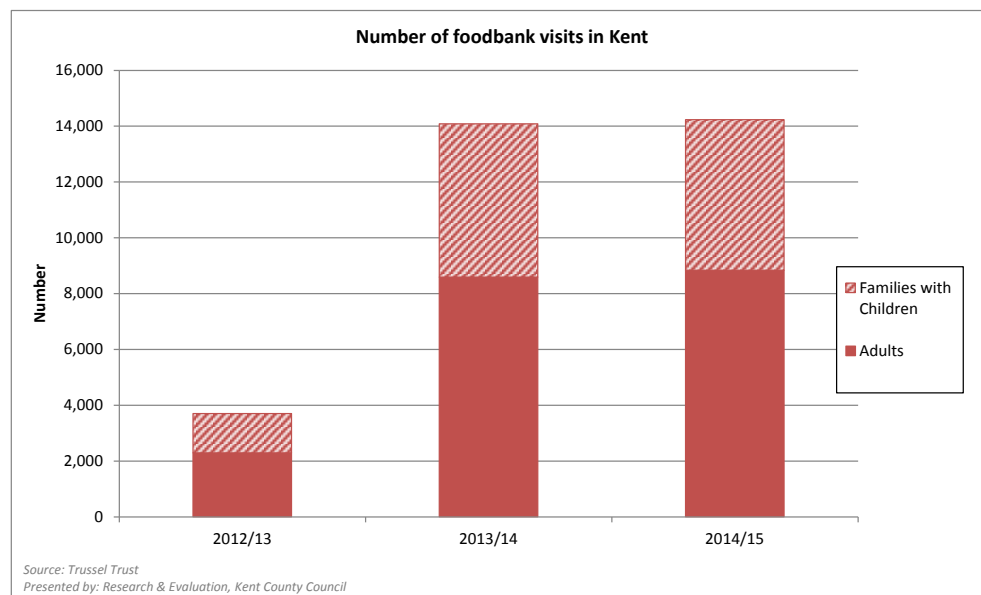
5.2   Citizens Advice Bureau visits

The Citizens Advice Bureau works from offices across Kent. In 2014/15 they saw a total of 39,215 people and dealt with 138,306 problems. Clients generally sought help for more than one problem.

Just over a quarter of the problems that people sought advice with were problems regarding benefits and tax credits, the largest of all being housing benefit. 12,804 people contact a CAB office with benefit related problems

Debt was also a significant problem with just under a quarter of all problems being debt related.

Housing advice was sought by 7,239 individuals.

Table 54: Number of visits to Citizen Advice Bureaus in Kent, 2014/15

	Number of Advice Events	% of all CAB Issues	Unique Client Count	Ratio of issues per client
Benefits & tax credits	36,790	26.6%	12,804	2.9
Debt	34,036	24.6%	8,066	4.2
Housing	14,163	10.2%	7,239	2.0
CAB Total	**138,306**	**100.0%**	**39,215**	**3.5**

Source: Citizens Advice Bureau
Presented by: Research & Evaluation, Kent County Council

Chart 44: CAB visits – benefits issues

Number of clients visiting Kent CAB offices with benefit issues, 2014/15

Source: CAB
Presented by: Research & Evaluation, Kent County Council
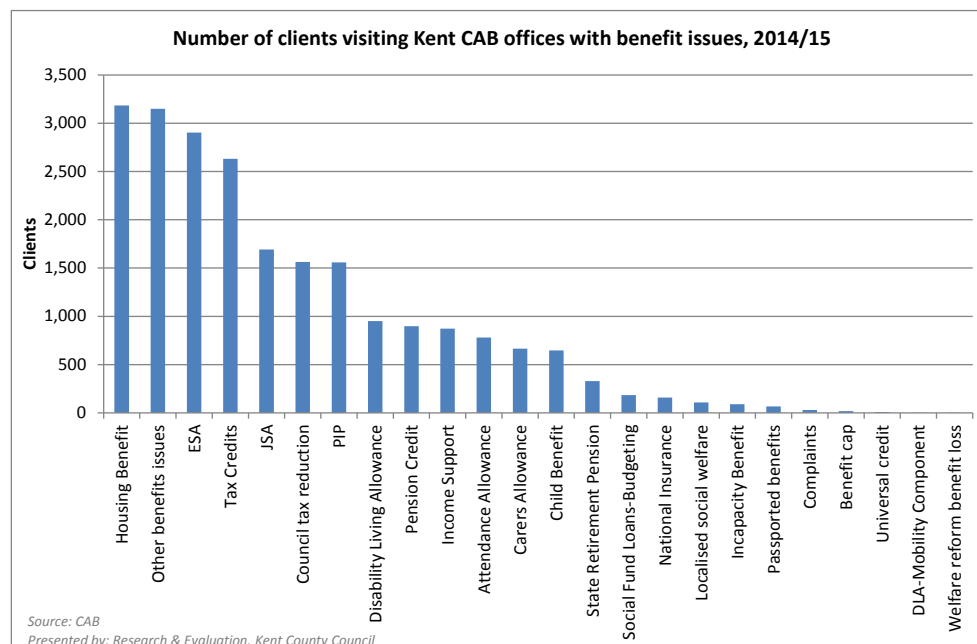
5.3   Kent Support and Assistance Service

Kent Support and Assistance Service (KSAS) were set up to help support households in times of financial crisis. The service does not give money but can help by providing things like a weeks worth of groceries, clothing, baby food and milk, furniture, bedding and essential electrical appliances. The service can also provide help with gas or electricity or emergency travel.

The number of applications to KSAS increased from the previous year to 11,664 in 2014/15. These resulted in 18,454 awards to the value of £1,773,358.

The increased use of the service may not necessarily be because of an increased need, but an increased awareness of the service may be contributory.

Table 55: Kent Support and Assistance Service

	Applications	Awards	Payment value (£s)
2013/14	9,600	11,303	1,410,231
2014/15	11,664	18,454	1,773,358

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council

The monthly count of KSAS applications and awards shows an increase in awards throughout 2014 which began to fall through the early part of 2015.

Chart 45: Monthly KSAS applications and awards

Monthly KSAS applications and awards

Source: Kent County Council
Presented by: Research & Evaluation, Kent County Council
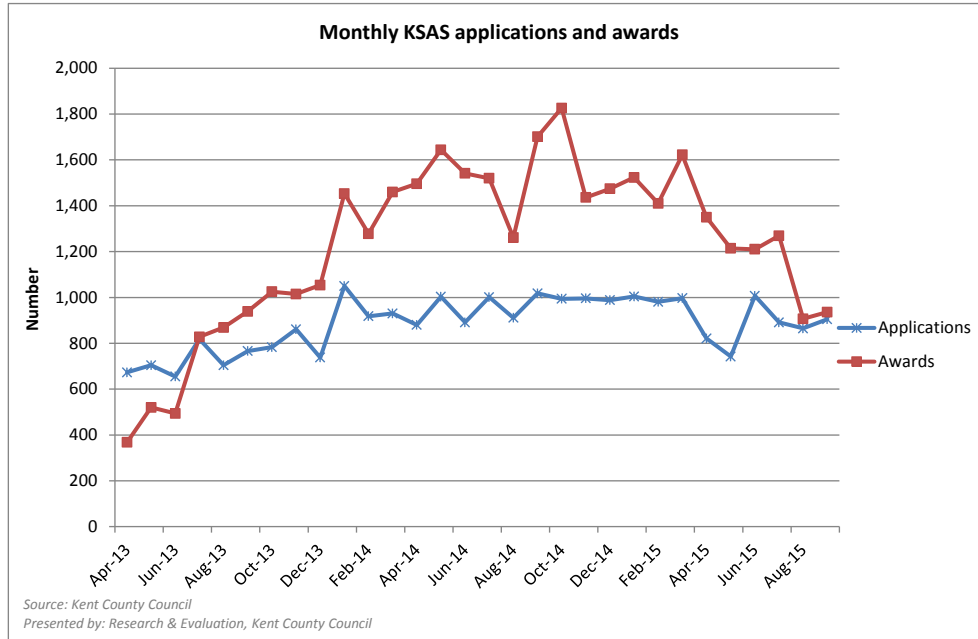
The following chart shows how the payment values reflect the number of awards made each month.

Chart 46: Monthly KSAS payment value
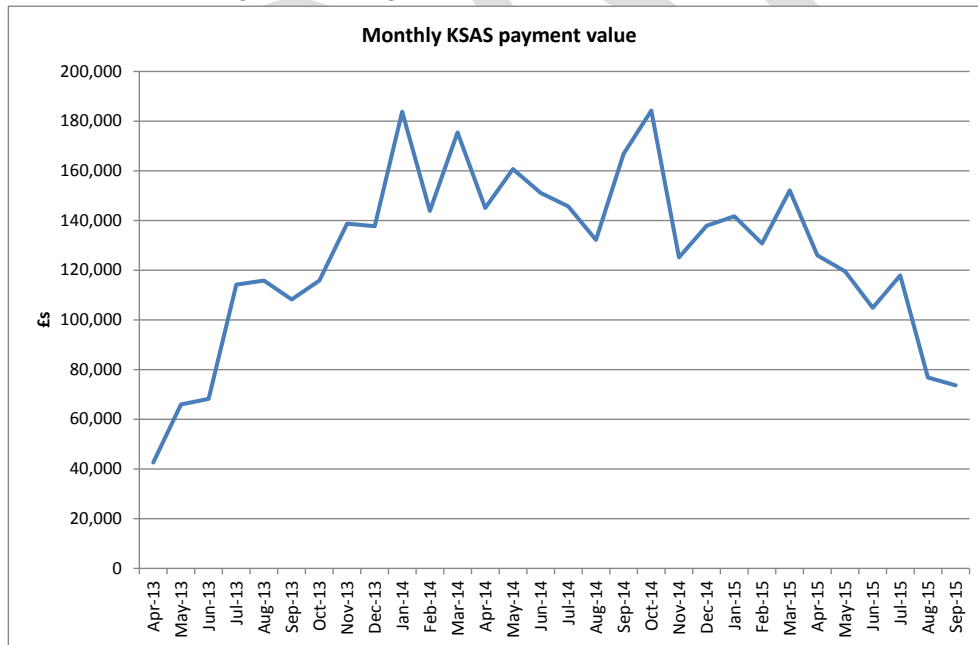
Monthly KSAS payment value

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

              David Cockburn, Corporate Director Strategic and
              Corporate Services and Head of Paid Service

To: Policy and Resources Cabinet Committee, 14 March 2016

Subject: Draft Strategic and Corporate Services Directorate
              Business Plan 2016-17

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Members Meeting

Summary: This report provides the draft Strategic and Corporate Services
Directorate Business Plan (2016-17) for consideration and comment, prior to
approval by Cabinet Members and publication online in April 2016.

Recommendation(s):

The Cabinet Committee is asked to:

(1) Consider and comment on the draft Strategic and Corporate Services
Directorate Business Plan (2016-17)

(2) Note that the final Directorate Business Plan will be published online in April
2016

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1.   **Introduction**

1.1   The Strategy, Policy, Relationships & Corporate Assurance division is
       responsible for coordinating the annual business planning process. In
       September 2015, the Policy and Resources Cabinet Committee agreed
       the business planning approach for 2016-17, which focuses on developing
       Directorate Business Plans to support our journey to becoming a strategic
       commissioning authority. This approach was also reinforced by the paper
       approved by County Council in December 2015 which highlighted the role
       of business plans in embedding strategic commissioning as business as
       usual.

1.2   Directorate Business Plans play an important part in reflecting how each
       directorate will support the achievement of the County Council's five year
       Strategic Statement "*Increasing Opportunities, Improving Outcomes*".

1.3 Cabinet Members, Corporate Directors and Directorate Management teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the policy team.

1.4 The Policy and Resources Cabinet Committee is asked to consider and comment on the draft Strategic and Corporate Services Directorate Business Plan provided in **Appendix 1.** This feedback will be used to help shape and inform the final version of the Directorate Business Plan, which will be approved by Cabinet Members and published online in April 2016.

2. Business Planning Process 2016-17

2.1 The changes made to business planning in the last two years have not only allowed the organisation to focus on creating more strategic business plans which reflect the County Council's new Strategic Statement "*Increasing Opportunities, Improving Outcomes*", but is increasingly supporting Kent County Council's move to becoming a strategic commissioning authority. This is designed to encourage the organisation to become more forward looking (beyond the annual business planning cycle), and to support the Commissioning Advisory Board and Cabinet Committees to inform their agenda setting and pre-scrutiny role, by highlighting major forthcoming expected commissioning activity they may wish to explore in more detail.

2.2 Below directorate level, there is no prescriptive corporate approach for business planning, which gives services the freedom to design business plans in a way which best suits the needs of their business. However, all business plans and individual action plans should have a 'golden thread' to the Strategic Statement, and reflect how each part of the organisation is contributing to improving outcomes.

2.3 Key information in the directorate business plans includes:

- **Directorate and significant divisional priorities** - these reflect the Cabinet Members' priorities, brought to this Cabinet Committee in January 2016.

- **Major service redesign and commissioning activity over the next three years** - indicating the commissioning cycle stages of Analyse, Plan, Do, Review and when Key Decisions are required, where relevant. This information will be used to assist Commissioning Advisory Board and Cabinet Committees plan their work programmes.

- **Which services are delivered internally or externally** - those externally delivered will also include the contract's value and provider. All services will indicate when they will next be reviewed, and where the provision is in-house the review will provide an assessment of contestability.

3. Strategic and Corporate Services Directorate Business Plan

3.1 The draft business plan is set out in **Appendix 1**. Due to the earlier scheduling of Cabinet Committees this year, Policy and Resources

Cabinet Committee has the opportunity to comment on an early draft of the business plan, with a longer time frame for the directorate to shape and refine the content based on comments received before final publication in April 2016. The content, particularly the information on the directorate's commissioning activity is in the process of being cross-checked and is likely to be updated in the final version to be approved collectively by Cabinet Members.

3.2 The business plan includes information on Key Performance Indicators (KPIs) and Activity Indicators. EODD and Infrastructure's KPIs and Activity Indicators for 2016-17 are currently under review. This is due to significant changes affecting these services, including the establishment of the Property LATCo and development of Service Level Agreements with the Business Service Centre. KPIs and Activity Indicators for EODD and Infrastructure from the 2015-16 directorate business plan have been included in the draft in Appendix 1 to provide an illustration. The revised indicators for 2016-17 will be included in the final version of the business plan.

3.3 One of the changes to directorate business plans for 2016-17 was the addition of a section to capture ICT and property infrastructure requirements. This was to help the Infrastructure division plan ahead for new requirements over the medium term as a result of major activity or transformation being led by the Directorates. As the Infrastructure division is part of the Strategic and Corporate Services Directorate, all major activity to deliver infrastructure support is already referenced in other sections of the business plan. Including an ICT and property infrastructure requirements section would be repetitive and would not add value, and subsequently this section has not been included. However a section on infrastructure requirements will still feature in the business plans for the other directorates and will provide useful information for planning to support the rest of the organisation.

3.4 We welcome the opportunity for the Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

4. **Next Steps**

4.1 The draft business plan will continue to be developed and all four Directorate Business Plans will be shared at Cabinet Members Meeting in April 2016, prior to being published online on Kent.gov.

4.2 As with last year's process, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.

4.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach, in order to make iterative improvements for next year's process.

5.   Recommendations

5.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the draft Strategic and Corporate Services Directorate Business Plan (2016-17).

(2) **Note** the final Directorate Business Plan will be published online in April 2016.

Appendices:
Appendix 1: Draft Strategic and Corporate Services Business Plan (2016-17)

Background Documents:

- 'Annual Business Planning Review', P&R Cabinet Committee 10 September 2015

- 'Embedding Strategic Commissioning as Business As Usual', County Council 10 December 2015

- Cabinet Members' Priorities for Business Plans 2016/17, P&R Cabinet Committee 12 January 2016

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Strategic and Corporate Services Directorate Business Plan 2016/17

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For Policy and Resources Cabinet Committee 14 March 2016

Contents

1. Corporate Director's Foreword

My role combines both responsibilities for the management and service delivery of the Directorate, with organisation wide responsibilities to ensure we use our resources to best effect and discharge our duties to respond to changing needs, demands and pressures. This is becoming more critical and demanding as the organisation moves towards a commissioning model.

The Strategic and Corporate Services Directorate plays a key role in ensuring that the council is improving outcomes for our customers, residents and communities.

Our focus, as a Directorate, is supporting the political and managerial leadership to set the strategic direction for the council and supporting the organisation to deliver it.

The challenges we face continue to be significant. Income from the central government Revenue Support Grant is reducing significantly while additional demands and pressures are coming from changing customer need, policy changes which have an impact on our services and cost increases.

As a Directorate we have led the way in establishing our ambition to become a strategic commissioning authority and supporting the transformation that has started to put this approach into practice. This year our priority needs to be supporting the organisation to embed the strategic commissioning approach as business as usual and ensure that it drives all our activity.

Key actions to embed the strategic commissioning approach will include supporting services to plan upcoming commissioning activity through the commissioning cycle and embedding best practice in commissioning and contract management. We will support the reforming of our internal governance arrangements to fit the commissioning cycle and ensure that our elected Members are able to have effective oversight at appropriate points in the cycle. We will support services to develop clear demarcation in roles and responsibilities between commissioning and delivery.

As well as supporting the rest of the council to transform, we will be delivering our own improved ways of working within the Directorate. This year will see the implementation of a Local Authority Trading Company for property infrastructure and support services, and we will be continuing to develop proposals for an Alternative Business Structure for Kent Legal Services.

The year ahead will be a challenging one for the Strategic and Corporate Services Directorate as we need to respond to the significant opportunities to deliver real improvements in the way we work. We will take an integrated approach, providing seamless joined up support to drive transformation and improve outcomes across the council alongside dealing with major funding constraints.

David Cockburn
Corporate Director, Strategic and Corporate Services, and Head of Paid Service

2. About the Directorate

The Strategic and Corporate Services Directorate's role is to support the organisation to effectively deliver frontline services to Kent's residents. Our role can be split into three key areas of activity that we deliver on behalf of the organisation:

- **Corporate strategy**
  Providing Members and officers with the support and information they need to set the strategic direction for the council and ensure that good progress is being made in delivering its priorities, through our corporate policy, assurance, risk and performance frameworks.

- **Corporate commissioning support**
  Providing specialist support to commissioners and decision makers at strategic and operational level, including procurement, business insight and intelligence and support for contract management

- **Corporate services**
  Providing quality corporate support services to support the business needs of the council's frontline services, including ICT and property infrastructure, human resources and organisational development and communications. This also includes discharging statutory responsibilities in finance and governance

The divisions that make up the Strategic and Corporate Services Directorate are:

Engagement, Organisation Design and Development
Corporate Director – Amanda Beer
Responsible for employment practice and policy, organisational design and workforce development, health and safety, and the communications, customer and engagement functions for the authority.

Finance and Procurement
Corporate Director – Andy Wood
Responsible for managing the organisation's financial resources, setting a balanced budget and delivering the Medium Term Financial Plan.

Governance and Law
Director – Geoff Wild
Responsible for providing legal and procedural advice for the authority, providing Democratic Services support to elected Members and managing KCC's requirements around information governance and transparency.

Infrastructure
Director – Rebecca Spore
Responsible for providing strategic property and ICT services, developing asset, information and technology solutions to support new ways of working, and managing the delivery of the Business Service Centre (see below).

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Strategic Business Development and Intelligence
Director – Emma Mitchell
Responsible for developing a more effective approach to commissioning and contract management across the Council, and for bringing together business performance, customer and market intelligence and using this to support and challenge effective internal and external commissioning decisions.

Strategy, Policy, Relationships and Corporate Assurance
Director – David Whittle
Responsible for preparing KCC to meet the future agenda and challenges through medium term planning, policy development, building strategic relationships, leading the council's equality and corporate risk strategy and providing corporate assurance on transformation activity.

The **Business Service Centre** integrates transactional finance, HR and ICT functions, allowing us to improve efficiency, making the best use of technology, systems and processes to remove duplication and provide better customer service.

How the Directorate supports KCC's Strategic Statement
'Increasing Opportunities, Improving Outcomes' sets out what we want to achieve as an organisation from 2015 to 2020. It explains our vision, the outcomes we want to achieve and how the way we work needs to change. The Strategic and Corporate Services Directorate supports frontline services to deliver the outcomes by supporting them to work effectively. We also ensure that the organisation's activity is focused on the outcomes by reflecting them in strategic policy, financial and business planning and commissioning frameworks.

The Strategic Statement sets out the approach that the organisation needs to take to become outcome focused, working with partners and providers. The Strategic and Corporate Services Directorate leads the organisation in a number of aspects of the approach that we need to take:

- Maximise social value from the services we commission
- Commission and design services with our partners
- Maximise the value of the Kent tax pound
- Recognise that no one size fits all (for example, by using business intelligence to tailor solutions to diverse needs)
- Be a strong voice for Kent nationally and internationally
- Be business orientated and entrepreneurial

Transformation
As well as providing Corporate Assurance for the organisation's transformation activity, the Directorate is also responsible for delivering change programmes within the Business Capability transformation portfolio, which brings together all the programmes that transform the way we deliver support to frontline services.

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This includes Implementation of outcomes of the Gateway review, establishing a Local Authority Trading company to manage and deliver property infrastructure and working to put in place the infrastructure to improve customer management and experience.

3. Directorate priorities

- In 2016/17 there will be a number of important cross-cutting priorities that the whole Directorate will need to deliver. These are explained below.

- Work together across divisions to support transformation through a clear and joined-up offer of support for the service directorates. Examples of working in this way will include:

  o Enabling effective strategic commissioning by working with Directorates to ensure commissioning decisions are built around strong business intelligence, effective strategic procurement and contract management and future workforce development
  o Developing a joined up view of the KCC customer through our partnership with Agilisys in order to provide better customer insight to support service redesign and commissioning
  o Ensuring as part of the new ways of working programme that the appropriate technology, property infrastructure and HR support is in place to support our services' business needs and provides a platform for change as we move to new operating models and service transformation
  o Building organisational resilience through improving personal resilience in our staff, building greater resilience across our systems and infrastructure, and supporting planning for business continuity

- Support the organisation to deliver the required budget savings in a challenging and changing local government finance landscape, including driving increased income through Kent Legal Services, the Business Service Centre and Property LATCo (Local Authority Trading Company)

- Provide Members with assurance that their strategy and priorities are being delivered effectively through strong governance arrangements and effective corporate assurance, performance and financial monitoring, in order to support continuous improvement, transparency and value for money

- Improve commissioning practice to ensure we are effectively meet needs and secure best value for money, taking action to form a joined-up approach between commissioning and procurement

- Support Members to have appropriate input and oversight of commissioning as a strongly Member-led authority

- Ensure all contracts are properly managed, and all obligations under contracts are met in full

- Clearly define relationships between the parts of the organisation that are providing services and the client side, and strengthen our relationships with providers to allow us to identify new solutions to solve problems

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- Support policy development and devolution discussions and proposals, based on analysis of what is in the best interests of Kent

- Play our part in implementing the Prevent Duty which requires local authorities to take action to prevent people from being drawn into terrorism, including ensuring staff are appropriately trained and that Prevent requirements are built into our contracts

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4. Significant divisional priorities

As well as working together to deliver the cross-cutting Directorate priorities, each Division will deliver priorities that are specific to the services they provide. Each Division manages their own divisional business plan which sets out all of the activity that the division will undertake during the year. This section highlights the most significant priorities that each Division will deliver.

Engagement, Organisation Design and Development
The priorities for Engagement, Organisation Design and Development in terms of strategy and policy development; guidance and support to managers and key stakeholders; engagement with staff and monitoring Divisional performance are summarised in our Commissioning Plan for 2016/17 into 5 key areas:

- Managing Change and transformation
- Resourcing
- Health, Wellbeing and Engagement
- Capacity and capability building
- Organisational expectations

This Directorate business plan is not intended to cover the detail of the action plans in place to support these priorities in each of the functions within the Division, but some key areas of activity include:
- Developing and implementing an integrated marketing and communications strategy for KCC, including a proactive reputation management programme.
- Continuing the transformation of the approach to customer service delivery, including in relation to the enhance use of digital communication platforms whenever appropriate.
- Develop a forward plan for pre-consultation engagement that supports the delivery of KCC's strategic ambitions and ensures strong public participation.

Finance and Procurement
- Set an honest and robust Medium Term Plan (MTP) that genuinely reflects the funding framework we are in, and get Directorate engagement in this
- Manage the impact of cost pressures on the adult social care market (including the National Living Wage)
- Develop potential support service offers for future devolved arrangements where appropriate. For example, a collective approach to treasury management with Kent District Councils
- Manage Kent's interests in the process of Local Government Pension Scheme (LGPS) pooling
- Consider options for lowering support services costs and creating efficiencies without losing financial control, which could include going back to the market

Governance and Law

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- Planning and preparation for the successful running of the County Council elections in May 2017
- Potential move of Kent Legal Services to an Alternative Business Structure (ABS)
- Strengthen the council's approach to information governance, including responding to key issues identified in the Information Commissioners (ICO) audit
- Support the development of new or shared governance arrangements across Kent to support the devolution agenda and public sector reform
- Support the development of the Member role in commissioning, ensuring that they are appropriately trained, informed and involved through mechanisms such as the Commissioning Advisory Board and Cabinet Committees

Infrastructure
- Continue with the delivery of the service transformation plan - Infrastructure 'Fit for the Future' which includes:
  - The development of commissioning capacity, the role of the infrastructure business partners and develop the infrastructure commissioning framework
  - The establishment of Local Authority Trading Company (LATCO) to deliver property services to drive service efficiencies and opportunities to generate income. The continued evolution of the Business Service Centre and its future operating blueprint
  - Ensure that the appropriate strategic partnerships and key supply chains are in place to support our service offer.
  - Work across Infrastructure and the Council to maximise opportunities to generate income and the provision of joined up services offers to key users of our services.
- Continue to ensure that we are providing are resilient, cost effective, fit for purpose which meet our customer needs in respect of both the services that we commission and those that we deliver through the Property LATCo and the Business Service Centre.
- Review and refresh the ICT Strategy refresh and Asset Management Plan in line with the Council Strategic Priorities
- Implementation key change programmes led by infrastructure and wider organisational transformation programmes such as new ways of working, asset rationalisation, ICT infrastructure programme (unified communications system replacement with Skpe for business, smart device replacement programme, a move to Cloud first solutions, office 365)
- Support the delivery of the Medium Term Financial Plan (revenue and capital)
- Support and provide the infrastructure platform for wider service transformation
- Providing leadership about how services might use their infrastructure to drive service transformation
- Actively engage and drive forward Kent role and opportunities as part of the one public estate work and Kent Connects.

Strategic Business Development and Intelligence

- Collaborate across the authority to ensure that all commissioners have innovative help and support, delivering value for money and improving outcomes
- Deliver valuable foresight , insight and diagnostics for major commissioning decisions and transformation projects
- Develop and embed effective contract management processes suitable for all models
- Provide the Council with meaningful and simple performance information to ensure they are able to hold services to account, however those services are provided
- Manage key strategic contracts, ensuring that outcomes are delivered and relationships maximised to deliver continuous improvement

Strategy, Policy, Relationships and Corporate Assurance

- Support Social Care, Health and Wellbeing Directorate refresh of *Active Lives Now*, the strategy for Adult Social Care in Kent
- Support the delivery of the KCC Voluntary and Community Sector Policy with a particular focus on developing KCC's facilitative role with the VCS, and streamlining grant application process
- Further mature the corporate assurance arrangements with a particular focus on supporting the effective operation of new internal governance arrangements
- Support the development of devolution proposals both to Kent and within Kent, including assessing and advising on the cost, benefits, opportunities and risks with any suggested arrangements for KCC
- Further align KCC's risk management framework to mainstream organisational activities, with a particular focus on risks relating to becoming a strategic commissioning authority and the future operating environment for local government
- Review and refresh KCC's Corporate Equality Statement and Objectives as required under the Equality Act

5. Major commissioning and service redesign activity

The table below summarises the Directorate's major commissioning and service redesign activity over a rolling three-year period from 1 April 2016. It sets out when each activity will move through the stages of the commissioning cycle (Analyse, Plan, Do, Review) and when a Key Decision will be made (if applicable). The key below the table explains the stages in more detail. The information in this table will support Commissioning Advisory Board and Cabinet Committees to plan their forward agendas and have appropriate involvement and oversight of commissioning and service redesign activity.

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Engagement, Organisation Design and Development													
C	SLA (Service Level Agreement) with Business Services Centre for provision of HR services		R		A P D		R		A P D		R		A P D
SR/C	Divisional service offer to Libraries Registration and Archives (including SLA with Health & Safety)	D R		R									
SR/C	Divisional service offer to Property LATCo (Local Authority Trading Company)	D R		R									
C	Print management framework	D R		R									
C	Creative services framework	D R		R									
C	Training and development to build capacity & capability		R										
C	Review of Leadership & Management Development		R										
C	Workforce Planning strategy and action plan		R										
SR	External Communications Restructure	D R		R									

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SR	Supporting the development of ASDM (Alternative Service Delivery Model) for EYPS (Education and Young People Services)	A		P			D R						
SR	Supporting Adult Social Care Vision		A	P		D							
SR	Supporting service redesign activity across directorates in line with specific review cycles												
SR	Supporting the devolution agenda both for EODD services and service directorate driven activity												
C	Customer Feedback Project	P	P D		D	D R	R						
C	Modernisation of Internal Communications Platforms		A	P	D	D R							
SR	Planned support to formal consultations and pre consultation engagement across each Directorate						A P						
C	Staff Survey (Employment Value Proposition EVP)		A P	D	D R	R							
SR	Country Parks – risk profiling and management standards exercise	D		R									
SR	Health & Safety SLA (Service Level Agreement) with Community Learning and Skills	D		R									
SR	Agilisys Transformation Programme (implementation of infrastructure to improve customer management and experience)	To be confirmed											

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finance and Procurement													
C	e-Sourcing Tool (Kent Business Portal). Requirement to re-procure or extend contract as current contract ends at the end of Sept 2016	A	P D	R									
C	e-Auction Tool (an alternative online procurement tool used for some contracts following a tender exercise). Requirement to re-procure as current contract is only one year	A P D	R										
C	Appointment of Treasury Advisors	A P D R											
C	Appointment of External Auditors		R	D									
SR	Review the F&P Operating Model, to maximise efficiency and value added to our customers and to the wider Council	A	P	D	R								
Governance and Law													
SR	Transfer Legal Services to wholly-owned external Alternative Business Structure	A P	K	D					R				R
Infrastructure													
SR / Internal C	Mobilisation and implementation of the property LATCo (Local Authority Trading Company)	D			R				R				R

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Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SR / Internal C	Establishment of the Service Level Agreement (SLA) for the Business Service Centre	D			R				R				R
C	Microsoft Office 365 Implementation. Software update for all users to Office 365 which is web-based	P		D									
C	User Access Devices. Updating the technology staff use to remotely access KCC systems	P	D										
C	Blackberry Replacement. Replacing the Blackberry contract with a new mobile solution	D											
C	Document Storage Solution. Planning and implementation of a new electronic data storage strategy and solution		A			P				D			
C (BSC)	Unified Communications Replacement. Replacing the current Unified Communications contract which ends in 2016 with Skype for Business	P	D										
C	SWIFT Replacement/Extension	R	A		K	P				D			
C	Property Asset Management System. Implement a replacement system	A		P		D							
C	Property Services Consultancy Framework. Framework going live in Q1 of 2016/17	D				R	A	P	K	D			
SR	New Ways of Working II. Reviewing the New Ways of Working programme and planning future phases to support transformation	To be confirmed											

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SR	One Public Estate. Working with other Kent public sector organisations to identify opportunities to share property assets	To be confirmed											
C	Total Facilities Management 3. Contract going live in April 2016 for building maintenance consultancy	D						K					
C	Total Facilities Management 1. Contract started in Nov 2014 for soft and hard facilities management services in corporate buildings					R		K					
C	Total Facilities Management 2. Contract started in Oct 2015 for hard facilities management services in schools					R		K					
C	Asbestos Framework. New framework being implemented to manage asbestos surveys and rectification works	D				R				R			
C	Principle Contractors Framework. New framework for property contractors being implemented	D				R	A	P	K	D			

Strategic Business Development and Intelligence

None

Strategy, Policy, Relationships and Corporate Assurance

None

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Key

Categories: (C) Commissioning activity   (SR) Service redesign activity

Examples of activity carried out in each stage of the Commissioning Cycle:

(A) Analyse
- Defining and scoping the problem
- Data and requirement gathering
- Diagnostics Report
- Assessment activity
- Market intelligence
- Options development
- Early stakeholder engagement

(P) Plan
- Options appraisal
- Equalities impact of preferred option/s
- Public consultation
- Market engagement
- Commissioning Strategy/Plan
- Contract/Technical Specification
- Procurement Plan (agreeing route to market)
- Placing a PIN (Prior Information Notice)
- Procurement exercise
- Tender evaluation
- Contract award

(D) Do
- Mobilisation of the contract
- Rolling out the preferred option
- Delivering the service/contract operation
- Contract and provider management
- Performance management
- Budget management
- Tracking benefits

(R) Review
- Evaluation
- Contract and provider review
- Sustainability of change
- Closing down the project

(K) Key Decision

6. Services provided by the directorate

The following table sets out the services provided internally by each division and when it will next move into the Review phase of the commissioning cycle. The last column explains why review activity will take place at the date given. Externally provided services are listed separately below.

Service	Internal or external	Next Review stage	Brief explanation of review date
Engagement, Organisation Design and Development			
Organisational Development	Internal	December 2016	These services have been recently reviewed resulting in the redesign and restructure of HR with new commissioning and delivery arrangements. An internal review will ensure effectiveness to enable delivery of the HR/OD commissioning plan for 2017/18.
EODD Business Partners	Internal	December 2016	
Human Resources	Internal	December 2016	
Business Support and Client Relationships	Internal	December 2016	
Health and Safety	Internal	December 2016	
Engagement and Consultation including Internal Communications	Internal	October 2017	Two year review as newly established as a redesigned and consolidated service
Kent Communications	Internal	October 2017	Two year review following recently reviewed and redesigned service
Staff Care Services	Internal	March 2017	Year-end review of effectiveness of business
HR transactional commissioned from Business Service Centre	Internal	April/May 2016	Review of Service Level Agreement and KPI/PIs in partnership with Business Service Centre

Service	Internal or external	Next Review stage	Brief explanation of review date
Finance and Procurement			
Financial Management			
Capital Finance	Internal	March 2019	Three year review cycle
Chief Accountant	Internal	September 2019	Three year review cycle
Revenue Finance	Internal	October 2016	Three year review cycle
Systems and Support	Internal	October 2016	Three year review cycle
Financial Services			
Client Management for BSC services	Internal	March 2019	Three year review cycle
Finance Business Partners	Internal	October 2016	Three year review cycle
Insurance	Internal	March 2019	Three year review cycle
Pensions Administration	Internal	June 2017	Post LGPS pooling decisions and triennial actuarial valuation
Treasury and Investments	Internal	March 2019	Three year review cycle
Financial Strategy	Internal	March 2019	Three year review cycle

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Service	Internal or external	Next Review stage	Brief explanation of review date
Internal Audit	Internal	June 2017	Three year review cycle
Schools Support Services			
EduKent	Internal	Part of Education Trust considerations	
Schools Financial Services	Internal		
Strategic Advisory Services (Projects)	Internal	September 2016	Review currently underway
Strategic Sourcing and Procurement	Internal	September 2016	Review currently underway
Financial Services provided by the Business Services Centre (BSC)			
Assessment	Internal	June 2017	Two year review cycle
Cashiers	Internal	June 2017	Two year review cycle
Client Financial Affairs	Internal	June 2017	Two year review cycle
Data Quality and Control	Internal	June 2017	Two year review cycle
Debt Recovery	Internal	June 2017	Two year review cycle
Payments	Internal	June 2017	Two year review cycle

Service	Internal or external	Next Review stage	Brief explanation of review date
Governance and Law			
Legal Services	Internal	March 2016	Anticipated decision regarding Legal Facing the Challenge
Democratic Services	Internal	January 2019	Review of services recently held
Information Resilience & Transparency	Internal	January 2019	Review of service recently held
Infrastructure			
Infrastructure Client			
ICT Commissioing Function	Internal	March 2017	The infrastructure division has just undergone a significant service restructuring. This will be reviewed by March 2017 to ensure that the arrangements are working effectively and optimally to ensure best value service delivery
Property Services Commissioning Function	Internal		
Infrastructure Partnerships (KPSN, Kent Connects, One Public Estate)	Internal		
Business Relationship Management	Internal		

Service	Internal or external	Next Review stage	Brief explanation of review date
Business Service Centre			
Access to Networks	Internal	March 2017	As part of the ongoing evolution of the services offered by the Business Service Centre. All services will be reviewed between now and March 2017
Provision of email and secure email services	Part internal, part commissioned service		
Mobile Phone /iPad /iPhone/ 3G dongle	Part internal, part commissioned service		
ICT Service Desk	Internal		
Project Management	Internal		
Education information services (EiS)	Internal		
Schools Personnel Service	Internal		
The BSC also delivers services on behalf of Finance and EODD, please refer to their review information for these services.			
Property LATCo (GEN 2)			
Delivery of estates services for operational, non-operational and investment portfolios	In house delivery supported with specialist advice as necessary	March 2017	Within the context of a 5 year exclusivity arrangement, there will be an annual review of services offered by the LATCo through the review and development of annual delivery plans

Service	Internal or external	Next Review stage	Brief explanation of review date
Managing Agent for Total Facilities Management Contract and Services	In house	March 2017	Within the context of a 5 year exclusivity arrangement, there will be an annual review of services offered by the LATCo through the review and development of annual delivery plans
Office Occupation and relocation management	In house		
New build properties and major refurbishment (capital programme)	Various		
Strategic Business Development and Intelligence			
Insight & Research	Internal	May 2019	Currently under review as part of re-structure, then review every 2 years
Corporate Performance Management	Internal	May 2019	Currently under review as part of re-structure, then review every 2 years
Demography, Housing & Economic Statistical Analysis	Internal	May 2019	Currently under review as part of re-structure, then review every 2 years
Strategic Commissioning Framework & Evaluation	Internal	May 2019	Currently under review as part of re-structure, then review every 2 years
Commercial Support	Internal	May 2019	Currently under review as part of re-structure, then review every 2 years
Strategy, Policy, Relationships and Corporate Assurance			
Strategic Policy	Internal	April 2018	3 years from the 2015 restructure of both functions into the SPRCA division

Service	Internal or external	Next Review stage	Brief explanation of review date
Strategic Business Advisers	Internal	April 2018	3 years from the 2015 restructure of both functions into the SPRCA division
Strategic Relationships	Internal	Sept 2016	Review arrangements to ensure they are appropriate to support any new devolution arrangements within Kent
Corporate Risk	Internal	March 2017	As new functions within the Division, review to ensure that they are fully embedded and linked with wider SPRCA functions
Corporate Equalities	Internal	March 2017	
Corporate Assurance	Internal	March 2017	

The following table sets out the service provision within the directorate that is provided externally.

Service	Internal or external	If external:			Next Review stage
		Contract value (£)	Provider name	Contract end date	
Contact Point and Digital Services	External	£3.5m per annum	Agilisys	December 2025	December 2021
Kent Public Sector Network	External	£245 million	DUCL	2020	May 2018
Day to day management of the council's estate - Landlord premises (three TFM contracts) Including: Statutory testing of 5 year fixed electrical, boiler, oil, & gas testing; lifts; water hygiene; gas kitchen catering; fire alarms	External	£35 million (tbc)	Amey (SHQ and Mid Kent) Skanska (West Kent) Kier (East Kent)	September 2019 (Amey/Skanska) January 2020 (Kier), option for 2 year extension	To be confirmed

7. Directorate resources

The Strategic and Corporate Services Directorate has 1,382.5 FTE (as at February 2016).

The financial resource figures below are taken from the DRAFT 2016-17 Budget Book as presented to County Council on 11 February 2016. The information is subject to change.

Division	Staffing	Non staffing	Gross expenditure	Internal income	External income	Grants	Net cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management and Directorate Budgets	537.2	2,287.4	2,824.6	-682.2	-134.7	-4,388.0	-2,380.3
Engagement, Organisation Design and Development (Total)	6,578.3	11,843.9	18,422.2	-1,175.3	-922.1	-89.0	16,235.8
Finance and Procurement (Total)	13,463.9	6,016.3	19,480.2	-1,927.8	-3,572.1	-2,298.8	11,681.5
Governance and Law (Total)	8,208.1	4,787.8	12,995.9	-10,038.9	-862.5	-112.8	1,981.7
Infrastructure (Total)	2,564.9	43,237.6	45,802.5	-2,805.8	-6,550.6	-331.2	36,114.9
Business Services Centre	22,319.3	5,770.7	28,090.0	-22,446.9	-5,643.1	0.0	0.0
Strategic Business Development and Intelligence	1,177.0	122.4	1,299.4	0.0	0.0	0.0	1,299.4
Strategy, Policy, Relationships and Corporate Assurance	1,748.1	381.6	2,129.7	-40.0	-93.6	0.0	1,996.1
Strategic and Corporate Services Sub Total	**56,596.8**	**74,447.7**	**131,044.5**	**-39,116.9**	**-17,778.7**	**-7,219.8**	**66,929.1**

8. Key Directorate risks

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

- The challenge of maintaining a healthy and engaged workforce across the directorate through a time of significant change, recognising that our people are our most important organisational asset.
- Ensuring that appropriate 'client-side' arrangements are in place across the directorate to enable effective oversight and performance management of external or internally commissioned providers.
- Anticipating and dealing with management capacity and capability issues as services are required to support change and day-to day operational activity across the Authority, while embarking on change activity within the directorate.
- 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.

The directorate is also instrumental in the management of several corporate risks including those relating to delivery of both annual and medium term financial plan savings; managing and embedding sustainable change; and KCC's response to the risks and opportunities being presented by the future operating landscape for local government and its partners / providers.

Further details of these risks and their mitigations can be found in the directorate and corporate risk registers.

9. Key Directorate performance indicators and targets

Each directorate produces a regular performance report on progress against targets set for Key Performance Indicators and monitoring of activity against expected upper and lower thresholds. A selection of Key Performance Indicators is also reported each quarter in a Council wide performance monitoring report. The directorate Key Performance Indicators and Activity Indicators for 2016-17 are provided in this section.

The majority of Key Performance Indicators and Activity Thresholds in the Strategic and Corporate Services Directorate are currently under review due to significant internal changes including the establishment of the Property LATCo and development of Service Level Agreements for the Business Services Centre. All Key Performance Indicators and Activity Indicators for 2016-17 will be included in the final version of the business plan.

Key Performance Indicators

Ref	Indicator Description	2015-16 Forecast	2016-17 Floor	2016-17 Target
Finance and Procurement indicators for 2016-17 have been reviewed are provided below				
FP01	Percentage of pension correspondence cases completed within the specified 15 day timescale from the receipt of the request	TBC	95%	98%
FP02	Percentage of retirement benefit cases completed within a 20 day timescale from receipt of all the required paperwork from the employer, scheme member and where applicable the in house AVC provider	TBC	95%	98%
FP03	Percentage of invoices received by accounts payable from Budget Holders or their representatives within 20 days of their received date	TBC	80%	85%
FP04	Percentage of invoices received by accounts payable from the Budget Holders or their representatives within 20 days of their received date which were input to oracle by Accounts Payable by the KCC due date	TBC	83%	90%
FP05	Percentage of outstanding debt under 60 days old, excluding charges raised via the client billing system for social care (non-residential and residential services)	TBC	57%	75%
FP06	Percentage of outstanding debt over 6 months old, excluding any charges raised via the client billing system for social care (non-residential and residential services)	TBC	15%	10%

Ref	Indicator Description	2015-16 Forecast	2016-17 Floor	2016-17 Target
Engagement, Organisation Design and Development indicators for 2016-17 are currently under review and will be available in the final version of the business plan. The indicators below are from 2015-16 and are provided as an illustration				
Figures from 2015-16 Business Plan as an illustration:		*2014-15 Forecast*	*2015-16 Floor*	*2015-16 Target*
HR01	Satisfaction with the resolution of people management cases rated Good or above	99%	80%	90%
HR02	Manager satisfaction with learning effectiveness outcomes rated 4 or above	86%	80%	90%
HR03	Overall satisfaction with HR Connect rated Good or above	96%	65%	75%
HR04	Satisfaction with the response to H&S Advice Line enquiries rated Good or above	100%	70%	80%
HR05	Percentage of staff who feel informed	65%	59%	60%
HR07	Satisfaction that Support Line counselling helped 'somewhat' or 'a great deal'	98%	75%	80%
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	90%	95%
CS02	Percentage of callers who rate their overall experience with KCC as good	72%	60%	70%
CS03	Percentage of customers using Gateway who rated the experience as good	75%	65%	75%
CS04	Percentage of calls to the Contact Centre answered	89%	85%	90%
CS05	Percentage of calls to the Contact Centre answered in 40 seconds	66%	70%	80%
CS06	Complaints to KCC acknowledged in timescale	92%	85%	90%
CS07	Complaints to KCC responded to in timescale	84%	80%	85%
CE02	The percentage of regional media coverage which is positive or neutral	89%	70%	80%
CE03	Positive mentions in the national media reflecting KCC priorities	1,010	1,000	900
CE05	Percentage of users satisfied with the KCC website (NEW) *	64%	65%	75%

Ref	Indicator Description	2015-16 Forecast	2016-17 Floor	2016-17 Target
Infrastructure indicators for 2016-17 are currently under review and will be available in the final version of the business plan. The indicators below are from 2015-16 and are provided as an illustration				
Figures from 2015-16 Business Plan as an illustration:		*2014-15 Forecast*	*2015-16 Floor*	*2015-16 Target*
ICT01	Calls to ICT Help Desk resolved at the first point of contact	72%	65%	70%
ICT02	Positive feedback rating with ICT help desk	99%	90%	95%
ICT03	Working hours where Kent Public Sector Network available to staff	99.9%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.7%	98%	99%
ICT05	Working hours where email are available to staff	100%	98%	99%
PI01	Percentage of rent due to KCC outstanding at 60 days	10%	15%	5%
PI02	Property Service Desk call out requests responded to within specified timescales	80%	90%	95%
PI03	Percentage of annual net capital receipts target achieved	37%	100%	100%
Governance and Law indicators for 2016-17 have been reviewed and are provided below				
GL01	Council and Committee papers published at least five clear days before meetings	TBC	96%	100%
GL02	Freedom of Information Act requests completed within 20 working days	TBC	85%	90%
GL03	Data Protection Act Subject Access requests, completed within 40 calendar days	TBC	85%	90%

* Targets are phased by quarter across the year and increase from previous years result to the final targets by equal stages each quarter

Activity Indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016-17 Expected Total
Finance and Procurement thresholds for 2016-17 are provided below							
FP01b	Pension correspondence processed	Upper	1450	1610	1410	1540	6010
		Lower	1170	1300	1140	1240	4850
FP02b	Retirement benefits paid	Upper	440	670	530	500	2140
		Lower	400	610	480	450	1940
FP03b	Number of invoices received by KCC	Upper	31833	32167	31167	29695	124862
		Lower	30241	30559	29608	28210	118618
Engagement, Organisation Design and Development thresholds for 2016-17 are currently under review and will be available in the final version of the business plan							
HR01b	Feedback responses provided on people management cases	Upper					
		Lower					
HR02b	Feedback responses provided by managers on training	Upper					
		Lower					
HR04b	Feedback responses provided for Health and Safety advice line	Upper					
		Lower					
HR07b	Feedback responses provided on Support Line	Upper					
		Lower					
HR03b	Feedback responses provided on HR Connect	Upper					
		Lower					
CS14	Positive mentions in the national media reflecting KCC priorities	Upper					
		Lower					
CS07b	Number of complaints responded to	Upper					
		Lower					
CS04a	Number of calls handled by Contact Point (000s)	Upper					
		Lower					

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016-17 Expected Total
CS09	Average call handling time (in seconds)	Upper					
		Lower					
CS12	Number of visits to the KCC website, kent.gov (000s)	Upper					
		Lower					
Infrastructure thresholds for 2016-17 are currently under review and will be available in the final version of the business plan							
ICT01b	Calls to ICT Help Desk	Upper					
		Lower					
ICT02b	Feedback responses provided for ICT Help Desk	Upper					
		Lower					
PI01b	Total rent outstanding (£'000s)	Upper					
		Lower					
PI02b	Number of service desk requests responded to	Upper					
		Lower					
Governance and Law thresholds for 2016-17 are provided below							
GL02b	Freedom of Information Act / Environmental Information Regulations requests completed	Upper	5	590	590	590	2360
		Lower	527	527	527	527	2108
GL03b	Data Protection Act Subject Access requests	Upper	83	83	83	83	332
		Lower	71	71	71	71	284

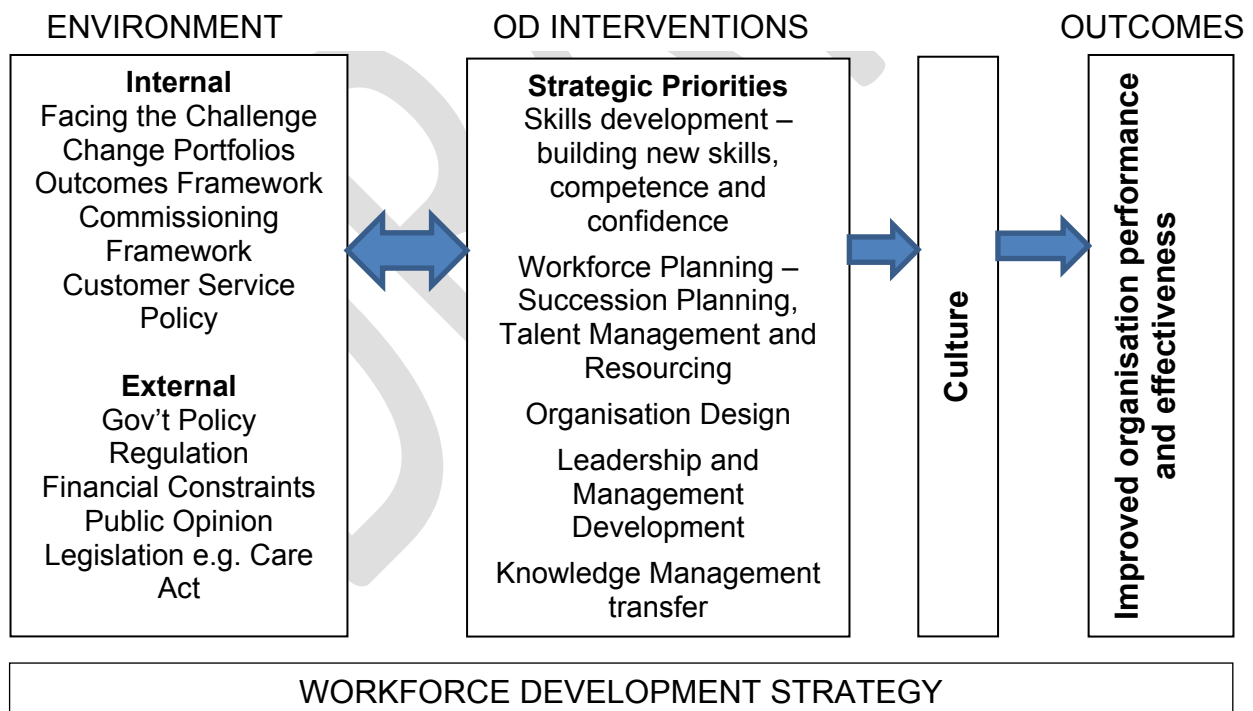## 10. Directorate organisational development priorities

Our organisational development priorities need to reflect the outcomes that we plan to deliver. We will need outstanding financial, operational and delivery skills in order to support transformation across the authority and embed a strategic commissioning approach.

The council's workforce and operational development priorities for 2016-17 are set out in the Organisation Development Plan. This helps us to plan and develop a workforce that is flexible, adaptable to change and has the mindset, knowledge, skills, behaviours, competencies and capability to deliver.

Strategic priorities in the 2016-17 Organisational Development Plan
The strategic priorities have been designed by the Directorate Organisational Development Groups, the Directors' Organisational Development Group and the Corporate Management Team to support the delivery of the council's objectives.

The strategic priorities for the whole council are explained in the diagram below:

ENVIRONMENT	OD INTERVENTIONS		OUTCOMES
Internal Facing the Challenge Change Portfolios Outcomes Framework Commissioning Framework Customer Service Policy **External** Gov't Policy Regulation Financial Constraints Public Opinion Legislation e.g. Care Act	**Strategic Priorities** Skills development – building new skills, competence and confidence Workforce Planning – Succession Planning, Talent Management and Resourcing Organisation Design Leadership and Management Development Knowledge Management transfer	**Culture**	**Improved organisation performance and effectiveness**

WORKFORCE DEVELOPMENT STRATEGY

Further information can be found in the Workforce Development Strategy (link to follow).

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Strategic and Corporate Services Directorate organisational development priorities

The following organisational development priorities have been identified for the Strategic and Corporate Services directorate by the Directorate Organisational Development Group and will help deliver the strategic organisational development priorities:

1. **Workforce resilience:** including individuals taking responsibility for their own health, wellbeing and development and focusing on retaining the right staff.
2. **Managing change:** including managing and communicating change effectively; supporting staff through change and transformational change
3. **Workforce planning and development:** including embedding commissioning competencies, knowledge and skills; talent management; improving management capacity and capability and succession planning.

Succession planning

Succession planning supports our priority around workforce planning and development and ensures that we have the skills and competencies to sustain our functions in the future. We have succession plans in place for all senior roles, with individuals nominated for development in most cases so that they can cover for absence, and ultimately succeed to the higher level post. We have identified the following development priorities that we need to focus on during 2016-17 in order to support our staff to be ready to progress to senior roles.

Professional skills

We need to develop professional skills in areas including property management to reduce reliance on agency staff. This can be achieved through recruiting to 'Training Posts' in order to develop the skills we need in-house.

Client-side skills

As more of our delivery functions externalise, we need to ensure that the remaining in-house client-side functions have appropriate skills including in commissioning and contract management. This needs to be managed across services as in-house functions become smaller.

Exposure to decision making processes and forums

Some staff need to gain knowledge and experience of supporting and taking part in decision making processes and working with elected Members.

Confidence and resilience

We need to build the confidence and resilience of key members of staff to support them to take the next step to more senior posts.

Stakeholder engagement, influencing and delivering through others
In an increasingly complex delivery environment, staff need the capability to engage and manage stakeholders, influence effectively and deliver vicariously through others in support of council priorities and outcomes.

Management skills
To ensure that staff have a solid grounding in key management skills including committee paper writing, presentation skills, budget management and financial planning and line management

In addition, there may be a specific need to transfer responsibilities for Monitoring Officer, County Returning Officer, Senior Information Risk Owner and Clerk to Lord Lieutenant if an Alternative Business Structure for Legal Services is created.

From:	**Gary Cooke, Cabinet Member for Corporate and Democratic Services**
	Rebecca Spore, Director of Infrastructure
	Michael Lloyd, Head of Technology Commissioning & Strategy
To:	**Policy and Resources Cabinet Committee - 14th March 2016**
Subject:	**ICT Service Resilience**
Classification:	**Unrestricted**

Past Pathway of Paper: None

Electoral Division: Not applicable

Summary: This paper seeks to update members following the disruption to ICT services on the 9th February 2016.

Recommendation

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

1.   **Introduction**

This paper provides an overview to the Policy & Resources Cabinet Committee of an incident on the 9th February at Sessions House, County Hall which impacted on ICT systems.

2.   **The Report**

On the 9th February the Fire Suppression System in the Data Centre at Sessions House was triggered and the emergency power off protection system was activated. The system operated as expected.

Fire system specialists isolated the cause to a zone in the ICT data centre. It should be noted there was no fire. Investigations have concluded that the system was activated as a result of a fault on an chiller unit.

The incident initially had a major impact on all ICT service delivery across the county.

Once the initial assessment of the ICT data centre was undertaken ICT's business continuity procedures where implemented enabling critical systems to be delivered from our secondary data centre, providing access to those connected to the network to email, electronic documents and case management systems. A communication strategy was put in place to ensure that business critical functions were able to be maintained.

From the time the ICT Datacentre was declared safe and remedial tasks completed the ICT system recovery took six hours to complete. Through the course of the evening on the 9th February and the early hours of 10th February our systems were restored enabling business as usual to be restored ready for the start of business on Wednesday morning. There were some residual issues with some systems which were resolved through the course of the day.

In order to improve our ability to respond in the future a number of short, medium and long term actions have been identified to improve our ICT resilience particularly in network connectivity for the County all complex. Where appropriate these have been fed through to the Cross Directorate Resilience Group for action.

Conclusion

Increasingly technology plays a key role in supporting the delivery of the County Council's business. Moving forward, particularly with budget pressures, consideration needs to be given to ensuring that we have the necessary infrastructure and support in place to ensure that our systems retain the necessary level of resilience.

Members need to be aware that ICT system availability is proportional to the investment made in technology, balanced with the risk and likelihood of total system loss. Currently ICT, in conjunction with the business, have had to make investment decisions to ensure our key systems which support front line services are resilient and highly available.

If the Council wishes to increase ICT system availability more widely, significant investment in both capital and revenue will need to be made to ensure all systems have increased resilience.

The ICT strategy is currently being refreshed to ensure that our technology strategy is in line with the Councils future business needs, whilst addressing the budget pressures faced by the Authority as a whole. The way in which technology is delivered is fundamentally changing as we take advantage of new technology delivery models such as cloud computing, which inherently provides more resilience at lower cost. This new model for the delivery of technology will reduce the reliance on our in house data centre.

3   Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to NOTE the report

4. Background Documents

4.1 There are no further background documents

5. Contact details

Report Author

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Relevant Directors:

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From: Paul Carter, Leader and Cabinet Member for Business
               Strategy, Audit and Transformation and Commercial and
               Traded Services

               John Simmonds, Deputy Leader and Cabinet Member for
               Finance & Procurement

               Gary Cooke, Cabinet Member for Corporate and Democratic
               Services

               David Cockburn, Corporate Director for Strategic and
               Corporate Services

To: Policy & Resources Cabinet Committee – 14th March 2016

Subject: **Risk Management: Strategic and Corporate Services**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Strategic and Corporate Services directorate, in addition to the risks featuring on the corporate risk register for which the Corporate Directors are the designated 'risk owners'. The paper also explains the management process for review of key risks.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

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1.   **Introduction**

1.1   Directorate business plans are reported to Cabinet Committees each March /
       April as part of the Authority's business planning process. The plans include
       a high-level section relating to key directorate risks, which are set out in more
       detail in this paper.

1.2   Risk management is a key element of the Council's Internal Control
       Framework and the requirement to maintain risk registers ensures that
       potential risks that may prevent the Authority from achieving its objectives are
       identified and controlled. The process of developing the registers is therefore
       important in underpinning business planning, performance management and
       service procedures. Risks outlined in risk registers are taken into account in
       the development of the Internal Audit programme for the year.

1.3   Directorate risk registers are reported to Cabinet Committees annually, and
       contain strategic or cross-cutting risks that potentially affect several functions
       across the Strategic and Corporate Services directorate, and often have wider

potential interdependencies with other services across the Council and external parties.

1.4 Strategic and Corporate Services Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Directors in the Strategic and Corporate Services directorate are designated 'Risk Owners' for several corporate risks, one of which (CRR 17 – future financial and operating environment for local government) is rated as 'high'. These risks and their mitigations are presented to the Committee for comment in appendix 1.

1.5 A new corporate risk relating to the identification of, and planning for, delivery of 2017/18 budget savings is proposed to be added to the corporate risk register.

1.6 For information and awareness, the corporate risk profile as at end of February 2016 is outlined below:

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 1	Data and Information Management	9	9
CRR 2a	Safeguarding – protecting vulnerable children	16	9
CRR 2b	Safeguarding – protecting vulnerable adults	16	9
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	8
CRR 4	Civil Contingencies and Resilience	12	8
CRR 9	Health & Social Care Integration (inc. Better Care Fund)	12	9
CRR 10(a)	Management of Adult Social Care Demand	20	12
CRR 10(b)	Management of Demand – Specialist Children's Services	20	12
CRR 12	Welfare Reform changes	12	9
CRR 17	Future financial & operating environment for local government	20	12
CRR 21	Delivery of 2015/16 savings	4	2
CRR 22	Implications of increased numbers of Unaccompanied Asylum Seeking Children (UASC)	20	12
CRR 23	Managing and embedding sustainable change	12	6
CRR 24	Delivery of 2016/17 savings	12	2

1.7 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level. If the current level of risk is acceptable, the target risk level will match the current rating.

1.8 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the 'KNet' intranet site.

2. Financial Implications

2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

3. Policy Framework

3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.

3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

4. Risks relating to the Strategic and Corporate Services (StCS) directorate

4.1 There are currently four directorate risks featured on the Strategic and Corporate Services directorate risk register (appendix 2), all of which are rated as 'Medium' risk. Many of the risks highlighted on the register are discussed implicitly as part of regular items to the Cabinet Committee.

4.2 Since the last report in April 2015, one risk has been closed (STCS 05 - Collaboration of corporate support services to support implementation of New Ways of Working). The level of risk had reduced from 'medium' to 'low', with interconnections to other work streams identified, particularly across Property, ICT and HR and strong programme management arrangements in place involving relevant stakeholders. This cross-directorate collaborative approach is being embedded in all major change activity, overseen by the Business Capability Portfolio Board, and is an important mitigation for the new risk that has been introduced in recent months (STCS 09 - Development of 'client-side' commissioning arrangements across the directorate).

4.3 Mitigations for risks are identified and implemented on a regular basis as required. For example, a succession plan for the directorate has been developed to build depth and resilience of senior and key roles (StCS 03); from 1st April the Authority is moving to "no purchase order, no pay" which will reinforce use of I-proc, improve procurement intelligence and aid return on I-proc investment (StCS 04); and 'intelligent client' functions have been established in several areas across the directorate such as Contact Point, Digital Services and the Infrastructure division, to enable the effective management of Service Level Agreements / contracts with providers (either externally or internally commissioned).

4.4 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.

4.5 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:

- Are the key risks still relevant?
- Have some risks become issues?
- Has anything occurred which could impact upon them?
- Has the risk appetite or tolerance levels changed?
- Are related performance / early warning indicators appropriate?
- Are the controls in place effective?
- Has the current risk level changed and if so is it decreasing or increasing?
- Has the "target" level of risk been achieved?
- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

5.   Recommendation

Recommendation:

The Policy & Resources Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

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6.   Background Documents

6.1   KCC Risk Management Policy on KNet intranet site.

7.   Contact details

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Strategic and Corporate Services Directorate-led Corporate Risks

FEBRUARY 2016

Corporate Risk Register - Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since April 2015
CRR 1	Data and Information Management	9 (Medium)	9 (Medium)	⇔
CRR 17	Future financial and operating environment for local government	20 (High)	12 (Medium)	⇔
CRR 21	Delivery of 2015/16 savings	4 (Low)	2 (Low)	⇩
CRR 23	Managing and embedding sustainable change	12 (Medium)	6 (Low)	New
CRR 24	Delivery of 2016/17 savings	12 (Medium)	2 (Low)	New

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

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

Risk ID CRR1	Risk Title Data and Information Management				
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The Council is reliant on vast amounts of good quality data and information to determine sound decisions and plans, conduct operations and deliver services. It is also required by the Data Protection Act and Government's Code of Connection (CoCo) to maintain confidentiality, integrity and proper use of the data. With the Government's 'Open' agenda, increased flexible working patterns of staff, and increased partnership working and use of multiple information repositories, controls on data management and "cyber" security have become complex and important.	Information security incidents resulting in loss of personal data or breach of privacy/confidentiality. Data Subject complaint upheld by Information Commissioners Office (ICO). Failure to achieve either annual Public Service Network or NHS Information Governance certification.	ICO sanction (e.g. undertaking, assessment, improvement, enforcement or monetary penalty notice) issued against the Authority. Reputational damage. Damages claims. Cost of remediation. Access to PSN and/or NHS connected services revoked or restricted resulting in significant interruption to services.	On behalf of CMT: Geoff Wild, Director Governance & Law Rebecca Spore, Director Infrastructure **Responsible Cabinet Member(s):** Gary Cooke, Corporate & Democratic Services	Possible (3) **Target Residual Likelihood** Possible (3)	Significant (3) **Target Residual Impact** Significant (3)

Control Title	Control Owner
Senior Information Risk Officer (SIRO) supported by Information Governance cross-directorate group.	David Cockburn, Corporate Director Strategic and Corporate Services
SIRO IG Action Plan and Information Risk Register in place and regularly reviewed	Geoff Wild, Director Governance & Law
Information Governance policies and procedures in place and monitored.	Geoff Wild, Director Governance & Law
Information Governance Management Framework in place	Geoff Wild, Director Governance & Law

Information Resilience and Transparency team providing business Information Governance support	Caroline Dodge, Team Leader- Information Resilience & Transparency team
Information Assurance maturity monitoring procedure in place.	Geoff Wild, Director Governance & Law/Michael Lloyd, Head of Technology Commissioning & Strategy
Contractor information assurance procedure in place	Mark Lobban, Director Commissioning SCHW
Corporate Director Social Care Health & Wellbeing is KCC Caldicott Guardian, protecting confidentiality of service user information and enabling appropriate information sharing. Caldicott Guardian Support Officers nominated in relevant services	Andrew Ireland, Corporate Director SCHW
County wide protocols in place for information sharing between agencies and governed by Kent & Medway Information Governance Partnership Board. Information Sharing Designated Officers nominated in relevant services.	Charlie Beaumont, Education & Young People Services
ICT Security and Service Transition Team operational.	Michael Lloyd, Head of Technology Commissioning & Strategy
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place	Michael Lloyd, Head of Technology Commissioning & Strategy
Information Governance training completed by significant number of employees, contractors and temporary staff. Specialist training needs identified and training plan in place. Information Governance training plan in place and monitored.	Geoff Wild, Director Governance & Law
Discussions in place with Government regarding requirements of the Code of Connection	Michael Lloyd, Head of Technology Commissioning & Strategy
Corporate Information Asset Register established and risk assessments in progress.	Geoff Wild, Director Governance & Law
Information risk assessments completed for systems processing personal data and for new/change projects	Geoff Wild, Director Governance & Law

Information Security & Information Risk Management supporting procedures and processes are monitored to ensure realisation of benefits	Andrew Ireland, Corporate Director SCHW/Geoff Wild, Director Governance & Law/ Michael Lloyd, Head of Technology Commissioning & Strategy
Public Service Network (PSN) code of compliance information security standard achieved	Michael Lloyd, Head of Technology Commissioning & Strategy
NHS Information Governance Toolkit 'satisfactory' rating achieved	Michael Lloyd, Head of Technology Commissioning & Strategy
Information Governance Training re-launched. Training to be completed every 2 years	Geoff Wild, Director Governance & Law

Action Title	Action Owner	Planned Completion Date
Implement recommendations arising from the Information Commissioner's Office (ICO) audit	Geoff Wild, Director Governance & Law	July 2016
Continuous development of cyber-security monitoring and response processes	Kathy Stevens, ICT Security and Service Manager	March 2016 (review)

Risk ID	CRR 17		Risk Title	Future financial and operating environment for Local Government			

Source / Cause of risk	Risk Event	Consequence	Risk Owner (s)	Current Likelihood	Current Impact
The operating environment for local government will continue to change during the coming years, presenting both opportunities and risks for the Council and its partners / service providers.	Additional spending demands and continued public sector austerity measures threaten financial sustainability of KCC, its partners and service providers.	Unsustainable financial situation. Potential for partner or provider failure – including sufficiency gaps in provision.	All Corporate Directors	Likely (4)	Major (5)
For example, the Comprehensive Spending Review and associated Local Government settlement is expected to require a further 30% of savings in real terms during the next 4 years, which could threaten delivery of local services across the county, while the current provisions of the Govt's Cities and Devolution Bill could have wide-ranging implications,, including the potential for significant Local Government reorganisation.	Increase in the National Living Wage could severely impact on local markets. Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen.	Reduction in resident satisfaction and reputational damage.	**Responsible Cabinet Member (s):** All Cabinet Members	**Target Residual Likelihood** Possible (3)	**Target Residual Impact** Serious (4)
Business rate retention may present opportunities for the Council.	Failure to capitalise on opportunities presented by the Government's devolution agenda.				
A National Living Wage is due to be introduced from April 2016 and Govt has developed proposals to combine Local Authority pension funds.					

Control Title	Control Owner
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation.	Andy Wood, Corporate Director Finance & Procurement

Processes in place for monitoring delivery of savings and budget as a whole.	Andy Wood, Corporate Director Finance & Procurement
KCC Strategic Statement 2015-2020 and annual report outline key strategic outcomes that the Authority aims to achieve during this period.	Leader of the Council
KCC Commissioning Framework promotes commissioner understanding of markets and potential signs of provider stress.	Emma Mitchell, Director Strategic Business Development and Intelligence
KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet.	Richard Fitzgerald, Business Intelligence Manager – Performance
Ongoing oversight of implications relating to proposed Local Authority pension fund changes	Nick Vickers, Head of Financial Services
Financial analysis of medium term Kent public sector / provider landscape post-Comprehensive Spending Review conducted	Dave Shipton, Head of Financial Strategy

Action Title	Action Owner	Planned Completion Date
Work proactively with Government regarding how the new business rate retention scheme can be most effectively implemented	Dave Shipton, Head of Financial Strategy	June 2016 (review)
Develop initial prospectus and ongoing engagement regarding devolution between KCC, District Councils, other partners and Government	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance	March 2016 (review)
Negotiate with service providers regarding how costs associated with the introduction of the National Living Wage are to be met.	Andy Wood, Corporate Director Finance & Procurement / Mark Lobban, Director Commissioning SCHW	April 2016 (review)
Support the Leader of the County Council in his role as Chair of the County Councils Network in order to help shape the future of the local government operating environment.	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance	March 2016 (review)
Lobby Government for a need-led approach to Grants distribution	Andy Wood, Corporate Director Finance & Procurement	December 2016

Risk ID	CRR21		Risk Title	Delivery of 2015/16 savings			

Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Increasing spending demands and the ongoing difficult economic climate has led to significant reductions in funding to the public sector and Local Government in particular. KCC has already made significant cost savings and still needs to make ongoing year-on-year savings in order to "balance its books."	The required savings from key programmes or efficiency initiatives are not achieved.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent. Potential adverse impact on whole-council transformation plans. Reputational damage to the council.	On behalf of CMT: Andy Wood, Corporate Director Finance & Procurement **Responsible Cabinet Member(s):** John Simmonds, Finance & Procurement	Unlikely (2) **Target Residual Likelihood** Very unlikely (1)	Moderate (2) **Target Residual Impact** Moderate (2)

Control Title	Control Owner
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process	Andy Wood, Corporate Director Finance & Procurement
Process for monitoring delivery of savings is in place, including a Budget Programme Board to scrutinise progress.	Andy Wood, Corporate Director Finance & Procurement
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole	Andy Wood, Corporate Director Finance & Procurement
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered	Diane Trollope, Head of Engagement & Consultation/
Controls and mechanisms remain robust	Andy Wood, Corporate Director Finance & Procurement
Outline savings plans received for all significant budget savings	Corporate Directors and Director Group
Discussions have been taking place with the Home Office to ensure their Asylum grant regime reflects the	Philip Segurola, Director

unique position of Kent in responding to the numbers of Unaccompanied Asylum Seeking Children	Specialist Children's Services
Six monthly update reports on progress against budgeted savings presented to Governance & Audit Committee	Corporate Directors and Director Group

Action Title	Action Owner	Planned Completion Date
Ensure that contingency plans are adequate to cover any forecast overspending in-year, to avoid a significant overspend at year-end	Andy Wood, Corporate Director Finance & Procurement	March 2016

Risk ID	CRR23	Risk Title	Managing and embedding sustainable change			

Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
To respond to increasing spending demands, continuing public sector austerity and an increasingly complex future operating environment for local government, the Authority will continue to evolve and change to meet the challenges ahead. This includes exploring alternative service delivery models that will require appropriate 'client-side' arrangements.	Insufficient programme control on key change activity.

Insufficient management capacity and / or capability in key skill areas to support sustained change.

'Client-side' commissioner arrangements not developed in time to drive effective relationships with, and performance management of, suppliers. | Potential to fall short of achieving financial and non-financial benefits if changes introduced are not fully embedded.

Disproportionate effort could be spent on areas of change that do not provide the greatest return on investment.

Potential implications for staff wellbeing, morale and engagement. | All Corporate Directors

Responsible Cabinet Member:

Paul Carter, Leader of the Council | Likely (4)

Target Residual Likelihood

Unlikely (2) | Significant (3)

Target Residual Impact

Significant (3) |

Control Title			Control Owner		
Corporate Directors are providing managerial leadership for the change agenda and ensuring resources for delivering change are adequate and appropriate to ensure successful delivery and meeting regularly to ensure effective oversight and co-ordination of officer level programme management.			Corporate Directors		
Corporate Assurance function and devolved Portfolio Delivery Manager / Portfolio Management Office arrangements in place charged with managing dependencies and improving support for key programmes and projects			Elizabeth Sanderson, Corporate Assurance Manager / Change Portfolio Delivery Managers		
Project and Programme Managers network established to support development of key project and programme management skills and knowledge and sharing of good practice. Programme and project toolkit re-launched.			Jan Hawkes, Senior Organisation Development Advisor / Diane Trollope, Head of Engagement & Consultation		
Workforce planning strategy 2015-2020 and annual report outlines how the Council is planning for the future in terms of skills development, role definitions and employee mind-set. Includes action plan.			Amanda Beer, Corporate Director Engagement, Organisation Development and Design		

Staff development and Leadership & Management Frameworks established to further develop key skills, including commercial acumen, project management and contract management, across the organisation as an essential enabler of change.	Amanda Beer, Corporate Director Engagement, Organisation Design & Development
A suite of performance information is regularly reviewed and monitored to identify potential issues regarding staff recruitment, retention, health and engagement	Amanda Beer, Corporate Director Engagement, Organisation Design and Development
Strategic Business Development & Intelligence function brings together activities which support effective commissioning and leads on the management of KCC's large contracts.	Emma Mitchell, Director Strategic Business Development & Intelligence
Commissioning network and toolkit in place to support development of key commissioning knowledge and skills and sharing of good practice	Olivia Crill, Transformation Manager
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered	Diane Trollope, Head of Engagement & Consultation
Workforce and succession planning tools available to aid managers	Julie Cudmore, Head of Organisation Development
Skills transfer stipulations built into contracts of external efficiency partners / consultants to ensure internal staff develop relevant skills and build capability	Emma Mitchell, Director Strategic Business Development & Intelligence
Best practice in relation to development of business cases has been shared with KCC project and programme managers and promoted via the project and programme management toolkit	Elizabeth Sanderson, Corporate Assurance Manager
Governance arrangements reviewed to clarify Member roles and responsibilities around becoming a strategic commissioning authority e.g. Transformation Advisory Group, Commissioning Advisory Board, Cabinet Committees etc.	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance
Roles and responsibilities for Officers charged with the strategic commissioning of services and those responsible for operational delivery of services have been clarified	Corporate Directors

Action Title	Action Owner	Planned Completion Date
Guidance on business case development will be refreshed to align with new governance arrangements	Elizabeth Sanderson, Corporate Assurance Manager / Portfolio Delivery Managers	April 2016
Introduce programme and project management training for key stakeholders (other than programme / project managers) to promote	Jan Hawkes, Senior Organisation Development	February 2016

awareness of their respective roles & responsibilities e.g. Senior Responsible Officers and those responsible for benefits realisation).	Advisor	
Improve mapping of dependencies and impacts across major change programmes and projects, including impacts on 'business as usual' activity.	Elizabeth Sanderson, Corporate Assurance Manager / Change Portfolio Delivery Managers	March 2016 (review)

Risk ID	CRR24	Risk Title	Delivery of 2016/17 savings

Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Increasing spending demands and the ongoing difficult economic climate has led to significant reductions in funding to the public sector and Local Government in particular. KCC has already made significant cost savings and still needs to make ongoing year-on-year savings in order to "balance its books."	The required savings from key programmes or efficiency initiatives are not achieved.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent. Potential adverse impact on whole-council transformation plans. Reputational damage to the council.	On behalf of CMT: Andy Wood, Corporate Director Finance & Procurement **Responsible Cabinet Member(s):** John Simmonds, Finance & Procurement	Possible (3) **Target Residual Likelihood** Very unlikely (1)	Serious (4) **Target Residual Impact** Moderate (2)

Control Title	Control Owner
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process	Andy Wood, Corporate Director Finance & Procurement
Process for monitoring delivery of savings is in place, including a Budget Programme Board to scrutinise progress.	Andy Wood, Corporate Director Finance & Procurement
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole	Andy Wood, Corporate Director Finance & Procurement
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered	Diane Trollope, Head of Engagement & Consultation/
Controls and mechanisms remain robust	Andy Wood, Corporate Director Finance & Procurement
Savings plans developed for all significant budget savings	Corporate Directors and Director Group

Six monthly update reports on progress against budgeted savings presented to Governance & Audit Committee	Corporate Directors and Director Group	
Action Title	**Action Owner**	**Planned Completion Date**
NB: Risk to be managed down to target residual level via existing controls outlined above		

Strategic and Corporate Services Risk Register

FEBRUARY 2016

Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Changes to Current Risk Level since April 2015	Target Risk Rating
STCS 03	Maintain a healthy and effective workforce across STCS through significant change	8 (Medium)	⇔	8 (Medium)
STCS 04	Full utilisation of transactional and reporting systems	9 (Medium)	⇔	6 (Low)
STCS 07	Capacity and capability challenges relating to corporate support functions	9 (Medium)	⇔	6 (Low)
STCS 09	Development of client-side arrangements across StCS Directorate	8 (Medium)	New Risk	4 (Low)

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

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

Risk ID StCS 03		Risk Title Maintain a healthy and effective workforce across StCS through significant change			
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
The StCS workforce plays a vital role in supporting the organisation to run effectively and efficiently. The staff across the directorate need to be healthy, motivated and have the right skills to help the organisation develop.	Low morale or stress related to organisational change or other factors. Increased sickness levels. Failure to develop the right skills in staff. Lack of depth/resilience in key staff. Ineffective workforce/succession planning.	Negative impact on organisational effectiveness and service levels.	StCS Directorate Management Team	Unlikely (2) **Target Residual Likelihood** Unlikely (2)	Serious (4) **Target Residual Impact** Serious (4)

Control Title	Control Owner
ST Succession Plan created.	Robert Semens, HR Business Partner
Attendance management policies and training for managers in place.	Paul Royel, Head of Employment Strategy
Attendance policy and practice reviewed, updated and communicated. Ongoing review as required	Paul Royel, Head of Employment Strategy
Arrangements in place for active monitoring and response to absence	Paul Royel, Head of Employment Strategy
Coaching and mentoring network in place	Serena Cunningham, Business Management & Evaluation Advisor
Directorate Organisational Development Group shares best practice and facilitates communication on key OD issues.	Julie Cudmore, Head of Organisation Development
Suite of KPIs being monitored as early warning indicators e.g. retention, absence	Amanda Beer, Corporate Director EODD
Employee engagement strategy	Paul Royel, Head of Employment Strategy

iResilience tools	Amanda Beer, Corporate Director EODD
KCC Staff Health and Wellbeing Group in place	Julie Cudmore, Head of Organisation Development
Managing Stress at Work Policy	Helen Bale, Head of Health & Safety
Public Health supporting and advising on the commissioning of Mental Health First Aid training	Andrew Scott-Clark, Director Public Health
Staff Care Services	Helen Bale, Head of Health & Safety
Directorate feeds into KCC Training Plan	Julie Cudmore, Head of Organisation Development
Wellbeing initiatives and health promotions to staff	Paul Royel, Head of Employment Strategy
Action Title	**Action Owner** **Planned Completion Date**
This risk is currently at an acceptable 'target' level through effective operation of the controls outlined above.	

Risk ID StCS 04		Risk Title Full Utilisation of transactional and reporting systems			
Source / Cause of risk	**Risk Event**	**Consequence**	**Risk Owner**	**Current Likelihood**	**Current Impact**
KCC is dependent on the ongoing development and use of systems, such as those on the Oracle platform, to maximise the efficiencies to be achieved from moving away from manual or less efficient processes and to aid the concept of the 'self-sufficient manager' in KCC. Effective systems are also necessary to extract and report on data for the purposes of making better, more informed decisions.	Key stakeholders do not engage with the processes supported by those systems and therefore the systems are not utilised. Lack of resource to enable further development of systems.	Development will cease/be reduced which will limit opportunities to replace manual and other less efficient systems. This will result in more manual processes across the organisation limiting the potential to achieve efficiencies. The availability and reliability of the data used for business intelligence purposes could be compromised. KCC fails to improve efficiency of intelligence and makes poor decisions. Threat to the organisation's self-sufficiency agenda.	Amanda Beer, Corporate Director EODD Rebecca Spore, Director Infrastructure Emma Mitchell, Director SBDI Andy Wood, Corporate Director Finance & Procurement Richard Hallett, Transformation Manager	Possible (3) **Target Residual Likelihood** Unlikely (2)	Significant (3) **Target Residual Impact** Significant (3)

Control Title	**Control Owner**
Exalytics box purchased to improve performance of OBI and to support future mobile working.	Richard Hallett, Transformation Manager
Oracle Business Intelligence 'enterprise' licences in place to allow county wide roll-out	Richard Hallett, Transformation Manager
Significant numbers of staff/managers are using HR self-service i-procurement, Collaborative Planning, Oracle Business Intelligence and e-learning tools	Amanda Beer, Corporate Director EODD Andy Wood, Corporate Director

	Finance & Procurement Richard Hallett, Transformation Manager
HR and Waste dashboards now live. Procurement pilot dashboards also available	Amanda Beer, Corporate Director EODD Andy Wood, Corporate Director Finance & Procurement Richard Fitzgerald, Corporate Performance Manager
Comprehensive suite of finance dashboards now available including budgets, summary and detailed transactions, payroll, debt and commitments	Andy Wood, Corporate Director Finance & Procurement

Action Title	Action Owner	Planned Completion Date
The Authority is moving to "no purchase order, no pay" which will reinforce use of I-proc, improve procurement intelligence and will aid return on I-proc investment	Andy Wood, Corporate Director Finance & Procurement	April 2016
Further roll-out of Collaborative Planning to achieve full coverage	Andy Wood, Corporate Director Finance & Procurement	November 2016
Oracle Business Intelligence upgrade to 11.1.1.10 to provide improved functionality	Richard Hallett, Transformation Manager	September 2016
Comprehensive Highways suite of dashboards to be released to all Highways managers	Richard Hallett, Transformation Manager	September 2016

Risk ID	StCS 07	Risk Title	Capacity and capability challenges relating to corporate support functions			
Source / Cause of risk Support services across the directorate are facing the challenge of achieving challenging budget savings, maintaining day-to-day operations and playing a key role in helping the organisation through significant change. This is in addition to developing the internally commissioned Business Service Centre.	**Risk Event** Insufficient capacity to maintain day-to-day delivery on top of supporting change. Lack of appropriate skills and competencies as the Directorate moves forward and transforms.	**Consequence** Levels of service drop or support for key change initiatives cannot be given in timescales. ICT resilience suffers.	**Risk Owner** StCS Directorate Management Team	**Current Likelihood** Possible (3) **Target Residual Likelihood** Unlikely (2)	**Current Impact** Significant (3) **Target Residual Impact** Significant (3)	

Control Title	Control Owner
Bids put forward to transformation budget for additional resource	StCS Directorate Management Team
Project based approaches being adopted and resource mapping in place where required to aid capacity planning.	StCS Directorate Management Team
Resource requirements reviewed regularly in light of projected workload.	StCS Directorate Management Team
Business Capability Portfolio Board in place to oversee allocation of resources to key change initiatives.	David Cockburn, Corporate Director Strategic & Corporate Services
Corporate Assurance team and Portfolio Delivery Managers working with project / programme managers to highlight interdependencies, including demand on corporate support services.	Elizabeth Sanderson, Corporate Assurance Manager/ Change Portfolio Delivery Managers
Service redesigns take account of capacity and capability issues	StCS Directorate Management Team

Action Title	Action Owner	Planned Completion Date
Development of appropriate skills and competencies for new strategic commissioning arrangements once requirements are clear	StCS Directorate Management Team	April 2016

Risk ID	StCS 09	Risk Title	Development of client-side arrangements across StCS Directorate

Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
As a result of service reviews and the move towards a strategic commissioning authority, a number of alternative service delivery models are being considered and moving towards potential implementation. This will require establishment of appropriate 'client-side' arrangements	Client-side arrangements not developed in time to drive effective relationships with, and performance management, of providers. Allocation of resources not at an optimal level (i.e. Client-side is too "thick" or "thin") to strike an appropriate balance between control and oversight of provider and provider freedom to focus on outcomes. Lack of appropriate skills to form an 'intelligent client' and run an effective 'contract' with the provider (internal or external).	Inadequate contract management leading to failure to secure sufficient 'Return on Investment' and/or Value for Money from providers (internal or external). Anticipated outcomes not achieved.	Amanda Beer, Corporate Director EODD Geoff Wild, Director Governance & Law Rebecca Spore, Director Infrastructure Andy Wood, Corporate Director Finance & Procurement Emma Mitchell, Director Strategic Business Development & Intelligence	Unlikely (2) **Target Residual Likelihood** Very Unlikely (1)	Serious (4) **Target Residual Impact** Serious (4)

Control Title	Control Owner
Strategic & Corporate Services directorate restructure has taken into account the move to a commissioning model.	David Cockburn, Corporate Director StCS
Infrastructure division established to provide 'intelligent client' functions to manage service delivery of ICT and Property Infrastructure services through contract/SLA arrangements as appropriate.	Rebecca Spore, Director Infrastructure
Member involvement in contract monitoring arrangements for Total Facilities Management contract	Rebecca Spore, Director Infrastructure

Appointments made to client-side roles in HR, ICT and Finance	Amanda Beer, Corporate Director EODD Rebecca Spore, Director Infrastructure Andy Wood, Corporate Director Finance & Procurement
Phased programme to agree ICT, Finance, HR and Property SLAs across the organisation	Amanda Beer, Corporate Director EODD Rebecca Spore, Director Infrastructure Andy Wood, Corporate Director Finance & Procurement
Customer service commissioning and Agilysis contract management arrangements established.	Amanda Beer, Corporate Director EODD Emma Mitchell, Director SBDI
Proposals regarding Property LATCO presented to Cabinet in October 2015 and the Governance & Audit Committee Trading activities sub-group in November 2015, including client-side governance arrangements	Rebecca Spore, Director Infrastructure

Action Title	Action Owner	Planned Completion Date
Completion of Phase 2 and 3 of the Infrastructure Division restructure including integrated client roles	Rebecca Spore, Director Infrastructure	March 2016
Ensure appropriate and effective client-side arrangements for Contact Point and Digital Services.	Amanda Beer, Corporate Director EODD Emma Mitchell, Director SBDI	March 2016 (review)
Ensure establishment of appropriate 'intelligent client' function for Legal Services if an alternative service delivery model is adopted.	Geoff Wild, Director Governance & Law	TBC

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From: Paul Carter, Cabinet member for Business Strategy, Audit and Transformation and Commercial and Traded Services

David Cockburn, Corporate Director, Strategic and Corporate Services

To: Policy & Resources Cabinet Committee, 14th March 2016

Subject: Corporate Assurance Quarterly Report

Classification: Unrestricted

Summary: This report outlines the key findings from Corporate Assurance on major change projects and programmes in the period January to March 2016.

Recommendations:

The Committee is asked to:

(1) **Note** the findings of the Corporate Assurance Quarterly Report.

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1.   INTRODUCTION

1.1   The first report from Corporate Assurance to the Policy & Resources Cabinet Committee was provided in December 2015. The Committee requested regular reports to keep Elected Members informed on developments within major change projects and programmes.

1.2   This report continues to provide an overview of all change activity within KCC's change portfolios, in addition to analysis on variances to costs, benefits and milestones for major 'Tier 1' (business critical) projects, potential project activity and checkpoint findings from projects in the Analyse and Plan stages of the project lifecycle.

2.   BACKGROUND

2.1   In September 2013, KCC published "*Facing the Challenge: Delivering Better Outcomes*" which introduced four change portfolios to help manage an unprecedented level of complex change across the organisation.

2.2   The Corporate Assurance function was established in May 2015 to provide oversight, transparency and assurance of major change activity, providing confidence we are 'doing the right thing', as well as delivering things well.

2.3   Corporate Assurance uses a collaborative, constructive and relationship based approach.

2.4   In September 2015 an internal audit of Programme Management and Corporate Assurance was undertaken, reporting to Governance & Audit Committee in January 2016. The internal audit was assessed as 'Adequate' with 'Good' prospects for improvement, which was positive

given the audit was initiated at an early stage of the new operating model. Several of the audit recommendations have already been completed with a management action plan in place to progress further improvements, in collaboration with Portfolio Delivery Managers and Engagement, Organisation Design and Development.

2.5 Five of the 16 current Tier 1 projects are service redesign programmes supported by our strategic partner, Newton Europe. These programmes within 0-25 and Adults portfolios have additional assurance through the Financial & Performance Monitoring Group (FPMG). Their role is to agree, confirm and sign off the programme benefit, ensuring the improvement has been reliably evidenced and bringing clarity to how this translates to a change in bottom line expenditure and in year cash benefit. For corporate assurance reporting purposes portfolios report only the total programme benefit.

3. KEY FINDINGS – JANUARY TO MARCH 2016

3.1 The key findings are taken from the analysis within the Corporate Assurance Quarterly Report (**Appendix 1**):

a. 5 new Tier 1 projects have been introduced this quarter. There are currently 16 Tier 1 projects, with 65 projects within the portfolios overall. 10 projects have stopped or completed this quarter.

b. As we explore opportunities to use new technology, the volume of emerging major infrastructure and systems projects is increasing – from 12% of Tier 1 projects in January to 44% of Tier 1 projects in March and 21% of all potential projects.

c. The majority of portfolio activity continues to be service redesign projects with 50% of current Tier 1 projects, 65% of all current projects within portfolios and 51% of potential projects.

d. Although the overall volume of current portfolio projects is reducing as portfolios effectively prioritise the right projects to support KCC's strategic outcomes, there remains a growing number of potential projects emerging for 2016-17 (33 identified this month).

3.2 Strengths and prospects for improvement identified from the internal audit, include:

a. The Corporate Assurance team has a clear, defined process in place and approved vision of its role and where it is headed, including a programme for assurance of projects.

b. The Portfolio Delivery Manager (PDM) role is seen as helpful by Project Managers as a source of support and guidance. The PDM's are clear about their roles and have set up reporting systems to regularly obtain project updates to report to senior management.

c. The Corporate Assurance staff and PDM's have good knowledge for undertaking their roles and have completed nationally accredited training on Better Business Cases used by HM Treasury.

d. Some good examples of project and programme management documentation have been evidenced across all four change portfolios.

3.3 Areas for development identified from the internal audit, which correlate with findings from recent corporate assurance activity, include:

a. Project objectives and governance need to be formally defined.

b. Further work is needed to fully quantify financial benefits and clearly state non-financial benefits.

c. Project resource cost, capacity and capability needs to be fully considered, including need for corporate resources.

d. Need for greater understanding of impacts and interdependencies between projects, including documenting and communicating these.

3.4 Key findings arising from checkpoint activity undertaken on major projects this quarter include:

a. The strategic case for change is a strength, with good alignment to KCC's strategic outcomes, strategies and objectives. Governance and approval routes need to be clearly defined.

b. Options development and analysis has been robust, with a clear recommended option and equality impacts well considered. However, the risks and implications (e.g. procurement or financial implications) for each option need to be explicit.

c. The case for affordability and value for money, including clearly defined cost/benefits, non-financial benefits, return on investment and sustainability need to be more developed and clearly evidenced.

d. Risks are often defined at a high level, but require further development and could benefit from clear mitigations and owners.

e. In commissioning projects, the contract mobilisation and management arrangements need to be explicit, to provide additional confidence to progress to the Do and Review stages.

f. Detailed mobilisation and project planning needs to be well-defined, to build confidence that the project can quickly and efficiently be progressed following contract award/key decision.

3.5 Key risks and issues this quarter include:

a. Capacity and capability to support a large volume of current projects and potential projects arising in 2016-17 financial year.

b. Public Health projects currently sit outside the change portfolios, but will be included in new governance arrangements so the dependencies need to be clearly defined.

c. The majority of activity is defined as individual projects rather than aggregated into programmes, limiting ability for corporate assurance and risking looking at projects with similar outcomes or client groups in isolation.

d. Given financial pressures, consideration needs to be given to the robustness of the Analyse stage to ensure the right projects are started.

4. NEXT STEPS

4.1 Corporate Assurance Reports will continue to be regularly provided to the Policy & Resources Cabinet Committee. Reporting on a biannual rather than quarterly basis should provide further insight and analysis on trends. Elected Members are welcome to provide feedback to ensure the reports add value.

4.2 The management actions in response to the recent internal audit will be progressed to further refine and improve the future approach.

4.3 We will regularly reflect and review the most appropriate future arrangements for Corporate Assurance to support new governance arrangements and ensure it stays relevant to the organisation.

5. RECOMMENDATIONS

5.1 The Committee is asked to:

(1) **Note** the findings of the Corporate Assurance Quarterly Report.

Appendices:
Appendix 1: Corporate Assurance Quarterly Report

Background Documents:
Corporate Assurance Analysis Report, Policy & Resources Cabinet Committee, 11th December 2015

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David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance
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Overview of major projects and programmes in change portfolios

Corporate Assurance Quarterly Report:

January to March 2016

A: Key facts

16	65	58%
Tier 1 projects/ programmes (March 2016)	Total Number of current projects/ programmes across the four Portfolios (March 2016)	Projects scheduled to complete within 2016-17 financial year

5 — Tier 1 projects added to the portfolios during this quarter.

10 — Projects have stopped or completed this quarter.

33 — Potential projects in March 2016 (have either not yet been formally approved or started yet, and may or may not progress into the Portfolios).

50% — Current Tier 1 Activity that is in the 'Analyse' or 'Plan' stages.

44% — Current Tier 1 activity that is in the 'Do' stage.

6% — Current Tier 1 Activity is in 'Review' stage.

B: Key findings

General findings

- The majority of portfolio activity remains projects to transform the way that public services are delivered (50% of current Tier 1 projects, 65% all current projects within portfolios and 51% of potential projects).
- As we explore opportunities to use new technology, the volume of emerging major infrastructure and systems projects is increasing (12% of all current projects in January but by March 2016 this had increased to 44% of current Tier 1 projects and 21% of all potential projects).
- Although the overall trend is that the number of current portfolio projects is reducing, there are a growing number of potential projects emerging from 2016-17 (33 reported in March 2016).

Achievements this quarter

- Portfolios are prioritising the most critical projects that will to help achieve our strategic outcomes, with a stabilising number of Tier 1 (business critical) projects.
- The portfolio management approach is evidencing improvements in performance and delivering projects more efficiently and effectively.
- Changes to portfolio governance are helping to improve oversight of change activity with a stronger focus on priority projects and evidence of proactively targeting risks and issues.
- Early engagement and a more informal style of corporate assurance has given project managers the opportunity to respond to feedback and helped to enhance the quality of business case development.
  - Early checkpoint findings indicate the strategic case for change, options development/appraisal and equality impacts for projects are robust.
  - Future of In-House Provision project (to explore options for four care homes) has demonstrated strong project planning and has since developed robust project documentation to respond to feedback.
  - Portfolio assurance and consistent corporate input has helped to strengthen the EYPS Systems Transformation business case.
- A better awareness and understanding of projects has informed the Directorate Business Planning process.
- Continuous professional development opportunities offered at the Project & Programme Management Network has achieved positive feedback with growing regular attendance (25-40 attendees per session).
- There have been over 1935 hits on the online Project & Programme Management Toolkit on KNet since its launch in October 2015.

Areas for development

- The quality and consistency of financial information for projects remains a priority for improvement – this was identified as an issue in the recent Internal Audit of Programme & Project Management.
- In particular, cost/benefits for Tier 1 projects need to be defined in accordance with the 'golden rules' agreed by Corporate Directors in September 2015.
- Currently, the lack of consistency in financial information means that the overall investment and benefit of all the change activity within Portfolios cannot be accurately calculated.
- Indicative cost/benefits need to be defined earlier in the Analyse stage, to ensure that we are starting the right projects that will help to achieve better outcomes, but are also affordable and represent value for money.
- Business cases are still sometimes perceived as a burden or additional product, rather than a necessary process to bring together evidence to support informed decision making.
- Early checkpoint findings indicate that analysis to evidence affordability and value for money, and detailed contract mobilisation/project planning remains an area for improvement.
- Improving the understanding of cross-Portfolio dependencies was identified as an area for improvement in the Internal Audit.

Areas for consideration

- With a large volume of potential major projects emerging, the capacity and capability to support both the current and future volume of project activity needs to be considered.
- In particular demand and capacity for corporate services to support a wide range of substantial change activity remains an issue.
- The 'tiering' of projects (by financial value) may need to be reconsidered to support the new governance arrangements which will consider all major commissioning and service redesign activity over £1m and/or requiring a key decision.

C: Portfolios Summary - March 2016

Number of Tier1 Projects/Programmes
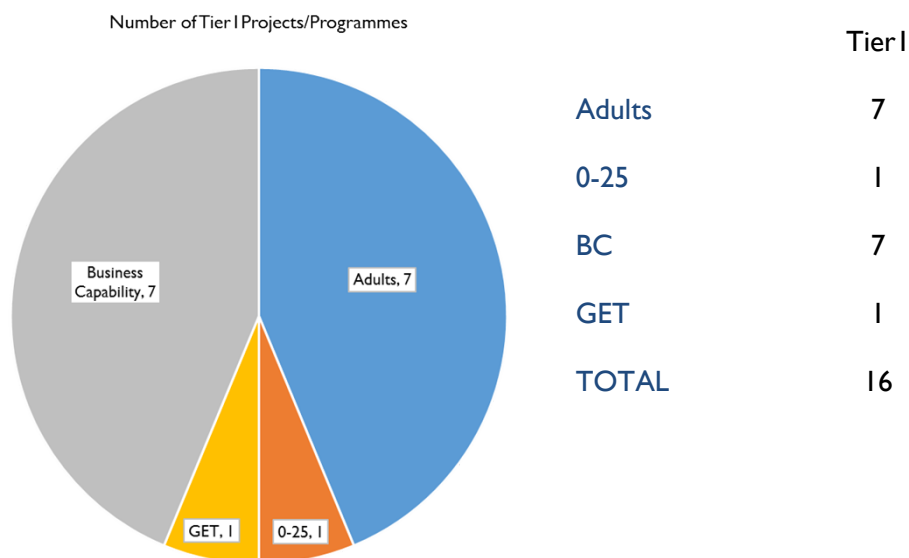
	Tier1
Adults	7
0-25	1
BC	7
GET	1
TOTAL	16

Adults
38 Total

7	Tier 1
16	Tier 2
15	Tier 3
0	TBC
5	Potential
0	Stopped/ Completed

0-25
5 Total

1	Tier 1
3	Tier 2
0	Tier 3
1	TBC
13	Potential
0	Stopped/ Completed

BC
10 Total

7	Tier 1
2	Tier 2
1	Tier 3
0	TBC
1	Potential
2	Stopped/ Completed

GET
12 Total

1	Tier 1
4	Tier 2
7	Tier 3
0	TBC
12	Potential
0	Stopped/ Completed

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D: Overall volumes by month

Month	Total Activity	Total Tier 1 Activity	Potential	Stops/Exits	Current change activity identified within Portfolios			
					Adults	0-25	BC	GET
MAY	69	11	N/A	N/A	47	9	8	13
JUN	81	28	6	N/A	53	8	8	12
JUL	113	38	11	10	53	41	7	12
AUG	94	25	10	23	40	35	7	12
SEPT	115	31	14	13	44	52	7	12
OCT	96	21	7	4	43	33	7	13
NOV	68	16	22	8	39	10	7	14
DEC	67	18	10	4	36	7	7	17
JAN 16	70	20	10	7	35	14	8	13
FEB	63	15	35	1	38	4	9	12
MAR	65	16	33	2	38	5	10	12

Since May 2015, Corporate Assurance has tracked the overall number of projects and programmes across the four change portfolios on a monthly basis.

Since September 2015, the overall trend has been that the number of projects has reduced, as portfolios successfully prioritise business critical projects.

The volume of projects in each portfolio is becoming more stable and consistent, particularly in the Adults, GET and Business Capability portfolios.

The largest fluctuation has been in 0-25 Portfolio, with a marked reduction in the number of projects this quarter, as high priority cross-cutting projects between Education & Young People's Services and Specialist Children's Services have been prioritised, and activity is reported at a programme rather than project level.

As relationships have developed and we have gained a better awareness of change activity, the number of potential projects is increasing from 10 in Jan to 33 in March.

The number of stopped/completed projects (paused, stopped prematurely or fully completed) has reduced this quarter, indicating that prioritisation is helping ensure only the right projects are initiated.

E: Summary of Major Tier 1 Projects & Programmes - March 2016

T1 Projects by Portfolio	Stage	Cost	Benefit	Variation to Costs/Benefits	Next Key Milestones	End Date
Adults						
Review of Housing Related Support	Analyse	£38k	£2m	Projected costs have now been confirmed	Review findings – Mar 16	Mar 2016
Future of In-House Provision	Plan	£1.651m	£1.790m		Business Cases to be approved Mar 16	Mar 2017
Your Life Your Home	Do	£2.387m	£3.74m (Target)		Internal review – Apr 16	Aug 2018
Acute Pathways	Do	£1.095	£2.34m (Target)		Sustainability approved – Jan 16	Mar 2016
Kent Pathways Service	Do	£1.15m	£1.29m (Target)		No key milestones within the next 3 months	Aug 2016
Enablement	Do	£1.224m	£5m (Target)		Sustainability approved – Feb 16	Mar 2016
Community Equipment Retender	Review	£1.18m	£300k (MTFP 16/17)		Sustainability approved – Mar 16	Apr 2016
0-25						
0-25 Unified Programme	Do	£5.58m*	£15.07m (Target)		External Spend Fostering changes sustained – Mar 16	May 2016
Business Capability						
Asset Review	Analyse	TBC	TBC		TBC	TBC
ICT Infrastructure Programme	Analyse	TBC	TBC		Storage Replacement procurement commences – May 16	Mar 2017
User Access Programme	Plan	TBC	TBC		User Access Devices contract award – Apr 16	Mar 2017
Gateway Implementation	Plan	£12.5k	£2.884m (over 3yrs)		Dover Consultation Commences - Mar 16	Dec 2018
Agilisys Transformation	Plan	TBC	TBC		2 Core Products to be implemented – Apr 16	Feb 2018
New Ways of Working	Do	£34.772m	£20.363m		Programme closure & handover to BAU – Mar 16	Apr 2016
Property LATCO	Do	£225k	£6.9m (over 3yrs)		Transfer of staff – Apr 16	Apr 2016
GET						
LED Streetlighting	Plan	£40m	£5.249m		Start of Conversion – Mar 16	May 2019

*NE costs for all 3 projects – figure of £5.58m covers assessment, design & implementation (if target achieved on all projects). These 3 NE supported projects have some additional KCC costs as KCC are delivering some elements of the projects, this also means there are additional benefits to be realised - these costs and benefits are TBC. Some of the target programme benefit will be reinvested into services and/or to eliminate cost avoidance.

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F: Tier 1 by Theme

To support the business planning process, change activity is now being analysed by both portfolio and by theme.

50% of current Tier 1 projects (8 of 16 projects) are Service Redesign activity.

During January 2016, an analysis of all 57 projects within the portfolios at that time indicated that 65% (37 of 57) of projects were Service Redesign activity.

The number of major Infrastructure/Systems projects has recently increased from 33% (5 of 15) in February to 44% (7 of 16) in March 2016.

T1 projects by Theme

All projects by theme (Mid January 2016)
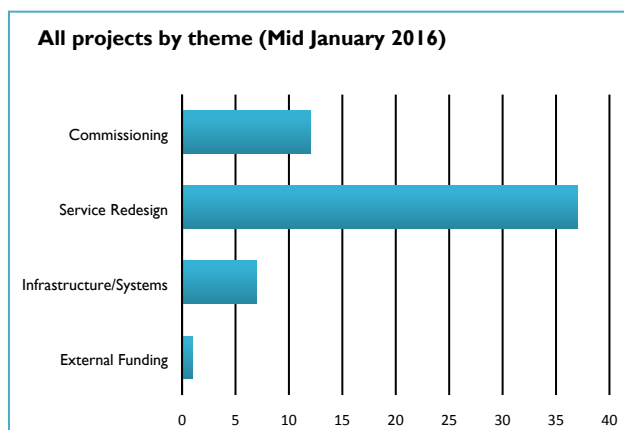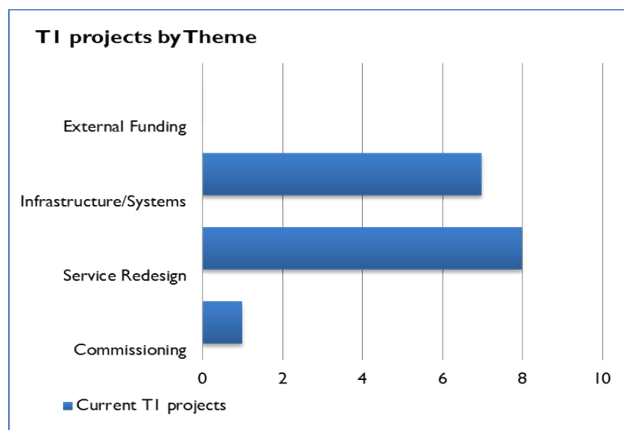
G: Tier 1 by Project Stage

Activity within the Analyse and Plan stages has increased by 17% this month (33% in February to 50% in March) which will increase the opportunity for more corporate assurance checkpoint reviews to be undertaken next quarter.

For information, all new Tier 1 projects this quarter are summarised in Section L.

The majority of projects (44%) are within the Do stage. Of these, 3 projects (19% of all Tier 1 projects) will be completed this financial year (2015-16). 58% of projects will complete in 2016-17 financial year. Cost and benefit information for these projects has been confirmed which should help with the tracking of benefits.

Closure/Lessons Learned Reports for projects in the Review stage are being collated, to analyse key learning points and opportunities to share with other project managers.

Tier1 Activity by Project Stage - March 2016
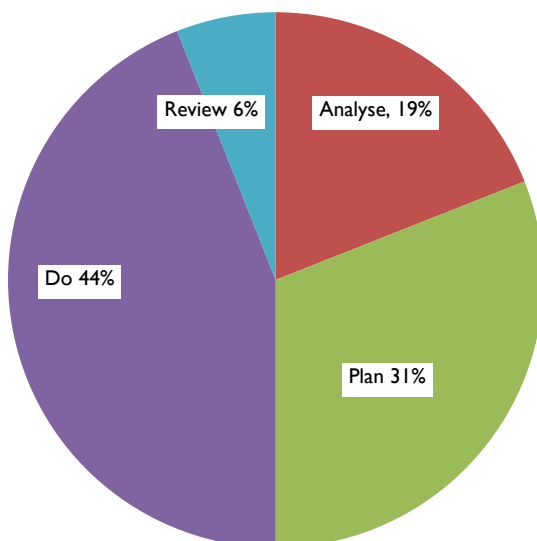
Analyse	19%
Plan	31%
Do	44%
Review	6%

H: Corporate assurance this quarter

Future of In-House Provision

Formal checkpoint feedback was presented to TAG 17th December 2015. In February, latest project documentation evidenced improvements as a result of earlier checkpoint feedback. Due to key decisions for 2 care homes due in March, those business cases now expected to be finalised in April.

EDMS

Informal feedback provided on early vision paper to Project Manager and Director, working jointly with the PDM. Project no longer required as Data Storage will be picked up in the forthcoming ICT Infrastructure Programme.

EYPS Systems Transformation

Informal advice given to Project Manager with relevant PDM's on updated business case which was discussed at TAG 9th Feb 2016. Further corporate assurance will be considered following Strategic Commissioning Board discussion on 10th March.

Public Health Projects

Public health transformation programmes and project activity identified with commissioners, for consideration in new governance arrangements.

VDI/Thin Client

Informal feedback on options paper provided to Director, working jointly with the PDM. Key Decision in December on the User Access Devices procurement means this project has been superseded by the User Access Programme. Project closed in March 2016.

LD Internal Day Care

Initial research and engagement with Project Manager undertaken. Following meeting with Director due to change in costs and milestones no further checkpoint activity required. Assurance will instead focus at a transformation programme level.

Other

Initial assurance research was undertaken, but anticipated checkpoints on 3 Adults Portfolio projects (Wheelchair Accessible Housing, SKC Thanet ICO Integration and Transforming Care) were not required due to change of Tier (inaccurate cost/benefits) or project prematurely closing.

Business Planning

Major project activity shared to inform Directorate Business Plans to drive forward agenda planning for new governance arrangements.
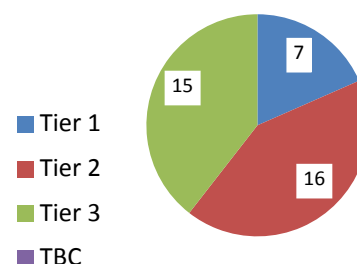
I: Portfolio by Portfolio: March 2016

Adults Portfolio

One new Tier1 project (Review of Housing Related Support) has entered the portfolio this quarter (see Section L).

In February, a previous Tier1 project – Internal Day Care (LD) has been reclassified as a Tier 2 project due to a change in costs. This activity will now be considered more collectively at a programme level, increasing opportunities for assurance and reducing the risk of looking at projects in isolation.

The accuracy in the reporting of costs and benefits has increased within the portfolio this quarter, following the Internal Audit recommendation. Whilst this has caused some projects to fluctuate Tiers over the last couple of months, the financial information is now a more accurate reflection and double-counting has reduced.

In February, specific cost figures for four Tier 1 projects supported by Newton Europe were identified which had previously calculated within a 'range', causing a variation in reported costs and benefits. The financial information is now more accurate and consistent with Financial & Performance Monitoring Group (FPMG) reporting.

Legend: Tier 1, Tier 2, Tier 3, TBC
Values: 7, 16, 15

0-25 Portfolio

The 0-25 Portfolio has prioritised the scope down from 14 projects in January to 5 cross-cutting programmes between Education & Young People's Services and Specialist Children's Services in March 2016.

This reduction is partly due to portfolio activity now being reported consistently at a programme level rather than as individual projects. As a result, the number of Tier 1 programmes within the Portfolio has reduced from 6 in January, to 1 in March 2016.

The Children's Public Health Programme entered the portfolio in March and is awaiting Tier TBC, until the scope is confirmed at 0-25 Portfolio Board. This is likely to become a Tier 1.

Legend: Tier 1, Tier 2, Tier 3, TBC
Values: 1, 3, 1
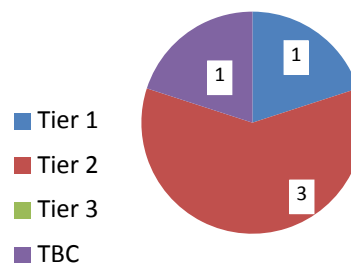
I: Portfolio by Portfolio: March 2016

Business Capability Portfolio

In February, the benefits for the Gateway Implementation programme reduced by £2.627m due to a change in reporting from target to confirmed benefit.

Four new Tier 1 programmes have entered the portfolio this quarter (see Section L).
- Agilisys Transformation
- Asset Review
- User Access Programme
- ICT Infrastructure Programme

The User Access Programme and ICT Infrastructure Programmes will include a range of projects, with assurance to be undertaken at both programme and project level.

The Thin Client/VDI (T1) stopped prematurely this quarter, but was formally closed in March 2016. The activity will be taken forward within the new User Access Programme.

Following a successful transition after contract award in December 2015, the Agilisys Mobilisation project has been completed and formally closed in March 2016. The work will now be taken forward within the Agilisys Transformation Programme.
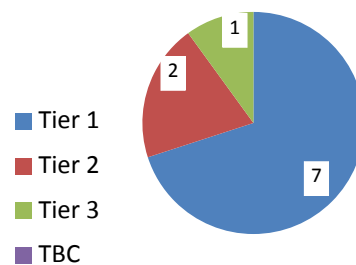
GET Portfolio

The WTFD Contract project was confirmed as a Tier 2 project in March 2016, having previously been reported as Tier TBC whilst market engagement and intelligence took place. As the procurement progresses, this may become a Tier 1 project.

The Customer Services Programme has entered the portfolio as a Tier 3 (previously reported as Tier TBC with unknown costs or benefits, as in early stages of Analyse and still defining the scope of the programme). This programme has dependencies with the Agilisys Transformation Programme in the Business Capability Portfolio.
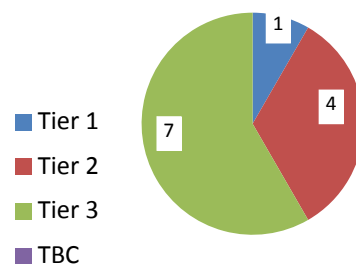
J: Potential Project Activity

Corporate Assurance tracks potential projects which are not yet formally approved or started yet, and may or may not progress into the Portfolios.

It is an important indication of change activity 'coming over the hill' which may have an impact on demand for corporate support, or need to be considered in the new governance arrangements.

33

Potential projects
reported March 2016

12

Of these may be
potentially
significant
projects

As relationships have developed, the understanding of forthcoming project activity has improved. This is evidenced by the increase in the number of potential projects from 10 in January to 33 in March 2016.

The majority of potential projects appear to be Service Redesign. However, there is a growing volume of Infrastructure/Systems projects emerging in the 2016-17 financial year.

Potential projects by theme (all Tiers)
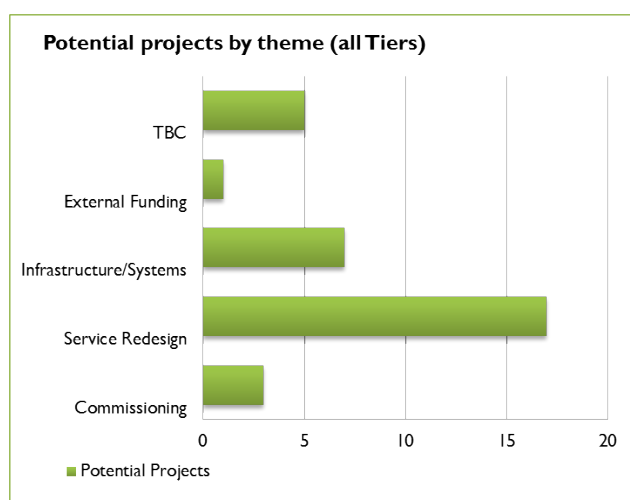
K: Corporate assurance next quarter

Gateway Implementation	As this project is in advanced planning stages, a light touch checkpoint is planned with the Project Manager and PDM.
User Access Programme and ICT Infrastructure Programme	Informal checkpoints at programme and project level with PDM, reporting to Director of Infrastructure and ICT Board.
Asset Review	Checkpoint approach to be agreed with Director, PDM and Project Manager.
Agilisys Transformation Programme	Checkpoint is planned with the Programme Manager and PDM to provide assurance on business cases for additional product opportunities.
WTFD Waste Contracts	Depending on market response may become a Tier 1 project. Good practice example of contract mobilisation and management in remit of Budget & Programme Delivery Board.
EYPS Systems Transformation	Further corporate assurance approach will be considered with Programme Manager and PDM following Strategic Commissioning Board discussion.
Children's Public Health Programme	Assurance approach to be discussed with Public Health and PDM's to support new governance arrangements. Dependency mapping to be undertaken with PDM's.
Future of In-House Provision	Additional assurance on project business cases to support decision making and detailed project plans.
Housing Related Support Review	Assurance approach to be confirmed following Task & Finish Group and Strategic Commissioning Board recommendations in March 2016.

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L: New Tier 1 projects this quarter

Housing Related Support Review

Portfolio:	End Date:	Start Date:	Stage:
Adults	Mar 2016	Jan 2016	Analyse

What will the project deliver?
The project will provide:
- Improved preventative services.
- Opportunities to reshape and reconfigure provision to support the council's transformation ambitions and save money in the longer term.
- Options appraisal with a cost benefit analysis and associated risks to assist decision making.

Background
From 2003, housing related support (formerly Supporting People) has been a preventative service relating to the specialist support given to vulnerable people who did not meet the former statutory eligibility thresholds. The provision is commissioned from a range of providers including the voluntary & charitable sector to enable vulnerable people to achieve and maintain independence. It does not include any property related costs e.g. rent or service charges.

These services are provided to the following cohorts of people: Older People; Young People at Risk; People with Mental Health Problems; People with Learning Disability and Socially Excluded Adults (including Domestic Abuse, Homelessness, Offenders, Substance Misuse and Gypsy Travellers).

Where do we want to be?
As part of the MTFP cycle and specifically assessing and identifying savings for the 2016-17 budget, the Transformation Advisory Group requested that the budget for the Housing Related Support Services are reviewed to investigate whether functions within the service are effective, demonstrating value for money and contributing to the KCC strategic objectives.

Using the commissioning cycle as a guide, this review will determine the requirements for the service and demonstrate the outcomes that we are trying to achieve.

How will we get there?
The project will be split into two phases:
- Phase 1 – will focus on delivering in year efficiencies.
- Phase 2 – undertake a deep dive analysis to identify any further redesign requirements.

L: New Tier 1 projects this quarter

Agilisys Transformation Programme

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	Dec 2016	Dec 2015	Plan

What will the programme deliver?
The programme will provide:
- Improved web channel, providing our customers with a choice to do business with us on-line.
- Improved customer service, with the implementation of a customer management platform.
- Ability to deliver enhanced customer service through improved insight and the ability to target improvements.

Background
KCC's new strategic partnership with Agilisys is a key part of delivering our commissioning aim of putting the customer at the heart of everything we do. The contract provides the opportunity to implement a number of products that will transform the way KCC serves its customers. The transformation programme is spilt into 2 key phases: Core Products and Business/Service Transformation. Each phase gives KCC the opportunity to provide customers with an enhanced consistent service, and to continue to improve its digital channel.

Where do we want to be?
We want to reduce the number of telephone calls we receive and increase the use of the web, thereby reducing the cost of serving our customers. By continuing to develop our digital offer and adopting the approach of digital by *choice* (as opposed to by digital by *design* or by digital by *default*), we will improve the customer experience (while reducing call volumes) and make it easier for customers to transact with us and to find the information they require.

How will we get there?
The Transformation is divided into 2 phases:
- Core Products – these products provide a baseline which will allow us to identify where we need to make improvements to our digital offering, and support the development of improved content for our website, as well as implement core customer management technology to support improved customer service.
- Business/Service Transformation – to implement new technology to support our on line offering, giving customers further choice and allowing KCC to provide excellent customer service.

L: New Tier 1 projects this quarter

ICT Infrastructure Programme

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	Dec 2016	Jan 2016	Analyse

What will the programme deliver?
The programme will provide:
- Resilient and scalable infrastructure that meets the needs (and the future needs) of our business.
- Infrastructure to support our mobile workforce, and service transformation programmes.

Background
The ICT Infrastructure Programme brings together a number of projects delivering infrastructure to provide a robust and resilient platform underpinning the delivery of our services. The projects will directly support the new ICT strategy, moving us towards cloud services and providing an infrastructure to support mobile working, and replacing our existing platforms that are out of date and out of support.

The projects within this programme include:

- KPSN
- PSN Roam
- Cloud Services
- Data Centre Review
- Storage replacement

Where do we want to be?
ICT want to provide an infrastructure that is scalable and meets the increasing needs of our services. Our current infrastructure is ageing and will require updating to ensure that we are keeping in line with technology changes.

How will we get there?
- The programme is in the Analyse phase of delivery.
- All the key projects above are in the Analyse phase, with options and recommendations being developed over Q1 (2016-17).

L: New Tier 1 projects this quarter

User Access Programme

Portfolio:
Business
Capability

End Date:
Dec 2016

Start Date:
Jan 2016

Stage:
Plan

What will the programme deliver?
The programme will provide:
- Robust solution to replace the existing telephony – including both Unified Communications and mobile devices.
- A like for like replacement in terms of key functionality for all projects, and in some examples enhanced functionality.
- Alignment to our ICT strategy, providing robust resilient solutions.

Background
The User Access Programme brings together a number of projects, delivering new technology to our user base to support the new ways of working and business transformation. The new solution compliments the Microsoft product set that supports KCC, and will offer improved service to our increasingly mobile workforce.

The projects within this programme include:
- Office 365
- User Access Devices
- Smartphones
- Unified Communications replacement

Where do we want to be?
The projects will deliver over 2016 and will result in KCC staff being able to access systems and telephony from any site. By bringing the projects together into a single programme, users will have a clear understanding of how ICT is supporting their requirement as well as delivering modern flexible methods of access. By implementing Office 365, we will move towards a cloud based solution.

How will we get there?
- The programme is in the Plan phase of delivery.
- Office 365 is planned to be rolled out over the next quarter.
- Smartphones are also due to be delivered by the end of Q1.
- Unified Communications replacement is currently being planned, with implementation expected from Q3 (2016-17).

L: New Tier 1 projects this quarter

Asset Review Programme

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	Mar 2018	Jan 2016	Analyse

What will the programme deliver?
The programme will provide:
- A number of projects to deliver the outcomes identified in the review.
- An efficient use of our assets, maximising opportunities where possible (e.g. property running cost savings, income generation, sharing accommodation).

Background
As part of the medium term financial plan £1.68m of savings have been allocated against rationalisation of the non-office operational estate. In July 2015, a review was commissioned of the assets base, and the Infrastructure Team have been working with services to review assets and to identify opportunity to use our assets in a more efficient way. This programme is in the Analyse stage, with scope of projects still to be determined.

Where do we want to be?
KCC want to ensure that any reviews explore opportunities that can be presented through One Public Estate (integration with other public sector partners) as well as exploring multi-service buildings and creating opportunity for co-location of services. The outcome of the review and the implementation of its associated projects will result in an estate that is fit for purpose, continues to meet the needs of our residents and provides value for money.

How will we get there?
- Working with Service Directors, identifying principles for asset usage and opportunities.
- Develop proposals to analyse the viability of any opportunities.
- Implement viable opportunities through a series of projects.

M: Corporate Assurance – Our Approach

Our Objective

Creating an overview of all major change activity and providing assurance that the business critical projects and programmes are on track to successfully deliver KCC's strategic outcomes and objectives.

How this will be achieved

Working as a virtual team with Portfolio Delivery Managers to collate Project information and provide corporate assurance 'checkpoint' advice for business critical projects at the Analyse and Plan stages.

Reporting

Regular updates to the Director for Strategy, Policy, Relationships & Corporate Assurance, Corporate Directors, Cabinet and Strategic Commissioning Board with Quarterly Reporting to Policy & Resources Cabinet Committee.

Our Process

| Monthly Snapshot | Quarterly Overview | Checkpoints |

Our Evidence

We keep track of variations on major projects on a monthly basis:
- overall volume of activity across 4 Portfolios;
- Cost/benefit and milestones for Tier 1 projects;
- projects which close or prematurely stop (including closure/lessons learned reports);
- potential new project activity to engage at an early stage.

We build the picture of change activity across KCC:
- summary descriptions for all change projects;
- high level stage, cost/ benefit and milestone information for all projects;
- cross-cutting risks, dependencies, impacts and relationships between projects and portfolios.

We influence business critical projects:
- providing information, advice and support on building better business cases;
- collaborative checkpoint reviews with PDM and Project Manager;
- Reviewing a wide range of project documentation and dialogue with project managers.

Outcomes

- Accurate and live overview of all change activity
- Better understanding of collective investment and impact of change activity
- Better understanding of relationships and impacts between Portfolios
- Better understanding of risks and dependencies between Portfolios and Business as Usual
- Escalation and problem solving with Portfolios
- Early warning on projects with significant variations which may impact delivery
- Driving improvements in consistency and quality of financial information
- Building better business cases to inform decision making

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By:	Gary Cooke – Cabinet Member for Corporate & Democratic Services
	Amanda Beer – Corporate Director Engagement Organisation Design and Development
To:	Policy and Resources Cabinet Committee
Date:	14 March 2016
Subject:	The Engagement Organisation Design and Development Division
Classification:	Unrestricted

Summary: This paper updates Policy and Resources Committee on the service redesign activity across the Engagement, Organisation Design and Development division and on its operating model for providing professional advice and support across the Authority.

1. **INTRODUCTION**

1.1   The Engagement, Organisation Design and Development Division was established in April 2015 as a result of the restructure of the Strategic and Corporate Services Directorate.

1.2   The Division brings together a number of professional functions which, when aligned with each other and the Authority's strategic outcomes, can make a major contribution to supporting transformation.

1.3   Each of these functions has been reviewed since April 2015 and the service offer has been redesigned to ensure that the whole Division can operate to provide an effective, professional and integrated service to KCC.

1.4   The redesign has taken full account of the move to become a commissioning authority and has had to plan for reduced resources. This has meant a relentless focus on outcomes.

1.5   The sections below look at the structure of the Division and the responsibilities of each of the functions within it, but also explains the commissioning and delivery approaches which will ensure successful service delivery.

2. PURPOSE OF THE DIVISION

2.1 The Strategic Outcomes for the Authority place the customer firmly at their centre.

2.2 The functions that have been brought together under the Corporate Director of Engagement Organisation Design and Development will ensure a clear and seamless alignment to support the principle of customer centric services becoming reality.

2.3 Customer insight and intelligence (including that gathered through formal consultation) will inform both how service users and residents what to be communicated with and what they expect from their services and the people who deliver them. This can be linked directly to communications strategy, fed into how our services are designed and commissioned and used to inform workforce development and planning.

2.4 The Division has aimed to ensure its structure and way of working will facilitate coherent communication both internally and externally about all aspects of service provision from strategic to the front line operational and meaningful engagement with staff, stakeholders and residents.

3 STRUCTURE

3.1 The redesign work undertaken has resulted in new structures across the Division. The structure for service delivery from April 2016 is shown at Appendix 1.

3.2 However, more than ever, these structures have resulted from comprehensive work to identify the outcomes required from each of our functions, the need to move to a clear commissioning model for the delivery of all our activity and a realistic view of the on-going financial and resource reductions. This has not been a traditional top down restructure and the organisation design canvass has been fully utilised to reach our conclusions.

3.3 The approach to service redesign saw both the staff in the Division and key customers and stakeholders from other parts of KCC fully involved. Staff have been able to have ongoing input into the design of the culture of the Division and have grasped the opportunity enthusiastically.

3.4 A brief description of each function within the Division is provided in the rest of this section.

3.5 **Health and Safety**

3.5.1 A complete support service for sensible H&S management:

- Creative solutions; advisory and risk profiling
- Supporting Alternative Service Delivery Models with transition & commissioning / procurement
- Investigation & support to managers around accidents / incidents
- Pressure & change management support and tools
- Audits & assessments / case management

3.5.2   Staff Care Services:

- Support Line
- Confidential counselling to help work through things that impact on / affect life and help individuals find ways to deal with them Occupational Health
- Promotes, maintains and protects the health & wellbeing of employees
- Early referral & assessments; how health can affect fitness for work; how work can impact on health

3.6   Business Partners

- Leaders for individual Directorates on HR and representatives for all activities delivered by the Division
- Help senior managers drive transformation to meet future business goals
- Provide strategic HR counsel that enables managers to turn business strategy into effective business practice
- Anticipate critical HR, communication and engagement related problems and issues and commission solutions.
- Jointly develop the authority's strategic HR approach and ensure the strategy is delivered
- Strategic point of contact across the EODD community representing business specific needs.

3.7   Engagement and Consultation

3.7.1   Create conversations
- Timely information across the organisation
- Support collection and response to complaints, feedback and compliments from customers

3.7.2   The right support in the right way to deliver change
- Expert support on communication with staff
- Expert support on consultation

3.7.3   Space to collaborate
- Working with networks of Managers and staff, building advocacy for KCC
- Sharing learning and experiences

3.8   Business Client and Management

3.8.1   Lead on all the business activities that underpin delivery of our services across the division. A taste of these are:

- Budget management and monitoring
- Business planning and performance management
- Divisional communications
- Client for HR services provided by the Business Services Centre
- Administer the Help Fund
- Administer Member Grants
- Media monitoring

3.9   Organisation Development

3.9.1   This small team provides the organisation's Organisation Development strategy and OD Plan and commissions delivery in relation to:

- Workforce planning, succession planning and talent management
- Resourcing, resilience and retention
- Skills development – new skills, competence and confidence.
- Leadership and management development
- Knowledge management / transfer
- Culture / The way we do things

3.10   Kent Communications

3.10.1 This service has been affected by a number of factors, including KCC's move to becoming a commissioning authority, and an organisation-wide drive to review costs in the light of budget cuts to ensure that taxpayers are receiving value for money. Other decisions affecting the team include digital services moving to a third party provider and the launch of a new Creative Services Framework, which will see the introduction of a roster of local design, print, advertising and media agencies. In the macro-environment, national issues demanding a change in strategic response from the communications function include devolved resource from central government, the environmental impact of construction on the county and the longer-term crisis brought about by migration from Europe.

3.10.2 The redesign of the function will increase the strategic service offered by the department, and offer KCC a more flexible and coordinated resource, grouping functions together to facilitate better collaborative working. It will help turn the department into a proactive partner, encouraging investment in the local economy through commissioning outsourced creative, production and distribution. It will raise Kent's national profile through revised ways of working and the introduction of an opinion leader strategy, introduce a "digital first" approach and help position KCC more competitively in readiness for market engagement in the marcomms sector.

3.10.3 The new structure sees functions merge into fewer, larger teams: Press, events and community liaison become a single unit, with an increased focus on digital communication and an enhanced remit to include public affairs. Marketing activity, digital and creative also join together. Three new Communications Commissioners will work with the service directorates to create strategic plans with agreed priorities. The Customer Experience Team merged with the new department.

3.11   Human Resources

3.11.1 This professional expert function develops organisational HR strategy, commissions organisational HR activity and delivers HR and OD commissioned activity to meet the business needs of both the corporate organisation and the service directorates.

3.11.2 The HR function, led by the Head of HR, will be responsible for developing strategy and/or commissioning activity (internally or externally) and delivering activity in the following areas:

- Reward, performance management, terms and conditions, equality, employee engagement, resourcing (including employment and deployment)
- Organisation Design (transformation, change management, process redesign, organisation structures, including spans and layers, job design, critical roles)
- Business Intelligence
- Systems and self-service development
- Health and Wellbeing
- Employee Relations

3.11.3 In addition the HR function will deliver activity commissioned by OD.

3.11.4 Within the HR function there will be discreet strategy and commissioning capacity in the form of flexible strategists who can work across the HR spectrum. These strategists will not have any people management responsibilities, devoting their time to strategy and commissioning, which will strengthen and develop HR's capacity in these areas. These roles will work closely together, collaborating with the OD strategy roles to ensure a single approach to the development of strategy and commissioning across HR and OD which presents as a single route through to delivery, via the programme and project management arrangements which are being developed.

3.11.5 The delivery of HR and OD commissioned internal activity and the maintenance of core activity to support HR and OD operational processes, will be provided through a discreet flexible pool of resource which is able to respond to and deliver commissioned activity. From the point of commissioning, through to delivery and review the resource pool will be managed from a single point

3.11.6 The bringing together of all HR and OD internally commissioned delivery activity provides the opportunity to remove duplication and to streamline processes. The establishment of the programme and project management arrangements will enable resources to be targeted and allocated efficiently to maximise capacity aligned to business priorities, ensuring the right things are done at the right time.
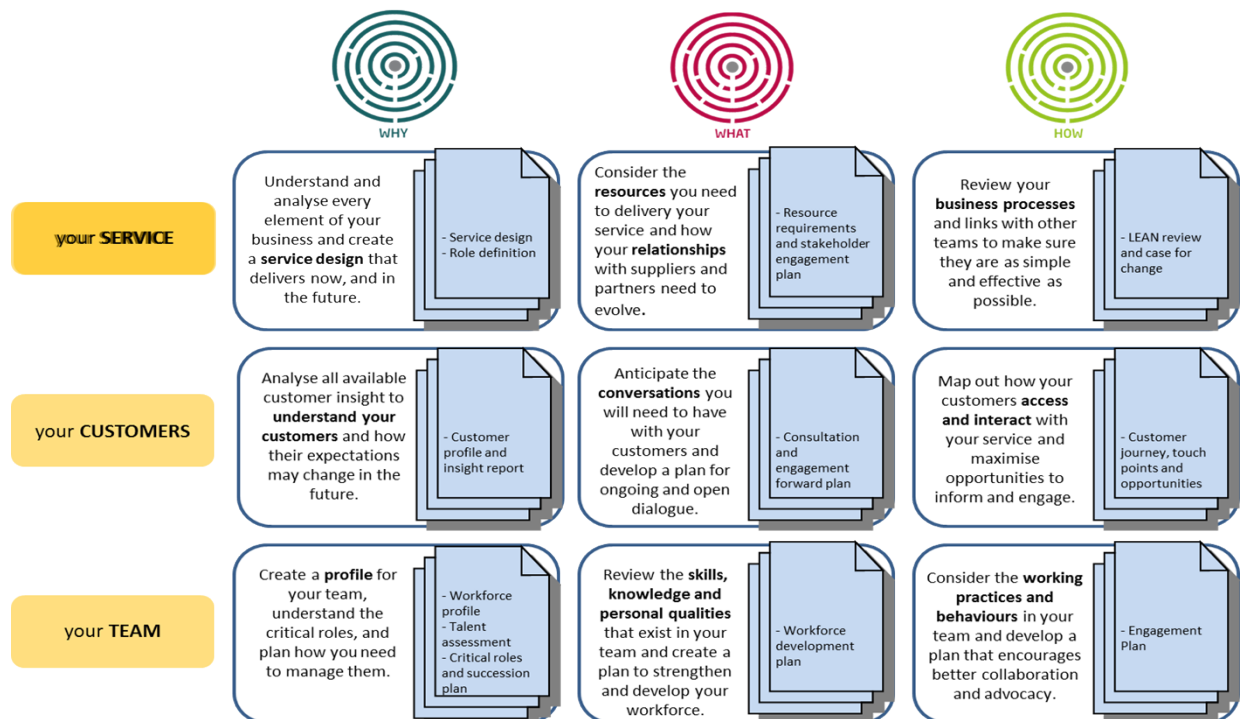
4. Service Delivery Model

4.1 The principles underpinning the service delivery model for the functions across the Division are as follows:

- Flexible – activity/services can be added or removed without corrupting the model/structure to ensure future proofing
- Enables a flat structure – decisions will be made as close to the front line as possible
- Work is organised in a way that enables the achievement of efficiencies and best serves the needs of EODD, realizing savings.
- The model must support collaborative working and is underpinned by project management and commissioning principles. It will have a strong, coherent commissioning focus
- The model puts the "customer at the heart".

4.2 These principles, the overall purpose of the Division and the way we intend to work with managers and stakeholders across the organisation have been depicted in the following diagram:

9 conversations...9 chances to change

	WHY	WHAT	HOW
your SERVICE	Understand and analyse every element of your business and create a **service design** that delivers now, and in the future. — - Service design - Role definition	Consider the **resources** you need to delivery your service and how your **relationships** with suppliers and partners need to evolve. — - Resource requirements and stakeholder engagement plan	Review your **business processes** and links with other teams to make sure they are as simple and effective as possible. — - LEAN review and case for change
your CUSTOMERS	Analyse all available customer insight to **understand your customers** and how their expectations may change in the future. — - Customer profile and insight report	Anticipate the **conversations** you will need to have with your customers and develop a plan for ongoing and open dialogue. — - Consultation and engagement forward plan	Map out how your customers **access and interact** with your service and maximise opportunities to inform and engage. — - Customer journey, touch points and opportunities
your TEAM	Create a **profile** for your team, understand the critical roles, and plan how you need to manage them. — - Workforce profile - Talent assessment - Critical roles and succession plan	Review the **skills, knowledge and personal qualities** that exist in your team and create a plan to strengthen and develop your workforce. — - Workforce development plan	Consider the **working practices and behaviours** in your team and develop a plan that encourages better collaboration and advocacy. — - Engagement Plan

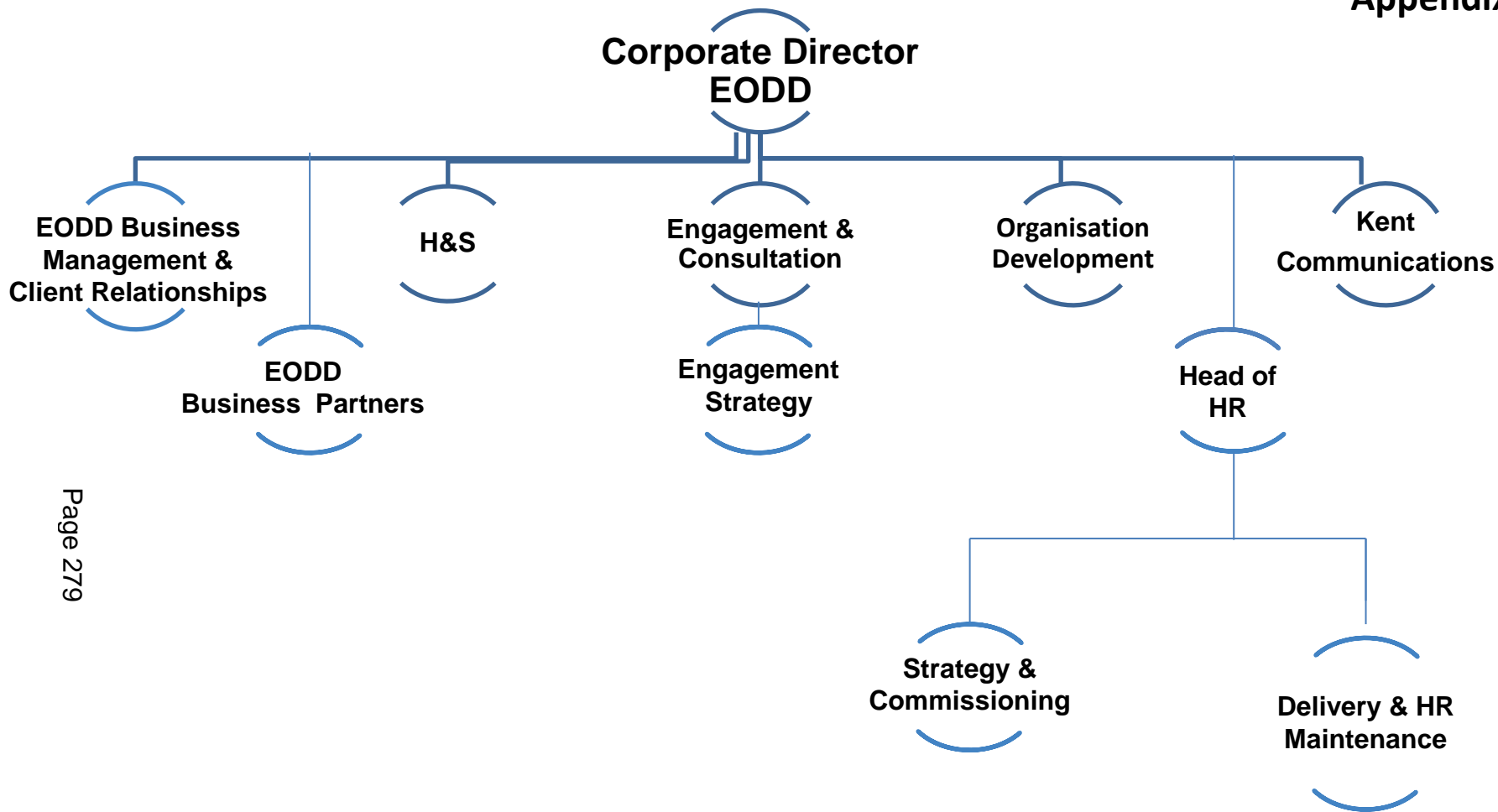**5. Commissioning in Engagement, Organisation Design and Development**

5.1 The Divisional Management Team is responsible for ensuring that clearly defined outcomes for all service delivery is commissioned and reviewed using the analyse, plan, do, review model.

5.2 The service delivery model includes a number of roles with responsibility for strategy and commissioning who are distinct from the delivery functions through the Division.

5.3 Some of the services which are the responsibility of these functions are commissioned from others outside the Division. Agilisys deliver customer contact and digital services and the Business Services Centre, part of the Property and Infrastructure Division deliver transactional HR and OD services including payroll, learning and development and recruitment.

5.4 As mentioned in section 3.10.1, we have also put in place print and creative services frameworks.

5.3 For HR, a commissioning and performance management group has been established with the following terms of reference:

- Determine and agree OUTCOMES for HR with main focus on corporate and service CUSTOMERS, but recognise that the group will need to continue to be responsive to changed demands and needs
- Commission ANALYSIS of key data and current performance, commission specific business intelligence for analysis and receive and consider relevant reports
- Create a prioritized PLAN for HR with timescales and identified lead officers and ensure it takes a programme management approach. It will be important that this Plan includes support for service directorate change projects, and not just for KCC HR strategy
- Commission ACTIVITY from within HR, from the Business Services Centre, and from elsewhere, with required outputs
- REVIEW progress, agree actions to address challenges and concerns including any potential impact on other KCC work programmes, and consider new opportunities that arise if they will contribute to achieving agreed outcomes. Also act as escalation point for issues of conflict, priority or competition for resources that arise in the Programme/Project Group.
- Receive reports from the Business and Client Manager, and from Strategic Business Development and Intelligence, on the MONITORING of services that have been commissioned under ongoing contracts/SLAs. Also receive for approval reports from HR Policy Group where any decisions made have an impact on the HR service offer.
- Agree relevant COMMUNICATION from the group to the wider HR function, to relevant KCC stakeholders, and to service providers

6. RECOMMENDATION

6.1 Policy and Resources Committee is asked to note and endorse the changes made and direction proposed for the Engagement, Organisation Design and Development Division to provide expert support to the organisation through this period of transformation.

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