

Appendix A: SRP Programmes – summary description

Adult Sustainability and Integration

This programme is building on the delivery of our Making A Difference Everyday (MADE) strategy that has been co-produced with people who draw on care and support and other stakeholders. Our three core principles – putting the person first, improving all the time and measuring what matters - within our strategy will help to continue to improve practice and deliver sustainability; ensuring that we respond to the combination of challenges facing adult social care. A critical part of a whole-system response to those challenges will be integration with our health partners.

Cabinet Member: Clair Bell, Cabinet Member for Adult Social Care and Public Health

Senior Accountable Officer (SRO): Helen Gillivan, Senior Accountable Officer

Why is it in SRP?

Making a Difference Everyday responded to the need for a person-centred model of care and support with increased focus on local communities, due to the increasing demand, financial pressures, and policy shifts in adult social care following the Covid-19 pandemic. The complexity, risk and scale of system challenges means we need to build financial, market and operational sustainability, alongside the delivery of our budget priorities to achieve an integrated and sustainable model for adult social care and health.

What progress have we made?

- KCC has been a key partner in the Kent and Medway Integrated Care Strategy and system response for hospital discharge, mental health and winter pressures.
- There is a rigorous focus on increasing financial sustainability and delivering our Medium Term Financial Plan commitments.
- A new innovative Technology Enabled Care Service to lead the way in transforming social care through the use of care technology and data-led practice.
- Delivery of the Digital Front Door and self-serve projects providing information, advice and guidance platforms such as AskSARA and Kent Connect to Support.
- A micro-enterprises approach is resulting in people being supported independently through their community, rather than formal care and support.
- Implementing a strength-based Practice Framework and Quality Assurance so people are listened to and receive support based on their strengths.

How is this connected across KCC, as part of a whole council approach?

- Important connections to Building Our Resilience's digital transformation
- Links to Social Care Reform and the implications as a result of national policy
- Links to Strategic Economic Interventions on market shaping for the health and social care sector, and micro-enterprises to deliver local care and support.

How is delivery monitored?

MADE and Adult Social Care Directorate Management Meetings, MADE Benefits Realisation Board (responsible for the Meaningful Measures principle in the strategy) and oversight of delivery through the Adult Social Care Cabinet Committee.

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Building Our Resilience

Ensuring KCC has stable, reliable technology platforms, prioritising the delivery of essential projects in our Technology Strategy and ICT roadmap, enhancing our data security and reducing reliance on out-dated legacy systems.

Cabinet Member: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

Senior Responsible Officer (SRO): Lisa Gannon, Director of Technology

Why is it in SRP?

Building Our Resilience (BoR) came into SRP in April 2021 to deliver KCC's Technology Strategy and aims to increase quality, reduce duplication, risk and costs, and meet residents' expectations of digital services. This programme is a critical enabler, enhancing technology security and resilience of our ICT services and is essential for a whole council approach to digital transformation.

What progress have we made?

- All major services are now migrated out of Sessions Data Centre and remaining services to be migrated to 3rd party Data Centre. All KCC services are/will be hosted 'off prem'.
- Delivering Project Spring which is an urgent review of security practices, with further enhancements to our security posture and architecture planned.
- Prioritising the delivery of ICT Roadmap projects, with a focus on cyber security, improved service desk performance, laptops and critical frontline service projects.
- Leveraging external funding opportunities to support Digital Transformation.

How is this connected across KCC, as part of a whole council approach?

- Digital transformation connects to delivery of key digital projects in Adults' Sustainability and Integration, Children's Transformation, and Future Assets.
- Important connection to Resident and User Experience with the kent.gov.uk refresh and the Digital Strategy is co-owned across these teams.
- The People Strategy is an enabler for BoR because the success of digital transformation is supported by staff having the skills, capabilities and confidence to embrace new ways of working and new technologies.
- Links to the Commissioning programme as an important element of digital transformation will be technology rationalisation, determining which applications to keep and which to discard to make technology more efficient and streamlined.

How is delivery monitored?

The programme governance, linked with the delivery of the Technology Strategy, is overseen via the Strategic Technology Board, with oversight from SRP Programme Board. There is a Digital Transformation Steering Group with representation from Technology, SRP and Marketing and Resident Experience, to ensure a joined up approach on digital. There is regular monitoring of delivery of the ICT Roadmap projects within Technology.

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SEND Transformation

The SEND (Special Educational Needs and Disabilities) Transformation programme will address rapid improvement in the areas identified in the recent Ofsted and Care Quality Commission (CQC) inspection, alongside improving the financial sustainability of SEND services. The result will be improved outcomes and a better experience for parents and guardians and children and young people with SEND, working closely together with our partners. The programme brings together existing and new SEND projects under one umbrella to ensure projects are prioritised, well-managed and have a positive impact for children and young people.

Cabinet Member: Rory Love, Cabinet Member for Education and Skills

SRO: Sarah Hammond, Corporate Director, Children, Young People and Education

Why is it in SRP?

The SEND Transformation is a critical priority following Ofsted and CQC inspection, and the financial challenges that the Council faces, and is also being driven by an external imperative to change from the Government's policy direction for SEND. Having this as a programme within SRP allows us to rapidly progress a whole-council response, mitigating significant risk for the council. The delivery is broad and complex, with multiple projects with internal and external stakeholders. The programme needs to co-ordinate resources from across the Council to support delivery and manage the complex dependencies including with transition to Adult Social Care and Family Hubs.

What progress have we made?

- Over 50 projects are now being reviewed and a prioritisation exercise is underway to ensure a focus on those with the greatest impact and prioritise key areas for improvement identified in the inspection. Data regarding each project has been gathered and monthly status reports are now being completed.
- Action is being taken to reduce the backlog of annual reviews and ensure that the appropriate support is in place for children and young people to meet their needs.
- Action is being taken on SEND complaints and to develop a communications and engagement approach to build trust and confidence with families and partners.
- A bid to the Department for Education's Safety Valve programme has been submitted, which evidences a detailed understanding of our financial risks.

How is this connected across KCC, as part of a whole council approach?

- Important connection to SEND Transport in Growth, Environment and Transport and improvements from Internal Audit's lessons learned.
- Connection to Children's Transformation and Family Hubs as Government guidance states that Family Hubs should include services relating to SEND.
- Implications of Adult Social Care services when thinking about the lifespan pathway, independence and resilience of young people moving into adulthood.

How is delivery monitored?

Three operational groups monitor reporting and identify risks, with the SEND Transformation Strategic Board having oversight at a programme level and to action escalations, reporting up to SRP Programme Board. Defining the political and partnership governance is the next step. Progress is also shared through the Children's, Young People and Education Cabinet Committee and Cabinet.

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Children's Transformation Programme

We are developing a new programme to deliver KCC's role as a Family Hub Transformation Authority, to provide high quality, joined-up, whole-family support. The programme will also look ahead to our response to the Children's Social Care Independent Review, leadership and financial sustainability. Our focus will be on impact and outcomes for children and young people and working with our partners in as part of a safe system, including with Kent Police, Public Health and Health.

Cabinet Member: Sue Chandler, Cabinet Member for Integrated Children's Services and Rory Love, Cabinet Member for Education and Skills

SRO: Sarah Hammond, Corporate Director, Children, Young People and Education (CYPE)

Why is it in SRP?

Following on from the Change for Kent Children programme which closed in October 2022, SRP agreed a new Children's Transformation Programme, which is currently focused on the delivery of Family Hubs, a high profile initiative with the Department for Education, bringing in over £10m funding to KCC over 3 years, and to recognise the importance of integration with health for Children's as well as Adults' services. By February 2023, we aim to scope the other elements of the transformation programme alongside the implementation of our Family Hubs Delivery Plans.

What progress have we made?

- KCC has been recognised as a Family Hubs Transformation Authority, which will focus on services including perinatal mental health and relationship support, infant feeding, parenting support and has strong links with SEND transformation.
- KCC has been announced as one of five national Family Hubs Trailblazer pilots
- Close alignment between the Future Assets - Kent Communities and Family Hubs programmes, working together on opportunities for co-location, outreach and digital offer, which will go to public consultation in January 2023.
- Working together with SRP on dependencies, impact, outcomes and governance.

How is this connected across KCC, as part of a whole council approach?

- Critical dependency between Family Hubs and Future Assets - Kent Communities
- Digital transformation links with Building Our Resilience and Future Assets.
- Although SEND Transformation is a separate programme, there are important connections with early years, Family Hubs and integration with health partners.
- Strong connection with Public Health through Best Start for Life which is a national policy focused on early years healthy development.

How is delivery monitored?

The governance will be considered as part of the development of the new programme, including updates for the Children's, Young People and Education Cabinet Committee. The Family Hubs Steering Group reports to CYPE Directorate Management Team. Children's and youth centres have Local Children's Partnership Groups which are Member led. The dependency with Future Assets is managed through the Kent Communities Cross-Directorate Group and SRP Programme Board.

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Commissioning

A new whole-council commissioning operating model is being designed. Service engagement is underway to inform the design for the new model, creating the future functions, skills and capabilities for commissioning and procurement (including commercial expertise and contract management) across KCC. This will also ensure we are ready to take forward integrated and joint commissioning opportunities and strategic relationships with our partners, including Health, the Voluntary and Community Sector and local businesses.

Cabinet Member: Roger Gough, Leader of the Council

SRO: John Betts, Financial Consultant

Why is it in SRP?

The Commissioning Programme came into SRP in June 2022 to respond to the direction in Framing Kent's Future, Public Procurement Reforms, the Integration White Paper and joint commissioning opportunities with Health. The new model will focus on making commissioning more sustainable and effective to respond to the significant economic challenges and pressures in the market, particularly in the social care market. Taking a whole-council approach will also mean we can maximise opportunities for collaboration with our partners, build on subject-matter expertise in services and respond to the changing demographic and demand for services.

What progress have we made?

- A review of our current commissioning and procurement approach has been undertaken, including a benchmarking exercise considering best practice in other local authorities and the Government's Commercial function.
- A Task and Finish group has collectively developed the new functions which are needed and is now into the detailed design of the new functional operating model, along with engagement with our staff and Trade Unions.

How is this connected across KCC, as part of a whole council approach?

- The Task and Finish Group includes representatives from across KCC showing a commitment to a collaborative, co-design development approach.
- Connections with SRP's Adults' and Children's programmes, particularly where there are opportunities for integrated and joint commissioning with our partners
- Links to KCC's Civil Society Strategy and full cost recovery action plan for Voluntary, Community and Social Enterprise, which is helping inform the model.
- Dependency with People Strategy given the new operating model is focused on KCC's culture, values and behaviours and staff expertise, skills and capabilities.
- Whole Council approach to managing budget position as it is expected that the new operating model could save costs through efficiencies.

How is delivery monitored?

The Task and Finish group and supporting sub-groups provide monthly programme reporting on progress through SRP, with oversight from SRP Programme Board, and updates for the Leader and Deputy Leader. The programme team are working closely with Finance to provide detailed modelling of the current and future costs.

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Enterprise Business Capabilities (EBC)

Enterprise Business Capabilities will update the core business systems that support Finance, HR and Procurement, transforming 18 capabilities that are critical to the effective management of KCC's day to day business and enable future transformation.

Cabinet Member: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

SRO: Lisa Gannon, Director of Technology

Why is it in SRP?

Our current systems are at the end of their life and whilst we have support arrangements in place to ensure these remain stable and secure, there is an inherent risk to the Council of using outdated systems, so a new EBC solution is critically important for the sustainability of our most essential business functions (e.g. Accounts, Payments, Payroll). EBC requires collaboration and resources from across the council, as the capabilities underpin all our services and it involves undertaking a complex commissioning process to inform future decision making.

What progress have we made?

- Detailed work on the baseline architecture and all 18 business capabilities has been undertaken to inform the detailed specification for the new system.
- Exploring the best commissioning options has been a key focus, including Soft Market Engagement, designing a robust evaluation process and finalising the Invitation to Tender pack to formally start the open procurement process.
- As part of an integrated assurance approach, SRP, Corporate Assurance and Risk and Internal Audit are working together to ensure a KCC programme management approach is adopted.

How is this connected across KCC, as part of a whole council approach?

- The new EBC solution is likely to be a Cloud based solution, which supports a more agile and responsive approach to emerging and new technology in the Building our Resilience programme. The safety and security of our data will also be essential.
- One of the advantages of a new EBC solution will be better quality data and better use of data across the Council, which supports KCC's new Data Strategy.
- It is important to look at EBC in the context of the Council's financial position and the risks that come with using outdated systems.
- Connection to People Strategy and the resources required to implement EBC and train staff on new systems.

How is delivery monitored?

The Enterprise Business Capabilities Board provides the programme governance, with oversight of progress and management of risks, with SRP Programme Board providing a strategic steer on options and critical management decision points (e.g. consideration of business cases). The EBC Operational Working Group meets weekly to progress actions and detailed programme tasks (e.g. developing the specification). Monthly reports are provided to SRP, which are reflected in highlight reporting to SRP Programme Board, the Leader and Deputy Leader.

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Environmental Step Change

A new programme to deliver KCC's environmental step change priorities through a clear pipeline of projects. This will support a new Kent Environment Strategy, climate resilience and adaptation, the Energy and Low Emissions Strategy, and progress towards Net Zero.

Cabinet Member: Susan Carey, Cabinet Member for Environment

SRO: Matthew Smyth, Director of Environment and Waste

Why is it in SRP?

KCC has set ambitious net zero targets for relating to our carbon footprint within KCC and as a whole with our partners to support the county to adapt and become more resilient to climate change, which needs a whole-council response. With Environmental Step Change one of the Framing Kent's Future priorities, changes in national Government policy and external funding sources such as EU Grant Funding coming to an end, this has been recognised as a time-limited programme to ensure we have clear projects and sustainable funding to deliver our priorities. There are highly complex stakeholders and dependencies including partnership working across Kent and Medway to achieve environmental targets.

What progress have we made?

- A review of the existing Kent Environment Strategy has been undertaken, to move towards development of the new strategy.
- The team continue to work alongside partners to support business and residents to make informed choices and access funding to support the environmental goals.
- Given the emphasis of the environment within Framing Kent's Future, a prioritised programme of work is underway, considering KCC's role across the programme, with a whole-council approach and a costed resource model to manage the delivery.
- The Environment and Waste division are putting in place the right skills, roles and resources to deliver our Environmental Step Change priorities

How is this connected across KCC, as part of a whole council approach?

- Important connection to Future Assets – the implementation of Office Strategy and Kent Communities is needed to contribute towards environmental targets.
- Connection to the Commissioning programme – for KCC to be sustainable and achieve environmental and carbon neutral targets, what we purchase and ask for from suppliers as part of our tendering and contracting arrangements is important
- Needs to consider the commitments and aims outlined in policies, plans and strategies, including the Kent Environment Strategy, Kent and Medway Economic Strategy and Local Transport Plan
- Connection to Public Health, for example the impact of the climate emergency on local communities' health and wellbeing, and physical activity in our local environment.

How is delivery monitored?

In addition to action planning and monthly reporting, the governance arrangements are being developed, which will consider the role of the Kent Environment Board, Environment and Transport Cabinet Committee and partnership governance groups.

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Future Assets

We will prioritise our most vulnerable communities, whilst reducing costs for the authority in line with our best value duty and reducing CO2 linked to our office, community and specialist property estate. This will result in a more manageable, sustainable, efficient estate that enables us to serve our community effectively by providing ease of access to services in a variety of ways.

Cabinet Member: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

SRO: Rebecca Spore, Director of Infrastructure

Why is it in SRP?

The Future Assets programme is a large, complex programme which will affect a large proportion of KCC staff and partners, as well as residents who use community spaces. There are ambitious timescales for delivery, and complex dependencies across other SRP programmes which need to be managed, and the programme is an important part of delivering our Medium-Term Financial Plan commitments.

What progress have we made?

- The Kent Communities programme is developing detailed proposals ahead of the public consultation in January 2023 including engaging with community services across KCC, Members, staff, trade unions and partners and completing Equality Impact Assessments for each of the services where changes are being considered.
- Officers from across KCC have collaborated in the co-design of the proposals for Kent Communities and developed a joint communications and engagement approach, so stakeholders have an opportunity to shape the proposals and engage in the proposed change.
- The Office Strategy has explored options for utilising our estate including where leased buildings are coming to the end of their term along with providing shared space in partner sites across the county. We are now moving into feasibility studies and more detailed implementation planning for our office sites.
- Members have been engaged on the options for Sessions House HQ.

How is this connected across KCC, as part of a whole council approach?

- Family Hubs is included within the proposals for Kent Communities and our outreach and digital offer links to the Digital Transformation in the Building Our Resilience Programme.
- Connection to Resident and User Experience - the insights gathered in the resident research and consultation responses will inform our future approach.
- Links to the delivery of KCC's and Kent wide environmental aspirations in the Environmental Step Change programme.

How is delivery monitored?

The Future Assets Programme Board is supported by the Office Strategy Board and Kent Communities Cross-Directorate Group. The programme has regular Cabinet Member oversight and for Kent Communities, a public consultation will shape the way forward, along with All Member Briefings and Cabinet Committee updates.

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Resident and User Experience

The Resident and User Experience programme has the long-term outcome to deliver services across all channels that build trust and a positive reputation with our residents. This programme will allow us to be better informed to provide services and interactions that meet residents' needs and includes a refresh of Kent.gov.uk, resident research, branding, marketing and communications, and digital inclusion.

Cabinet Member: Shellina Prendergast, Cabinet Member for Communications, Engagement, People and Partnerships

SRO: Christina Starte, Head of Marketing and Resident Experience

Why is it in SRP?

Improving people's experience is a core part of our SRP Ambitions and the resident research will inform and influence many other SRP programmes and KCC services. A focus on improving digital services for residents means that this programme links with many others and these dependencies need to be managed and visible across SRP, including the Digital Transformation workstream within the Building our Resilience programme) and Kent Communities digital offer.

What progress have we made?

- We are now undertaking our resident research with a specialist market research partner, and this is gathering key intelligence that will inform our future approach for communications, marketing and branding.
- The web strategy development has focused on insight, purpose, strategy and roadmap to refreshing Kent.gov, ensuring it meets the needs of Kent residents.
- The Digital Inclusion team have delivered positive interventions including providing laptops to those most in need, recruiting Digital Champions, working alongside our partners and Voluntary, Community and Social Enterprise to provide advice and upskilling, along with launching the Social Tariff Campaign aimed at low-income households accessing broadband deals.
- The Digital Inclusion project has been extended to March 2024 and will now move to the next stage of delivery to support those at most risk of being digitally excluded, informed by a robust evidence base and community engagement.

How is this connected across KCC, as part of a whole council approach?

- Kent.gov refresh needs to consider all services and their needs, with an emphasis on accessibility and inclusion, aligned with the Digital Inclusion Strategy.
- It is important to align the plans for the Kent.gov refresh with Building Our Resilience's digital transformation, so the Digital Strategy and Digital Design Principles are adopted consistently across KCC.
- Any online payments on a new Kent.gov site will be safe, secure and compliant by working with the Online Payments workstream in Building Our Resilience.

How is delivery monitored?

The progress on the programme is monitored by the Marketing and Resident Experience Senior Management Team with oversight from the SRP Programme Board and the Cabinet Member.

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Social Care Reform

As a result of the Government's 10-year vision for Adult Social Care, this programme looks at the systemic changes and the impact these could have on the authority and our residents that use adult social care. In the Autumn Statement 2022, delivered on 17 November 2022, the Chancellor announced that the reforms would be delayed for two years and the programme is currently considering the implications of this.

Cabinet Member: Clair Bell, Cabinet Member for Adult Social Care & Public Health

SRO: Zena Cooke, Corporate Director Finance

Why is it in SRP?

The recent Government announcements mean that we need to consider KCC's response to any changes in Social Care Reform. Even if the reforms are amended or delayed, this will be a significant change to Adult Social Care policy and could impact thousands of people we support with our services, self-funders and their families and carers. We need to ensure we are well prepared so that we can meet our statutory duties and manage any increase in demand that the proposed policy changes will bring about. There is financial risk with the Government projected funding for the reforms and the delivery is likely to be complex and require a significant resource from across KCC and our partners. We are continuing to respond to the new national assurance framework under which the Care Quality Commission (CQC) inspects local authorities and the Integrated Care Systems (Integrated Care Board and Integrated Care Partnerships) about their respective functions.

What progress have we made?

- Initially focused on four elements of the Government policy commitments: Fair Cost of Care, Care Cap and Extension of the Means Test, Section 18(3) of the Care Act—self funders have a right to ask a local authority to arrange their care and CQC inspection readiness.
- Detailed work has been undertaken on the Fair Cost of Care, across KCC services of Adult Social Care, Strategic Commissioning, Finance and Policy and Strategy.
- Working groups have been set up with colleagues from across KCC to review the changes in legislation and what the authority needs to do to prepare and be compliant to deliver our statutory duties.
- Adults' services are working on CQC inspection preparation, informed by Integrated Children's Services sharing inspection lessons learnt and good practice.

How is this connected across KCC, as part of a whole council approach?

- Connection to the Adults Sustainability and Integration work, including the delivery of the Making A Difference Everyday strategy.
- Connection to the Commissioning programme, as the Social Care Reforms will have a significant impact on the social care market, which is already experiencing significant challenges and pressures.

How is delivery monitored?

Project working groups are in place to reflect on priorities, next steps and milestones to meet statutory requirements, and this will inform the future governance and monitoring arrangements. Adult Social Care will respond to the reported CQC revised inspection timetable accordingly. Members will have oversight through the Adult Social Care Cabinet Committee.

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Strategic Economic Interventions

Working with our partners on a new Kent and Medway Economic Strategy which will be a ten-year framework for sustainable economic growth, in the context of the UK's net zero commitment, long-term demographic and technology trends and a refreshed view of the county's economic opportunities and challenges. The programme is now developing the action plan to support the delivery of the strategy.

Cabinet Member: Derek Murphy, Cabinet Member for Economic Development

SRO: Stephanie Holt-Castle, Director of Growth and Communities

Why is it in SRP?

Initially this programme was looking at the response to Covid-19 through the development of the Economic Recovery and Resilience Plan with our partners, and in Autumn 2021 Kent and Medway Leaders agreed to progress a new overall approach to economic growth looking forward to 2030. Strategic Economic Interventions has a strong alignment with the Framing Kent's Future "Levelling Up" priority and economic development is an enabler for many other programmes. The development of a joint strategy requires close working with national and local partners, and SRP has supported a more integrated KCC approach to delivery.

What progress have we made?

- The development of the ten-year Economic Strategy has involved extensive engagement with partners, including the business community, Kent and Medway Economic Partnership, Employment Task Force and District and Borough Councils.
- It is important to consider the KCC contribution to the delivery of the strategy and internal engagement has taken place with KCC services
- The economic interventions framework developed in the strategy is now informing the development of a detailed, costed action plan, initially focusing on Year 1 priorities.

How is this connected across KCC, as part of a whole council approach?

- Connection between economic and environmental strategies, with a focus on decarbonisation and green growth.
- Connection with the Micro-Enterprises work within Making A Difference Everyday in Adults Sustainability and Integration and Commissioning, to support our market shaping and future commissioning approach.
- Close working with Public Health as economic wellbeing is an important wider determinant of health and wellbeing in local communities.

How is delivery monitored?

Progress is regularly reported to the Growth, Environment and Transport Directorate Management Team and SRP Programme Board, alongside partnerships such as Kent and Medway Leaders and the Kent and Medway Economic Partnership. There is regular engagement and updates to the Growth, Economic Development and Communities Cabinet Committee.