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To: Customer and Communities Policy and Overview Scrutiny
Committee

Date: 8th July 2011

Subject: Locality Boards Programme

Classification: Unrestricted

1. Recommendations

POSC is asked to *comment* on the substance of this report

POSC is asked to *note* the development of a Members briefing to demonstrate the emerging Locality Board function.

2. Introduction

2(1) This report serves to inform POSC of the early development of the Programme to deliver the vision for bespoke Locality Boards in Kent. The report also looks at the steps Kent County Council need to take in order to operate effectively as partners in the Locality Boards.

3 Relevant Priority Outcomes

3(1) The Locality Boards Programme is aligned with coalition Government plans set out in its Localism Bill, the delivery of the three countywide ambitions and the vision for Locality Boards, endorsed by the Kent Forum in March 2011. It is important that, whilst retaining the individual aims and aspirations of each Locality Board, Kent County Council defines the relationship which it has with the Boards in a way which maximises the benefits of involvement for the local area.

4 Financial Implications

4(1) The funding allocated to the Locality Boards, particularly for the first year, needs to be negotiated and agreed with our District Council Partners. The funding will be aimed at the initial work around analysing the needs of localities and the development of commissioning plans.

4(2) A number of external funding opportunities are being explored that could be used for this purpose, such as using part of KCC's forecast share of New Homes Bonus although the actual allocation is not defined. In addition, the

Programme will also need development costs for Programme Management activities and the relationship to the existing community engagement officer role will need to be defined as part of the review of the Communication, Consultation, and Community Engagement.

- 4(3) A proposal to fund both elements will be developed and presented through the Programme Board in July 2011. This funding may need to be drawn from a number of sources including the budgets of existing partnerships where the Locality Boards either subsumes their work or where their outcomes are significantly enhanced by the Locality Boards. The Kent Forum at its meeting on 24th May 2011 endorsed a view that the Locality Boards assume a direct relationship and responsibility for the delivery of the community budget programme. The development of any pooled budget will present opportunities and challenges to local arrangements and partnerships.

5 Legal Implications

- 5(1) In the initial development phase Locality Boards will be advisory in nature and unable to take decisions that bind partners. However, over time and building upon experience, it may be that partners may wish to explore alternative models such as becoming joint commissioning organisations using joint committee arrangements.
- 5(2) There are powers under current local government such as Section 18 of the 2000 Act which allows Councils to set up Area Committees or Section 20 of the 2000 Act which allows Councils to set up Joint Committees under s.101(5) of the 1972 Act which allows authorities to enter into arrangements to discharge functions jointly.
- 5(3) However, these powers are very limited in terms of the geographic area they can cover or the composition of the Committees themselves. Therefore, it will be important to explore and consult fully on the legal implications as the Locality Boards develop.

6. Purpose of Report

- 6(1) Locality Boards are an essential part of the revised partnership architecture that will bring more democratic accountability to local services. These changes will bring about different ways of working between County Council and District Councils and between the family of Local Government and other partners. It will take time for these new ways to develop and there will be a lot of learning with opportunities to adapt approaches to resolve issues as they are raised.
- 6(2) The Kent Forum endorsed development of Locality Boards at its meeting on 28 January 2011 and agreed a very clear principle that there should be no 'one size fits all' approach to Locality Boards. Sharing learning through different approaches to each Board across the county will help inform and refine arrangements.

- 6(3) An update on messages from the District Councils and a table on the KCC engagement in Locality Boards are set out in Appendix 1 Report to Joint Kent Chiefs 9 May 2011. Since this report, two District Councils have made arrangements to meet, Swale met on the 26th May 2011 and Gravesham is scheduled to meet on 9th June 2011.

7 Kent County Council's role in Locality Boards

- Local Kent County Council Members will sit on the Locality Board and will make contributions based on both their local knowledge and their wider knowledge of Kent wide issues.
- To provide Senior Officer (Pioneers) support to ensure appropriate briefings to Members on the work across the County Council to deliver the 3 Ambitions.
- To raise Kent issues which have an impact on the local area, and any other wider considerations from the work of the Kent Forum and the Ambition Boards.

8 Governance

- 8(1) The Locality Boards will decide their own approach but Kent County Council, as essential members of the Board, may wish to consider the setting of a Governance framework which sets out the minimum requirements for a Board to function as a Locality Board. This could include (**Appendix 2** for details):

- The involvement of local Kent County Council Members and a KCC Senior Officer
- Establish Terms of Reference which acknowledge the wider Kent agenda in relation to the Kent Forum and the Ambition Boards
- The development of a Locality Board work programme which is aimed at delivering the Bold Steps for Kent 3 Ambitions
- A commitment to own the refresh of the Vision for Kent Locality sections.

9 Service Devolution and Delivery

- 9(1) Through the activity of Locality Boards services will be:

- Based on a clear understanding of local need and demand for services, commissioned and delivered by all public sector partners.
- Devolved to the local area and Members take ownership of service needs analysis, design and commissioning.
- Evaluated, tested and monitored to ensure that they deliver the priorities of the locality. This applies to government and non government services.
- Agreed through a single district based commissioning plan, shared by local KCC and DC members, with integrated priorities that allow for the transfer of resources between organisations.

10 Roles and Relationships

10(1) This section of the report concentrates on what KCC Members and Senior Officers will bring to their role on Locality Boards and how KCC will help them fulfil these roles (these are explored in more detail in **Appendix three** - The Vision Paper. .

10(2) Kent County Council Members will:

- Enhance the Board's knowledge of local issues, contributing to the analysis and understanding of the local area
- Be able to place local issues in a wider context
- Utilise wider partnerships to help to resolve local challenges
- Enable a better understanding of how KCC and District Councils can work in partnership to shape and improve local areas.
- The Swale Locality Board has already suggested that individual KCC Members may take responsibility for reporting to the Board on specific KCC services in the area e.g. education, social services

10(3) Pioneer members of the Locality Boards will bring:

- An understanding of KCC structures and services
- An ability to make connections with wider KCC issues and to ensure that KCC services are aware of, and responsive to, local needs
- Be accountable to feed back issues which may have a wider resonance within KCC to the appropriate forum
- Represent and provide the progress on the delivery of Bold Steps for Kent

10(4) Support available to Kent County Council Members and Pioneer members of the Locality Boards:

- Both Members and Pioneers will need to be adequately briefed on an on-going basis on local issues, KCC issues which have a relevance to the local area and the wider Kent context. This will take the form of electronic and verbal briefings workshops and meetings
- Clear advice and support on their on-ongoing roles, responsibilities and accountabilities
- The Pioneer group meeting will create a standing item on briefing and update
- A similar mechanism will need to be developed to ensure Member update

11 The Benefits of Locality Boards

11(1) The concept of the Locality Board model has yet to be tested but drawing upon our understanding of how local agendas are developed, delivered and assessed the benefits will include the opportunity:

- To develop a locality plan focussing on local priorities and the contribution to the three countywide ambitions
- Provide more effective mechanism for community consultation

- Enable a joint approach to partnership with the voluntary and community sector
- Contribute towards the Local Development Framework
- Advise on maximising the potential financial gain from the new planning arrangements e.g. Community Infrastructure Levy and New Homes Bonus
- Provide a key local interface with other stakeholders e.g. - Police and the potential to engage with existing key partnerships e.g. Community Safety Partnership and maximise or open new dialogue
- To identify those services that may be better commissioned through joint commissioning and delivery arrangements
- Explore how county and district and other partners can make more efficient use of property assets, can share back office functions and can integrate some of the roles of the local publicly funded workforce
- Ensure Kent continues to be a test bed for piloting new initiatives including the option of organisational change and new ways of service delivery

12 The Program

12(1) Immediate Tasks

12(1) a) For KCC in relationship to Locality Boards:

- Establish a minimum governance framework for KCC's involvement in Locality Boards
- To establish an assessment of and log as part of KCC risk register
- Briefings and information to be produced and delivered to support the role of Members and Pioneer level managers
- To consider the role of the current community engagement officer function and develop a proposal to meet the need arising from the Locality Boards
- To work with HR to look at and manage workforce implications and opportunities arising from the development of Locality Boards

13 Programme Roles:

13(1) For the Governance and Management of the Locality Boards Programme it is proposed that regular reports are submitted for updates and approval from the SRO and the Programme Board to Kent Forum, Kent Chief Officer Group, CMM and CMT.

13(2) The following roles are proposed:

Officer	Job Title	Programme Role
Amanda Honey	Corporate Director of Customer & Communities	Senior responsible Officer and Chair of Programme Board
Angela Slaven	Director of Service Improvement	Deputy Chair of Programme Board

Graeme Browne	Partnership Manager	Partnership and Policy Advice
David Whittle	Policy Manager	Policy Advice
Alison St Clair Baker	Business Manager	Executive Advice
Judy Doherty	Policy Manager	Business Strategy Advice
David Weiss	Head of Programme & Projects Change Redesign	Programme Quality Assurance
Jane Blenkinsop	Head of PFI & Projects	Programme Accountant and Financial Advice
Paul Wickenden	Head of Community Engagement	Business Change Manager
Geoff Wild	County Secretary	Legal Advice
Peter Sass	Head of Democratic Services & Local Leadership	Governance Advice
Two District Council Representatives	To be nominated	Advice of Locality and District Council Perspectives

13(3) Reporting to the Programme Board will be the Programme Manager and Project Managers.

14 Risk and Business Continuity Management

14(1) One of the early tasks will be to develop the Programme Risk Strategy that will set out the risk management and reporting processes for KCC

14(2) A Risk Register will be established and the actions set out for specific risks and opportunities and these will be allocated to appropriate officers to manage.

15 Sustainability Implications

15(1) The current structure is supported within existing resources and a newly defined role for the Pioneer Senior Officer role. Locality Boards as they develop will define their own demands and requirements and constant review will be necessary to ensure appropriate levels of response and the flexibility of KCC as an organisation to respond.

16 Conclusion

16(1) This report sets out the current processes needed for KCC in relation to Locality Boards. It highlights the priority tasks that will be need to be carried out with some urgency. Briefings of Members and Pioneer officer will take place in the coming weeks and the relationship between KCC and the Districts will become structured and accountable.

17 Recommendations

- 17(1) POSC is asked to note and comment on the substance of this report.
- 17(2) POSC is asked to note the development of a Members briefing to demonstrate the emerging Locality Board function.

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Appendix One - Roles, Responsibilities and Support for Council Members and Pioneers

For discussion at Pioneer Group

Role & Responsibilities of the Pioneers

- To provide a point of contact between the Council and the Locality Board
- To assist the Locality Board's work with the Council supported by CCCE officers
- To help facilitate Kent County Council's input into the Locality Board
- To support the Council's Members representatives on the Locality Board
- To share knowledge with other Pioneers on issues related to the operational of Locality Boards
- To contribute to the overall assessment of effectiveness of the Locality Board
- To ensure knowledge and understanding of the progress on Bold Steps for Kent and report to Locality Boards on significant developments

Accountability of the Pioneers

- To report performance of Locality Boards against agreed procedures and targets as required
- To report on an exception basis to CMT if any issues arise between formal reports produced by the Locality Board
- To alert relevant Council officers to any issues e.g. (safeguarding) etc.
- To contribute to an annual report summarising the achievement and outcomes of their Locality Board

Role & Responsibilities of County Council Members

- To be an advocate for the Council and the communities they serve on Locality Boards
- To make contributions to Locality Boards based on both their local knowledge and their wider knowledge of Kent wide issues.
- To liaise with Pioneers and other Council Members to ensure the effective and efficient operation of the Council's contribution to the work of Locality Boards.
- To immediately report to (?) when they feel that the Locality Board is not acting in a manner acceptable to the Council or in the public interest.

Support available to County Council Members and Pioneers

- Bi-monthly electronic briefing – covering KCC strategic commitments (DAT issues); Key decisions (Cabinet etc); New policy initiatives; Core performance (PAT issues); Medium Term Financial Plan.
- Ad-hoc meetings and presentations to Pioneers on key issues related to Locality Boards
- Regular briefings from the programme support team on the key local issues
- Introduce regular agenda item on Locality Boards at Pioneer Meetings

- Provide a single point-of-contact for advice and guidance on issues arising from the work of Locality Boards (a generic email shared between 3-4 KCC officers initially to ensure quick response and share knowledge).

Role & Responsibilities of Business Strategy and Service Improvement Divisions

- To provide briefings and advice to Pioneers on key local issues
- To support the Pioneers in their work with the Locality Board
- To support the Pioneers in their work with the Council's Member representatives on the Locality Board
- On an ad-hoc basis at the request of the Locality Board and with the approval of the Pioneer to provide secretariat functions to the Board

Appendix Two - De minimis Requirement to be regarded as a Locality Board

For discussion and agreement

- The Locality Boards comprise of all Members of the County Council who represent a District locality and an equal number of District Councillors.
- The Chairman of the Locality Board will be the District Leader. If the District Leader is also a Member of the County Council he/she will serve in their capacity as District Leader. In such cases the District membership will be reduced by one to achieve parity of Members from both Councils.
- The involvement at Locality Board meetings of a Senior KCC Officer (Pioneer) as an adviser
- The setting of local Terms of Reference which acknowledge the wider Kent agenda in relation to the Kent Forum and the Ambition Boards
- The development of a Locality Board work programme which is aimed at delivering the Bold Steps for Kent 3 Ambitions
- A commitment to own the refresh of the Vision for Kent Locality section
- Locality Boards will be branded as the **(district name) Kent Locality Board**. All documents and minutes will be branded accordingly.
- All Locality Board Minutes (subject to confidentiality issues) will be publically available
- All Locality Boards will provide an annual report of their achievements and outcomes