

To : Roger Gough
From : Katherine Kerswell and David Cockburn
Subject: Member Briefing following PAT and DAT

Introduction

As part of the performance management framework agreed at Cabinet on 20 June 2011, a formal report is provided to the Cabinet Member for Business Strategy and Support and the Chairman of Governance and Audit Committee on the discussions that have taken place at each monthly meeting of the Performance Assurance Team (PAT) and Delivery Assurance Team (DAT). These two monthly meetings form part of KCC's internal system of control and the system of officer challenge and assurance and focus on examination of particular areas of performance, project delivery and risk.

This report covers the PAT meeting on 1 August and the DAT meeting on 9 August.

Performance Assurance Team – Monday 1 August 2011

PAT called in three issues from the latest quarterly Core Monitoring for detailed discussion.

Percentage of schools in special measures

The indicator was called in because the percentage has been increasing since June 2009 and the RAG rating changed from amber to red in the latest quarterly Core Monitoring. In June 2009 there were two schools in special measures. As at April 2011 there were 11, which is above the national rate.

A detailed paper was presented by Sue Rogers, Head of Standards and School Improvement, and discussed by PAT.

Part of the reason for the increase in the number of schools in special measures has been because of the Ofsted guidance changes.

As at 1 July there were 10 schools in special measures (and 6 with a notice to improve). KCC has been taking a different approach to how we support these schools and the expectation is that by December 2011 the number of schools in special measures will reduce to five.

Risks: The Ofsted framework is changing from January 2012. "Satisfactory" for the quality of teaching and learning will no longer be good enough. It will also focus on every single group of schools to enable every child to make progress. Demonstrating progress is critical.

Although much of the responsibility is down to the schools themselves, there are issues around the quality of premises, for example, which is the responsibility of the LEA. There is sometimes reluctance from schools to take children on who are

judged to be poor attenders or poor achievers (anything that could be detrimental to the school's ultimate performance).

In September 2011, the Kent Challenge will be launched which is a four year programme. The first two years will be high impact, followed by a two year sustainability programme with a heavy focus on the schools where there are concerns. Kent Challenge will help manage the risk of further schools going into special measures.

Officers are currently analysing KS2 and KS4 results to see where the vulnerable schools are, and as part of the Kent Challenge they will be looked at on the basis of the four issues that the new framework is based on. This will leave us with a list which we will review every 6 weeks, but there will be a particular risk to the Authority from January to July 2012.

PAT accepted this as suitable actions to bring the RED RAG rating back down.

Contact Kent – Calls answered within 20 seconds

Derek Smith attended to give a follow-up to discussions at the last PAT meeting on 28 June.

Since then a paper has gone to CMT on 12 July to look at how we can address these issues in the short-term. The target is answering 80% of calls in 20 seconds. The paper to CMT proposed that varying priorities are set dependent on the services and this has been used to see how we can focus on the services that require a quick response. As a result of the CMT decision, eight temporary FTE have been recruited and are currently being trained. Short term measures have also been put in place to suppress demand by redirecting certain calls away from Contact Kent and back to service delivery units. In addition, meetings have been held with external partners to address shortfalls in their financial contributions. There has been an improvement in this performance indicator since w/c 9 July.

Medium to longer term proposals have been formulated including re-engineering of the operations and a LEAN review. The terms of reference for the review are being finalised and will be discussed at the next PAT meeting on 31 August.

The four recommendations were discussed and supported by PAT to refer to CMT.

1. Introduce a 3 level service across KCC services (80/20, 70/30 and 60/40)
2. Invest a maximum of £460k pa in order to achieve the interim revised service levels;
3. Process re-engineer and LEAN review Contact Kent in order to change the funding model and look at technological improvements;
4. Review current service processes.

It was agreed that the £460k funding requirement should be discussed at CMT on 30 August in order to identify possible sources.

Risks: There are significant reputation risks around this issue and risks going forward in terms of delivery of savings targets for the MTFP. Reducing demand on

Contact Kent in the future is dependent on the successful delivery of other strategies such as the customer strategy and channel shift.

Energy efficiency and carbon reduction in the KCC estate

Carolyn McKenzie presented her paper which outlined the policy context and progress made towards decreasing carbon emissions and reducing energy costs in the KCC Estate, with a particular focus on buildings and street lighting. Eight recommendations as to future activity were given, and PAT was asked to approve the overall approach and provide advice on next steps.

PAT agreed that a proactive strategy needs to be developed. Carolyn was asked to further develop the PAT paper to go to CMT, including consultation on trade-offs for longer term investment, and recommending actions that would improve our key performance and behaviours. The paper will then go to Cabinet Members in September.

Risks: Energy prices are continuing to rise and over the last seven years the cost of KCC's energy has more than doubled to over £25m in 2010, with a forecast rise to around £47m in 2020, or £53m if use continues to increase.

Over the last year since the change in government, the policy environment in relation to carbon emissions in the public sector estate has changed significantly and is still in a considerable state of flux with increasing expectations for local government. The national carbon targets have been raised to a 50% reduction by 2025 which is very challenging, and carbon emissions in the local authority estate is one of the remaining indicators in the national Single Performance Indicator List.

Delivery Assurance Team - Tuesday 9 August 2011

DAT has started to develop a programme dashboard and portfolio of projects for regular review. At this meeting it called in two programmes for detailed stage reviews and discussion.

SORP 1 – Performance Management

The SORP (Statements of Required Management Practice) Programme is a key part of the Change to Keep Succeeding programme. DAT will assure effective delivery of the programme and approve each SORP prior to its launch to managers and staff.

Sue Garton attended the meeting to discuss SORP 1 - Performance Management which was for approval by DAT at this meeting. It has been consulted on widely, including three staff workshops and was also presented to the last meeting of DAT. As it stands, it is a very good final draft which sets out the context with 12 crucial standards of performance management. It also sets out roles and responsibilities. Following DAT approval it will be circulated via KNet (11 August). Over the next four months we will seek feedback on its practicality and publish a final version around Christmas. There will then follow an annual review.

There will be alignment work to do as more SORPs are finalised and a “how to” guidance will be developed.

DAT approved SORP 1 at the meeting.

Organisational Development Plan

Amanda Beer attended this meeting to present her two papers – OD Communications Plan; and Values and Behaviours. As part of the Change to Keep Succeeding programme, a number of strands of activity necessary to enable our staff to deliver Bold Steps for Kent and enhance KCC’s place as an employer of choice have been identified and action plans developed for each. These strands come together to form KCC’s Organisational Development (OD) Plan.

The OD plan is about more than the HR/people management, and involves internal communication; branding; the working environment, including accommodation and equipment; and business processes and standards.

DAT was asked to comment on the OD plan and agree the communications plan, which was done at this meeting. PAT and DAT (as appropriate) will challenge and review progress against the planned outcomes at future meetings.

DAT were also asked to note progress on agreeing values and behaviours for KCC. As part of the Change to Keep Succeeding programme, a set of leadership behavioural competencies for senior staff were agreed by the County Council in December 2010. These had been the subject of a broad consultation exercise. A new consultation exercise involving over 400 KCC staff has also taken place to design the Leadership Behaviours and competencies for the rest of KCC staff based around that original set.

DAT was invited to support these values so that they can be formally confirmed at CMT on 23 August for launch with the behaviours in September. DAT agreed with the concept of the values but asked Amanda Beer to review the descriptors in the light of DAT’s discussions.

Budget Savings 2011/12 Programme

Three red PIDs were called back in by DAT for closer scrutiny following discussions at the last meeting:-

- Replacement to PID 79 – Review of high cost cases
- Replacement to PID 69b – Commissioning – reduction in Children’s Trust & Partnership development
- Replacement PID 91d – ELS Management Structures

For PID 79, Alastair Pettigrew was off sick and DAT was asked to feed any comments on the paper back to Alastair. DAT agreed that the PID had to be completely re-written to make it deliverable. DAT asked that Malcolm Newsam bring the rewritten PID back to the next meeting.

Keith Abbott was unavailable to attend the meeting so PIDs 69b and 100 will come back to the next DAT meeting. DAT noted that the governance for the approval of any replacement PIDS is via the member IMG and Cabinet Member for Finance and Procurement and then Cabinet.

Balanced scorecard and business planning

Potential best practice approaches to business planning aligned to performance management were discussed in the framework of a balanced scorecard. There was strong support endorsing the development of a 'storyboard' to help communicate the Bold Steps for Kent priorities consistently across the organisation. This was to be raised at CMT prior to a key discussion with Cabinet it was hoped at the next awayday.