

<b>Division</b>	<b>Finance &amp; Procurement</b>	
<b>Director</b>	<b>Andy Wood</b>	
<b>Priority</b>		<b>Progress</b>
1 )	Manage the Finance Restructure and implement new Council-wide budget management arrangements	<b>GREEN</b>
2 )	Deliver balanced medium term financial plan and prepare for implementation of Local Government Finance Bill	<b>GREEN</b>
3 )	Deliver unqualified accounts to timetable	<b>GREEN</b>
4 )	To support and promote good governance and sound systems of internal control	<b>GREEN</b>
5 )	Procurement Processes and Governance	<b>AMBER</b>
6 )	ERP iProc Reimplementation	<b>AMBER</b>
7 )	Implementation of other Electronic Systems to Support Procurement	<b>GREEN</b>
8 )	Supporting Kent Business	<b>GREEN</b>
9 )	Delivering Procurement Savings	<b>GREEN</b>
10 )	Management of the Superannuation Fund	<b>GREEN</b>
11 )	Treasury Management - Management of the Council's cash flow	<b>GREEN</b>
12 )	Provision of insurance services	<b>GREEN</b>
13 )	Continued development of EduKent	<b>GREEN</b>
<p><b>Key Achievements:</b></p> <ul style="list-style-type: none"> <li>• The most significant restructure of KCC Finance for over 20 years was delivered on time and to budget (achieving a 30% saving).</li> <li>• New budget management support arrangements were implemented and are being monitored and reviewed.</li> <li>• A huge training programme is now ongoing for finance and budget managers, covering budget management, systems and accounting training.</li> <li>• A balanced Medium Term Financial Plan and 2013/14 Budget were delivered following a detailed internal and external consultation process and despite a delayed final funding settlement, the need to negotiate agreements on Council Tax Support Schemes with other Kent authorities, and the delayed timescale for the Local Government Finance Bill.</li> <li>• We were named in the Audit Commission report "Auditing the Accounts 2011/12" as the only County Council where auditors were able to issue an unqualified opinion on the 2011/12 accounts by 31 July 2012, with prompt publication.</li> <li>• 93% of planned work in the Annual Audit Plan was delivered within the financial year despite significant diversion of resources to fraud and other reviews. There has been a 77% increase in audit assurance work and fraud investigation.</li> <li>• Procurement processes and documentation have been reviewed and updated to best practice standards. Training to support this was developed and is now being delivered to services.</li> </ul>		

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<ul style="list-style-type: none"> <li>• Key tools and systems to support procurement were rolled out across the Council. This included e-Sourcing, and e-Auctions. A Contract Register was developed with copies of all contracts are now archived and accessible.</li> <li>• The New Kent Portal was brought into use with the option for Kent contractors to advertise through this. All Category Strategies for Procurement provide the opportunity for Kent based suppliers to win KCC business.</li> <li>• An analysis of expenditure for the previous to years was completed and procurement priorities assessed. Procurement Category Strategies are being developed with Services and contract management processes improved to deliver savings for the Council.</li> <li>• Following a review of Asset Allocation the Superannuation Fund has remained overweight in equities and this has contributed to it reaching its highest ever level of valuation at £3.7bn. Research into new investment opportunities is ongoing as the Fund looks to diversify away from equities gradually.</li> <li>• Continued to provide Council Members with the appropriate information and option appraisals for effective decision making in the Council's Treasury Management operations. This has led to a wider range of counterparties for investment of Council funds being introduced during the year, maximising returns whilst still maintaining robust risk parameters.</li> <li>• We have successfully managed the renewal of the Council's insurance arrangements.</li> <li>• We have developed improved communications for EduKent, including an enhanced website facility and marketing events, for example the EduKent Trade Fair and Conference held in September 2012.</li> <li>• We have developed our services to Contracted Schools and implemented enhancements to financial and management information including the Contracted Schools Billing System.</li> <li>• Worked with schools, and with the Kent Association of Headteachers to secure the future growth in the EduKent business.</li> </ul> <p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• There has been a postponement of the rollout of new support arrangements to managers of high risk budgets until further integration of financial and management information systems is possible.</li> <li>• While a Delegated Authorities Matrix has been drawn up for incorporation into Procurement procedures and systems (and is now approved by G&amp;A Committee) this has not yet been incorporated into the Council's Constitution. This will now be going to Full Council in May 2013.</li> <li>• The roll out of updated iProcurement across the Council has been delayed because of the need for further IT system developments that will allow improved usage. A revised delivery date is now under review.</li> <li>• The tender for an E-invoicing solution has been delayed with a revised target for implementation in July/August 2013 (previously January 2013).</li> <li>• iSupplier implementation is linked to the E-invoicing tender and so implementation is now delayed until May/June 2013 (formerly March 2013).</li> </ul>	

<b>Division</b>	<b>Human Resources (HR)</b>	
<b>Director</b>	<b>Amanda Beer</b>	
<b>Priority</b>		<b>Progress</b>
1 )	Enable KCC to deliver Bold Steps for Kent through people focused strategies	<b>GREEN</b>
2 )	Through Enterprise Resource Planning (ERP) and the development of HR Business Systems, maximise efficiencies in the delivery of HR Services	<b>AMBER</b>
3 )	Enhance business delivery to ensure efficiencies are achieved and resources are directed appropriately	<b>GREEN</b>
<b>Key Achievements:</b>		
<ul style="list-style-type: none"> <li>• Revisions to Kent Manager standard were delivered with provision of supporting development.</li> <li>• Successful restructuring of Organisational Development and Learning and Development teams.</li> <li>• Centralisation of training budget and delivery of Training Plan through Directorate Organisation Development Groups.</li> <li>• Completion of Lean and Trading Reviews with implementation of recommendations to achieve more efficient HR provision.</li> <li>• Delivery of Decision Making Accountability (Spans and Tiers) with concept now embedded in restructuring and other business processes.</li> <li>• Further enhancements to Total Contribution Process (TCP) for staff with efficiencies achieved through implementing on-line TCP letters.</li> <li>• Carried out Reward Survey with staff to align changes to Terms and Conditions to business and employee needs.</li> <li>• Launched Staff Awards – now a key part of the <i>Because of You</i> initiative.</li> <li>• Pilot and rollout of Employee Value Proposition staff survey demonstrating positive movement in how staff view the employee/employer relationship.</li> <li>• HR Service Offer published on KNet to assist managers in understanding and accessing HR services and providing clarification of their own responsibilities.</li> <li>• Increased external customers to the HR Business Centre increasing income.</li> <li>• Successful transfer of Public Health staff to KCC including.</li> <li>• Health and Safety risk profiling completed for Commercial Services and underway for Specialist Children's Services, assisting managers to manage and monitor service risks.</li> <li>• Reviewed and implemented revised trade union consultation framework.</li> <li>• Implemented Pensions auto enrolment.</li> <li>• Developed and implemented the "HR Pathway" to increase the capacity of the Division.</li> <li>• Positive Internal audits reports of HR systems and processes received.</li> </ul>		
<b>Issues:</b>		
<ul style="list-style-type: none"> <li>• Timing of centralisation of training budget limited opportunities to deliver the full programme during the year.</li> </ul>		

<b>Division</b>	<b>Governance &amp; Law</b>	
<b>Director</b>	<b>Geoff Wild</b>	
<b>Priority</b>		<b>Progress</b>
1 )	Improve the processes for provision of legal services and billing	<b>GREEN</b>
2 )	Evolution, Efficiency, Enterprise Revision of the Role for Legal Services	<b>GREEN</b>
3 )	Introduction of revised governance arrangements	<b>GREEN</b>
4 )	Transparency	<b>AMBER</b>
<p><b>Key Achievements:</b></p> <ul style="list-style-type: none"> <li>• A new case management system was installed November 2012 with staff trained and system operational from December 2012.</li> <li>• Completed a major review and overhaul of billing process with Directorates. Introduction of monthly billing and case by case billing statements to support charges and financial forecasting.</li> <li>• Year One of the Evolution Project has successfully delivered its targets and is now moving into Year Two. This project is delivering improvement in the quality of the service.</li> <li>• Legal Services has made progress in a new role as a corporate and risk partner to colleagues within KCC and continues to work across the authority in seeking to suppress the legal spend of KCC.</li> <li>• The percentage of Freedom of Information and EIR requests handled within timescales increased from 72% in 2011 to 85% (the ICO baseline) in 2012 and is currently running at 97% so far in 2013.</li> <li>• The HR e-learning platform has now been procured and the first two Information Governance modules “Data Protection for Councillors” and “An Introduction to Information Governance” have been uploaded and are now available on request to all staff.</li> <li>• Calendar year compliance with statutory timescales for handling Subject Access Requests up to the end of March 2013 was 93%, a considerable improvement on 2012's figure of 65%.</li> <li>• KCC is now compliant with publishing 9 of the 10 elements of public data in accordance with The Code of Recommended Practice for local authorities on data transparency, the exception being copies of contracts and tenders to businesses and to the voluntary community and social enterprise sector.</li> <li>• A Review of governance arrangements was completed and the new Cabinet Committees have worked extremely well.</li> <li>• New regime for ethical standards and amended code of conduct for Members implemented in July 2012 which is also working extremely well.</li> </ul> <p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Information Governance training is not yet mandatory.</li> </ul>		

<b>Division</b>	<b>Information &amp; Communications Technology (ICT)</b>	
<b>Director</b>	<b>Peter Bole</b>	
<b>Priority</b>		<b>Progress</b>
1 ) Delivery of ICT Strategy		<b>GREEN</b>
2 ) Supporting Business Improvement		<b>GREEN</b>
3 ) Reducing Broadband “Not Spots” & Supporting Regeneration		<b>GREEN</b>
4 ) Sustaining the Infrastructure		<b>GREEN</b>
<p><b>Key Achievements:</b></p> <ul style="list-style-type: none"> <li>• ICT governance model, aligned to business planning, has been completed.</li> <li>• A new management structure is in place.</li> <li>• Trading activity has been expanded to increase economies of scale to reduce costs and increase income.</li> <li>• The upgrade to Exchange 2010 was completed with minimal service disruption and now provides a resilient email service.</li> <li>• Progress has been made on implementing a unified communications solution to replace all current KCC telephony systems, with all associated infrastructure upgrades having been completed.</li> <li>• The Kent Joint Chief Executive Officers have approved a common action plan for the delivery of more partnership ICT services.</li> <li>• South East 7 Leaders have agreed the introduction of a regional network of networks, providing the building blocks for shared services.</li> <li>• The technology platform required for the implementation of the ICS replacement system has been established.</li> <li>• Oracle Collaborative Planning system configured and implemented to project plan.</li> <li>• Key trusts representing health services in Kent have joined both the Kent Connects Partnership and Kent Public Service Network.</li> <li>• Successful transfer of three Building Schools for the Future managed service contracts to ICT Education unit (EIS).</li> <li>• Procurement and delivery of the replacement Oracle hardware is finished, with installation expected to be completed in June.</li> <li>• Oracle Business Intelligence preparation work performed ready for roll out in the new financial year.</li> <li>• Oracle remote access business case was approved and hardware procured, ready for deployment in the new financial year.</li> <li>• Support provided to communities applying for the DEFRA Rural Community Broadband Fund.</li> <li>• Procurement of a county wide network operator for the broadband rollout funded by KCC and BDUK.</li> <li>• Improved, consolidated view of ICT contracts post re-structure.</li> <li>• Software patching of operating software has been automated.</li> <li>• A total of 64 ICT projects and 144 significant enhancements successfully completed during the year.</li> </ul> <p><b>Issues:</b></p>		

<b>Division</b>	<b>Information &amp; Communications Technology (ICT)</b>
<b>Director</b>	<b>Peter Bole</b>
<ul style="list-style-type: none"><li>• Delivery of the unified communications managed service has been re-planned to align with and reflect the changes in the property portfolio being progressed through New Ways of Working strategy.</li><li>• Following Ofsted inspection revised objectives for Specialist Children's Services now place emphasis on the requirements of 'Working Together' published in Spring 2013. The systems reconfiguration required in response have been incorporated within a revised implementation plan.</li><li>• Customer Relationship Management is identified in the ICT strategy as a key integration solution. ICT are supporting customer services in the development of robust business cases to support investment.</li></ul>	

Division	Business Strategy	
Heads of Service	Policy & Strategic Relationships: David Whittle Business Intelligence, Performance and Risk: Richard Hallett	
Priority	Progress	
1 ) Creating and using purposeful and coordinated evidence to inform decision making	AMBER	
2 ) Assurance of performance and delivery	AMBER	
3 ) <i>Getting ahead of the game</i> across key policy areas to support strategic objectives in Bold Steps for Kent	GREEN	
4 ) Support the Internal Control Framework and manage the Business Planning process for KCC	GREEN	
5 ) Support effective strategic relationships both within and beyond Kent	AMBER	
<p><b>Key Achievements:</b></p> <ul style="list-style-type: none"> <li>Delivered the Performance and Evaluation Board as a viable replacement to the Performance Assurance and Delivery Assurance Teams to ensure that performance across the organisation continues to be examined, risks are effectively managed and good practice proliferates.</li> <li>Provided support and professional guidance in the creation of directorate dashboards to ensure performance information is reliable and meaningful to enable Member oversight and review.</li> <li>Introduced a risk management database, GRACE, to support the Risk Management Policy that was approved in September. GRACE holds Corporate, Directorate and Divisional level risks with details of key controls and actions that support managers in mitigating the risks that could prevent them from meeting their business objectives.</li> <li>Delivered the first phase of the Enterprise Resource Planning (ERP) programme, as part of the “Doing Things Differently” campaign. This included the introduction of Collaborative Planning, to enable managers to plan and forecast their budget spend, the extension of the iProcurement system to underpin the “No Purchase Order, No Pay” initiative and the provision of new HR self service tools. The first stages of the introduction of Oracle Business Intelligence were also implemented.</li> <li>Supported several successful Select Committee reviews including Kent Children’s Future at Key Stage 2, domestic violence and apprenticeships.</li> <li>Provided professional research and analysis including Mosaic reporting in new key areas such as families in Kent affected by the benefit cap, customer experience feedback, foster carer recruitment and the Children’s Centres future options review.</li> <li>Development and publication of ‘Bold Steps for Kent: Progress to Date and Next Steps’ considered by County Council in December 2012.</li> <li>Developed Every Day Matters, and Integrated Children’s Vision for KCC.</li> <li>Development and publication of the Joint Health and Wellbeing Strategy for Kent, approved by County Council in March 2013.</li> </ul>		

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Heads of Service	<b>Policy &amp; Strategic Relationships: David Whittle</b> <b>Business Intelligence, Performance and Risk: Richard Hallett</b>
<ul style="list-style-type: none"> <li>• Development and publication of KCC discussion document “Delivering Better Healthcare for Kent”.</li> <li>• Supported the Kent Health Commission and prepared the final report and subsequently launched by the Secretary of State in Kent in June 2012.</li> <li>• Supported the transition of the Health and Wellbeing Board from shadow status to full committee of the County Council.</li> <li>• Prepared evidence submitted to numerous parliamentary select committees including CLG Select Committee inquiry into Local Government &amp; Health and the Parliamentary Joint Committee on Human Rights inquiry into Asylum Seeking Children.</li> <li>• Hosted a fact finding mission from the House of Commons Communities Select Committee into their ‘Local Government &amp; Health’ inquiry.</li> <li>• Supported KCC campaign to implement the Dilnot Commission recommendations.</li> <li>• Developed revised Accountability Protocol for the Director of Children’s Services and the Lead Member for Children’s Services approved by County Council in July 2012 as well as supporting the Integrated Children’s Services Board.</li> <li>• Developed a response to the localisation of the DWP Social Fund and supported the development of the Kent Support and Assistance Service pilot.</li> <li>• Established the Programme Office and undertook quarterly reporting on key project and programme delivery to Corporate Management Team and Corporate Board.</li> <li>• Revised the business planning process for KCC and successfully co-ordinated 2013/14 business planning round.</li> <li>• Supported Finance in the development of Capital Strategy and supported the development of the Asset Management Strategy with Corporate Property.</li> <li>• Co-ordinated the development and publication of KCC Management Guides.</li> <li>• Successfully supported the Kent Forum and the review of the partnership arrangement which led to the establishment of the Kent Association of Council Leaders.</li> <li>• Supported the operation of the Kent Military &amp; Civil Partnership.</li> </ul>	
<b>Issues:</b>	
<ul style="list-style-type: none"> <li>• More work needs to be done on clarifying the role and remit of the recently centralised Research and Evaluation team, in order to maximise the team’s contribution to the Authority’s decision making.</li> <li>• There was no appetite amongst District Councils to develop a shared approach to management of the Community Right to Bid.</li> <li>• Given the relative low interest to date for Community Right it will be necessary to consider a more proportionate approach for the council.</li> <li>• Further review will be required to improve the business planning process and incorporate any recommendations from the Internal Audit of the 2013/14 planning round.</li> </ul>	



Division	<b>Property &amp; Infrastructure Support</b>	
Director	<b>Rebecca Spore</b>	
Priority	Progress	
1 ) Focusing of property & infrastructure support priorities & policies	GREEN	
2 ) Further develop the corporate landlord model and ways of working with a view to achieving considerable revenue savings	AMBER	
3 ) Deliver improved customer relationships	GREEN	
4 ) Develop and expand partner and external relationships	GREEN	
5 ) Review, streamline and improve procurement and contract performance management	AMBER	
6 ) Efficient and optimised delivery of capital improvements and projects (high level projects listed)	GREEN	
7 ) Increase staff development and training programmes to broaden skills base of staff, deliver behaviours and open and creative atmosphere	AMBER	
<p><b>Key Achievements:</b></p> <ul style="list-style-type: none"> <li>• New Property Management Protocol adopted and incorporated into KCC Constitution.</li> <li>• New Ways of Working Strategy, following approval of the programme, the strategy now forms part of doing things differently and is now well embedded with a programme management team established. P&amp;IS have also piloted New Ways of Working ideas within our own division.</li> <li>• Property have given timely and professional advice to service reviews and service directorates throughout the year.</li> <li>• Implemented a consolidated billing arrangement with the support of Finance and LASER, reducing the number of paper bills that are manually processed from the hundreds to eight electronic invoices per month.</li> <li>• Feasibility for the use of Bio-mass boilers in schools completed and procurement of pilot scheme under way.</li> <li>• Standard Terms &amp; Conditions produced for installation of Photo-voltaic panels on KCC buildings developed with a view to ensuring satisfactory legal protection for KCC and schools.</li> <li>• Installation of Photo-voltaic panels on three key buildings.</li> <li>• Customer Service Strategy written and developed in line with corporate strategy and a baseline customer satisfaction survey undertaken.</li> <li>• Good working relationships built and maintained with district and public sector bodies, identifying and developing opportunities to share assets and associated costs.</li> <li>• Successful accommodation of Public Health into Sessions House at the end of March 2013.</li> <li>• Implementation of staff training programmes on Legionella and Asbestos management to ensure.</li> <li>• Facilities Management review undertaken and now into implementation stage.</li> <li>• Training requirements collated across P&amp;IS.</li> </ul>		

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<b>Director</b>	<b>Rebecca Spore</b>
<ul style="list-style-type: none"> <li>• Completion and Handover achieved on the following Academy Sites: <ul style="list-style-type: none"> <li>○ Spires Academy.</li> <li>○ Isle of Sheppey Academy.</li> <li>○ Skinners Kent Academy, Tunbridge Wells.</li> </ul> </li> <li>• Contract completion and start of works on the following Academy Sites: <ul style="list-style-type: none"> <li>○ Knole Academy, Sevenoaks.</li> <li>○ Wilmington Academy, Dartford.</li> </ul> </li> <li>• Works have commenced on St Augustine's Academy at Oakwood Park.</li> <li>• Planning achieved for John Wallis Academy Ashford.</li> <li>• Successful delivery of September 2012 Basic Need Programme.</li> <li>• Successful transfer of ICT contracts under BSF (Building Schools for the Future) to new contractual arrangements.</li> </ul> <p><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Procurement of Oakwood House Concession stalled when preferred bidder withdrew from process at late stage. Temporary arrangements have been put in place whilst a long term solution is considered.</li> <li>• Delays to the implementation of a new Property Asset Management System (PAMS). Issues identified and addressed, and project progressing.</li> <li>• Procedures developed for wider use of iProcurement in teams, but still undergoing testing in delivery teams. It will not be suitable for all areas of the business, but it is envisaged that integration of PAMS and Oracle will alleviate this.</li> <li>• Procurement of Estates Framework delayed to 2013/2014 year and resources identified to undertake this work.</li> </ul>	