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To: Corporate Policy Overview Committee – 14 January 2009

Subject: Half-year monitoring 2008/09

Unrestricted

SUMMARY

This report summarises the corporate element of the 2008/09 half-year monitoring results for the Annual Business Unit Operating Plans, and the *KCC Annual Plan 2008/09*, and includes a summary by the Chief Executive of progress to date.

FOR INFORMATION

1. INTRODUCTION

1.1 The Directorates and Chief Executive's Department have completed the half-year monitoring of the priorities set out within the Annual Business Unit Operating Plans and the KCC Annual Plan 2008/09. This report covers the corporate element of the half-year monitoring.

2. SUMMARISED OUTCOMES

2.1. Annual Business Unit Operating Plans

As part of the half-year monitoring, progress was checked against each of the 2008/09 Annual Unit Business Operating Plans.

Most of the projects/developments/key actions set out in these plans are 'On course' or 'Done and ongoing'. Only 4% of these actions are 'not on target' to complete this financial year and are listed with reasons and proposed actions in Appendix 1. The Chief Executive's statement outlining progress is also included in Appendix 1.

2.2. KCC Annual Plan

The half yearly monitoring of the Annual Plan concentrated on Section 2 as Directorate Towards 2010 strategic objectives are consistent with the priorities for improvement published in Sections 3 to 11 of the plan. A report on progress against Towards 2010 targets was checked as part of monitoring process and reported to Cabinet on 13 October 2008 and County Council on 16 October 2008.

Delivering improved services and transforming KCC is the main focus of Section 2 of the Annual Plan. This work is undertaken by the Chief Executives Department and all targets are 'Done and ongoing'. (See Appendix 2)

2.3. Equalities and Diversity Monitoring

Equality and Diversity monitoring has been included within the half year monitoring of the Unit Business Plans this year. KCC was confirmed as meeting Level 3 of the Equality Standard for Local Government following an assessment on 18/19 March 2008 by the Centre for Local Policy Studies and good progress has been made against KCC's Equality Strategy.

The amount of work required to achieve the next level is actually of a different nature as the new Equalities Framework for Local Government (EFLG) is more 'outcomes' focused. Supplying evidence of real positive differences, which are experienced by the ever changing needs of both communities and individuals will be paramount and next years monitoring will be important to maintain KCC progress to the highest level of assessment.

2.4. National Performance Indicators

The new National Performance Indicators have not been included in the half year monitoring. Many of the indicators are new and work is still underway to establish baselines.

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1. Chief Executives Department Half-Year Summary of Progress December 2008

Kent County Council continues to maintain high performing services while seeking to achieve the best possible value for money both in the use of its own resources and across the public sector in Kent as a whole. During the year, the economic situation nationally and internationally has altered radically and we are in an unprecedented economic climate. We will continue to build on our reputation for excellence, innovation and efficiency to get ourselves in shape to meet the challenges of the inevitable tightening of resources that lies ahead. This journey of transformation will continue to be driven by the Chief Executive, and the Chief Executive's Department will continue to make a very significant contribution to the County Council's progress.

The Chief Executive's Department is making good progress at the half year stage in delivering its business plan actions with 96% complete and ongoing or on course for completion by the end of the year.

The majority of Property Group's business plan targets have either been met or are on course to be met by the target dates. In particular excellent progress has been made with the 'Better WorkPlaces' initiative which will transform KCC's office estate. A strategy for Maidstone has been developed and signed off by the Better WorkPlaces Steering Group and Property Board.

The deteriorating global and UK economic position has impacted dramatically on the property market. Land and property values continue to fall and in the case of residential development land there are very few developers who are willing and able to purchase. These conditions suggest that targets for the delivery of £10m capital income for the Enterprise Fund through the disposal of non operational property and the delivery of the £64.4 million capital receipts programme will not be met.

The launch of the Kent Public Service Network this year has been a major step forward in developing a more flexible and resilient network for KCC and in building a coherent IT solution across public agencies in the County.

In Commercial Services, the effect of the increases in liquid fuels has been absorbed and indications are fuel costs will revert to budgeted levels for the second half. Particular successes include the implementation of flexible purchasing (hedging) for energy which has already reduced exposure for KCC to violently fluctuating energy prices; the outsourcing of delivery of goods from the warehouse and the seamless uptake of the delivery of the Canterbury Park and Ride service through one of the divisions of a limited company, Kent Top Travel. Similarly the new managed service for temporary staff is proving successful.

The Selection and Members' Services Committee has endorsed the direction of travel for the modernisation of the Democratic Services and Local Leadership Unit. On the technological side, the new electronic committee management system, modern.gov, which automates many of the processes

involved in the compilation of committee agendas and reports and publishing to the internet went live in September.

The Schools Legal Insurance Scheme is now live and six schools have signed up so far. Legal Services has also taken on a significant amount of new work for Kent Probation following the retirement of their Board secretary and has been approached by more than 15 Parish Councils to provide their legal requirements in all areas. Legal Services also continues to act for many other external bodies.

A cross-directorate strategic Communications Group is now operating, raising the priority of communication throughout the organisation and the media team has successfully been refocused to work on campaigns and take a more proactive approach. The planning and organisation of the Events Team resulted in another success at the County Show this year, with KCC taking best display of the show for the third year running.

Gateways continue to return very high satisfaction ratings, with Thanet Gateway Plus returning a 94.3% "very satisfied" rating. The Tunbridge Wells, Tenterden and Maidstone Gateways are now open. The Gateway programme is an integral partner to the "Better WorkPlaces" office transformation project. Kent TV reached one million visits in November 2008. This is significantly above expectations. The Contact Centre has transferred successfully to the Strategic Development Unit and this move fits well with the wider Access Kent agenda. Contact Kent now handles initial contact for social care out of hours and October saw the launch of Kent Healthwatch.

There has been good progress on Equality and Diversity. Property Group has nearly completed the DDA re-audit of public buildings including staff areas and the audit of schools is well underway. Addressing inequality is a major priority for the Public Health Unit and the establishment of the Kent & Medway Public Health Observatory will enhance the evidence base for tackling inequality that is already available from Joint Strategic Needs Assessment, Health Equity Audits and Health Impact Assessments. Where more progress is needed, particularly in relation to carrying out impact assessments, staff are currently undertaking training to equip them to carry out assessments with a view to bringing progress against targets back on track.

Our key focus in the coming months will be to ensure that a balanced budget is delivered in this financial year; that planning for next year's budget achieves a satisfactory conclusion; and that KCC is well prepared to maintain its excellent status in the forthcoming Comprehensive Area Assessment (CAA).

2. Progress against Projects, Developments and Key Actions in the Annual Unit Business Operating Plans

Directorate position = 96% 'Done and ongoing' or 'On course' for completion by year-end.

The following projects, developments or key actions are not on target:

Project/ development/ key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Business Solutions & Policy		
Develop equality and diversity action planning	<p>Assess the impact of all policies, procedures and practices on different equality groups. All policies, procedures and practices screened and priorities set</p> <p>Each high or medium priority policy, procedure or practice has full impact assessment completed</p> <p>Action Plan created from outcomes of assessments</p> <p>Work towards compliance with Level 4 of the Equalities Standard for Local Authorities</p> <p>Diversity training completed by all managers and staff</p>	Impact assessment screening process still underway, to be completed shortly, therefore need for full assessments and action plan not known at this stage
Personnel & Development		
Take on Commercial Services personnel activities	Take responsibilities for the personnel functions currently within Commercial Services providing consistent and compliant service	No longer going ahead
International affairs		
Ensure KCC and Kent organisations continue to benefit from Interreg IIIA and from the new Interreg IVA programme.	<p>KCC represented on Interreg IVA Programme Monitoring Committee (s) and Steering Committee (s)</p> <p>Hosting of new S.E. Interreg IVA 'Contact Point' in KCC</p>	<p>Despite intensive lobbying KCC has not been allocated the committee seat we wanted</p> <p>Government Office decided not to use KCC as the host. Indeed, the post has yet to be filled</p>
Develop equality and diversity action planning	Assess the impact of all policies, procedures and practices on different equality groups. All policies, procedures and practices screened and priorities set	Impact assessment screening process still underway, to be completed shortly, therefore need for full assessments and action plan not known at this stage

Ensure KCC and Kent access opportunities under 'other' EU programmes for which it is eligible (Interreg IVB and IVC, Competitiveness, ESF) and 'thematic' programmes	KCC represented on SEERA's Joint Europe Committee in order to lobby for Kent's interest	The Committee has been disbanded
Property Group		
Deliver earmarked Capital Receipts programme	Generate Capital Receipts of £64.6m during 08/09 through disposal of land and property	Due to the current Financial Climate we are unlikely to generate this level of capital receipts
Deliver capital income for the Enterprise Fund through the disposal of non-operational property	Budget target £10m	Due to the current Financial Climate we are unlikely to generate this level of capital receipts
Contact Centre		
Develop homeworking pilot	Homeworking pilot undertaken and assessed	ISG and Contact Kent are working together to upgrade the ACD system. The pilot is not possible until this is complete.

ANNUAL PLAN PRIORITIES 2008/09

The following table sets out the priorities for 2008/09 as published in this year's KCC Annual Plan. The half-year status is given using the following key and a comment only if the status is RED:

ALL TARGETS ARE COMPLETED OR ON COURSE TO COMPLETE

Red	More progress needed
Amber	On course
Green	Done and ongoing

Delivering Improved Services and Transforming KCC

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
Supporting Independence Programme (Pauline Smith) <ul style="list-style-type: none"> • Continuing to deliver work that supports KCC's <i>Towards 2010</i> targets (specifically targets nine and 15 to 20), particularly around Kent Success, the Kent Community Programme and work on welfare reform • Working with Jobcentre Plus and other key partners on ways of supporting the <i>Kent Agreement 2</i> target to reduce the number of working age people on out of work benefits • Developing a better understanding of the needs of the people who find themselves in the 10 SIP archetypes by collating more accurate data and working closely with marginalised groups and working with partners to develop better services for those people • Undertaking high level, targeted work with partners in the most 	Page 12		Green	
	Page 12		Amber	
	Page 12		Green	
	Page 12		Green	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>disadvantaged communities in Shepway, Swale and Thanet, and developing an action plan with measurable outcomes to tackle entrenched disadvantage</p> <ul style="list-style-type: none"> Working closely with colleagues in the Environment and Regeneration Directorate, particularly around KCC's Regeneration Strategy 	Page 12		Amber	
<p>Kent Commitment (Debra Exall)</p> <ul style="list-style-type: none"> Build upon the strong working relationships already in place between KCC and the districts and continue to put the residents and service users at its heart 	Page 12		Amber	
<p>Kent Agreement 2 (Graeme Brown)</p> <ul style="list-style-type: none"> Develop a new Local Area Agreement, <i>the Kent Agreement 2</i>, with the wider Kent Partnership and agreed with the Government 	Page 12/13		Amber	
<p>Partnership working (Colin Maclean)</p> <ul style="list-style-type: none"> The Kent Partnership and the Public Service Board (PSB) will focus on new governance arrangements that meet the requirements of the Local Government and Involvement in Public Health Act 2008 and relevant statutory guidance. These arrangements were developed during 2007/08 to deliver the new Local Area Agreement (the <i>Kent Agreement 2</i>). The governance framework sets out new terms of reference for the Kent Partnership and the PSB as well as standard protocols for the working groups 	Page 13		Green	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<ul style="list-style-type: none"> Implementation of the recommendations from the <i>Governance of Partnerships</i> Audit Report completed in February 2008. This will be led by the Kent Partnership team and involve all directorates in designing and delivering workshops for partnership lead officers. The aim will be further to embed the KCC policy guidance <i>Risk Management of Key Partnerships</i>, encourage a common approach to risk management and further review and improve the guidance itself 	Page 13		Amber	
<p>Customer Care (Robert Hardy)</p> <ul style="list-style-type: none"> Make sure we understand what our customers need by consulting them, encouraging communities involvement and developing our services around their expectations Respond positively and promptly to compliments and complaints, using feedback to learn from any mistakes and improve and modernise our services 	Page 13 Page 14		Amber Green	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>Personalising services (Tanya Oliver, Robert Hardy) Continue to innovate and improve by:</p> <ul style="list-style-type: none"> • Giving individuals and communities a stronger voice in the design and transformation of services • Ensuring that we continue to improve access through innovative projects such as <i>Gateways</i> and the self-assessment website so that services are accessible to all • Continuing to find new and innovative ways of offering more choice and individual control in order to meet and surpass public expectations • Making the most of technological innovations to personalise services • Getting the simple things right first time and ensuring an excellent customer experience for all • The Contact Centre will continue to provide quick, easy and high-quality access to all county council information and services • It will continue to look for opportunities to expand the number of services it handles, helping KCC to deliver wider, ever-better customer contact in a cost effective way 	<p>Page 14</p> <p>Page 14</p> <p>Page 14</p> <p>Page 14</p> <p>Page 14</p> <p>Page 14</p> <p>Page 14</p>		<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	
<p>Information and communications technology (ICT) (David Cockburn)</p> <ul style="list-style-type: none"> • A consolidated public services data network to replace the existing corporate, schools and inter-agency networks that have reached end of their lives • Proposals to bring together public sector machine room provision 	<p>Page 14</p> <p>Page 14</p>		<p>Amber</p> <p>Amber</p>	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>across the county</p> <ul style="list-style-type: none"> • Remote access and home working solutions that will support the office transformation programme across the whole of the council • <i>Webjam</i> – an on-line public/staff consultation system • ICT will continue to support Kent Adult Social Services' <i>Whole Systems Demonstrator</i> project that aims to extend Telecare and Telehealth services in support of some of the most vulnerable members of society • KCC will work with partners to find opportunities to influence and inform the national ICT strategy for public service so that it reflects the priorities and needs of local communities 	Page 14		Green	
	Page 14		Amber	
	Page 15		Amber	
	Page 15		Green	

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<p>Equality and Diversity (Robert Hardy, Amanda Beer)</p> <ul style="list-style-type: none"> We aim to open doors to access and participation and to enable everybody to contribute to the life of the county, whatever their background or circumstances KCC is committed to ensuring that current and potential service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, or religion Delivering the Equality Strategy 2007 - 2010 	Page 15		Amber	
	Page 15		Amber	
<p>Our staff (Amanda Beer)</p> <ul style="list-style-type: none"> Deliver the Strategy for Staff Delivering a 'total reward' framework in which staff receive individual statements about their pay and benefits Developing a core skills development programme, <i>Skills for Life</i> that can be accessed by all staff and achieves the national Go Award standard Increasing staff engagement through enhanced use of technology, face-to-face contact and improved feedback mechanisms Achieving the highest level of the Equality Standard for Local Government and recruiting a workforce that reflects the population Inspiring a high performance culture through improved leadership and excellent people management Surveying all staff, using an on-line tool where possible, to gather 	Page 15		Amber	
	Page 16		Amber	
	Page 16		Amber	
	Page 16		Amber	
	Page 16		Amber	
	Page 16		Amber	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>key trend data on job satisfaction</p> <ul style="list-style-type: none"> • Creating a healthier workforce, evidenced by improved attendance and Healthcheck feedback • Enabling all staff and managers to access and maintain their own personnel information locally • Introducing new ways of working, including increased flexibility on where and how jobs can be done, in order to keep customers happy, promote a healthy work/life balance and reduce the council's impact on the environment • Combine the way talent is managed and 'job families' are organised in order to provide career pathways across the organisation 	<p>Page 16</p> <p>Page 16</p> <p>Page 16</p> <p>Page 16</p>		<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>International Agenda (David Oxlade)</p> <ul style="list-style-type: none"> • Maximise the take up of EU funding aligned to KCC’s strategic objectives • Strengthen and further develop key sectors of Kent’s economy through encouraging trade, inward investment and tourism, working with Locate in Kent, Visit kent and other relevant Kent subscribers and organisations • Develop existing strategic international alliances to enhance Kent’s key policy objectives in areas such as innovation, migration and changing demography and create new relationships if appropriate • Utilise student/staff exchanges and educational linkages to provide new life-long learning opportunities • Share and develop international best practice in service development in areas ranging from education, community safety through to social care and health to ensure that Kent services are world-class 	<p>Page 16</p> <p>Page 16</p> <p>Page 16</p> <p>Page 16</p> <p>Page 16</p>		<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Green</p> <p>Green</p>	
<p>Climate Change (Alison Cambray, Deborah Kapaj)</p> <ul style="list-style-type: none"> • Further reduce the organisation’s own carbon footprint and make progress towards the target of reducing emissions by 10 per cent by 2010 and 20 per cent by 2015. This includes continuing to explore practical ways in which KCC can reduce the wider, indirect emissions associated with its operations and outsourced services. The council has joined the Local Government 	<p>Page 17</p>		<p>Amber</p>	

Priority	Annual Plan page	Monitoring links if applicable	Status (red/amber/green)	Comment (only if status is RED)
<p>Information Unit (LGIU's) innovative <i>carbon trading councils</i> scheme for 2008/09. This simulates the idea of operating within carbon budgets and trading with other councils and is designed to help the council prepare for the <i>Carbon Reduction Commitment</i> from 2010</p> <ul style="list-style-type: none"> • Make further progress towards ensuring all KCC services understand the impacts that the changing climate has on the work they do. This includes demand for and delivery of services and the impact the changing climate has on processes, policies, logistics and management. The council will also continue to work towards developing a comprehensive, risk-based adaptation action plan for the whole authority • Continue to lead activities under the <i>Kent Agreement 2</i> to help the county to reduce carbon emissions and adapt to the changing climate. This includes working through the Kent Partnership to deliver carbon reductions and building on the successful <i>low carbon communities</i> pilot scheme. KCC will also lead work on developing a Kent-wide <i>local climate impacts profile</i> to support decision-making related to climate change adaptations across Kent 	<p>Page 17</p> <p>Page 17</p>		<p>Amber</p> <p>Amber</p>	