

### **Further detailed feedback on common themes raised by respondents to the Consultation.**

The number shown after each heading relates to the paragraph in the main paper.

#### **Skills and Employability (8.2)**

The proposal is that this function forms part of the Education and Young People Services Directorate. There were several suggestions that given the importance of the agenda to the future success of businesses in Kent it should become part of Economic Development. After careful consideration of the merits of each option, it is felt that the link to Education has primacy, although steps will be taken to ensure the close working relationship with colleagues in Economic development are strengthened even further.

#### **Virtual Schools Kent (VSK) (8.3)**

VSK is currently part of Specialist Children's services and the original proposal was that it was better placed in Education as this is its primary function albeit that it deals exclusively with Children in care. This suggestion attracted a good deal of comment and the issue was discussed again by Corporate Directors who felt that VSK could continue to succeed in either Directorate. On the basis that VSK is deemed to be performing well currently and to avoid unnecessary disruption, it has been decided to recommend in this proposal that it stays as part of Specialist Children's Services. Once again, the managers of VSK will be asked to strengthen links with colleagues in School Improvement and other experts in Education.

#### **Director of Communication role (8.4)**

Several respondents expressed concern at the proposed deletion from the structure of the Director of Communication. It was felt that this would lead to a loss of focus on communication with residents in Kent and make it harder to ensure that the views of our service users and residents are used to inform our future strategies. The proposal to delete the post arose because parts of the current Division dealing with consultation, community engagement and equality will be moved to the customer insight function. The importance of both communication with and collection of the views of residents is well understood and the commitment to ensure these remain high priority is unchanged. It is not felt that this is dependent on the retention of the current role of Director of Communications.

#### **Public Health (8.5)**

Public Health is already making a significant contribution to KCC and work to Integrate the knowledge and skills of the professionals in the Division, particularly in relation to commissioning services, must and will be maintained.

The proposal for Public Health to form part of the Social Care and Public Health Directorate attracted comment from all groups of consultees and a response was received from Jenny Harries from Public Health England seeking reassurance that KCC recognises the responsibilities of the Director of Public Health and position the

role in such a way that these responsibilities can be discharged effectively. Some welcomed the decision, recognising the whole life focus of the Public Health agenda, others expressed concern that aligning in that Directorate might result in Public Health issues being given less consideration than necessary.

It is well understood that Public Health is not about social care and has a broader focus on the general health and well being of the whole population and on reducing health inequalities. It therefore has an integral relevance to services and strategies across the whole council and there is no reason why being part of the Social Care and Public Health Directorate will reduce opportunities to engage with and influence other services. The Authority recognises the benefits of the national Public Health “health in all policies” approach. We have taken full account of the Health and social care act and national guidance on the role of Director of Public Health and are satisfied that our responsibilities are met.

The Public Health agenda will be well served if the Director of Public Health is part of the Social care and Public Health Directorate and can play a key role in the integration of local authority and health services and the commissioning of activity across the People directorates. The statutory post of Director of Public Health will remain a member of the Corporate Management Team and the Corporate Board and will have full access to the Head of Paid Service on any issue that the postholder feels needs to be raised. The Director will therefore be able to engage with external and internal stakeholders across a very broad range of operational areas.

The key role of the Director in relationships with Members, CCGs, the Health and Wellbeing Board, police, probation and prison service will be supported by ensuring the Director is included in all relevant discussions and meetings with these services and is a member of all relevant formal decision making bodies.

### **Preventative Services (8.6)**

The proposal to establish a Division with specific responsibilities for activity providing early intervention and preventative services for young people from 0-25 has been commented on by respondents from all consulted groups.

Whilst a small number of respondents, including professionals currently providing specialist care services, felt strongly that there should be only one People Directorate and/or no change at all to the current Divisions, particularly Specialist Children’s Services, many supported the proposal and saw the benefits of a Division which is able to focus on this critical agenda as a key part of the demand management imperative outlined in *Facing the Challenge*.

There is recognition across all interested parties that the critical success factors are the maintenance and enhancement of the care pathway for individuals and total clarity of the roles of the professionals working in the preventative services and those based in the specialist services and that the new arrangements enable us to maintain progress under Ofsted inspections. The provision of statutory services will be found in both the People Directorates and individual service users will move between provision in each. The work of the professionals in both People Directorates and with partner organisations must be carefully integrated and understandable and accessible for service users. There have been significant ongoing discussions between the relevant Corporate Directors and agreement reached on which teams

and functions should form part of the Preventative Services Division as shown in the final proposal. A post will be designated as head of the Youth Offending Service and the other managers required to run the integrated services will be specified following the County Council decision and prior to 1<sup>st</sup> April 2014 when the new Division will be operational.

The success of preventative services is critical to many aspects of the *Facing the Challenge* agenda, the financial health of the Authority and the lives of vulnerable young people and their families. This proposal has therefore been given the highest level of attention and there is agreement that the current configuration is capable of providing the required outcomes. The responsibilities of the senior managers involved across the two Directorates are described in the job descriptions but the DCS protocol will be revised to ensure there is total clarity about how the structure will operate to maximum effect and that the DCS is able to fulfil his statutory responsibilities and satisfy Ofsted guidelines.”

### **Commissioning (8.7)**

The County Council has clearly stated our intention to become more of a commissioning authority. As service delivery becomes an increasingly mixed economy, KCC's role as a commissioning authority to create, shape and develop markets will become essential to ensuring sustainable service provision. There will be a greater focus on outcomes and less focus on the process or vehicle used to deliver services with both commissioners and providers held to account by Members for the delivery of outcomes. Only democratically elected Members, answerable to the residents of Kent through the ballot box, have the legitimacy to make decisions about allocating resources and taking strategic decisions about investment and disinvestment in services.

It is clear from feedback across the groups consulted that the role and purpose of commissioning in the future of the Authority is one which excites strong views and about which there are a number of options both in terms of our approach and our structures. Feedback from our current suppliers and other external organisations commented on issues linked to our commissioning approach more frequently than any other single component. Many asked that we make the process for commissioning services accessible for smaller, local provider organisations.

Effective commissioning within and across Directorate boundaries is key to the whole organisation agenda. Following the recommendations outlined *Facing the Challenge: Whole Council Transformation*, Corporate Directors have confirmed the requirement to integrate commissioning functions around people-based and place-based services.

Commissioning and procurement will be maintained as discrete functions. Despite the obvious interdependencies, these are discrete activities and the Authority is better served by recognising the inherently different role of each, whilst aligning policy for them closely in the same Directorate. It is envisaged that the corporate commissioning function will advise on a suitable framework to ensure only specifications that are fit for purpose are passed to procurement for tendering and contract award.

The recommended position on commissioning remains not to centralise all commissioning staff into one team. The risk of commissioners being too far removed from the services they work alongside was considered too great and there will remain a significant presence in the service Directorates, including a people services wide team under a Director in Social Care and Public Health.

However, in recognition of the crucial role of whole organisation commissioning in support of our ambition to be a commissioning authority, a professional corporate team will be established to embed the necessary commissioning authority arrangements in Kent, including a framework to ensure robust internal challenge and contestability within KCC. It will recommend how we can improve our capacity to undertake market development and market shaping activities, define the skills required for staff engaged in commissioning activity, identify opportunities for joint commissioning across the Authority (and with partner organisations), and develop a mechanism to monitor the effectiveness of our commissioning activity.

The team will also ensure the strong client model outlined in *Facing the Challenge* through developing a best in sector commissioning and procurement approach that has the capacity to effectively decommission and re-provision services as the need arises, adopts a commercial approach to contract management across all service provision, whether internal or external, and has the ability to shape markets and undertake market development to encourage new providers to create new markets.

It is not intended to transfer any of our existing commissioning teams into the Strategic and Corporate Services Directorate and the details of the approach to be taken will be established as part of the Change Portfolio activity on corporate commissioning. Further work is also required on defining the commissioning role of managers, how this relates to the Directorate commissioning teams and functions and the role of corporate commissioning. This work will be developed alongside the budget allocations for commissioned services which recognises that budgets for commissioned services will remain with service managers.

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### **The way we do things (8.8)**

The objectives of *Facing the Challenge* can only be achieved through developing exceptional working relationships within the Authority and with our partners. This is well understood and was reiterated throughout the responses to the consultation from all groups. The restructure will not itself develop these relationships but it is important that it does not impede them. In terms of the culture of the organisation a number of themes emerged and work will be ongoing to develop the skills of managers and Members to enable the necessary organisational culture to be achieved. These key themes are:

- Building on the current position, Directors and Corporate Directors must ensure a focus on leadership for the whole of KCC, not just their own Division/Directorate

- Going forward, senior managers need to continue to give clear direction and provide decisive leadership
- Senior managers must ensure that the scale of change does not impact on business as usual service delivery
- The culture of the organisation needs to change to embrace “risk” and be open to new ways of working
- All areas of KCC must be willing to embrace change and share in the transformation be they providing statutory or discretionary services
- Performance management and research capability must be recognised as valuable and important
- We must understand and listen to our residents, clients and customers and know what to do with the information received from them. This must include our service redesign starting from the customer
- The scale of change impacting on delivery of business as usual
- We must strengthen the ability to recognise talented members of staff and develop them
- The willingness to work with partners in a collaborative way must be embraced by all parts of the organisation in a consistent way – some teams in KCC are perceived by our partners as better at this than others.