

By: Paul Carter, Leader
Alex King, Deputy Leader
Nick Chard, Cabinet Member for Finance
Graham Gibbens, Cabinet Member for Health
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To: Corporate Policy Overview Committee – 28 May 2008

Subject: Financial Monitoring Report: Corporate Services 2007/08
and Business Unit Operating Plan Outturn Monitoring
2007/08

Classification: Unrestricted

For Decision

1. Introduction

1.1 This report informs this Committee of the forecast outturn against budget for the Chief Executive's Department and the Financing Items budget for 2007/08. It also, for the first time, provides a provisional outcome analysis of the annual operating plans of each of the CED Units

2 Third-Quarter update report

2.1 The monitoring reports for the third quarter for the Chief Executive's Department and the Financing Items budget were presented to the March meeting of this Committee. The latest Exception report was considered by Cabinet on 12 May. The forecast included in that report has changed since the third quarter report. The more significant changes are reported below.

a) Chief Executive's Department

The forecast variance at year-end is an underspend of £1,369k. This latest forecast compares with a £361k underspend reported to the March meeting of this Committee. The main reasons for the movement of £1,008k are:

Unit	£'000	Reason
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Legal	-252	Additional income
Supporting Independence	-248	Re-phasing of T2010 targets
Corp. Comms.	-156	Lower costs of modernization and restructuring
Policy	-68	Climate change project costs re-phased into 08/09
Finance	-65	Additional income
ISG	-50	Additional income
Property	-40	Additional income
Strategic Development	-30	Re-phasing of the Route Development Fund
Democratic Services	-30	Localism roll-forward not required in 2007/08
Pers & Dev	-25	Re-phasing of workforce development programme
Other	-44	Other minor changes
Total	-1,008	

On the capital programme the forecast has moved from an underspend in the March report of £918k, to a latest forecast underspend of £833k. Although the net movement is small, there are four significant changes within that figure:

- 1) Further underspend of £185k by Commercial Services as a result of a reduction in the purchase of vehicles and software
- 2) Maidstone Gateway +£265k, due to completion of the licence agreement prior to 31 March
- 3) Re-phasing of IT projects, -£205k due to supplier delays
- 4) Accelerated spend on the Modernisation of Assets programme (Property) of £248k

On the capital funding, we have been closely monitoring the delivery of capital receipts, upon which a significant element of our capital programme is dependant, as well as an element of the Property Unit revenue budget. The March report showed a forecast of £20.7m of capital receipts. The actual receipts banked by 31 March was £18.0m.

b) Financing Items

The net underspend has increased to £7.1m compared to the £6.5m reported in March. This is before any necessary year-end adjustments are made. This is due to further underspending on the interest received and debt charges budgets, largely as a result of further re-phasing of the capital programme.

- 3.1 As part of the increased scrutiny of finance, activity and performance, The Leader has agreed a process with the leaders of the two opposition Groups, that includes reporting of specific areas of performance within the 2007/08 Plans, against targets.
- 3.2 Because the summer POC meetings are now held in May/June as opposed to June/July (due to the need to consider the Annual Plan), it makes it more difficult to report final outturn, with an alternative being to report these to the September round of POCs, or in the future to revert the summer meetings to June/July. A paper on the available options will be presented to the POCC in due course.
- 3.3 It was decided to trial the reporting of business plans to this Committee, and the results are set out in the remainder of this report. It is important to get the right level of detail, as too much data will make it difficult to read and interpret. Members are asked to suggest improvements to the way the information has been provided in this report, which will help inform the structure and format of the reports to the other Policy Overview Committees on this subject, in September.

4 Business Plans – The results

- 4.1 A return has been made by the Head of Service for each of the eight business plans that make up the overall CED business plans. Each of those returns is appended to this report. The quantity differs, but the returns follow the same main headings. Members of this Committee are asked to comment on the level of detail preferred.
- 4.2 The two tables below summarise the headline information

Budgets	Revenue			Capital		
	Original budget	Revised budget	Projected Outturn	Original budget	Revised budget	Projected Outturn
	£'000	£'000	£'000	£'000	£'000	£'000
Finance	4,831	4,970	4,855			
Property	6,565	6,746	6,668	3,423	3,986	3,611
Comm Servs	-4,500	-4,500	-4,500	2,043	547	387
BS&P	17,893	17,607	17,483	2,944	2,360	2,024
Supp. Ind.	0	604	356			
Legal and Dem	3,462	3,764	3,411			
Corp. Comms	1,065	1,436	1,299			
P&D	6,806	6,196	6,024			
Strat, Dev.	1,967	2,385	2,053	1,200	764	802
Total	38,089	39,208	37,649	9,610	7,657	6,824

4.3 The main reasons for the change between original budget and the revised budget are as follows:

a) Revenue:

- Finance – roll-forward monies for increased IT audit coverage, and redundancy funding
- Property – Additional staff costs relating to capital projects and PEF revenue costs
- BS&P – roll-forward of CPA funding from 06/07, transfer of SIP (see below)
- Supp. Ind. – Transfer from Policy & Performance portfolio to the Regeneration and Supporting Independence portfolio – funds for T2010 targets and staff costs
- Legal & Dem – Redundancy funding plus roll-forward for Committee Management System
- Corp. Comms – Redundancy funding plus roll-forward for improving communications
- P&D – Transfer of Kent Graduate Scheme (KGS) to Strat. Dev., roll-forward of Home Computing Initiative overspend from 06/07
- Strat. Dev. – Transfer of KGS

b) Capital: Re-phasing of expenditure reflected in the MTP

Service Unit	Number of KPIs	Number of targets achieved	Number of Projects, developments and key actions	Number achieved
Finance	25	24	24	22
Property	1	1	11	11
Comm Servs	2	1	5	4
BS&P	31	24	70	67
Supp. Ind.	0	0	6	6
Legal and Dem (inc Corp Comms *	21	18	35	30
P&D **	10	8	12	9
Strat, Dev.	2	1	13	12
Total	92	77	176	161

* Includes two targets for which results are not yet known

** These are overarching theme-based targets, of which there are 77 specific targets, of which 72 have been achieved

4.4 Each Head of Service or their representative will be attending this meeting to answer questions relating to their particular service

- 4.5 It is difficult to generalise about what these results tell us, but very clearly the vast majority of the 176 targets were met and a good number of the KPIs targets were met. Where they haven't been met, some could be the result of unrealistic or very challenging stretch targets. Others are due to operational reasons or changing priorities. It is important that targets are realistic in order that efforts can be concentrated on the real variances.
- 4.6 The attached reports for each service show which KPIs have been met, and those that haven't. The reporting for the projects, developments and key actions is by exception; those that haven't been achieved are listed in the Units' report.
- 4.7 This process has helped develop thinking on the format and consistency of the business plans. A review has just started that will look at the whole issue of financial, performance, business plan, budget and value for money reporting.

5 Recommendations

- 5.1 Members of the Corporate POC are asked to:
- a) note the projected outturn figures for the directorate as at the third quarter exception report
 - b) note the actual performance against targets and PIs
 - c) Decide what further information the Committee would like to see as part of the evolving process of improved reporting of delivery against business plans

Background Documents: Annual Unit Business Plans, 2007/08
Corporate POC 27 March 2008, Item B1

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Key performance indicators (PI)

Those PIs not met are shown in ***bold italic*** font

Indicator	Actual performance 2006/07	Target 2007/08	Actual 2007/08
Revenue and Capital Budgets prepared to statutory and corporate timetable	100%	100%	100%
Respond to Government Consultation Papers in a timely and appropriate manner	100%	100%	100%
A minimum of £4m of external funding secured for Kent	£4m	£3m	£5.1m
An evaluation of the Kent and Medway Funding Fair	Completed	April '07	April 07
Treasury Strategy Approved	Approved	Approved	Approved
Corporate Revenue / Capital budgets delivered within budget	Within Budget	Within Budget	Within Budget
Return on investment of short term cash balances to exceed benchmark rate (LIBID)	Benchmark Target 4.63%	Benchmark Exceeded.	Benchmark Exceeded.
	Average Performance 4.98%	Average 5.59%	Average Performance 6.05%
Budget Book published by 31 March	31 March 2006	31 March 2008	25 March 2008
Regular monitoring reports to Cabinet to specified timetable underpinned by Directorate monthly reports	100%	100%	100%
Final accounts approved by 30 June and published by 30 September.	30 June 2006 1 August 2006	29 June 2007 30 Sept 07	29 June 2007 31 July 07
Monitor performance of individual fund managers and provide quarterly reports to Superannuation Fund Committee on investment performance	100%	100%	100%
Superannuation report and accounts produced and reported to the September Committee meeting with no adverse audit opinion.	30 September 2006	30 September 2007	14 September 2007
<i>Percentage of invoices paid within 30 days (BVPI 8)</i>	<i>94.72%</i>	<i>100%</i>	<i>93.92%</i>
75% of the Council's total debt is less than 2 months old	67%	75%	76%
Retirements benefits paid within 15 / 20 (for 2006/07 and 2007/08) working days of all paperwork received.	96%	95%	99%
Dependant's benefits awarded within 10 / 15 (for 2006/07 and 2007/08) working days of all paperwork received.	96%	95%	97%
Estimates of benefits provided within 25 / 20 (for 2006/07 and 2007/08) working days of request:			
• Redundancy / Efficiency	91%))
• Ill Health	94%) 95%) 97%
• Voluntary	90%))

Indicator local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, Best Value, CPA, PAF	Actual performance 2006/07	Target 2007/08	Actual 2007/08
Pensions Correspondence – full response within 10 / 15 (for 2006/07 and 2007/08) working days	73%	95%	97%
Percentage of monthly VAT returns produced within 3 days of month end.	100%	100%	100%
Deliver Finance Group budget within cash limit	Within budget	Within budget	Within budget
Internal Audit – client satisfaction	-	n/a	n/a
Average client satisfaction score	-	70%	93%
Internal Audit - % of available time spent on direct audit work	-	80%	80%
Internal Audit - % of draft reported completed within 10 days of fieldwork (was 15 days in 2006/07)	-	90%	97%

Projects/developments/key actions

Of the 24 projects/developments/key actions within the Corporate Finance 2007/08 Annual Operating Plan, 22 were fully delivered by the year end. The two exceptions were:

- a) The update of the Public Sector spend across Kent information was deferred until 2008/09, to allow the impact of CSR07 to be captured. The Public Service Board have recently approved the format and process for gathering this information, and an update of progress will be provided to the Public Service Board in June.
- b) The automation of capital charges linked to a fixed assets module has been postponed pending further development of the module by Oracle, as it currently does not meet local government accounting requirements.

Towards 2010

Finance are contributing toward Target 5; Ensure KCC uses its significant purchasing power to allow fair and open competition. We are 'On Course' to deliver this.

Summarised user feedback, survey feedback and external evaluation

We carried-out the three consultations set-out in the business plan, all of which related to the budget and MTP. In addition, we consulted with the Kent youth Council on the budget

Overall summary of achievements

KCC's Use of Resources score was the highest of any County Council. We received the top score for 4 of the 5 disciplines; Financial reporting, Financial

Management, Financial Standing, and Value for Money. The Use of Resources assessment covers the whole range of financial activity and processes, from setting the Medium Term Plan, to producing the Final Accounts, to accuracy and detail of financial monitoring and reporting. Without delivering on these disciplines, as well as all 24 of our targets, which reflect our core business, we would not be the highest achieving County Council in England.

2007/08 Property Group Operating Plan Outturn Monitoring

Key performance indicators (PI)

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
BVPI 156 - The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people*	76.9%	78%	81.2%

* BVPI 156 is to be discontinued but discussions are currently taking place as to how Property Group can continue to monitor building accessibility

Projects/developments/key actions

Of the 11 projects/developments/key actions within Property Group's 2007/08 Business Plan all were fully delivered by the year end.

Towards 2010

Property Group hold joint responsibility, with E & R, for Target 41: "Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials." This target is 'on course' for delivery.

Summarised user feedback, survey feedback and external evaluation

Property Group responded to 39 FOI requests throughout 2007/08.

On-going user feedback is collected via SLA meetings, Client Liaison meetings, user groups and project meetings which allow issues to be raised and addressed appropriately.

In 2006 Property Group commissioned Ipsos MORI to conduct a qualitative research study with the aim of establishing the views of Kent head teachers with regards to property services in Kent as well as identifying any current concerns and areas for improvement. The research revealed that 70% of schools sampled are satisfied with the provision of property services delivered by the group. Feedback was extremely positive with regards to the service offered by the Property Service Desk as well as the general advice and support offered. Improvements were reported in relation to the delivery of capital projects and in respect of levels of funding. A follow up survey is planned for 2008/09.

A paper based survey which was available in the reception areas of Sessions House, Invicta House and Brenchley House posed a number of questions

relating to the reception environment and reception staff which revealed that 91% of recipients were impressed with the overall service they received.

Overall summary of achievements

- Property Enterprise Fund property transactions exchanged in line with £9.95m target
- Earmarked property transactions exchanged in line with £40m target. Capital programme slippage has negated opportunity to realise some capital receipts this year.
- Accommodation licences agreed successfully setting the model for future negotiations with District Councils on Gateway rollout
- Joint Venture arrangements with Thanet District Council signed off in December 2007 for Manston/Eurokent
- Stage E signed off with regards to the delivery of Turner Contemporary, planning consents obtained
- With regards to the Office Strategy “Transforming the Office Estate – Objectives & Protocols” was endorsed at COG and Cabinet Members on 5th March and the Implementation Plan was agreed at Property Board on 5th March
- Within the Enterprise Asset Database a new projects module was delivered
- Annual programme of Asbestos was completed with a schedule of completed works in place
- Stage C-D drawing status for The Kent Historical Archive & Library Centre
- Managed the procurement of Kent Building Schools for the Future (BSF) Local Education Partnership 1
- Completed the construction and full handover of the Kent 6 Group Schools PFI project

Director’s summary

Property Group was responsible for delivering 11 projects/developments/key actions throughout 2007/08 all of which were achieved. With regards to BVPI 156 the 78% target set for 2007/2008 was exceeded with 81.2% of buildings deemed compliant. Property Group holds joint responsibility, with E & R, for 2010 target 41 which is “on course” to be delivered.

COMMERCIAL SERVICES

Key performance indicators (PI)

The PI not achieved is shown in ***bold italic*** font

Indicator	Actual performance 2006/7	Target 2007/8	Actual 2007/08
Deliver a financial return to KCC	£3.0m	£4.5m	£4.5m
<i>Manage levels of sick absence to minimize impact on business results</i>	<i>5.01%</i>	<i>3.2%</i>	<i>3.9%</i>

Projects/developments/key actions

Of the 5 projects/developments/key actions within Commercial services 2007/08 Business Plan, 4 were fully delivered by the year end. The exception was the project on IT Infrastructure – VoIP, where new projects took a higher priority. Those new projects included updating the warehouse stock management system, developing software to enable flexible procurement of energy (hedging), and continuing to develop further links with other software packages to enhance automated procurement transactions with non KCC customers.

Towards 2010

T2010	Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition
	CS continues to play a major role in the Central Buying Consortium and has continued to exercise its market moderation role to ensure fair and open competition thus driving down the purchase price of goods to the benefit of KCC, Schools and other public bodies in Kent and beyond. This is a joint target with Corporate Finance and others. Status is 'On Course'

Summarised user feedback, survey feedback and external evaluation

Summarised user feedback, survey feedback & external evaluation		
Complaints Received	2006/2007	2007/2008
	9	17

These relate to complaints received from parents as a result of our re-tendering home to school transport, which whilst saving KCC £700k in a full year on a like-for-like basis, meant some parents did not like change for their offspring. The complaints were therefore that transport arrangements had changed, not about the service per se.

Overall summary of achievements

Commercial Services successfully delivered against performance targets set for 2006/7 providing a financial return of £3.0m to KCC. The increasing competitive challenges continued in 2007/8 affecting many traditional areas of CS core business. Despite this, CS achieved their KPIs and delivered a financial return of £4.5M (after partnership contributions to Shepway).

Business Solutions & Policy Business Plan Monitoring 2007/08

Key Performance Indicators

Those PIs not met are shown in *bold italic* font

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Performance Management			
Statutory and key internal deadlines met	100%	100%	100%
External auditors and other external inspections report positively on performance management arrangements.	100%	100%	100%
Information Services			
<i>Delivery of development activities on time and within budget</i>	<i>90%</i>	<i>95%</i>	<i>93%</i>
Increase component re-use	50%	60%	63%
Development resource allocation finalised within 5 working days of project approval	90%	95%	95%
Number of development activities fully compliant with process/method controls	95%	95%	95%
Annual review of formally approved Quality Management Systems documents	70%	70%	70%
Completion of best practice self assessments	100%	100%	100%
<i>Provision of estimates for all projects within 15 days</i>	<i>85%</i>	<i>85%</i>	<i>75%</i>
Premises covered by Local Loop Unbundling	40%	60%	74%
ICT contracts and services introduced with capability to deliver to multiple agencies through the Kent Connects partnership	50%	80%	90%
Reduction of annual revenue costs of shared service provision compared to original model	20%	20%	20%
Preliminary evaluation of innovative and proposed new technology solutions within 5 working days	85%	95%	95%
Number of staff with remote email access	1250	5000	9961
Number of fully enabled notebook/tablet PC's deployed	750	875	2257
Number of SSL/A2K wireless solutions deployed	700	1280	2022
Percentage of KCC meeting facilities with wireless access	10%	100%	100%
<i>Number of video conferencing installations</i>	<i>0</i>	<i>3</i>	<i>2</i>
<i>Number. of Collaboration Sites</i>	<i>5</i>	<i>50</i>	<i>45</i>
Number of service requests subject to market testing	-	4	9
Target quartile for ratio of ICT staff:users	Lower	Lower	Lower

(NCC)			
Target quartile for workstation support costs (SOCITM)	Lower	Lower	Lower
<i>User access devices refreshed</i>	<i>2000</i>	<i>2625</i>	<i>2244</i>
Number of Web casts	24	50	52
Unique visits to kent.gov.uk		150,000	2,334,206
Network Availability	-	99%	99%
Response time for change requests	-	<3 days	<3 days
<i>Calls resolved within 8 hours</i>	<i>60%</i>	<i>60%</i>	<i>57%</i>
Percentage of incidents resolved at first point of contact	25%	30%	55%
<i>Percentage of new accounts created within target period</i>	<i>85%</i>	<i>95%</i>	<i>94%</i>
Achieve 20% call abandon rate	90%	90%	93%

Projects/developments/key actions

Of the 70 targets set, 67 were met, The three exceptions were:

- Develop the communications strategy for the PSB and KA and support KP communication requirements. This was due to priority given to Kent Agreement 2.
- Facilitate progress on Freedoms & Flexibilities. This was due to slippage in Government timetables for KA2 and associated requirements for partners.
- Driving forward KCC's Priorities within the Kent Agreement 2. This was originally set to be complete by March 2008 but slippage in Government timetables led to a revised completion date of June 2008 which will be met by KCC.

Survey Feedback

Information Services took part in several benchmarking surveys during the year all of which provided management information on the relative costs, workload, infrastructure and staffing. Comparisons were made with other local authorities, central government and other sectors. Overall these confirmed our predicted position.

Summary of Achievements

Policy - The year was dominated by the Local Government White Paper which was enacted by the Local Government and Public Involvement in Health Bill late in 2007 As well as the Bill there have been a flurry of related Government policy directions and guidance that have need to be analyzed and interpreted of which perhaps the more important ones are

- Statutory place-shaping guidelines
- The Sub national review of economic development and regeneration
- Sustainable Communities Act
- LAA guidelines.

The White Paper/Act also provided a statutory duty on KCC to prepare a LAA and considerable work has been undertaken in support of this.

Two major work programmes undertaken by corporate policy that have demanded a high level of attention have included

- Climate change
- Local Involvement in Health Network (LINK).

Finally, as host to the consumer monitoring function there have been two Resident panel surveys, together with exploratory work to establish a broader citizen's panel with Medway Council and other partners.

Performance Management - In the past year the external auditors have shown continued confidence in the Authority's performance management arrangements. All external and internal deadlines were met and key publications were well received, including the 'KCC Annual Plan'.

The unit assisted in the preparation for KCC's corporate assessment and inspection which was undertaken in January and February 2008, the results of which are formally awaited but a top score of 4 out of 4 is expected.

The quarterly 'Staying Excellent' reports continued to be well received by the Leader, Deputy Leader and Chief Executive, and the PIs were reviewed and updated as required to ensure their relevance. Exception reporting was introduced to these reports and the action plans refreshed.

PMG published the first annual report for 'Towards 2010' and was heavily involved in establishing a robust set of performance measures and an underpinning data quality process. An update of public facing action plans was initiated.

The unit has assisted in KCC's contribution to the Audit Commission's consultation on the CAA performance framework (post-CPA) and the new national indicator set.

It has also published a data quality policy and is responding to the recommendations made by the external auditors.

A review of the annual business unit operating plan guidelines was undertaken. Quality assurance processes were introduced.

A further review of the Authority's complaints procedures has been undertaken with a report to the Personalisation Board.

Kent Partnerships - The key consultation work planned and completed in 2007-08 and influencing the main activities of the Business Plan were:

Kent Agreement 2 (KA2): driven by the PSB and the KP Support Group (including over 30 partners), the development of KA2 has been a major engagement exercise involving over 50 organisations from all sectors with specific formal consultation (during Aug-Sept); targeted consultation (e.g. VCS); formal programme of negotiation with GOSE; regular newsletters; numerous briefings (e.g. Kent Leaders/CEX) and a formal period for partner endorsement. Kent was also one of the national 'dry-run' areas for testing/modelling the "negotiation" process. Finally the Stakeholders

Conference (Nov) was devoted to detailed work on the KA2 and was attended by over 170 people

V4K/KA2 Information Briefings: championed throughout KCC mainly, over 35 separate briefings were completed to enable staff to better understand the aims, relationship and significance of the V4K/KA2, in preparation for CPA 2008. This “mainstreaming” emphasis is further evidenced in KCC’s Business Planning guidelines for 2008-2009.

Parish Planning Prospectus: this work was facilitated by the Kent Partnership working with Action for Communities in Rural Kent, KCC and DCs which resulted in the launch of a prospectus in October 2007 with the aim of increasing the pace of parish and community planning activity. This prospectus has successfully levered over £0.2m from the private sector.

Kent Partners Compact: again facilitated, a task group of the VCS and public sector partners led the development of the new overarching Compact which included a formal consultation period (Sept-Dec) and a consultation event (attended by 40 partners). The final Kent Partners Compact is expected to be launched in March 2008. The following are other examples (but not all) of the planned actions from the Business Plan that were delivered:

Continue to review Kent Partnership structure and governance arrangements to respond appropriately to LGIPH Act 2007 and LAA 2 guidance – full review completed with new governance arrangements and new Terms of Reference for the KP, PSB and for working groups

Support the expansion, capacity and sustainability of the voluntary and community sector – through KP funding/direct support, a programme of leadership and representation activities were completed. This included improvements in partnership working (through KA and the Kent Partners Compact) and external funding (over £480,000 from the Big Lottery Fund)

Support regeneration initiatives and delivery bodies’ county wide – this included Ashford Futures development; Folkestone’s Creative Foundation, Margate’s Creative Partnerships, the Margate Safer and Stronger Communities Fund board and the Hawkinge Neighbourhood Partnership

Ensure successful hand over of Kent Works to CFE – completed in Oct

Improve KCC’s input and standing in LSPs – initial review completed in June; ongoing support package for KCC representatives on LSPs, COG report (Jan); Cabinet (March)

Public Service Board: identify opportunities for cross public sector innovation – agreement to sponsor Kent View; Information Governance protocols; multi-partner consultation project

Deliver the final year of Kent Agreement 1 – on target to achieve 75% of targets securing £28-30m PRG

Improve KCC approach to community engagement through collaboration with KCC policy leads and the corporate consultation and communications group – completed contributions to community engagement seminar and best practice case studies, working with the Social Innovation Lab Kent (SILK)

Deliver implementation of National CDRP standards – Government Office implementation checklist distributed by the Central Support Team (CST) to District CDRPs and required to be completed by 4th January 2008. CST will provide support according to need, thereby ensuring attainment of National CDRP standards by 1st April 2008.

Deliver County Community Safety Agreement (CSA) – the District Strategic Assessments (SAs) are currently being aggregated to inform the completion of the County Community Safety Agreement (CSA) by the CST. The CSA is scheduled for completion January/February 2008.

Improve provision of strategic information and analytical products to District CDRPs, partner agencies, Safer and Stronger Communities Group (SSCG) and Safer Kent Delivery Group (SKDG) – a significant number of information and analytical products using partner data sets have been distributed and presented at both District and County level. Further development and refinement of the products is ongoing consistent with need requirements of the various customers.

Improve the provision of depersonalised information on the Crime View partnership data hub in line with statutory requirements contained within the Crime and Disorder (Prescribed Information) Regulations 2007 – statutory requirements are close to being met, further work will be required to ensure the provision of Anti-Social Behaviour (ASB) data sets that are currently held at District level.

Enhance the provision of extended data sets on the Crime View partnership data hub – the Central Support Team (CST) have added additional data sets to the hub and are continuing to research availability of other extended sets recommended within the Home Office document, ‘Delivering Safer Communities: A guide to effective partnership working’.

Information Services - Changes in technology were monitored and assessed on an on going basis for potential benefit and use in support of council services. Remote access solutions were identified and made available for implementation. A framework to evidence value for money was introduced alongside the technologies to ensure benefits realisation.

Technology was implemented to underpin the major service innovations introduced during the past financial year, including Kent TV, the expansion of the Gateway programme and the system to support Integrated Children’s Services. The remaining three Kent telephone exchanges were upgraded to broadband and a programme initiated to deal with remote areas, unable to receive a broadband service as a consequence of their distance from the local exchange.

A Kent wide feasibility study on public contact was conducted in partnership with other public services. A joint procurement was initiated with other public agencies across Kent for provision of a consolidated data network.

European Affairs - 2007/08 was at a crossroads in terms of major EU funding programmes as the new framework (2007/13) began and the old regime fell away. Two key areas of success was the inclusion of Kent not only in the Interreg IVA North Programme but also the North Sea Interreg IVA area.

The Brussels based part of the team moved in to new offices early in 2007 which is now fully functional.

The team continued to support KCC as well as other Kent organisations including all three Universities, several District Councils and Dover Harbour Board.

Kent hosted the 2007 EBN Annual Congress which saw visitors from all across Europe meet in Canterbury to facilitate innovation exchange and networking for SMEs.

The team also supported the high profile campaign to seek to retain Eurostar services at Ashford including brokering European partners to support the campaign including the European Commission

Supporting Independence Programme, CED 2007/08 Business Unit Operating Plan Outturn Monitoring

Key Performance Indicators

N/A

Projects/Developments/Key Actions

- a. The Supporting Independence Programme had six projects/developments/key actions in the business plan.
- b. All six of these projects were fully delivered in 2007/08. However, there were some elements as per planned deliverables/outcomes as referenced in the business plan which, whilst having no negative impact on the delivery of the projects they related to, were not wholly completed:
 - SIP has not been fully successful in the delivery of working alongside health colleagues to ensure that SIP is integral to the rollout of health services. Whilst we have worked with colleagues from various parts of the health service in Kent, it has been less of a focus in 2007/08 and more could be done to make SIP integral to their work. This is partly due to other priorities within the SIP team, but also due to PCT reorganisation, conflicting priorities and lack of full engagement due to these reasons. This has been carried over into the 2008/09 Business Plan and will form part of the strategic work we are doing to bring about a reduction in the number of benefit claimants.
 - SIP, in conjunction with partners, has been successful in rolling out the Kent Success Apprenticeship Programme within Kent County Council but has not, to date, engaged with other public services in Kent. This however is key to work SIP will undertake in 2008/09 and will form part of the strategic work we are doing to ensure that young people in Kent have access to high quality Apprenticeship opportunities. SIP will also continue to ensure that the needs of the most vulnerable young people are addressed within the skills agenda.
 - SIP has engaged with colleagues in Consortia and Clusters and will continue to ensure that the SIP priorities are reflected in the plans developed by the local Children's Services Partnerships.

Towards 2010

T2010 Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits. This target is 'ON COURSE'.

Summarised user feedback, survey feedback and external evaluation

N/A

Overall summary of achievements

Preventative Focus

The establishment of the 14-24 Innovation Unit in September 2007 has created a focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working to review and evaluate the range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally.

The Kent Apprenticeship scheme within Kent County Council – Kent Success – has exceeded all expectations in regards to radical change and improvements in workforce development procedures and protocols. Major initiatives and achievements include:

- A comprehensive support package for Apprentices within KCC, including peer group meetings, mentoring, personal development and skills training, and the assurance of individual support when looking for a permanent job;
- The development of a KCC Apprenticeship contract and model of best practice to share with other employers in Kent to help them establish Apprenticeship Programmes within their organisations;
- A refreshing and vibrant approach to the recruitment of young people into our organisation which is starting to impact on KCC's working age profile;
- A great deal of interest and feedback from a large number of local authorities and government departments in our approach to the apprenticeship scheme and a high number of other authorities now using the Kent model as a springboard to develop their own schemes.

The Kent Community Programme has also proved a real success in the last year, particularly in the very positive engagement of some of the most disengaged and marginalised young people across the county. Participation and achievement rates in excess of 75% for young offenders, young people in the care system and previously excluded pupils has been a real strength and has dramatically changed many young peoples lives and aspirations for the future.

Responsive focus

SIP has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners. We have also managed to bridge the gap between preventative work with young people and responsive work with adults – ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Specific achievements include:

- Positive engagement with DWP, Local Government Association and national think tanks to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would welcome to really drive the change and improvements on improvements to local challenges;
- Ongoing delivery and involvement with Kent Agreement 1 target 15 and LPSA 2 target with long term Incapacity Benefit Claimants;
- SIP highlighted as a national model of excellent practice and strategy in the recent New Local Government Network publication “The Local Journey to Work: Localism, welfare and worklessness”, which highlights the wide range of welfare reform innovation and strategy managed by SIP across Kent;
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include: LGA work on devolution of welfare reform to Local Authorities, data sharing with central government departments, and local freedoms and flexibilities.

Legal and Democratic Services

Key performance indicators (PI)

The PIs not met are shown in ***bold italic*** font

Legal & Democratic Services Indicator	Actual 2006/07	Target 2007/08	Actual Performance 2007/08
External income/percentage of total income budget	£866k/16%	£648k/17%	£1,135k/28%
Ratio of productive time to overhead time (Legal)	72:28	72:28	72:28
Achieve successful outcome for litigation claims (Legal)	97%	98%	98%
Dispatch committee papers at least 5 working days before meeting (Democratic Services)	96.2%	95%	95%
<i>Acknowledge corporate complaints within 5 working days (Democratic Services)</i>	<i>91%</i>	<i>95%</i>	<i>89.3%</i>
<i>Fully respond to corporate complaints within 28 days (Democratic Services)</i>	<i>75%</i>	<i>85%</i>	<i>59.2%</i>
Client/customer satisfaction (Legal)		N/A	93%

Quality Assurance	Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Adherence to BS EN ISO 9001 quality standard (Legal Services)	Maintained	Maintain	Maintained
Adherence to Investors in People quality standard	Maintained	Maintain	Maintained
Adherence to Law Society (Lexcel) quality standard (Legal Services)	Maintained	Maintain	Maintained
Attain accreditation to the Charter Mark standard	Maintained	Maintain	Maintained

Local Boards Indicator	Actual Performance 2006/07	Targets 2007/08	Actual Performance 2007/08
Hold a minimum of 4 Local Board Meetings and /or Joint Local Boards during the year	48* *subject to "Going Local" Strategy	4 per LB and JLB & 4 per NF; or as directed by chairs, public etc	On target
Advertise Local Boards and dispatch papers to reach Members and Public at least 7 days before the LB meeting			Achieved
Assist Members to achieve 100% Expenditure on MCG £840,000 and to maximise match-funding	£840k tba	£840k	£822,198
Manage applications for Small Community Capital Grant to achieve 100% commitment by 31 January	£500k	£500k	£500k
Manage applications and approval process for Local Schemes Grant	£400k achieved	£400k	£399,929
Ensure public questions raised at LBs are referred to the relevant Cabinet Member or service unit for a reply within 7 working days.	100%		
Involvement of CLMs and Members in LSPs Outcomes relating to KCC and LBs	Developing further with restructured LSPs	Ongoing with positive outcomes	Ongoing
Involvement of CLMs and Members in other partnership and extra-KCC activities	Developing within needs of Kent Commitment and other partnership arrangements		Ongoing

Corporate Comms	Actual 2006/07	Target 2007/08	Actual 2007/08
Satisfaction with services – independent poll	46%	60%	Unknown
Media Monitoring positive/negative split	57.3%	65%	73%
Positive national media articles	80	100	Unknown

3. Project/developments/key actions

35 Targets were set, of which 30 were achieved / are on-going. Four of the targets not met related to the Inter-Authority Partnership; the Partnership was dissolved in September 2007. The fifth target not met was the target on % of positive coverage as that is not broken down into national and local, but monitored as a whole. The achievement in 2007/8 was 73.7%

4. Towards 2010

Not applicable as Legal & Democratic Services supports other Units with Towards 2010 targets.

5. Summarised user feedback, survey feedback and external evaluation

See table above.

No formal complaints received.

6. Overall summary of achievements

Overall, this has been a very good year for the Legal Team. We have brought in a lot more income than budget, such that Legal and Democratic Services has produced a surplus of £353k. In particular, our external income figures have been encouraging, with a record £1,135,000 being generated, representing 28% of the total income budget (compared with £866,000 last year - an increase of 31%). In addition, there was a late drive to sell more land and raise more capital receipts.

Throughout this period we have continued with the usual tasks of supporting the Council in its functions – dealing with care proceedings, completing the Social Housing PFI, progressing the Building Schools for the Future scheme, etc. We have also supported CFE in preparing for a major structural change in the way in which care proceedings are presented to the courts.

There has also been a major restructuring of Democratic Services.

- Successful merger of the Democratic Services and Local Leadership teams with the new Unit Head taking up his post on 1st April 2008.
- Continuing recognition for the high quality of our Select Committee reports with the most recent one on alcohol misuse receiving excellent recognition from a range of key stakeholders.
- Successful first year pilot of the neighbourhood forum model in the Dover area, which is now being considered for other areas of Kent as part of the Council's approach to localism.
- Purchase and implementation of a computerised committee management system called modern.gov, which will improve the accessibility of committee agendas, reports and minutes, helping members of the public and partners to be more engaged in the democratic process.

- Extension of webcasting of major Council and Committee meetings, available via the Council's website, helping to extend the accessibility of the democratic process.

Legal & Democratic Services retained its Charter Mark accreditation for a third year.

Personnel & Development

Key Performance Indicators (PI)

Thos PIs not met are shown in ***bold italic*** font

Indicator <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, Best Value, CPA, PAF</i>	Actual performance 2006/2007	Target 2007/8	Actual performance 2007/08
BVPIS			
2a Equality Standard	2	2	3
2b Racial Equality	84.2%	84.2%	84.2%
11a Top 5% women	46.5%	47.0%	50.29%
11b Top 5% BME	2.2%	2.2%	2.52%
11c Top 5% disabled	1.8%	2.2%	2.57%
12 Days sickness	8	7.6	8.2
14 Early retirement	0.11%	<0.20%	0.17%
15 Ill health retirement	0.11%	<0.3%	0.09%
16a/16b Disability	1.8%	2.0%	1.84%
17a/17b BME	2.5%	2.6%	2.72%
% of online applications received	62%		70.42
% of schools buying personnel packages	97%	n/a	97%
Successful redeployment of KCC staff	66%	N/A	61%

Projects/developments/key actions

There were 12 main targets (77 sub targets) of which 9 (72) were achieved. The exceptions were:

- 1) Review allowances and enhancements – identify areas of risk and propose areas for rationalisation as part of Equal Pay agenda

Reason: Part of wider Equal Pay review. Adjustments made to project plan – now due for delivery November 2008.

- 2) Assimilate Adult Education staff on to Kent Scheme conditions of Service whilst reviewing staffing in line with reduced government funding

Reason: Adult Education priorities changed. Rolled forward to 2008-9.

- 3) Drive and lead a programme of cultural development to embed core values and enhanced performance

Reason: Changed priorities – moved forward to 2008/9.

- 4) Schools Personnel – re-organisation of Sheppey from 3 to 2 tier plus Academy

Reason: This is underway but the completion has been rolled forward to 2008/9 due to CFHE time scales

5) (Schools Personnel Service) Implementation of a primary strategy including the additional bespoke service to staff at risk of redundancy

Reason: This is underway but the completion has been rolled forward to 2008/9 due to CFHE time scales

Towards 2010

Although P&D does not lead on any of the 2010 targets, the function has a critical role in supporting others in the delivery of a significant number.

Summarised user feedback, survey feedback and external evaluation

User Feedback

An on-line survey of KCC managers was conducted to establish their views of the service provided by the P&D function. Results were positive indicating a high level of professional knowledge in the function and that the function is valued. A significant % of respondents rated the people in the function as helpful, reliable, trustworthy and easy to contact. Outcomes will be used to support business planning to ensure that support is directed to areas where is most needed and valued.

External validation

External comparison is made to other authorities through participation in benchmarking. Results of the IPF Benchmark Data Analysis, independently validated by CIPFA July 2007, show Kent provides excellent value for money. When measured against 4 other comparable councils, we demonstrated the second lowest cost per HR FTE and had the lowest HR FTE per 1000 employees. This trend continues with the lowest Health and Safety cost per employee and second lowest cost for training delivery.

The CIPFA Human Resources Group Good Practice Questionnaire ranks Kent against an average of 74 comparative organisations. Kent is at or above average in 10 of the 12 measures and overall scores 76% against an average of 67%.

As a business unit, Schools' Personnel Service monitor complaints received. In 2007/8 only 4 complaints were received (1 less than the previous year) and now resolved to a satisfactory conclusion

Overall summary of achievements

Personnel and Development has delivered a wide ranging programme of projects and developments during 2007-8. Each target was set against one of 12 main cross-cutting theme-based objectives, with only 5 of the 77 targets not being met in full.

Work with directorates in establishing sound structures which met future business goals and service developments

- KEY Training, Youth Service and Adult Education personnel and recruitment functions brought in to Employee Services Centre
- Structure and senior management roles in Corporate Communications unit modernised and redefined to enhance KCC's image in the press and other communications
- Supported the reduction of staff in Libraries and Archives
- Supported Kent Highways Service transformation project
- Second phase of Equal Pay Review delivered
- Market Premium Policy developed and introduced
- Commercial Services business units reviewed and reshaped for future delivery
- CRB processes reviewed and county wide policy and new streamlined processes introduced to ensure risks are minimised. Retrospective checks carried out for all non-schools staff.

OD interventions to improve business performance through the realisation of potential of the workforce and delivery of equality and learning and development strategies to create a culture of service effectiveness, customer care and continuous improvement

- Introduced the "Power to Lead" leadership programme in partnership Kent Police to support the Kent Leadership Programme
- Introduced a mandatory management induction programme with the endorsement of the Workforce Strategy Board
- Retained IIP accreditation and introduced IIP Profile to raise the standard even higher
- Introduced new assessment and personality profiling tools across KCC, including Assessment Centres, embedding these in the recruitment process.
- Launched a new Masters in Public Administration qualification
- 7285 delegates attended courses through KCC Learning and Development including management qualifications and staff development programmes
- Enhanced partnership working with other organisations including working with Kent Fire and Rescue to develop coaching and mentoring and engaged in reciprocal mentoring with London Borough of Bromley.
- Designed and developed KCC's approach to Talent Management including models to identify KCC's future leaders and covering all employees. Successfully delivered development centres to a cohort of approximately 50 senior managers. Piloted talent management with directorates.
- Development and promotion of a Member development programme to enhance Member performance
- Developed strategy to recruit and retain young people. Developed site on Kent.gov.uk targeted at young people and successfully promoted Kent Success Apprenticeships with package of support to gain permanent employment.
- Growth of KCC coaching programme with more people trained as coaches and mentors

- Delivered pilot of Health and Safety e-learning to complement traditional training methods

Design and deliver Work and Wellbeing activity that improves staff performance and work attendance through encouraging the physical, mental and social health & wellbeing of the workforce

- Contract awarded for 3 year Health Check programme for all (non-schools) staff
- Delivered presentation at a national conference on work and wellbeing fit4health

Provide high quality customer service continuing to improve through consultation and by investing in key business processes and people. Provide professional advice that enables schools to achieve their outcomes through effective people management.

- Increased business in Schools Personnel Service from higher level of services purchased by existing customers and Kent maintained schools returned as customers after buying from other providers
- Implemented revised Performance Management regulations for teachers in partnership with CFE including delivery of training sessions
- Developed and delivered safe recruitment training for schools in line with NCSL requirements
- Completed implementation for retrospective CRB disclosures for existing school staff.
- Developed package of training and development activities for Head teachers and senior managers in schools to improve people management skills.
- Implemented Reward Strategy in schools including the a secure website for Total Contribution Pay

Improved service delivery through the enhanced use of technology and maintain and drive forward improvements in Oracle HRMS and associated systems to support operational services and develop effective interfaces for managers and staff, including self service and improved management information.

- Developments made in Oracle HR to support the introduction of the Staff Care national Minimum data set, to support tiered LGPS contribution rates from 1 April 2008 and support and development provided on changes to pensions regulations and an improved method of producing contracts in Oracle HR implemented.
- Oracle Self-service developed and extended to more than 500 managers and staff. A successful pilot for the management of TCP assessments took place for the 2007/8 pay cycle.
- Maximised development opportunities including Ways 2 Success on KNet in an interactive format and on-line diversity training tool.
- Recruitment Management System with on-line application forms went live
- Equality Dashboard developed

- Kent Rewards delivered bringing together a huge range of voluntary benefits on one platform

Design and deliver responses to national and Kent specific Equality and Diversity agenda to increase accessibility of services and employment opportunities to all by reducing barriers and avoiding discriminatory practice

- Ranked 35 of top 100 employers in Stonewall Equality Index, recredited as Two Ticks positive about disabled people employer (5th year) and short listed for Employers forum on Age Award.
- A combined Equality Strategy has been produced and a new diversity staff group, Greenhouse, has been recognised
- Achieved Level 3 of the ESLG
- Delivery of a successful Day in the Life Event, DVD and Conference to support the recruitment and retention of disabled staff

Ensure KCC as an employer stays ahead of legislative change. Modernise and improve policies, procedures and terms and conditions of employment to provide a more easily understood and available employment framework that maximises contribution to KCC, and provides benefits to its employees

- Implemented and published outcomes from Equality Impact Assessments for corporate ER policies
- Developed dedicated staff help line “FirstCall” to underpin the dignity and Respect at Work policy
- Introduced 1 year “carer leave” pilot to support staff in balancing home and work responsibilities
- Produced and published a modernised Officers Code of Conduct now known as “The Kent Code”
- Led the development of the 2008 Kent HR conference as part of developing partnership links within and outside the public sector
- Introduced a joint review of harassment and grievance cases with recognised Trades Unions to enhance mutual understanding and review consistency

Develop a streamlined, effective Employee Services Unit

- Completed full integration payroll and shared service teams resulting in multi-skilled teams
- Recruitment Advertising contract awarded
- Payroll proposals for TWBC and schools were made

Develop a strategy for the management of health and safety across KCC

- The development of partnership working with the HSE leading to an enhanced understanding of KCC business and more balanced responses

Strategic Development Unit

Key performance indicators (PI)

The PI not met is shown in ***bold italic*** font

Indicator	Actual 2006/07	Target 2007/08	Actual 2007/08
Direct spend into Kent via the Kent Film Office	£2.5m	£3m	£3m+
<i>Number of Gateways open</i>	<i>1</i>	<i>4</i>	<i>3</i>

Projects/developments/key actions

There were 13 key actions set, 12 of which have been delivered. The exception was the delivery of the International leadership Conference, which was postponed. These contributed to an underspend on the budget

Towards 2010

Each of the four T2010 targets, numbers 8, 21, 24 and 29 are all 'On Course'

Summarised user feedback, survey feedback and external evaluation

Gateways came in the top ten in 2008 for the IdEA award for innovation. They have also been showcased at both the 2007 and 2008 front office shared services event hosted by IdEA.

Cabinet Office and DCLG user feedback from gateways continues to be positive and all information is being used to refine existing and future Gateway models.

Partnership relationships are excellent.

The feedback from the Creative Industries on the value of the Kent Film Office is also very positive and we have formed strong partnerships as a result.

Internal feedback from the Kent Graduate Programme demonstrates the changes made have been successful, as has feedback from the graduate themselves.

There is further work to do on Kent TV as it is still early days, but visitors to the site have been impressed with the content and design and the national government have expressed strong interest.

Overall summary of achievements

Overall, the team are very pleased with the achievements they have made and are looking forward to next year and beyond