

Strategic and Corporate Services

Directorate Business Plan (2018-19)

DRAFT v.6 for Policy and Resources Cabinet Committee 28.02.18

Strategic and Corporate Services Directorate Business Plan 2018-19

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A. Executive Summary

The Strategic and Corporate Services directorate continues to deliver high quality and cost-effective core services which support frontline service delivery and achieve better outcomes for our residents and customers.

The directorate supports the political and managerial leadership of the council to set our strategic direction and enables the organisation to deliver it, responding to external challenges including financial pressures and changes in our operating environment.

We continue to progress towards becoming a strategic commissioning authority – embedding our traded service arrangements, ensuring effective governance and assurance processes and facilitating extensive business change across the Council. We will embed our ‘Commissioning Success’ strategic commissioning operating model, building capability and working jointly with service directorates to deliver agreed commissioning programmes.

Our directorate plays a significant role in providing corporate support services and ensures the council is well placed to meet its statutory and regulatory duties. We also play an important community leadership role on safeguarding activities to protect vulnerable children, our corporate parenting responsibilities and supporting services to deliver our statutory Prevent and Public Sector Equality duties.

This business plan sets out our annual priorities as part of a rolling three year plan, which will enable the directorate to lead by example and support the whole organisation to deliver significant change.

Strategic and Corporate Services Directorate Priorities 2018-19

Short Term Priorities

1. Modernise KCC’s constitution and Member services to reflect the changing organisation and ensure that decision making remains lawful, reasonable and proportionate.
2. Ensure the Council is compliant with the General Data Protection Regulations from May 2018, updating relevant policies and procedures and with business information governance support provided including mandatory information governance training.
3. Respond to the Hackitt review to ensure we are well placed to fulfil our statutory building regulation and health and safety responsibilities.
4. Embed the Strategic Commissioning co-designed operating model and develop a deep capability in commercial leadership and judgement, evidence based decision making, and performance reporting and analysis, to best execute commissioning programmes as agreed with Service Directorates and strengthen contract management.
5. Maximise opportunities to increase apprenticeships, including attracting more young people into public services across Kent, through the Apprenticeship Levy.
6. Develop effective holding company governance and mature delivery model arrangements to ensure they can successfully and sustainably deliver, holding providers to account, maximising income generation and building strong relationships.

Medium Term Priorities

7. Develop a detailed understanding of spend and cost analytics alongside improving procurement and contract management practice to help ensure delivery of value for money.

8. Drive customer service improvements and service resilience across the authority, in our strategic relationships and through our supply chains, informed by robust intelligence, engagement and consultation.

9. Delivering our ICT, HR, OD and Asset strategies and change programmes to provide a platform for service transformation, embedding cultural change and co-design principles into our new delivery models including the Strategic Commissioning operating model, so that we are using our resources in the most effective way.

Business As Usual Priorities

10. Engage early and provide timely, evidence based advice to protect the authority's best interests with robust governance and assurance processes. Taking a flexible approach that is responsive to changing business needs and allows responsible risk-based decisions to be taken by officers and Members.

11. Lead on the revenue and capital budget process to identify savings targets for the Authority and continue to provide robust advice and challenge to budget managers to facilitate accurate forecasting and enable solutions to be found.

12. Continuous improvement of services commissioned to meet public health requirements, and delivery of key health protection and promotion advice to the public sector and the people of Kent.

13. Support the creation and effective operation of a joint Health and Wellbeing Board between KCC and Medway Council, and provide advice and support on the Sustainability and Transformation Partnership for Kent and Medway.

14. Support the Council to respond effectively to changes in our operating environment including the Children and Social Work Act 2017, lobbying government for a fair financial settlement for counties and consider implications of Brexit.

B. Corporate Director's Foreword



David Cockburn

Corporate Director, Strategic and Corporate Services
Head of Paid Service

I am accountable for the overall management of and service delivery within the Strategic and Corporate Services directorate. I ensure that our teams continue to deliver good quality services using KCC's resources carefully and to best effect. The directorate has both statutory and non-statutory duties to discharge and it is my responsibility to ensure that services respond rapidly and effectively to continuously changing needs, demands and pressures. I also have a shareholder oversight role for Kent County Council's wholly owned companies.

Our core business

The Strategic and Corporate Services directorate continues to successfully deliver quality support for frontline services and facilitate extensive business change. Working closely with our political leadership and service directorates we ensure that the council is improving outcomes for our customers, residents and diverse communities in line with the authority's strategic statement.

We provide high quality advice and support, that is flexible, proportionate and responsive to changing business need. Our contribution is key in ensuring that KCC's wide ranging services are resilient and supported to perform through continued periods of change.

The financial picture for local government continues to present substantial challenges for Kent County Council and our directorate plays a crucial role in responding to the associated budgetary and demand pressures. We lead the revenue and capital budget process, building on our strong track record of financial management to secure substantial budget savings through the Medium Term Financial Plan.

We continue to drive a focus on our strategic outcomes through the Strategic Statement Annual Report, our Equality Objectives and make strong progress towards becoming a strategic commissioning authority.

I consider our staff to be our most important asset in terms of core business delivery and continue to welcome input from our teams in terms of how we continue to deliver services better, add value and be more innovative.

Short term priorities

With fast paced national policy development, regulatory change and service innovation in mind, it is important that the directorate has a clear focus on short term priorities which will be critical for KCC and our partners. A collaborative corporate approach will be important to drive forward the delivery of substantial business change.

A significant short term priority will be to prepare for the introduction of General Data Protection Regulations from May 2018 through refreshing our policies, procedures and mandatory training and providing governance support. We will also review the Hackitt report to address its findings and continue to fulfil our statutory building and health and safety responsibilities. We will provide policy support for national developments including the Children and Social Work Act 2017, the forthcoming Health and Social Care green paper and consider the implications from Brexit to enable the council to respond effectively.

The introduction of the Strategic Commissioning function in 2017 provided a step-change in the authority's strategic commissioning approach. The focus for 2018 will be working collaboratively with service directorates to embed the Commissioning Success operating model quickly and take shared responsibility in delivering our strategic outcomes. We will provide strong capability across the three key functions of commercial leadership and judgement, evidence based decision making, and performance reporting and analysis. We will also continue to drive improvements to our procurement and contract management practice, developing a greater understanding of spend and cost analytics to secure best value for money for the authority.

The inclusion of Public Health within Strategic and Corporate Services will enable health and wellbeing to be put at the heart of everything we do, helping people to lead healthier lives both mentally and physically. In addition to the provision of statutory requirements Public Health's integration into the Strategic Commissioning division will support the improvement of care quality through robust commissioning and intelligent use of public health data.

We will ensure that there are effective governance and assurance processes throughout the authority by updating KCC's constitution and governance arrangements to reflect the council's position, protect the authority's best interests and inform decision making. This year we plan to explore the potential for a new overarching governance model for our wholly owned companies which will build on learning in this area so far and ensure KCC maximises value from its traded services.

Continued focus

Greater partnership working will enable Kent to respond to the financial, demand and operational challenges we face and take advantage of the opportunities integration creates. We will continue to support the integration of health and social care, through providing advice to health partners, contributing to the delivery of Kent and Medway's Sustainability and Transformation Partnership, and progressing the creation and effective operation of a joint Health and Wellbeing Board between KCC and Medway Council.

Following the implementation of innovative alternative service delivery models, the forthcoming year offers an opportunity to further embed these changes and mature our client side arrangements to develop the sustainability of our services, maximise our income generation, and explore potential markets.

Our People Strategy recognises that our staff are our most important organisational asset and we continue to support a healthy and engaged workforce with the skills, training, technology and capabilities for the future. Our business change programme will ensure changes to systems, cultures and approaches across the organisation utilise our workforce and technological capability to more effectively and efficiently achieve our strategic

objectives. The directorate will also focus on developing our leadership and management capabilities and champion the Leadership Strategy across the council.

The year ahead will be a challenging but exciting one for the Strategic and Corporate Services directorate, by working together and further building on our successes and existing practice we are in a strong position to continue our progress and maximise significant opportunities.

C. Directorate role and purpose

The Strategic and Corporate Services directorate provides high quality and cost-effective core services which support frontline service delivery, drive income growth and deliver better outcomes for our residents and customers. We continue to make strong progress towards becoming a Strategic Commissioning Authority, enabling extensive change across the organisation and embedding the 'Commissioning Success' Strategic Commissioning operating model. Our directorate ensures the council is well placed to meet its statutory and regulatory duties.

Our divisions

Engagement, Organisation Design and Development

Corporate Director: Amanda Beer

Responsible for employment practice and policy, organisation design and workforce development, health and safety, and the communications, customer and engagement function for the authority. The division holds the client side responsibility for Contact Point and Digital Services provided by Agilisys.

Finance

Corporate Director: Andy Wood

Responsible for KCC's finance operations and financial planning, policy and strategy. This includes statutory responsibilities for the Chief Financial (Section 151) Officer, setting a balanced budget, delivering the Medium Term Financial Plan and producing the financial accounts. Other functions include internal audit and external contracts for financial services for other public sector bodies.

Governance and Law

Director: Ben Watts

The General Counsel is responsible for the council's approach to corporate governance and ensuring that the actions of the organisation are lawful. In addition to providing corporate legal advice and assurance, the role includes commissioning legal services for the authority, developing and maintaining the governance of the council's traded companies and statutory roles of Monitoring Officer and Senior Information Risk Owner. Responsibilities also include providing Democratic Services support to elected Members, the electoral process and managing requirements around information governance and transparency. The division holds the client side responsibility for Invicta Law which provides legal advice and services to KCC, public bodies and other local authorities.

Infrastructure

Director: Rebecca Spore

Responsible for the infrastructure required to support frontline service delivery and developing solutions to enable new ways of working and service transformation through the delivery of KCC's ICT Strategy and Asset Management Plan. This includes technology and property commissioning and strategy, and strategic infrastructure partnerships and programmes relating to technology and property assets. The division is also responsible for ensuring our statutory building regulation and health and safety responsibilities are met and the delivery of internally commissioned operational ICT, HR and Finance services from the Business Service Centre.

Strategic Commissioning

Strategic Commissioner: Vincent Godfrey

Responsible for leading and shaping commissioning activity in order to improve outcomes through the best use of our resources. The division provides commissioning capability in public health, commercial leadership and judgement, evidence based decision making, and performance reporting and analysis. The division brings together a range of activities across the commissioning cycle to ensure a disciplined and consistent approach.

Public Health

Director: Andrew Scott-Clark

KCC has a duty to take steps to improve the health of the people of Kent. The Public Health function is integrated within the Strategic Commissioning division. Responsibilities include the provision and commissioning of statutory and non-statutory services that aim to improve and protect the health of the population and the provision of prevention and health protection advice and leadership to the public sector and people of Kent. With partners, Public Health seeks to promote and deliver actions across the lifespan to improve the overall health and wellbeing of residents and to reduce inequalities in health.

Strategy, Policy, Relationships and Corporate Assurance

Director: David Whittle

Responsible for preparing KCC to meet the future agenda and challenges through medium term planning, policy development, building strategic relationships, leading the equality and corporate risk strategies and providing corporate assurance on major programmes and projects.

More detail on the responsibilities and activities of each division is available in our [Divisional Business Plans](#) on KNet.

Our traded services

The directorate has robust governance and client side arrangements in place to ensure our traded services effectively meet business requirements and provide good value for money by generating income for the benefit of the whole authority. Each traded service has their own independent, commercial business plan, which is separate from our internal business planning framework. The directorate facilitates and supports the governance arrangements that allow the organisation to hold these businesses to account as a shareholder against their business plans and promises made. Throughout the coming financial year, this will also include further support, training and advice as the council's role as shareholder in these businesses develops alongside changes to the council's own governance, to reflect the changing role that KCC has as shareholder and commissioner.

Business Service Centre (BSC)

The BSC was established in April 2015 and is commissioned by client teams in Infrastructure, EODD and Finance divisions against outcomes-based Service Level Agreements (SLA's) for each service. Following a Cabinet decision in February 2018, we will progress an arm's length trading vehicle for the BSC, from which KCC will commission transactional Finance, HR and ICT services. A shadow governance structure is currently being implemented alongside further development of future arrangements ahead of a final decision in May 2018 for 'go live' on 1st July 2018.

Commercial Services

Commercial Services is an established trading platform providing services to a range of sectors such as energy, recruitment, education supplies, landscape, waste and inspection services. The company structure maximises opportunities for future business growth, providing significant dividends to KCC and support Kent's economy through wider supply chains. KCC, as the 100% shareholder, exercises its authority through a Shareholder Board, supported by Commercial Services Boards, Audit and Remuneration Committees.

GEN² Property

In May 2016 GEN² Property, a Local Authority Trading Company (LATCo), was established to provide property services. It is a limited company that is wholly owned by KCC with the ability to drive greater value contracts with the public and private sector, with its own shareholder board. It is commissioned through the Infrastructure division to deliver KCC property services via a Service Level Contract (SLC) and Annual Delivery Plan. GEN² provides professional property, capital project and contract management services. Its focus is to increase income from new markets and deliver cost reductions from new commercial solutions.

Invicta Law

Invicta Law is registered as an Alternative Business Structures (ABS) company with Kent County Council as the sole shareholder. It was launched on 1 June 2017 and has a 10-year contract to provide the council's legal work alongside significant opportunities to grow its customer base. KCC has retained the General Counsel function to support the Council internally and the Governance & Law division, supported by the Strategic Commissioner, holds the client side responsibility for the contract with Invicta Law.

Other

We support a variety of partnerships, including Kent Leaders, Joint Kent Chiefs, Kent Connects and Kent Estate Partnership, and play a community leadership role on shared partnership agendas such as safeguarding children, corporate parenting and Prevent.

Business Change Programme

The projects and programmes previously featured in the Business Capability Portfolio have been built in to an overarching Business Change Programme that aims to integrate infrastructure programmes for ICT and New Ways of Working; further develop connections with service change and transformation programmes such as those running in Adult Social Care and Children's Services; and to clarify the 'must do' elements of change across the organisation.

Equality

The directorate takes a leading role to ensure that the Public Sector Equality Duty is met through our internal governance processes. Our divisional business plans define the specific activity against which we will report progress to reach the Equality Objectives agreed in KCC's Equality and Human Rights Policy. Our annual Equality and Diversity Report provides a position statement for services within each directorate and progress update in delivering KCC's Equality Objectives.

D. Progress on the 2017-18 directorate priorities

In 2017-18 we identified 11 key collective priorities for the whole ST directorate. Over the last year we have made significant progress towards achieving these priorities, which is summarised below. Many continue to be highly relevant and have influenced our priorities for 2018-19, as part of our rolling 3 year plan.

1. Provide professional, high quality and cost effective services which support frontline service delivery, drive income growth and deliver better outcomes for our customers.

- We have continued to embed our commissioning processes with GEN², BSC and other providers to make sure that the best possible services are provided to our customers, supporting the delivery of frontline services, as well as providing the best attainable income growth and value for money for the authority as a whole.
- Progressing significant technology developments implemented through our Strategic Partnership with Agilisys, we have delivered customer service improvements, including:
 - A more resilient and stable Contact Centre telephony platform, reducing call drop-outs and the need for call backs, with 97% of calls to Contact Centre answered and 98% of callers rate their experience as good;
 - Continual optimisation of the Netcall facility, helping customers get to the right contact first time;
 - Extension of the Web Chat facility to our general contact web page, helping customers get their needs met on their preferred (online) channel;
 - Continuous improvement of our website customer experience for several services including Libraries, Public Health, Fair Access and Highways.
- Provided continued support for Public Health messaging and, in particular, the “Release the Pressure” campaign which provided a valuable preventative service to residents, thereby reducing demand on crisis management by frontline services. This successful campaign was subsequently purchased from KCC by other authorities.
- Delivered a restructure of our Finance division, achieving £1.7m savings and a more customer focused model.
- Our new commissioning success model has enabled the division to provide dedicated commissioning support to services in Adult and CYPE directorates.

2. Engage early and provide timely, evidence based advice to protect the authority’s best interests with robust governance and assurance processes. Taking a flexible approach that is responsive to changing business needs and allows responsible risk-based decisions to be taken by officers.

- We continued to support strong democratic governance, including the cross-party Commissioning Advisory Board, Select Committees, and Governance and Audit Committee.
- Internal Audit have provided assurance across the council including on major contracts and assurance plans, with recommendations made as appropriate.
- Launched the Anti-bribery policy in June 2017 to ensure council-wide compliance with the Bribery Act 2010.
- The creation of an Infrastructure Stakeholder Engagement group and customer survey are assisting in engaging early with business units to ensure that Infrastructure are able to provide support and enable business change.
- Health & Safety input to procurement and contract management across KCC and Alternative Service Delivery Models has helped ensure clarity of liability and a clear duty of care by all partners.

- We have provided information, advice and guidance on equality and diversity, supporting services with Equality Impact Assessments, responding to issues and ensuring the council best meets our Public Sector Equality Duty and equality objectives.
- We have continued to develop the Risk Management Framework for the authority, including implementing a new risk management system with enhanced functionality to aid improved risk analysis.
- Provided a supportive and proactive corporate assurance model which has provided advice on business case development and project and programme management, including assurance on major transformation programmes.

3. Modernise KCC's constitution and the way in which it is used as a rolling document to reflect the changing organisation, ensuring that decision making remains lawful, reasonable and proportionate.

- We have made preparations for updating KCC's constitution, advising Members on the necessary changes to ensure it reflects the changing organisation and supports effective decision making.
- Reviewed how KCC's modernised constitution can best support robust approaches for concluding contracts.
- Ensured the revised constitution reflects the new responsibilities of the Head of Paid Service.
- Progressed revisions to the constitution, ahead of approval at County Council in 2018.

4. Continue to provide robust advice and challenge to budget managers to facilitate accurate forecasting and enable solutions to be found.

- We have continued to provide advice and challenge to budget managers on an ongoing basis, providing greater additional support where required.
- Maintained our ongoing collaboration across KCC to meet our financial challenges and are working with services to develop solutions for specific activity based budgets.
- Collaborative working between Finance and SPRCA to develop a greater understanding of statutory responsibilities and demand informed the development of 2018/19 budget options.

5. Through the delivery of our ICT Strategy, HR change programmes and Asset Strategy, provide a platform for change as we move to new models to support service transformation and ensure that we are using our resources in the most effective way.

- Our joint working across the directorates has continued with further rationalisation of the property estate and the completion of the first phase of the new ways of working programme, supported by the cross-directorate Infrastructure Stakeholder Engagement group.
- Developed a refreshed Asset Management strategy for 2017-2022 which sets the framework for managing our property portfolio over the next 5 years.
- Developed effective governance to lead the business change programme bringing together ICT, Property and People programmes. This has facilitated the introduction of new enabling technology, such as moving applications and storage to the cloud, introduction of Skype for Business, the Windows 10 TRP refresh as well as working with Servelec to implement the new Swift system.
- Encouraged engagement in change through health and safety Management Standards exercises, provision of DSE Champion workshops for faster response to workstation design issues and promotion of flexible work arrangements as part of healthy workplace.

- Led a KCC-wide review of leadership and management development, including consultation and development of a Leadership Strategy to build leadership capability across KCC.
- Complementing the Leadership Strategy, we have developed a new Leadership Academy approach (HIV) to support talent management, succession planning and increase capability to management change and developed and agreed a revised Kent Manager for 2018/19.
- Re-tendered and commissioned a new learning management system for KCC with successful implementation and transfer of all e-learning. Further developments have been planned which will continue into 2018/19 including bringing all development into a single system and development of individual development plans and pathways.
- Reviewed KCC's Directors' OD and strategic OD Group structure to support the implementation of Organisational Development across Directorates, develop improved two-way relationship with Directorate OD Groups and ensure central OD budget continues to support KCC's strategic priorities and directorate requirements.

6. Support the continued development of our new delivery models, holding providers to account, maximising income generation and building strong relationships.

- Continuing review and development of our delivery model with Gen². This includes the development of robust procedures to enable us to hold our delivery partner and contractors to account in relation to delivery and performance, providing assurance to the authority that they are getting value for money as well as maximising all possible income streams.
- Developed a business case for the creation of an arm's length trading vehicle for the BSC, from which KCC would commission transactional Finance, HR and ICT services. Following a Cabinet decision in February 2018, shadow governance and future arrangements are being developed ahead of a final decision in May 2018 for go live on 1st July 2018.
- Providing advice and support to our new and existing companies, building relationships and challenging where appropriate.
- Successful launch of Invicta Law as an Alternative Business Structures (ABS) company in June 2017 with a 10-year contract to provide the council's legal work.
- Effective EODD support, including HR, to the design, implementation and ongoing support of Invicta Law, BSC, and The Education People.
- Providing democratic service support to the Governance & Audit and Policy & Resources sub-committees, looking at contract management and traded service arrangements.

7. Establish a new Strategic Commissioning function so commissioners are supported by a deep capability in commercial leadership and judgement, evidenced based decision making, and performance reporting and analysis. A review will be undertaken and implemented to best consolidate and rationalise data collection, analysis and reporting. Delivering both value for money and social value will be intrinsic to the new function.

- Launched the new Strategic Commissioning division in April 2017 bringing together functions across the commissioning cycle.
- Successfully integrated Public Health as an integral part of the Strategic Commissioning division and enhancing analysis through the Public Health Observatory.
- We have worked across KCC to complete a range of analyses including for the STP, improve data quality and governance arrangements, and worked with key partners in the NHS to make the KID a mainstream tool for the health and social care economy.

- Developed Commissioning Success to facilitate a new operating model and structure for the Strategic Commissioning division.
- Continuing to progress co-design discussions with service directorates to inform the future strategic commissioning operating model.
- Progressing a programme of contract reviews to enhance the discipline and quality of contract management across the authority.

8. Develop the new Kent Health and Wellbeing Strategy, which aligns with the delivery of the Sustainability and Transformation Partnership for Kent and Medway.

- We have advised the local authority to inform decision making, governance arrangements and relationship management in relation to the Kent Health and Wellbeing Board.
- Directly supported the Health and Wellbeing Board to ensure its statutory responsibilities are met.
- Worked with partners to develop a Kent and Medway Joint Health and Wellbeing Board which will have regard to local care and prevention.
- Provided support from across the directorate to advise Members and officers on the various Kent & Medway Sustainability and Transformation Partnership workstreams and support emerging health agendas.
- Co-ordination of expert advice, through the Strategic Health and Wellbeing Group, on the health of KCC's workforce and the wider Kent community. As a major employer, this is an important aspect of contribution.

9. Drive customer service improvements and service resilience across the authority, in our strategic relationships and through our supply chains.

- Robust forward planning is in place for the management of advice, guidance and support for the development of consultation activity, continually improving mechanisms for residents to have their say.
- Our Infrastructure Stakeholder Engagement group and customer survey of the service that infrastructure provides has provided important feedback and a baseline of the service. The results of which have been analysed and shared with our stakeholders. Action plans have been developed for areas of improvement and are being taken forward by Business Partners and IMT.
- Through policy development, training and the roll out of an in-house system for recording customer feedback we are supporting continuous improvement in the management and learning from compliments and complaints.
- Developing the new KCC Health and Safety policy statement to deliver our statutory duties and enhance compliance, including senior management health and safety training across the authority.
- Supporting senior managers to be fully aware of their business continuity and service resilience responsibilities, including activities such as the Challenger 'prepare' workshop and briefings on cyber security.
- Provided a robust organisational response to support DCLG's safety checks following the Grenfell Tower tragedy including testing of cladding materials and undertaking a comprehensive Fire Safety Audit.

10. Maximise opportunities to increase apprenticeships in Kent through the Apprenticeship Levy.

- We have actively promoted apprenticeships within KCC and the wider county including through communications and supporting the Made in Kent campaign which offers the opportunity for young people to experience an interview with an employer and create an action plan.
- Working with services, we have progressed the commissioning and placement of development frameworks.
- We continue to monitor and report on numbers of apprenticeships in KCC (including schools) and drive activity to reach and exceed our apprenticeship targets.
- Supported maximum draw down from the Apprenticeship Levy through our involvement in Trailblazer activity and initially focusing on conversion of existing staff to apprenticeship roles.

11. Continue to implement our Prevent duty ensuring all staff have the skills and knowledge they need.

- We have re-designed and delivered Prevent eLearning and continue to promote the mandatory training alongside monitoring/reporting of completion rates which are currently at 95%.
- We have supported staff briefing events and materials produced in support of our Prevent duties, ensuring all staff have a good level of awareness about the requirements of the Local Authority and partners.
- DivMTs have received Prevent updates as appropriate, with a commitment to cascading relevant information to staff.
- We have embedded arrangements as business as usual following participation in a national pilot to take on new responsibilities for the Channel process working closely with the Home Office and Kent Police.

E. Directorate operating environment

We face a challenging operating environment with rapidly changing demands, financial pressures and policy change. As a directorate, it is important we have a robust understanding of the issues facing the whole organisation so we can effectively support and advise our frontline services. We also need to understand those that will directly impact on our own operational directorate business. We will need to carefully consider the opportunities and risks this brings to plan effectively now, and over the medium term.

Medium Term Financial Plan implications

The delivery of Kent County Council's Medium Term Financial Plan is part of our response to the challenging reductions in public service funding. KCC has a strong financial management track record, built on robust budget setting and medium term financial planning, combined with a rigorous budget management and monitoring regime. In recent years the amount of money available from government has been decreasing while demand and cost for council services has been increasing, for example from inflation and the national living wage. We expect this trend to continue for the foreseeable future.

Since 2010, KCC has delivered £591 million of savings (£80m-£90m a year). To balance our 2018/19 budget, we need to meet a budget gap of £100 million out of the council's net budget of approximately £1 billion. We are proposing a 4.99% Council Tax increase for 2018/19 to help fund some of this, but this only partially meets the grant reductions and the rising costs and increasing demand. Therefore, there remains a gap in the amount of money we have and the amount we need to spend to continue to deliver services. We have to find £48 million of savings across the authority in 2018/19.

This trend looks set to continue in 2019/20 with forecast savings of £49 million required. There are no detailed Government spending plans beyond 2019/20 and thus KCC's revenue spending in the Medium Term Financial Plan (MTFP) can only include 2018/19 and provisional figures for 2019/20.

The sustained levels of savings required combined with unfunded spending demands require us to be even more creative and innovative in finding alternative sources of funding and new service solutions.

In 2018/19 Kent County Council will be participating in a Business Rate Retention pilot scheme for Kent and Medway, working with the 12 district councils, Medway Council and the Kent Fire and Rescue Authority. This will potentially deliver £9 million of additional resource for the county council towards further economic development and enhanced financial sustainability.

In the Strategic and Corporate Services directorate, we will continue to contribute towards meeting the savings targets within the MTFP through efficiency and productivity, improving commissioning and procurement, service transformation and increasing income generation. Over the last 5 years (2013/14 to 2018/19) our support services have been reduced by £18m (-20.5%) with £5.8m in savings and income generation required for the directorate in 2018/19. We also face a challenging position in relation to our capital budget, responding to the national funding position whilst ensuring our infrastructure is maintained to a safe standard and is sufficient to meet the needs of our communities. Uncertainty in relation to

capital funding is placing additional delivery pressures on the infrastructure teams to deliver the capital programme in line with the required service need.

Having met the unprecedented financial challenge in recent years it is becoming increasingly difficult to meet both our revenue savings targets and meet our statutory obligations within the capital and revenue resources we have available.

We will support our staff with the skills, knowledge and behavioural competencies to successfully adapt to change and deliver effective services. Through our business change programme and support to other directorates' change activity we aim to increase resilience, empowerment and new working practices. We will continue to work with service directorates and public sector partners to explore options to maximise capital receipts and also work with our traded services to support the exploration of new market opportunities to maximise income generation.

KCC's operating environment

As a directorate, our professional advice supports services to successfully respond to changing demands, pressures and expectations in public service delivery. We facilitate an informed approach to risk management and financial planning, new technology solutions, support for change management and advice on the customer experience. We also provide analysis on the implications and opportunities arising from demographic, legislative and policy change to ensure we are able to respond to these issues and remain fit for the future.

Demand and changing demographics

Kent continues to be a growing county, with inward migration a significant driver particularly from London. The county's population is expected to grow by 23% (396,300) between 2011 and 2031. This includes significant growth in older people with those aged 65 and above forecast to increase by 64% and those aged 80+ to increase by 94% (*NB. Figures based on draft GIF*). More people are also living longer with more complex multiple conditions, placing a higher demand on public services. This is set against the backdrop of reductions in public sector finances, a growing NHS funding gap, and health and social care workforce pressures.

The way people access services also continues to rapidly change, with growing digital and social media use leading to changes in customer expectations over the choice and control of services and how they wish to access information. Whilst this creates resource pressures to adapt our services, it also presents opportunities to reform our public services to deliver in radically different ways which better meet customer needs and expectations.

Sharing data sets, customer insight and analysis across services and with other public sector partners provides an opportunity to utilise our business intelligence and build a deeper understanding of both customer needs and effective service responses to ensure the best use of our total resources. To continue to respond the changing demographics and demands, it is also important our contracts have sufficient flexibility to respond effectively.

Brexit

As the negotiations for exiting the European Union in 2019 continue, we will support the organisation to seize opportunities, consider potential implications for specific services and

understand wider impacts to the county's businesses and communities. Strategic and Corporate Services have an important role in facilitating shared organisational intelligence, co-ordinating a whole council response to key issues, briefing elected members and escalating significant risks to the Corporate Management Team and Cabinet where required. We will also maximise our internal and external networks to ensure KCC's voice is heard by government including through engaging with parliamentary select committees, governmental working groups, and utilising our Kent-based public sector relationships.

Workforce and Employment

KCC experiences impacts from legislative changes: increases to the National Living Wage, the incorporation of voluntary overtime into holiday pay and the challenge provided by sleep in payments and the living wage, which particularly add to the financial pressure and affordability issues for Kent's care market providers, with the level of NLW increase dependent on the growth of the economy (over 4% this year and pegged at 60% of median earnings by 2020). The health and social care sector also faces significant workforce planning issues to develop the skills we need to respond to the challenges set out in the Sustainability and Transformation Partnership. Uncertainty about the impact of Brexit and future changes to immigration rules add to this challenge in the medium term.

Changes in the national economy could affect market supply and demand for the public sector employment - slower growth could mean more supply with unemployment the lowest it has been for 12 years, but conversely changes to welfare and disability benefit could increase supply for the public sector workforce.

We continue to adapt our employment and reward package to respond to the changing psychological contract between us as an employer and the employee. There is an increased emphasis on managing performance this year which is also intended to enhance engagement levels. The Apprenticeship Levy could positively alter the nature of our and the wider workforce, increasing employment opportunities and bringing potential to think about training and development opportunities for apprentices in a different way to build future capacity and skills.

Political and regulatory change

2017-18 was a year of substantial national political change, with changing political dynamics as a result of the General Election in June 2017, ongoing Brexit negotiations with the EU, and significant national issues facing the country. Our directorate will support the council's response to national debates impacting on the local authority including expected changes through the Children's Social Work Act 2017 and an Adult Social Care Green paper. On a county level the County Elections in May 2017 were successfully managed and a comprehensive induction package provided to new Members. The continuing demand, financial and service pressures may present challenging political decisions in the coming year which will require support from across strategy and corporate services. The introduction of new General Data Protection Regulations in May 2018 will also require support from the directorate to ensure the council is effective in meeting the new legislative requirements.

Strategic and Corporate Services directorate operating environment

Alternative Service Delivery Models

Following the successful creation of a number of Alternative Service Delivery Models (ASDMs), it is crucial changes are embedded, developing arrangements so that KCC can effectively hold providers to account and facilitate the sustainable delivery of services. We will build on our learning from the experience of the transition to our new delivery models as we develop our arrangements.

As the ASDMs mature it is important they ensure value for money, provide a sustainable dividend return to KCC and grow third party trading income for a commercial return. Through exploring new markets and customer bases, ASDMs allow us to proactively generate demand for our services, maximising our income potential.

It is crucial governance arrangements enable the right balance between Council oversight and scrutiny and the flexibility to maximise growth. The potential for a holding company to help better arrange the diverse commercial interests that the Council wholly owns is currently being investigated and any further development will build on existing good practice governance arrangements.

Business Change

The progress towards becoming a strategic commissioning authority and development of Alternative Service Delivery Models present opportunities to ensure a skilled and motivated workforce able to work in innovative ways both internally and with partners.

The integration of infrastructure programmes for ICT and New Ways of Working within an overarching Business Change Programme will enable a cohesive offer of tools and support. Through greater utilisation of existing tools such as Cloud, Skype and Office 365 our workforce can maximise existing capabilities and improve our efficiency. The greater ICT functionality will be supported by a strong focus on staff development, aimed at improving staff resilience, building leadership and management capability across the organisation, with the skills, knowledge and confidence to drive forward transformation, and furthering a work culture which supports employee wellbeing.

The programme will effectively support service change and transformation programmes across the organisation, recognising the interdependences with strategic and corporate services change programmes and support services.

Strategic Commissioning

The formation of a new Strategic Commissioning function brings together a number of commissioning activities into one team. This will help develop greater consistency across the commissioning cycle and across the council. The new approach will require commissioners to work collaboratively and effectively with both service directorates and with the external market to ensure best value.

Improving our key commissioning relationships and partnerships are a key part of continuing to move towards a strategic commissioning authority culture and developing an efficient

commissioning workforce, empowered with the right skills, knowledge and behaviours to deliver commissioning programmes jointly with service directorates.

Health and Social Care Integration

The Kent and Medway Sustainability and Transformation Plan (STP) was published in November 2016. Following publication of the NHS Five Year Forward View: The Next Steps in March 2017, Sustainability and Transformation Plans became Sustainability and Transformation Partnerships, as focus shifts from plan development to design of future service and commissioning arrangements.

As the STP develops, KCC's engagement with health and social care partners will evolve, with the potential for policy and decision-making arrangements to change. It will be important for Strategic and Corporate Services to support KCC's engagement with the STP, providing advice and guidance to KCC and health colleagues and influence discussions going forward.

Following a review of the Kent Health and Wellbeing Board in 2017, our directorate will also play an important role in supporting the creation and effective operation of a joint Health and Wellbeing Board between KCC and Medway Council. This will provide a focus for democratic input into the local care and prevention workstreams of the STP and feed into the STP programme board.

Resilience

KCC has a wide range of statutory and regulatory duties with a duty of care to staff, service users, residents, providers and users of its assets. Local authorities also have a general duty to ensure that buildings under their control comply with appropriate statutory, regulatory and corporate standards. The Grenfell fire incident has led to a greater focus on local authorities' preparedness and response to mitigate potential risks to public assets. KCC has clear health and safety and asset management policies in place to support organisational resilience. Having responded effectively, including testing of cladding materials and undertaking a comprehensive Fire Safety Audit, we are in a position to address any recommendations from the Hackitt review and continue to ensure we are well placed to fulfil our statutory building regulation and health and safety responsibilities.

F. Risks

As we drive change, we need to ensure that we do all we can to manage our risk exposure to an acceptable level. As our external operating environment rapidly changes, this can increase risk which can have multi-faceted impacts that we need to tackle and mitigate. Our risk strategy is about balancing a healthy risk appetite with reward and we need to continue to take a focused approach to actively manage risk and pursue opportunities within an uncertain operating environment.

This is reflected in our directorate and corporate risk registers.

Directorate Risks

The key directorate risks and opportunities for the coming year are likely to relate to:

- Maximising opportunities presented by technology to support new ways of working.
- Ensuring that the directorate's workforce has sufficient capacity, the right skills and remains healthy and motivated to enable it to support the organisation to run effectively and efficiently.
- Confirming that inherent risks associated with bribery and corruption are continually highlighted, assessed, evaluated and mitigated on an ongoing basis.

Corporate Risks

The directorate is also instrumental in the management of several corporate risks including those relating to:

- Future financial and operating environment for local government: Additional spending demands and continued public sector austerity measures threaten financial sustainability of KCC, its partners and service providers.
- The continued evolution of the Council's strategic commissioning approach, particularly ensuring that there is clarity over which activities are defined as strategic commissioning as distinct from the specification of service outcomes, and that there is buy-in to a whole-council ethos to support the changes required.
- Opportunities and risks associated with alternative service delivery models, including risks of expected financial dividends not materialising; companies not acting in a way that fits with KCC's values; or inappropriate governance.
- Delivery of in-year savings within agreed budgets.
- Cyber-attack threats and their implications, such as significant business interruption or data protection breach.
- Ensuring adequate preparations for General Data Protection Regulations, which come into effect in May 2018.
- Maintaining a healthy and effective workforce through significant change.

Further details of these risks and their mitigations can be found in the [directorate and corporate risk registers](#).

G. Directorate priorities for 2018-19

KCC's Strategic Statement

'Increasing Opportunities, Improving Outcomes' sets out what we want to achieve as an organisation from 2015 to 2020. It outlines our vision, the outcomes we want to achieve and how the way we work needs to change. The Strategic Statement sets out the approach that the organisation needs to take to deliver better outcomes, working with partners and providers.

The Strategic and Corporate Services Directorate effectively supports frontline services to deliver better outcomes for our customers, residents and businesses. We ensure that KCC's activity is outcome-focused by embedding them in our policy, financial, business planning and commissioning frameworks.

As a directorate we will work together, and facilitate cross-directorate action, to respond to the challenges and build on the good practice identified within KCC's Annual Report 2017, which was agreed by County Council in October 2017.

Equalities and Diversity

An important part of delivering our strategic outcomes is putting people at the heart of our decision making, with a strong focus on equalities. Our directorate equalities objectives are:

Strategic and Corporate Services equality objectives:

- Ensure our Public Sector Equality Duty standards (as described in KCC's Equality and Human Rights Policy) are consistently maintained and championed with service directorates;
- Identify and respond to any potential gaps in services relating to the delivery of the Public Sector Equality Duty;
- Develop our staff experience to ensure people feel valued and respected.

The detailed actions that each division will take to respond to the Annual Report challenges and equality objectives will be set out in our Divisional Business Plans.

Strategic and Corporate Services Directorate Priorities for 2018-19

Short Term Priorities

1. Modernise KCC's constitution and Member services to reflect the changing organisation and ensure that decision making remains lawful, reasonable and proportionate.
2. Ensure the Council is compliant with the General Data Protection Regulations from May 2018, updating relevant policies and procedures and with business information governance support provided including mandatory information governance training.
3. Respond to the Hackitt review to ensure we are well placed to fulfil our statutory building regulation and health and safety responsibilities.
4. Embed the Strategic Commissioning co-designed operating model and develop a deep capability in commercial leadership and judgement, evidence based decision making, and performance reporting and analysis, to best execute commissioning programmes as agreed with Service Directorates and strengthen contract management.
5. Maximise opportunities to increase apprenticeships, including attracting more young people into public services across Kent, through the Apprenticeship Levy.
6. Develop effective holding company governance and mature delivery model arrangements to ensure they can successfully and sustainably deliver, holding providers to account, maximising income generation and building strong relationships.

Medium Term Priorities

7. Develop a detailed understanding of spend and cost analytics alongside improving procurement and contract management practice to help ensure delivery of value for money.
8. Drive customer service improvements and service resilience across the authority, in our strategic relationships and through our supply chains, informed by robust intelligence, engagement and consultation.
9. Delivering our ICT, HR, OD and Asset strategies and change programmes to provide a platform for service transformation, embedding cultural change and co-design principles into our new delivery models including the Strategic Commissioning operating model, so that we are using our resources in the most effective way.

Business As Usual Priorities

10. Engage early and provide timely, evidence based advice to protect the authority's best interests with robust governance and assurance processes. Taking a flexible approach that is responsive to changing business needs and allows responsible risk-based decisions to be taken by officers and Members.
11. Lead on the revenue and capital budget process to identify savings targets for the Authority and continue to provide robust advice and challenge to budget managers to facilitate accurate forecasting and enable solutions to be found.
12. Continuous improvement of services commissioned to meet public health requirements, and delivery of key health protection and promotion advice to the public sector and the people of Kent.
13. Support the creation and effective operation of a joint Health and Wellbeing Board between KCC and Medway Council, and provide advice and support on the Sustainability and Transformation Partnership for Kent and Medway.

14. Support the Council to respond effectively to changes in our operating environment including the Children and Social Work Act 2017, lobbying government for a fair financial settlement for counties and consider implications of Brexit.

The directorate priorities will be delivered through our detailed Divisional Business Plans which also include specific actions for individual divisions and teams.

H. Organisational development priorities

To achieve our strategic outcomes and transformation services to ensure they are fit for the future, it is crucial we make the most of our staff and their talents. We need to ensure that we have a skilled and motivated workforce which is flexible and innovative, working with our communities and partners to deliver services and find solutions where necessary.

KCC's organisational development approach aims to improve organisational performance by better aligning KCC's strategic statement, leadership, people, culture, processes, structures, use of digital technology and partnerships with the outcomes our customers, residents, communities and businesses need.

The KCC OD vision is underpinned by our values: openness, invite contribution and challenge and personal accountability.

KCC OD Priorities

KCC's organisational development (OD) strategic priorities are set out in the [Organisation Development Medium-Term Plan 2017-2020](#). The KCC OD priorities were identified by directorate Organisation Development Groups, the Directors' Organisation Development Group and the Corporate Management Team to support the delivery of the council's vision and outcomes.

KCC's OD priorities for the whole council from 2017-20 are:

- Leadership and Management Development
- Workforce planning, succession planning and talent management
- Digitally enabled workforce
- Apprenticeships
- Partnership working and integration
- Managing change and new operating models
- Resilience
- Workforce development

The Organisation Development Action Plan for 2018/19 sets out in more detail how these priorities will be delivered with the Organisation Development Groups.

Strategic and Corporate Services Directorate OD Priorities

Our directorate OD priorities reflect and support the KCC priorities.

A key focus for our directorate is on delivering the **Leadership and Management Strategy** to ensure we have the right leadership capabilities for the future.

In 2018-19, the Strategic and Corporate Services directorate will particularly focus on the following themes within the Leadership and Management Strategy:

1. **Clear authentic leadership**
2. **Trusted partnership working**
3. **Cultural change leader**

Alongside these, our directorate will also support:

4. **Business change:** We will support staff to make full use of technology and asset opportunities, alongside cultural and behavioural changes, to work in different ways and maximise our effectiveness and efficiency. We will promote personal responsibility with staff enabled to develop their skillsets through the right training. We will also build on the innovation and creativity of our staff to continuously improve and develop a supportive management culture which leads by example.

5. **Personal and team resilience:** Recognising that people are our most important asset, we will ensure we have the right tools and support in place to maintain a healthy and effective workforce during a time of significant change. Promoting personal responsibility for individuals to maintain their own health and wellbeing and empowering managers to effectively support their teams form key elements of a two-way accountability between staff and their managers.

6. **Commissioning authority capabilities:** We will develop the right skills and client-side capabilities as we mature our alternative service delivery model arrangements. Setting clear accountabilities and building effective relationship management skills will help ensure we strike the right balance between robust challenge on the delivery of service priorities with clear communication and partnership working with providers to resolve issues together quickly. We want to build strong relationships with service directorates to work collaboratively, supporting the effective delivery of programmes of commissioning activity, and develop key Strategic Commissioning capabilities including commercial leadership and judgement, evidence based decision making and analytical support.

I. Internal and external services

Services provided by divisions

| Service Name | Internal or External | If external, please provide the contract end date. |
|--|----------------------|--|
| Engagement, Organisation Design and Development | | |
| Organisational Development | Internal | |
| EODD Business Partners | Internal | |
| Human Resources | Internal | |
| Business Management and Client Relationships | Internal | |
| Health and Safety | Internal | |
| Engagement and Consultation | Internal | |
| Kent Communications | Internal | |
| Contact Point and Digital Services | External | December 2025 |
| Training delivery (commissioned through Business Services Centre) | Internal | Multiple contracts |
| Finance | | |
| Capital Finance | Internal | |
| Chief Accountant | Internal | |
| Client Financial Services | Internal | |
| Client Management for BSC Services | Internal | |
| Directorate Finance Business Partners | Internal | |
| External Contracts | Internal | |
| Financial Analysis Support Team | Internal | |
| Insurance | Internal | |
| Internal Audit | Internal | |
| Pensions Administration | Internal | |
| Revenue and Tax Strategy | Internal | |
| Revenue Finance | Internal | |
| Schools, High Needs and Early Years Finance | Internal | |
| Treasury and Investments (including Pension Fund) | Internal | |
| Governance and Law | | |
| General Counsel | Internal | |
| Democratic Services | Internal | |
| Information Resilience & Transparency | Internal | |
| Infrastructure | | |
| Infrastructure Client Functions | | |
| ICT Commissioning Function | Internal | |
| Property Services Commissioning Function | Internal | |
| Infrastructure Partnerships (KPSN, Kent Connects, One Public Estate) | Internal | KPSN – 2020 |
| Business Relationship Management | Internal | |
| Strategic Commissioning | | |
| Commissioning Outcomes | Internal | |
| Commissioning Support | Internal | |
| Performance and Analytics | Internal | |
| Public Health | Internal | |
| Strategy, Policy, Relationships and Corporate Assurance | | |
| Strategic Policy | Internal | |
| Strategic Business Advisers | Internal | |
| Strategic Relationships | Internal | |

| | | |
|------------------------------------|----------|--|
| Corporate Risk | Internal | |
| Corporate Equalities | Internal | |
| Corporate Assurance | Internal | |
| Kent Children's Safeguarding Board | Internal | |

Services provided by alternative service delivery models

| Service Name | Internal or External | If external, please provide the contract end date. |
|--|----------------------------------|--|
| Services provided by Invicta Law (commissioned by General Counsel) | | |
| Legal Services | External | 2026 |
| Services provided by the Infrastructure Business Service Centre | | |
| <i>HR Services (commissioned by EODD)</i> | | |
| HR transactional services | Internal | |
| Staff Care Services including Occupational Health | Internal | |
| <i>Financial Services (commissioned by Finance)</i> | | |
| Cashiers | Internal | |
| Debt Recovery for Sundry Debt | Internal | |
| Payments | Internal | |
| <i>Infrastructure Services (commissioned by Infrastructure)</i> | | |
| Access to Networks | Internal | |
| Provision of email and secure email services | Part Internal, part commissioned | |
| Mobile Phone / iPad / iPhone / 3G dongle | Part Internal, part commissioned | |
| ICT Service Desk | Internal | |
| Project Management | Internal | |
| Education Information Services | Internal | |
| Schools Personal Service | Internal | |
| Services provided by GEN² (commissioned by Infrastructure) | | |
| Managing agent property services | External | Multiple contracts |

J. Significant service activity

The most significant service activity for the directorate over the next three years is summarised in the table below. 'Significant activity' includes a consideration of financial value, risk, complexity and political profile.

| Name | Summary of activity | Lead service | Date for Key Decision (if required) | Public consultation required |
|--|--|----------------------------------|-------------------------------------|------------------------------|
| Part I) Significant service changes (e.g. service delivery change requiring a Key Decision) | | | | |
| The Education People (Education Services Company) | Supporting the growth and development of The Education People, including advising on the HR aspects of Edseco Ltd and establishing ongoing HR support to the company | All divisions | N/A | N/A |
| Invicta Law | Supporting the growth and development of Invicta Law | General Counsel | N/A | N/A |
| Business Services Centre | Supporting the growth and development of the BSC, including establishing a contract for the supply of transactional HR and Occupational Health Services to KCC and continual review to ensure delivery of specification requirements | Infrastructure, EODD and Finance | N/A | N/A |
| Brexit | Support the co-ordination of council wide activity to assess and prepare for Brexit | SPRCA | N/A | N/A |
| Children's Social Work Act 2017 | Support the review and appraisal of options for discharging safeguarding duties across statutory partners | SPRCA | N/A | N/A |
| Joint Health and Wellbeing Board | Support the creation and effective operation of a joint Health and Wellbeing Board between KCC and Medway Council | SPRCA | N/A | N/A |
| Adult Social Care Green Paper | Support the Council to effectively respond to the forthcoming Adult Social Care green paper | SPRCA | N/A | N/A |

| Name | Summary of activity | Lead service | Date for Key Decision (if required) | Public consultation required |
|---|--|----------------------------|-------------------------------------|------------------------------|
| Commissioning Success | Delivering the Commissioning Success Operating Model. | Strategic Commissioning | N/A | N/A |
| Vulnerable Families service provision | Review and amend vulnerable families pathway within Health Visiting Service | Public Health | September 2018 | No |
| Family Weight Management | Family Weight Management Review and implementation | Public Health | September 2018 | Not expected |
| Continuous improvement of mandated public health programmes | <p>Continuous monitoring, review and improvement of mandated public health programmes, including:</p> <ul style="list-style-type: none"> • Health Visiting Reviews for children under 5 • National Childhood Measurement Programme • Comprehensive Open Access Sexual Health Services • NHS Health Checks • Drug and Alcohol Treatment Services • Dental Health Surveys and Promotion • Public Health Advice to CCGs • Advice and Assurance on Health Protection Arrangements • NHS Health Checks | Public Health | N/A | No |
| Part II) New strategies and policies (to be developed and agreed in the year ahead, in scope of the new Strategy and Policy Control Framework) | | | | |
| Communication principles | Development of KCC's communications principles | EODD – Kent Communications | No | No |
| People Strategy | Development of overarching HR strategy for the organisation | EODD – HR and OD | No | No |
| Engagement Strategy | Development of new strategy, including review of Customer Service policy. | EODD – HR and OD | No | No |

| Name | Summary of activity | Lead service | Date for Key Decision (if required) | Public consultation required |
|--|--|------------------|-------------------------------------|--|
| Leadership and Management Strategy | Development of new strategy, including identification of key capabilities | EODD – HR and OD | No | No |
| Tobacco Control Strategy | Development of Kent strategy in line with the new national approach | Public Health | January 2019 | Likely |
| Kent Healthy Weight Strategy | Development of Kent strategy in line with national approach and local need | Public Health | January 2019 | Previous exercise conducted, but may need to refresh |
| Voluntary and Community Sector Policy evaluation | Evaluation of VCS policy including review of Kent Partners' Compact | SPRCA | No | No |
| Information Governance | Review of Information Governance policies in light of new GDPR regulations in May 2018 | Governance & Law | TBC | TBC |
| ICT Policy | Update to ICT strategy | Infrastructure | No | No |

K. Significant commissioning activity

The most significant commissioning activity for the directorate over the next three years is summarised below. 'Significant activity' includes a consideration of financial value, risk, complexity and political profile. Information on contracts over £50,000 is available on the [contract register](#).

| Name | Brief description of activity | Lead service | Expected value (£) | Date for Key Decision (if required) | Public consultation required |
|--------------------------------------|---|---------------------------|-----------------------|-------------------------------------|------------------------------|
| Agilisys contract | Servicing customer contact through Contact Point and supporting channel shift through digital transformation. 10-year contract, with annual value subject to change as paid on actuals. | Kent Communications | £36.3m | N/A | N/A |
| Total Facilities Management 1 | Soft and hard FM services in Corporate Buildings (revenue) | Infrastructure (Property) | £15m p/a over 5 years | Q3 2018/19 | N/A |
| Total Facilities Management 2 | Hard FM services in Schools and Classcare (revenue) | Infrastructure (Property) | £15m | Q3 2018/19 | N/A |
| Total Facilities Management 3 | Schools Capital Maintenance Projects (capital) | Infrastructure (Property) | £32m | Q3 2018/19 | N/A |
| Total Facilities Management 4 | Soft FM services in Schools | Infrastructure (Property) | £8m | Q3 2018/19 | N/A |
| MOA | Modernisation of Assets (capital) | Infrastructure (Property) | £3m p/a over 5 years | N/A | N/A |
| MOA+ | Modernisation of Assets (capital) | Infrastructure (property) | £19.7m | Q1 2018/19 | N/A |
| Asbestos Survey Framework | Implemented for the provision of various Asbestos Surveys | Infrastructure (Property) | N/A | N/A | N/A |
| Asbestos Services Framework | Implemented for the provision of various works and services relating to Asbestos | Infrastructure (Property) | N/A | N/A | N/A |
| Principal Contractors Framework | Implemented for the provision of pre-construction and or construction works. | Infrastructure (Property) | N/A | N/A | N/A |
| Microsoft Software True-Up Licensing | Annual 'True-Up' of Software licencing agreement | Infrastructure (ICT) | £1.1m p/a | Q1 2018/19 | N/A |

| Name | Brief description of activity | Lead service | Expected value (£) | Date for Key Decision (if required) | Public consultation required |
|--|---|------------------------------|--------------------|-------------------------------------|------------------------------|
| Microsoft Software Licensing Agreement | Software licencing agreement, expiring in June 2018. Procurement in 2017 for new contract from 2018 to 2021. | Infrastructure (ICT) | £3.5m | Q1 2018/19 | N/A |
| Specialist Computer Centre computer hardware | Existing contract continues roll-out for replacement devices until May 2019. Procurement during 2018. | Infrastructure (ICT) | £1.6m p/a | Q4 2017/18 | N/A |
| Daisy Udata Communications Ltd (KPSN) | Current contract until May 2020. Review in 2017 to decide during 2018 whether to extend or procure a new service from 2020. | Kent Public Services Network | £3.5m p/a | Between Q2 2017/18 and Q1 2018/19 | N/A |
| Managed Document Service | Current contract expires September 2019. Procurement in early 2018. | Infrastructure (ICT) | £0.75m | Q1 2018/19 | N/A |
| Liberi (LCS) | Existing contract extended to April 2019. | Infrastructure (ICT) | £0.05m | Q1 2017/18 | N/A |
| Social Care | New Social Care System to support Adult Transformation | Infrastructure (ICT) | £8.3m | By 2020 | N/A |
| Microsoft Cloud Navigator | Implementation of business capabilities to support new ways of working | Infrastructure (ICT) | £2.0m | By 2019 | N/A |
| Sexual Health Services | Review and re-commissioning of sexual health services | Public Health | £12.7m p/a | September 2018 | Not expected |
| Positive Relationships Service | Review and re-commissioning of Positive Relationships Service | Public Health | £195k p/a | June 2018 | Not expected |
| Mental Health Programme Commissioning | Commissioning of EU funded Step by Step programme | Public Health | £58k | September 2018 | Not expected |

NB. Commissioning activity where Strategic Commissioning are working jointly with service directorates to deliver is included within the relevant service directorate business plan.

L. Resources

In 2017-18 KCC transitioned to a new organisational structure to support the move towards becoming a strategic commissioning authority. The finalisation of this structure and changes to embed the new operating model will lead to changes in the way we present our financial and staff resources information, across directorates and divisions. The current resource information reflects the 2017-18 organisational structure and will be updated in due course to reflect our new operating model.

Financial resources

The total net 2018-19 budget for the Strategic and Corporate Services Directorate is £69.5m.

| Division | Staffing | Non staffing | Gross expenditure | Income | Grants | Net cost |
|---|-----------------|------------------|-------------------|------------------|------------------|-----------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Strategic Management & Directorate Budgets | 495.2 | 2,291.6 | 2,786.8 | -729.6 | -4,217.0 | -2,159.8 |
| Engagement, Organisation Design & Development | 5,431.1 | 9,459.0 | 14,890.1 | -1,415.7 | -90.0 | 13,384.4 |
| Finance | 11,027.8 | 5,362.1 | 16,389.9 | -5,053.3 | -904.8 | 10,431.8 |
| General Counsel | 2,277.9 | 1,792.6 | 4,070.5 | -160.0 | -35.0 | 3,875.5 |
| Infrastructure | 2,719.4 | 46,279.3 | 48,998.7 | -13,678.3 | -336.0 | 34,984.4 |
| Strategic Commissioning | 7,060.9 | 535.3 | 7,596.2 | -300.9 | -41.0 | 7,254.3 |
| Strategy, Policy, Relationships & Corporate Assurance | 1,787.3 | 347.0 | 2,134.3 | -436.0 | 0.0 | 1,698.3 |
| Public Health | 2,895.7 | 71,262.2 | 74,157.9 | -6,573.9 | -67,584.0 | 0.0 |
| Business Services Centre | 18,973.6 | 5,044.7 | 24,018.3 | -24,018.3 | 0.0 | 0.0 |
| Total | 52,668.9 | 142,373.8 | 195,042.7 | -52,366.0 | -73,207.8 | 69,468.9 |

Further details on financial resources are available in the [Medium Term Financial Plan and Budget Book](#).

Staff resources

The Strategic and Corporate Services Directorate currently has 1,162.1 FTE (full time equivalent) staff.

| Division | FTE |
|---|---------|
| Engagement, Organisation Design and Development | 123 |
| Finance | 240 |
| Governance and Law | 55 |
| Infrastructure | 483 |
| Strategic Commissioning | 174 |
| Public Health | 60 |
| Strategy, Policy, Relationships and Corporate Assurance | 25 |
| Corporate Director's office | 3 |
| Total | 1,162.1 |

NB: The draft FTE numbers reflect actual numbers in post as at February 2018 and exclude agency staff and vacancies, as these are not recorded in the HR system. Infrastructure figures exclude GEN² staff, but include BSC staff count of 444.09 FTE.

(NB. Staffing figures are based on January 2018 data – to be updated in March 2018 based on February 2018 data.)

M. Performance indicators and targets

Targets and floor standards will be reviewed following publication of final 2017-18 outturns. Where possible, KPI's are linked to the 2018-19 Directorate Priorities (**Section G**) or reflect core business (BAU).

Key Performance Indicators

| KPI Ref | 2018-19 Priority Ref | Indicator Description | 2017-18 Forecast ^a | 2018-19 Floor | 2018-19 Target |
|---------|----------------------|--|-------------------------------|---------------|----------------|
| CS01 | Priority 8 | Percentage of callers to Contact Point who rated the advisor who dealt with their call as good (quarterly) | 97% | 90% | 95% |
| CS04 | Priority 8 | Percentage of calls to Contact Point which were answered | 94% | 80% | 95% |
| CS05 | Priority 8 | Percentage of calls to Contact Point answered in 40 seconds | 72% | 70% | 80% |
| CS07 | Priority 8 | Percentage of complaints responded to in timescales (quarterly) | 89% | 80% | 85% |
| FN01 | Priority 11 | Percentage of pension correspondence cases completed within the specified 15 day timescale from the receipt of the request | 98.9% | 95% | 98% |
| FN02 | Priority 11 | Percentage of retirement benefit cases completed within a 20 day timescale from receipt of all the required paperwork | 98.2% | 85% | 90% |
| FN05 | Priority 11 | Percentage of Sundry debt under 60 days old (NEW) | N/A | 57% | 75% |
| FN06 | Priority 11 | Percentage of Sundry debt over 6 months old (NEW) | N/A | 20% | 15% |
| FN07 | Priority 11 | Percentage of invoices received by accounts payable within 30 days of their received date | 82.9% | 80% | 85% |
| FN08 | Priority 11 | Percentage of invoices received by accounts within 30 days of their received date which were input to oracle by the KCC due date | 98.5% | 94% | 97% |
| FN11 | Priority 11 | % of financial assessments fully completed (provision on SWIFT) within 15 days of receipt of the referral | 90.0% | 85% | 90% |
| GL01 | Priority 10 | Council and Committee papers published at least five clear days before meetings | 98% | 96% | 100% |
| GL02 | Priority 10 | Freedom of Information Act requests completed within 20 working days | 91% | 90% | 90% |

| KPI Ref | 2018-19 Priority Ref | Indicator Description | 2017-18 Forecast ^a | 2018-19 Floor | 2018-19 Target |
|---------|----------------------|--|-------------------------------|---------------|----------------|
| GL03 | Priority 10 | Data Protection Act Subject Access requests, completed within 40 calendar days | 82% | 85% | 85% |
| HR09 | Priority 9 | Percentage of training that delivers commissioned learning outcomes | 100% | 90% | 95% |
| HR23 | Priority 2 and 9 | Percentage of staff who have completed all 3 mandatory learning events (quarterly) | 87% | 80% | 90% |
| ICT01 | Priority 8 | Calls to ICT Help Desk resolved at the first point of contact | 72% | 65% | 70% |
| ICT02 | Priority 8 | Positive feedback rating with ICT help desk | 99% | 90% | 95% |
| ICT03 | BAU | Working hours where Kent Public Sector Network available to staff | 99.9% | 99.0% | 99.8% |
| ICT04 | BAU | Working hours where ICT Service available to staff | 99.3% | 98% | 99% |
| ICT05 | BAU | Working hours where email are available to staff | 100% | 98% | 99% |
| PI01 | Priority 11 | Percentage of rent due to KCC outstanding at 60 days | 26% | 15% | 5% |
| PI03 | Priority 9 and 11 | Percentage of annual net capital receipts target achieved | 71% | 90% | 95% |
| PI04 | Priority 8 | Facilities and maintenance requests through the TFM Helpdesks resolved in accordance with SLC timings | 93% | 80% | 90% |
| NEW | Priority 3 | Percentage of completed corporate themed Health and Safety audits sent to recipients within 10 working days (as per the stated audit procedure) against targeted total for that quarter. | New | 85% | 90% |
| PH01 | Priority 12 | Number of the eligible population aged 40-74 years old receiving an NHS Health Check | 42,000 | 33,280 | 41,600 |
| PH09 | Priority 12 | Participation of Year R (4-5 year old) pupils in the National Child Measurement Programme | 95% | 85% | 90% |
| PH10 | Priority 12 | Participation of Year 6 (10-11 year old) pupils in the National Child Measurement Programme | 95% | 85% | 90% |
| PH11 | Priority 12 | Percentage of people quitting at 4 weeks, having set a quit date with smoking cessation services | 51% | 42% | 52% |

| KPI Ref | 2018-19 Priority Ref | Indicator Description | 2017-18 Forecast ^a | 2018-19 Floor | 2018-19 Target |
|---------|----------------------|--|-------------------------------|---------------|----------------|
| PH02 | Priority 12 | Percentage of clients accessing GUM services offered an appointment to be seen within 48 hours | 100% | 72% | 90% |
| PH12 | Priority 12 | Number of new clients accessing the One you Kent service being from the 2 most deprived quintiles | 60% | 50% | 62% |
| PH13 | Priority 12 | Percentage of young people exiting specialist substance misuse services with a planned exit | 92% | 68% | 85% |
| PH03 | Priority 12 | Successful completion of drug and alcohol treatment of all those in treatment | 25% | 22% | 28% |
| PH04 | Priority 12 | Percentage of mothers receiving an antenatal visit/contact with the Health Visitor Service | 50% | 40% | 50% |
| PH15 | Priority 12 | Percentage of new birth visits delivered by the Health Visitor Service within 30 days of Birth | 97% | 76% | 95% |
| PH16 | Priority 12 | Percentage of infants due a 6-8 week visit who received one by the Health Visiting Service | 90% | 64% | 80% |
| PH20 | Priority 12 | Status completion rate of women with a breastfeeding status at 6-8 weeks (Health Visiting Service) | 93% | 85% | 95% |
| PH17 | Priority 12 | Percentage of infants receiving their 1 year review at 15 months by the Health Visiting Service | 87% | 64% | 80% |
| PH18 | Priority 12 | Percentage of children who received a 2-2½ year review with the Health Visiting Service | 83% | 64% | 80% |
| PH04 | Priority 12 | Number of mandated universal checks delivered by the health visiting service | 71,000 | 52,000 | 65,000 |
| PH19 | Priority 12 | No. and % of sign-ups to the Live Well Kent service from the most deprived quintiles | 60% | 40% | 50% |

Further detail on performance is available in the [Quarterly Performance Report](#) and Directorate Dashboard.

Activity Indicators

| Ref | Indicator Description | Threshold | Q1 | Q2 | Q3 | Q4 | 2018-19 Expected Total |
|--------|---|-----------------------|---------|---------|---------|---------|------------------------|
| CS08 | Number of calls answered by Contact Point | Upper | 136,600 | 152,800 | 127,200 | 148,900 | 565,500 |
| | | Lower | 95,600 | 101,600 | 105,900 | 81,200 | 384,300 |
| CS12 | Number of visits to KCC website (000s) | Upper | 1,350 | 1,350 | 1,350 | 1,350 | 5,400 |
| | | Lower | 1,150 | 1,150 | 1,150 | 1,150 | 4,600 |
| FN01b | Pension correspondence processed | Upper | 1,300 | 1,600 | 1,500 | 1,500 | 5,900 |
| | | Lower | 1,100 | 1,500 | 1,110 | 1,110 | 4,820 |
| FN02b | Retirement benefits paid | Upper | 540 | 520 | 660 | 660 | 2,380 |
| | | Lower | 490 | 500 | 545 | 545 | 2,080 |
| FN07b | Number of invoices received by KCC | Upper | 29,337 | 28,245 | 29,300 | 32,222 | 119,104 |
| | | Lower | 24,936 | 24,008 | 24,905 | 27,388 | 101,237 |
| FN11b | Number of financial assessments completed | Upper | 2,512 | 1,712 | 2,315 | 1,927 | 8,466 |
| | | Lower | 2,135 | 1,455 | 1,968 | 1,638 | 7,196 |
| GL02b | Freedom of Information Act / Environmental Information Regulations requests completed | Upper | 540 | 525 | 550 | 605 | 2,220 |
| | | Lower | 510 | 500 | 510 | 550 | 2,070 |
| GL03b | Data Protection Act Subject Access requests | Upper | 82 | 78 | 95 | 95 | 350 |
| | | Lower | 67 | 78 | 41 | 66 | 252 |
| HR12 | Number of current change activities being supported | Upper | 75 | 75 | 75 | 75 | 75 |
| | | Lower | 60 | 60 | 60 | 60 | 60 |
| HR13 | Total number of E-learning training programmes completed | Upper | 11,250 | 11,250 | 11,250 | 11,250 | 45,000 |
| | | Lower | 8,750 | 8,750 | 8,750 | 8,750 | 35,000 |
| HR16 | Number of registered users of Kent Rewards | Upper | 21,750 | 2,2500 | 23,250 | 24,000 | 24,000 |
| | | Lower | 21,600 | 22,200 | 22,800 | 23,400 | 23,400 |
| HR21 | Number of current people management cases being supported | Upper | 85 | 85 | 85 | 85 | 85 |
| | | Lower | 70 | 70 | 70 | 70 | 70 |
| ICT01b | Calls to ICT Help Desk | See note ^b | | | | | |
| PI02a | Total rent outstanding (£'000s) | | | | | | |
| PI04b | Number of TFM helpdesk requests responded to | | | | | | |
| | Life expectancy gap in years between least and most deprived areas | See note ^c | | | | | |

| Ref | Indicator Description | Threshold | Q1 | Q2 | Q3 | Q4 | 2018-19 Expected Total |
|-----|---|-----------|----|----|----|----|------------------------|
| | Number receiving a NHS health check over the 5-year programme | | | | | | |
| | Number of attendances at KCC commissioned sexual health clinics | | | | | | |
| | Number of adults accessing structured substance misuse treatment services | | | | | | |

Notes:

^a 2017-18 forecasts for KPI's based on latest available data

^b Activity to be tracked against last year's activity

^c Activity actuals reported only

Activity indicators reflect the Key Performance Indicators and support the monitoring of core business activity.

N. Monitoring and review

The Corporate Director has robust processes in place for monitoring and review of the directorate business plan. This includes regular updates on the delivery of the Medium Term Financial Plan and the directorate business plan at the Strategic and Corporate Services Directorate Management Team (DMT), with a strong focus on financial, risk and performance monitoring. DMT also provides regular oversight and management action on internal audit recommendations.

In addition, each Director has their own monitoring and review process in place for their divisional business plan, undertaken with their Divisional Management Team and senior managers. The Corporate Director has regular 1:1's with Directors to review progress on the divisional business plan priorities.

The directorate also holds responsibility (through the Strategy, Policy, Relationship and Corporate Assurance division) for the business planning framework for the authority. As such, each summer there is a review of the previous year's business planning process to identify what works well and improvements that could be made for the coming year.

As part of this process, the Strategic and Corporate Services Directorate Management Team are kept regularly informed on the review as it progresses, and help to advise on recommendations to improve the business planning framework each year. This informed recommendations to Corporate Management Team and Cabinet Members in December 2017, with subsequent updates to management guidance.

The Policy and Resources Cabinet Committee plays an important role in providing robust oversight of significant contracts and receives regular reports from Corporate Assurance on the authority's major projects and programmes. Corporate assurance is also provided to the Business Change Programme, Strategic Commissioning Board and Budget and Programme Delivery Board as required to inform decision making and effective risk management. Independent assurance and review is also provided through the programmed work of the Governance and Audit Committee.

In 2019-20, we intend to continue to report on progress on the 2018-19 directorate priorities, as part of the directorate business plan.