CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 11th January, 2012

9.30 am

Darent Room, Sessions House, County Hall, Maidstone

Would Members please bring their copy of the Draft Budget and Medium Term Financial Plan Published on 20 December 2011

Kent County Council

AGENDA

CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 11 January 2012 at 9.30 am
Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Denise Fitch**
Telephone: **01622 694269**

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11):   Mr E E C Hotson   (Chairman),   Mr R W Bayford,   Mr D L Brazier, Mr R E Brookbank,   Mr J R Bullock, MBE,   Mr R B Burgess, Mr B R Cope,   Mr S C Manion,   Mr R J Parry,   Mr J E Scholes   and Mr M V Snelling

Liberal Democrat (1):   Mrs T Dean (Vice-Chairman)

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UNRESTRICTED ITEMS
(During these items the meeting is likely to be open to the public)

Item No

A. COMMITTEE BUSINESS

A1   Introduction/Webcasting

A2   Substitutes

A3   Declaration of Interests by Members in items on the Agenda for this meeting.

A4   Minutes of the meeting on 3 November 2011 (Pages 1 - 6)

B. ITEMS FOR CONSIDERATION

B1   Financial Monitoring 2011/12 (Pages 7 - 26)

B2   KCC Quarterly Performance Report, Quarter 2, 2011/12 including mid year Business Plan monitoring (Pages 27 - 116)

B3   Budget 2012/13 and Medium Term Financial Plan 2012/15 (Pages 117 - 124)

B4   Procurement Practice (Pages 125 - 134)

B5   Asset collaboration (Pages 135 - 138)

B6   ICT Strategy (Pages 139 - 156)

B7   Information Security (Pages 157 - 164)

B8   NHS and Public Health Reform (Pages 165 - 170)

B9   Annual Equalities compliance report (Pages 171 - 218)

C. SELECT COMMITTEE WORK

C1   Select Committees - update (Pages 219 - 220)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
 (01622) 694002

Tuesday, 3 January 2012

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

MINUTES of a meeting of the Corporate Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 3 November 2011.

PRESENT: Mr E E C Hotson (Chairman), Mrs T Dean (Vice-Chairman), Mr R W Bayford, Mr D L Brazier, Mr R E Brookbank, Mr J R Bullock, MBE, Mr R B Burgess, Mr B R Cope, Mr S C Manion, Mr R J Parry, Mr J E Scholes and Mr M V Snelling

ALSO PRESENT: Mr A H T Bowles, Ms S J Carey, Mr P B Carter, Mr R W Gough, Mr A J King, MBE, Mr R J Lees, Mr K H Pugh, Mr J D Simmonds and Mr S Richards

IN ATTENDANCE: Mr D Cockburn (Corporate Director of Business and Support), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Ms J Foster (Director of Business Strategy), Ms J Hansen (Acting Finance Business Partner BSS), Mr N Brown (Manager, Estates Team), Mr R Semens (Directorate Personnel Manager), Mr D Shipton (Acting Head of Financial Strategy), Mr E Thomas (Policy Officer), Mr N Vickers (Head of Financial Services), Mr D Whittle (Policy Manager) and Mr A Wood (Corporate Director of Finance and Procurement)

UNRESTRICTED ITEMS

140. Minutes
(Item A4)

RESOLVED that the minutes of the meeting held on 22 September 2011 are correctly recorded and that they be signed by the Chairman as a correct record.

141. Financial Monitoring 2011/12
(Item B1)

(1)   Mr Simmonds and Ms Hansen introduce the budget monitoring exception report, based on the monitoring returns for August, as reported to Cabinet on 17th October 2011.

(2)   RESOLVED that the forecast budget variances for the Business Strategy & Support Directorate and Financing Items budget for 2011/12 based on the August exception monitoring report to Cabinet be noted.

142. Revenue Budget 2012/13 and Medium Term Financial Plan 2012/13 To 2014/15
(Item B2)

(1)   Mr Simmonds and Mr Shipton introduced a report which identified the latest forecasts for next year's budget and the financial plans for the following years. This included an analysis of the overall financial outlook for the whole council, appraisal of the existing plans for 2012/13, an update on the budget pressures facing the Business Strategy & Support Directorate and Financing Items budgets within the Corporate Services portfolios and recommendations from the Informal Member Group (IMG) on areas for budget savings. Mr Shipton stated that the current estimate was that there was a need to identify £32m before the draft budget was published.

(2)   Mr Simmonds and Mr Shipton answered questions and noted comments from Members which included the following:-

- Mr Shipton stated that it was anticipated that the draft budget would be published before Christmas to allow time for adequate consultation with the Policy Overview and Scrutiny Committees and others.
- Mr Shipton confirmed that officers had found the input from the IMG on the Budget useful, especially those comments relating to making the published budget more transparent. It was confirmed that officers would keep Members informed of progress made with the suggestions from the IMG.
- Members had found the IMG on the budget useful and it had enabled them to gain a deeper understanding of the budget.
- In relation to the changes to business rates Mr Shipton explained that officers were more concerned about the volatility at District Council level rather that the impact on the County Council. In some areas there would be a decrease in the tax base.
- Members asked to be made aware of the Governments response to the consultation on business rates when it became available.
- Members suggested that the one off grant for freezing council tax next year was not necessarily good news as it would impact on future years.
- The cost of providing information on all payments over £500, compared to the benefit that could be obtained from this volume of information, was raised.
- The importance of making sure that as much information as possible was on the website as possible so the cost of FOI requests could be reduced was emphasised. .
- Mr Shipton stated that £20m per year had been put into Children's Services, although this figure was less for 2011/12 as it was not a full year.

(3)   RESOLVED that the comments made by Members on the pressures outlined for the Corporate Services portfolios be noted and Members be kept informed of progress made with the recommendation for the IMG on the Budget.

143. Changes to the Local Government Pension Scheme
(Item B3)

(1)   Mr Vickers presented a report on the latest position on changes to the Local Government Pension Scheme (LGPS). The LGPS was a national scheme

administered locally and KCC was the administering body for the Kent County Council Superannuation Fund. The Fund had assets of £3bn, 350 employers are covered by the Fund and there were 100,000 scheme members. The report updated the Committee on the changes proposed for the scheme. There were two main areas of activity which impacted on the future of the LGPS, the Hutton Review and the review of costs stemming from the Comprehensive Spending Review in October 2010.

(2)   Mr Vickers confirmed that this matter would be discussed at the meeting of the Superannuation Fund Committee on 18 November 2011 and he invited Members to attend the seminar on changes to pension arrangements being held on 6 December 2011.

(2)   The Chairman invited Mr Richards, Unison Pensions Representative, to read a statement to the Committee. It was agreed that at copy of the statement would be circulated to Members of the Committee.

(3)   Mr Vickers answered questions and noted comments from Members which included the following:-

- Even after the proposed changes the Local Government Pension Scheme it would still be one of the best pension schemes available in this Country.
- In response to a question Mr Vickers stated that if 10% of staff opted out of the scheme that would be an issue, but there were techniques to manage this situation.
- Regarding the impact on the scheme of the age of people within it, Mr Vickers explained that the employee contribution rate for District Councils and for Medway Council were 10% higher than the County Council because they had a higher average age of employees and they did not have the same amount of new staff coming into the scheme.

(4)   The Committee officially recorded their thanks to Mr Vickers and his team for the hard work that they had carried out over the past 3 years to recover monies deposited in Icelandic banks.

(5)   RESOLVED that the report and comments made by Members be noted.

(Mr Brookbank and Mr Hotson declared personal, non prejudicial interests in these items as they were both in receipt of Local Government Pensions).

144. Finance and Procurement Restructuring
(Item B4)

(1)   Mr Wood introduced a report which set out the draft proposals for the re-organisation of the Finance and Procurement Division. The proposals were based on the assumption of a 30% reduction in the cost and staffing of Finance & Procurement.

(2)   Mr Simmonds and Mr Wood answered questions and noted comments from Members which included the following:-

- In response to a question on whether there had been any positive input from the consultation with staff, Mr Wood stated that as part of the process some members of staff had volunteered to help draw up the revised structure, they had contributed a lot of good ideas and there had been some positive responses. He stated that his priority was to protect permanent staff as far as possible, there had been a staff vacancy freeze and they had agreed 42 redundancies.
- Mr Wood confirmed that officers reviewed the finance function on a regular basis and a few years ago had taken out one in four staff and had produced efficiencies year on year.
- Ms Carey referred to the important role in achieving saving played by improvements to the Oracle system.
- Regarding whether the timeline for the improvements to the Oracle system fitting in with the timeline for achieving savings, Mr Wood stated that the timeline for delivery was aligned, but they did have a separate resource within the budget for next year to run for an additional six month if Oracle improvements were delayed.
- Mr Wood explained that over the next three to four years there was a need to put £13 - £14m aside for redundancies. This was based on one thousand people on an average salary of £13,000 to £14,000, the redundancies that had been agreed so far had been below the £13,000 average and natural turnover had saved about 50 future redundancies.
- Mr Wood confirmed that he was focused on what the organisation needed which was different from what the organisation wanted. He also confirmed that he believed that this solution was a safe one.
- In relation to financial support for Directorates, Mr Wood explained that Managers were being given the tools and training to manage their own budgets. If problems arose there was a central resource available to go in and deal with the issue on a short term basis. Finance were identifying the service that Directorates needed and providing what the organisation could afford.
- Mr Simmonds confirmed that there had been a lot of discussion with Directorates and they knew the quality of staff that would be needed to manage budgets.

(3)   RESOLVED that the report, including the appendices, and comments by Members be noted

145. Business Strategy - Restructure
(Item B5)

(1)   Mr Gough and Ms Foster introduced a report which informed Members of the proposed structure for the new Business Strategy Division, and the process by which the restructuring would take place.

(2)   Mr Gough and Ms Foster answered questions and noted comments from Members which included the following:-

- Mr Gough explained that as part of the "One Council" approach information and policy support had been brought together in a cohesive approach within the centre. It was important that the research and intelligence team was in a

place where it could serve Cabinet, Members and the Corporate Management Team.

- Ms Foster explained that because the structure had not been finalised it was not possible to say how many staff would be slotted.
- It was suggested that the services of staff who produced reports and briefings should be available to non executive Members as well as Cabinet Members.
- It was mentioned that a new Select Committee had been agreed at the Scrutiny Board on 2 November 2011 and it was important that resources were available to support this review.
- Ms Foster undertook to circulate to Members of the Committee a summary of the staff's response to the consultation and her response
- Ms Foster stated that the draft job descriptions had been informed by the consultation and adjustments made to ensure that they were fit for purpose. She agreed to make copies of the job descriptions available to Members.
- It was noted that this reorganisation was crucial to the success of the County Council.
- It was suggested that there should be an Informal Members Group (IMG) meeting to look at this restructuring and how it tied in with the recommendations of the Members Information Monitoring Group.
- Mr King informed Members that there would be a meeting of the Member Development Group before the meeting of the Selection and Member Services Committee on 1st December 2011.

RESOLVED that the proposals for the restructuring of Business Strategy and the progress to date be noted and an Informal Member Group (IMG) meeting be arranged to discuss the Business Strategy Restructuring as it progresses

(Post Meeting Note – the IMG meeting was arranged for 18 November 2011)

146. Community 'Right to Buy' Assets of Community Value & Community Asset Transfer
(Item B6)

(1)   Mr Gough and Mr Whittle introduced a report which set out the current proposals on the Community 'Right to Buy' Assets of Community Value proposal in the Localism Bill, KCC's response to those proposals and policy approach to Community Asset Transfer.

(2)   Mr Gough, Mr Whittle, Mr Thomas and Mr Brown answered questions and noted comments from Members which included the following:-

- Mr Whittle stated that it still was not clear how the Community Right to Buy would operate in practise.   It would be a matter for District Councils to define assets of value and to produce a register that they would hold as the Planning Authority.
- Mr Baker explained the current process for notifying Local Member(s) when a property was declared surplus in accordance with the agreed protocol.
- Mr Gough undertook to look at the current protocol for notifying local Member when a property is due for disposal and to see if there is adequate notification. The point was made that proposed disposals sometimes affected Members in

adjoining divisions and therefore the notification should wider than just the local Member(s).

- Mr Gough undertook to speak with Mr Manion and Mr Parry outside of the Meeting about specific property issues.
- Mr Whittle clarified that Community Right to Buy delayed the sale of identified land/property for a period of time to give the community time to gather the monies together. However, there was no obligation on the owner to sell to the community.
- In response to a question on what happens when a business, such as a pub or the last shop in the village is on the register and the sale is delayed and who would cover the cost to the business, Mr Whittle explained that it would be the Local Authority but it was not defined whether this was the County Council or the District Council.
- It was mentioned that if a Parish Council led the community bid to purchase the asset, they would have access to public loans that would not be available to community groups. Mr Whittle stated that the Big Society Fund could be used as capital to support social enterprises. Also there was provision in the Bill to allow the Secretary of State to aid local community groups.
- A Member expressed concern that the need for the public sector to gain the best price for an asset may outweigh the desirability of allowing the community to purchase it at a reduced rate.
- It was suggested that it may not be possible to obtain claw back clauses when selling land to community groups. Mr Whittle undertook to provide information to Mr Bullock about would happen if a community group failed, and the issue of claw back funding.

(3)   RESOLVED that the report regarding the Community Right to Buy, KCC's approach to Community Asset Transfer and the comments made by Members be noted.

147. Connecting with Communities - Annual Report on Engagement Activity
(Item B7)

It was noted that this item had been postponed until the next meeting of the Committee.

148. Select Committees - update
(Item C1)

(1)   The Committee received a report which updated Members on the current topic review programme and to invite suggestions for future Select Committee topic reviews.   The Committee were informed that the Scrutiny Board had approved a new topic review on Domestic Abuse which would start its work in early 2012, subject to appropriate resources being made available.

(2)   RESOLVED That the Select Committee topic review update be noted.

TO: **Corporate Policy Overview & Scrutiny Committee – 11th January 2012**

BY: **Paul Carter, Leader**
                Alex King, Deputy Leader
                John Simmonds, Cabinet Member for Finance and Business Support
                Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform
                David Cockburn, Corporate Director, Business Strategy and Support

SUBJECT: **Financial Monitoring 2011/12**

Classification: **Unrestricted**

Summary:

Members of the POSC are asked to note the second quarter's budget monitoring report for 2011/12 as reported to Cabinet on 5th December 2011 and the latest exception report on 9th January 2012.

FOR INFORMATION

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1. **Introduction**

1.1   This is a regular report to this Committee on the forecast outturn for the Business Strategy & Support Directorate and Financing Items budgets within the Corporate Services portfolios.

2. **Forecast Outturn**

2.1   A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POSCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report.

2.2   The second quarter's monitoring report for 2011/12 was presented to Cabinet on 5th December 2011. Extracts from the annex for the Business Strategy & Support Directorate for the portfolios reporting to this POSC and the annex for Financing Items are attached as annexes 1 and 2. The figures within the annexes relate to quarter 2 monitoring. An exception report was presented to Cabinet on 9th January 2012 which identified some variations from the quarterly report for the Business Strategy & Support Directorate and to financing items. Para 2.3.1 (a – e) refer to the current position for each unit and the figures quoted may therefore vary from the quarter 2 tables.

2.3   Revenue Budget

Business Strategy & Support Directorate

2.3.1   Since the last report to this POSC in November we have identified the following significant variations:

   a. A further reduction in the pressure on the Finance & Procurement unit was reported in quarter 2 through natural wastage, however subsequently, it was recognised that operationally it was impossible to provide adequate service in some areas given the level of vacancies and many of these posts needed to be covered until the launch of the new structure, by agency staff. Consequently the pressure for Finance & Procurement is currently at a similar level to that reported to the November POSC, at £168k. This is partially off-set by an underspend within the Audit team, in the Deputy Leader's portfolio.
   b. The pressure in HR Business Operations (HRBO) has been increased by +£260k, off-set by a compensating movement in the HR Non-Business Operations units, bringing the forecast for the Corporate Director for Human Resources to break-even.
       The movement in HRBO is primarily down to a reduction in demand for training courses, resulting in variances to income of £660k and part compensating expenditure of -£457k, producing a pressure of +£201k.
       In HR Non-Business Operations, expenditure on Adult Learning (-£264k) and Schools (-£194k) training activity has been reduced. Although there is some effect on income, other income has been found to replace that lost.
   c. In the quarter 2 report, a pressure of £761k was exposed in the Strategic Management & Directorate Support budgets relating to unallocated savings being held centrally before being allocated to specific units. These savings have now been allocated and will be achieved.
   d. The development of the Enterprise Resource Planning (ERP) project has resulted in a pressure of £950k which is to be funded by a drawdown from the IT Asset Maintenance Reserve in the current year. The money to repay this loan has been put in to the 2012-15 MTFP.
   e. Information, Communication and Technology (ICT) have been holding vacancies in order to address the previously reported pressure of £107k and return the unit to a break-even forecast.

2.3.2   The overall impact is a net forecast underspend of -£256k for the Portfolios reporting to the Corporate Policy Overview & Scrutiny Committee.

Financing Items

2.3.4   The Financing Items report for Quarter 2 moved to an underspend of -£5.7m. Members of the POSC are directed to Annex 2 to read the detailed explanations of this movement.

2.3.5   The exception report on 9th January 2012 identified a further increased underspend for Financing Items of £1.5m taking it to -£7.2m. This is due to Early Intervention Grant smoothing money – following the Government reduction in this grant in the 2011-12 budget, we held a one-off contingency to smooth the effects of this reduction in the short term. However, we have been successful in achieving the efficiencies required earlier than anticipated, enabling £1.5m of this smoothing money to be released. The draft 2012-13 budget proposals assume that £1m of this is transferred to reserves to support next year's budget.

2.4   Capital

2.4.1   The capital forecast for Quarter 2 showed an over spend of £1.4m for 2011/12 due to the introduction of the Enterprise Resource Planning project. Cabinet have subsequently given approval to plan status to this project and the budget has now been allocated. The monitoring also showed a re-phasing of £725k from 2011/12 to 2012/13, primarily due to changes in phasing for the Modernisation of Assets programme and Oracle Release 12. The exception report highlighted the need for budget approval in the current year of £652k for the Integrated Children's System – procurement and implementation of a suitable long term ICT solution to replace the existing system which is no longer fit for purpose. Cabinet have subsequently given approval for prudential borrowing to fund this project.

3   Recommendations

3.1   Members of the POSC are asked to note:
   a) the projected outturn for the Business Strategy and Support Directorate and Financing Items for 2011/12 based on the second quarter's monitoring report to Cabinet and,
   b) the changes in the exception report of 9th January 2012 as detailed in para 2.3.1 (a –e)

Background Documents:
   1) Cabinet 5th December 2011 – Revenue and Capital Budgets, Key Activity and Risk Monitoring
   2) Cabinet 9th January 2012 – Revenue and Capital Budget Monitoring Exception Report

Officer Contact:
Jackie Hansen
Acting Finance Business Partner
(Business Strategy & Support)
Ext. 4054

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY
OCTOBER 2011-12 FULL MONITORING REPORT

1.   FINANCE

1.1   REVENUE

1.1.1   All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered "technical adjustments" ie where there is no change in policy, including:

▪ Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.

▪ Cash limits have been adjusted since the last full monitoring report to reflect a number of technical adjustments to budget.

▪ The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2   **Table 1** below details the revenue position by A-Z budget line:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Finance & Business Support portfolio							
Finance & Procurement	19,637	-4,648	14,989	78	0	78	Delay of restructure plans
Business Strategy External Funding	0	0	0	0	0	0	
HR Business Operations	8,150	-5,431	2,719	-423	911	488	Under-delivery of increased income targets in SPS, partially offset by reduced staffing/ activity costs; overspend in ESC mainly on staffing; reduced activity in L&D offset by reduced income
Total F&BS portfolio	**27,787**	**-10,079**	**17,708**	**-345**	**911**	**566**	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	1,628	-9,484	-7,856	775	-14	761	Directorate's as yet unallocated savings still to be allocated across units.
Governance & Law	8,248	-9,472	-1,224	1,297	-1,729	-432	£603k disbursements costs & income; additional costs & income from trading activities
Business Strategy	3,865	-99	3,766	-49	0	-49	Underspend in Performance Management due to maternity leave/ supplies & services underspend
Property & Infrastructure	28,559	-7,129	21,430	0	0	0	
Human Resources	12,748	-2,647	10,101	-503	15	-488	Reduction in base funded external training activity; reduction in training activity to schools
Information & Communication Technology (incl Schools ICT)	36,928	-16,921	20,007	1,500	-1,500	0	IT pay as you go activitiy funded by income
Health Reform	250		250	0	0	0	
Total BSP&HR portfolio	**92,226**	**-45,752**	**46,474**	**3,020**	**-3,228**	**-208**	
Deputy Leader portfolio							
Finance - Audit & Risk	1,671	-742	929	-120	42	-78	£67k u/spend on Insurance offset by reduced drawdown from Insurance Fund; delays in recruiting to vacancies/additional income in audit
Business Strategy - International, Partnerships & Cabinet Office	1,089	-269	820	0	0	0	
Democratic & Member Services	3,948	-3	3,945	48	-57	-9	
Local Democracy:							
- County Council Elections	505		505	0	0	0	
- District Grants	703		703	0	0	0	
Total DL portfolio	**7,916**	**-1,014**	**6,902**	**-72**	**-15**	**-87**	
TOTAL CORPORATE POSC	**127,929**	**-56,845**	**71,084**	**2,603**	**-2,332**	**271**	
Assumed Management Action:							
- F&BS portfolio						**0**	
- BSP&HR portfolio				**-718**		**-718**	
- Deputy Leader portfolio						**0**	
Forecast after Mgmt Action				**1,885**	**-2,332**	**-447**	

1.1.3 **Major Reasons for Variance**: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Finance & Business Support Portfolio:

1.1.3.1 Human Resources – Business Operations: Gross -£423k, Income +£911k, Net +£488k
Schools Personnel Service (SPS) was given an additional income target of £150k for 2011-12, but this was set without the knowledge that there would be a £300k loss of income from ELS as a result of responsibility for undertaking CRB checks and other support being delegated to schools. Consequently SPS are forecasting an under-delivery of income of **+£364k**, but also a partially compensating underspend mainly on salaries of **-£149k.** The Learning & Development unit is experiencing significantly reduced take-up of training courses compared to previous years, causing under-delivery of income of **+£660k**, which is partially offset by reduced expenditure of **-£459k.** Employee Services are forecasting a net pressure of +£172k, which comprises a gross pressure of **+£237k** mainly on staffing, partially offset by increased income of £65k.

Business Strategy, Performance & Health Reform Portfolio:

1.1.3.2 Strategic Management & Directorate Support budgets: Gross +£775k, Income -£14k, Net +£761k
+£718k of the gross pressure relates to the Directorate's as yet unallocated savings, which are being held centrally before being allocated across units. Managers are currently being informed of their additional savings targets, and the impact of the allocation of these savings will be built into the monitoring returns for individual units in the future.
A further variance of **+£950k** has arisen as a result of the development of the Enterprise Resource Planning (ERP) project. It is proposed that this will be met by a temporary drawdown from the IT Asset Maintenance reserve of **-£950k** in the current year, with the repayment of this funding back to the IT Asset Maintenance Reserve in 2012-13, which will be drafted into the 2012-15 MTFP. **Cabinet is asked to approve this proposal**. *It has been assumed for the purposes of this report that this will be approved and the drawdown from the reserve is reflected in the forecast in order to give a net nil overall effect.*

1.1.3.3 Governance & Law – Legal Services: Gross +£1,297k, Income -£1,729k, Net -£432k
Variances on gross spend **(+£694k)** and income **(-£1,126k)** reflect the additional work that the function has taken on over and above that budgeted for, responding to both internal and external demand. Variances of **+/-£603k** are due to increased costs & their recovery for Disbursements.

1.1.3.4 Human Resources: Gross -£503k, Income +£15k, Net -£488k
Much of the underspend on gross relates to a **-£264k** underspend in the Adult Learning Resource Team, this is due to a reduction in base funded training activity. In addition, as a result of the reduction in demand from schools for training courses, there is a reduction in gross spend of **-£194k** in this area, which is offset by a compensating under recovery of income from schools of **+£195k.** However, this income shortfall is largely offset by smaller variances, including savings resulting from salary sacrifice schemes recovered from directorates and additional subscriptions from schools for Improving Together Network.

1.1.3.5 Information & Communication Technology (including Schools ICT): Gross +£1,500k, Income -£1,500k, net Nil
Variances of **+/-£1,500k** on gross and income reflect the increased demand for additional IT Pay-as-you-go projects. Project demand is difficult to predict during budget setting.

Table 2: **REVENUE VARIANCES OVER £100K IN SIZE ORDER**
(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
BSPHR	ICT: Information Systems costs of additional pay as you go activity	+1,500	BSPHR	ICT: Information Systems income from additional pay as you go activity	-1,500
BSPHR	Strat Mgt & Dir Support: Development of ERP project.	+950	BSPHR	Legal income resulting from additional work (partially offset by increased costs)	-1,126
BSPHR	Legal services cost of additional work (offset by increased income)	+694	BSPHR	Strat Mgmt & Dir Support: temporary drawdown of reserves to fund ERP project, to be repaid in 2012-13	-950
BSPHR	Strat Mgt & Dir Support: Directorate's as yet unallocated savings, still to be allocated across units.	+718	BSPHR	Legal Services: increased income relating to Disbursements	-603
F&BS	HR Business Ops: Learning & Development reduced income due to reduced take-up of training courses	+660	F&BS	HR Business Ops: Learning & Development reduced expenditure in line with reduced take-up of training courses	-459
BSPHR	Legal Services: increased costs of Disbursements	+603	BSPHR	HR: Adult Learning Resource Team reduced base funded training activity	-264
F&BS	HR Business Ops: Schools Personnel Service under delivery of increased income target/loss of internal income.	+364	BSPHR	HR: Reduced training activity provided to schools, offset by reduced income	-194
F&BS	HR Business Ops: pressure on Employee Services budget mainly on staffing	+237	F&BS	HR Business Ops: Schools Personnel Service underspend mainly on salaries, partially off-setting under delivery of income target	-149
BSPHR	HR: Underachievement of income due to reduction in demand for discretionary training provided to schools	+195			
		+5,921			-5,245

1.1.4 **Actions required to achieve this position**:

eg Management Action achieved to date including vacancy freeze, changes to assessment criteria etc. This section should provide details of the management action already achieved, reflected in the net position before assumed management action reported in table 1.

Vacancy management is already in place across all BSS units.

1.1.5 **Implications for MTFP**:

Within HR, the allocation of the 2011/12 savings targets will be re-visited in advance of setting 2012/13 budgets for individual units to ensure that achievable budgets are set across the function.

1.1.6   **Details of re-phasing of revenue projects**:

N/A

1.1.7   **Details of proposals for residual variance**: *[eg roll forward proposals; mgmt action outstanding]*

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.

1.1.7.1 Finance & Procurement **(Finance & Business Support/Deputy Leader Portfolio)**
In the Finance & Business Support Portfolio, Finance & Procurement is reporting a net pressure of £78k. This is offset by a £78k net underspend in the Deputy Leader Portfolio (Finance – Audit & Risk) and therefore the overall budget forecast for the Corporate Director for Finance & Procurement is break-even.

1.1.7.2 Human Resources **(Finance & Business Support/Business Strategy, Performance & Health Reform Portfolio)**
In the Finance & Business Support Portfolio, 'HR – Business Operations' is reporting a net pressure of £488k. This is offset by a £488k net underspend in the Business Strategy, Performance & Health Reform Portfolio and therefore the overall budget forecast for the Corporate Director for Human Resources is break-even.

1.1.7.3 Strategic Management & Directorate Support Budgets **(Business Strategy, Performance & Health Reform Portfolio)**
The Directorate is currently holding £718k of unallocated savings centrally. Managers within the Directorate are currently being informed of their allocation of these savings targets, and the impact of this on individual units will be built into their future monitoring returns. It has been assumed that management action within the individual units will result in these savings being achieved.

1.2   CAPITAL

1.2.1   All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted since last reported to Cabinet on 17th October 2011, as detailed in section 4.1.

1.2.2   **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Prev Yrs Exp	2011-12	2012-13	2013-14	Future Yrs	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s
Business Strategy, Performance & Health Reform						
Budget	14,161	12,201	5,859	3,390	2,923	38,534
Adjustments:						
- Re-phasing August Monitoring		-4,483	1,733	2,750		0
- Completed Projects	-2,672					-2,672
- Disposal Costs		-40				-40
						0
Revised Budget	11,489	7,678	7,592	6,140	2,923	35,822
Variance		675	725	0	0	1,400
split:						
- real variance		+1,400				+1,400
- re-phasing		-725	+725			0
Portfolio Total						
Revised Budget	11,489	7,678	7,592	6,140	2,923	35,822
Variance	0	675	725	0	0	1,400
Real Variance	**0**	**+1,400**	**0**	**0**	**0**	**+1,400**
Re-phasing	**0**	**-725**	**+725**	**0**	**0**	**0**

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- Projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

Table 4:   CAPITAL VARIANCES OVER £250K IN SIZE ORDER

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
BSPHR	Enterprise Resource Programme	real			1,400	
			+0	**+0**	**+1,400**	**+0**
Underspends/Projects behind schedule						
BSPHR	Modernisation of Assets	phasing	-520			
			-520	**-0**	**-0**	**-0**
			-520	**0**	**+1,400**	**0**

1.2.5   **Projects with real variances, including resourcing implications:**

There is a real variance of +£1.4m in 2011-12.

Business Strategy, Performance & Health Reform portfolio:

Enterprise Resource Programme: +£1.400m (in 2011-12): capital investment is required for the improvement of Oracle to enable ongoing revenue savings of £3m per annum. **Members are asked to approve prudential borrowing to fund this project.**

Taking these into account, there is an underlying nil variance.

1.2.7   **Project Re-phasing**

Cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. The possible re-phasing is detailed in the table below.

	2011-12	2012-13	2013-14	Future Years	Total
	£k	**£k**	**£k**	**£k**	**£k**
Modernisation of Assets (BSPHR)					
Amended total cash limits	+1,689	+1,250	+1,000	+2,000	+5,939
re-phasing	-520	+520	0	0	0
Revised project phasing	**+1,169**	**+1,770**	**+1,000**	**+2,000**	**+5,939**
Oracle Release 12 (BSPHR)					
Amended total cash limits	+534	0	0	0	+534
re-phasing	-140	+140	0		0
Revised project phasing	**+394**	**+140**	**0**	**0**	**+534**
Total re-phasing >£100k	**-660**	**+660**	**0**	**0**	**0**
Other re-phased Projects below £100k	**-65**	**+65**	**0**	**0**	**0**
TOTAL RE-PHASING	**-725**	**+725**	**0**	**0**	**0**

2.   KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1   **Capital Receipts – actual receipts compared to budget profile**:

	2011-12			
	Budget funding assumption £000s	Cumulative Target Profile £000s	Cumulative Actual Receipts £000s	Cumulative Forecast receipts £000s
April - June		30	769	769
July - September		1,710	1,725	1,725
October - December		2,490		3,210
January - March		3,000		4,225
TOTAL	**8,538**	**3,000**	**1,725**	**4,225**

The cumulative target profile shows the anticipated receipts at the start of the year totalled £3.0m. The difference between this and the budget funding assumption is mainly attributable to timing differences between when the receipts are anticipated to come in and when the spend in the capital programme will occur. There are banked receipts achieved in prior years which were not required to be used for funding until 2011-12.
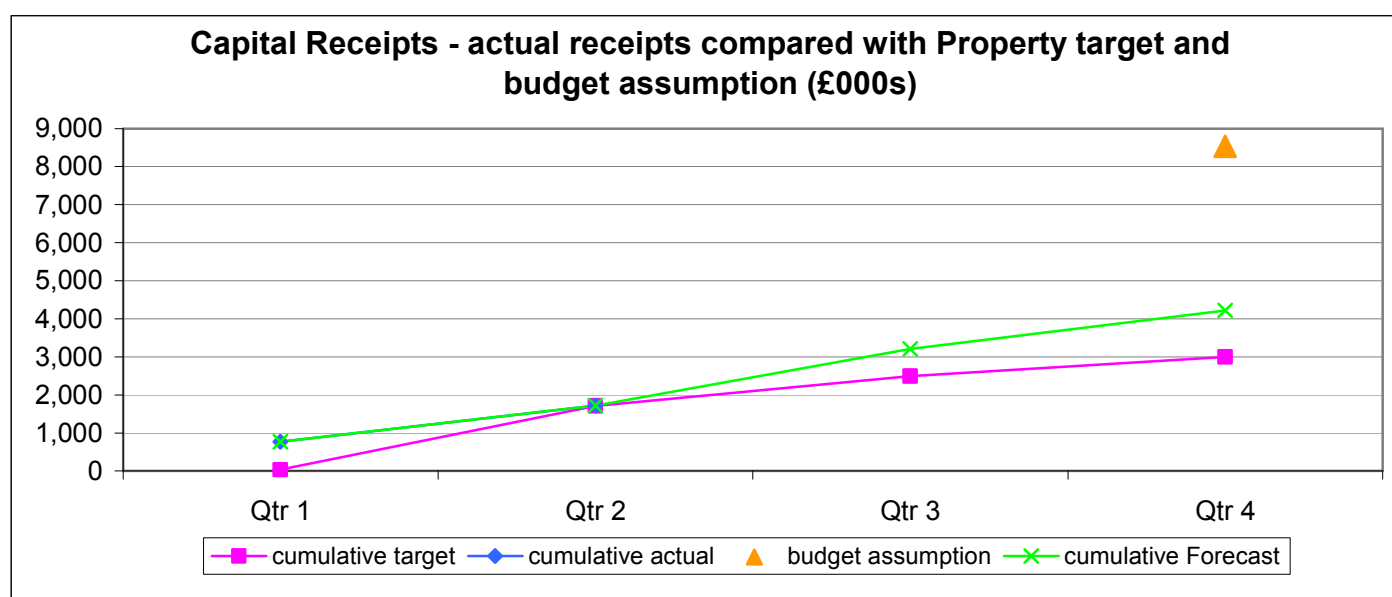
Comments:
- The table below compares the capital receipt funding required per the capital programme this year, with the expected receipts available to fund this.
- Property Group is actually forecasting a total of £4.140m to come in from capital receipts during the year. Taking into consideration the receipts banked in previous years and receipts from other sources there is a forecast a surplus of £4.785m in 2011-12. This is due to receipts being forecast to be achieved during 2011-12 which are held to fund spend in future years of the programme.

	2011-12 £'000
Capital receipt funding per revised 2011-14 MTFP	8,538
Property Groups' actual (forecast for 11-12) receipts	4,140
Receipts banked in previous years for use	7,504
Capital receipts from other sources	1,679
Potential Surplus Receipts	**4,785**

2.2   **Capital Receipts – Kent Property Enterprise Fund 1**:

	2011-12				
Kent Property Enterprise Fund Limit ¦ *£m*	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		12.342	12.342	-19.504	-7.162
April - June	*-10*	12.377	12.342	-19.504	-7.162
July - September	*-10*	14.862	12.393	-19.504	-7.111
October - December	*-10*	15.282			0
January - March	*-10*	15.638			0

Kent Property Enterprise Fund 1 and acquisitions and disposals (£m)
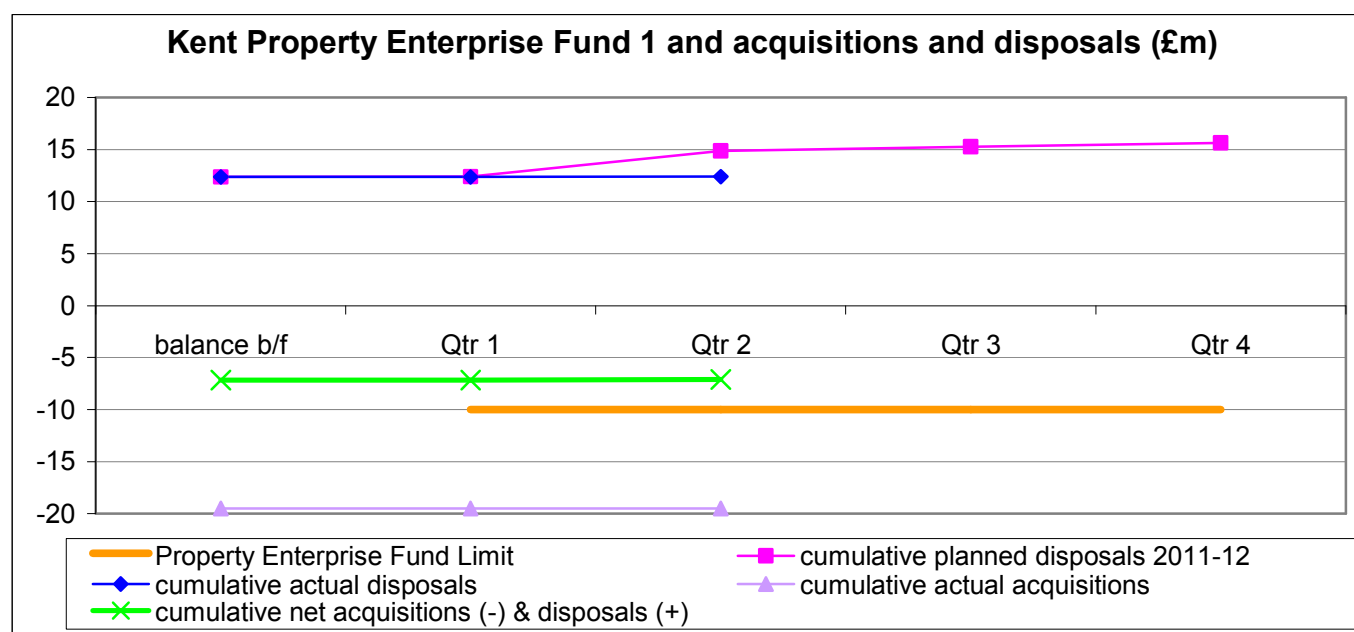
Background:

- County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
  - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
  - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

Any temporary deficit will be offset as the disposal of assets are realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

Comments:

The balance brought forward from 2010-11 on PEF1 was -**£7.162m**.

A value of **£2.717m** has been identified for disposal in 2011-12. This is the risk adjusted figure to take on board the potential difficulties in disposing some of the properties.

As at the 30 September 2011 there has been one disposal generating a receipt of £0.051m.

The fund has been earmarked to provide **£0.197m** for Gateways in this financial year.

There has been a **£0.212m** repayment towards the £5.304m owed by East Kent Opportunities for the Spine Road, Manston.

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.173m**.

Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £4.604m at the end of 2011-12.

Opening Balance – 01-04-11	-£7.162m
Planned Receipts (Risk adjusted)	£2.717m
Costs	-£0.173m
Acquisitions	-
Other Funding: - Gateways	-£0.197m
Repayment of Spine Road, Manston	£0.212m
Closing Balance – 31-03-12	**-£4.604m**

Revenue Implications

In 2011-12 the fund is currently forecasting £0.010m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.527m) against the overdraft facility and the cost of managing properties held for disposal (net £0.102m), the PEF1 is forecasting a £2.222m deficit on revenue which will be rolled forward to be met from future income streams.

2.3 **Capital Receipts – Kent Property Enterprise Fund 2 (PEF2)**:

County Council approved the establishment of PEF2 in September 2008 with a maximum permitted overdraft limit of £85m, but with the anticipation of the fund broadly breaking even over a rolling five year cycle. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight year cycle. The purpose of PEF2 is to enable Directorates to continue with their capital programmes as far as possible, despite the downturn in the property market. The fund will provide a prudent amount of funding up front (prudential borrowing), in return for properties which will be held corporately until the property market recovers.

Overall forecast position on the fund

	2011-12 Forecast
	£m
Capital:	
Opening balance	-22.209
Properties to be agreed into PEF2	-23.835
Forecast sale of PEF2 properties	22.964
Disposal costs	-1.148
Closing balance	-24.228
Revenue:	
Opening balance	-3.417
Interest on borrowing	-0.929
Holding costs	-0.638
Closing balance	-4.984
Overall closing balance	-29.212

The forecast closing balance for PEF2 is -£29.212m, this is within the overdraft limit of £85m.

The target receipts to be accepted into PEF2 during 2011-12 equate to the PEF2 funding requirement in the 2011-14 budget book, and achievement against this is shown below:

	2011-12	
	Cumulative target for year	Cumulative actuals
	£m	£m
Balance b/fwd	-15.1	-15.1
Qtr 1	-5.8	-15.1
Qtr 2	3.5	-15.1
Qtr 3	12.8	
Qtr 4	22.1	

Comments:

- The above table shows a £15.1m deficit which is the net of a £17.6m deficit within ELS and £2.5m of PEF2 achieved in previous years by FSC and E&E that was not required until later years.
- To date no properties have been transferred into PEF2. Corporate Property and Directorates continue to work together to enable properties to be transferred into the fund.

PEF2 target accepted into fund
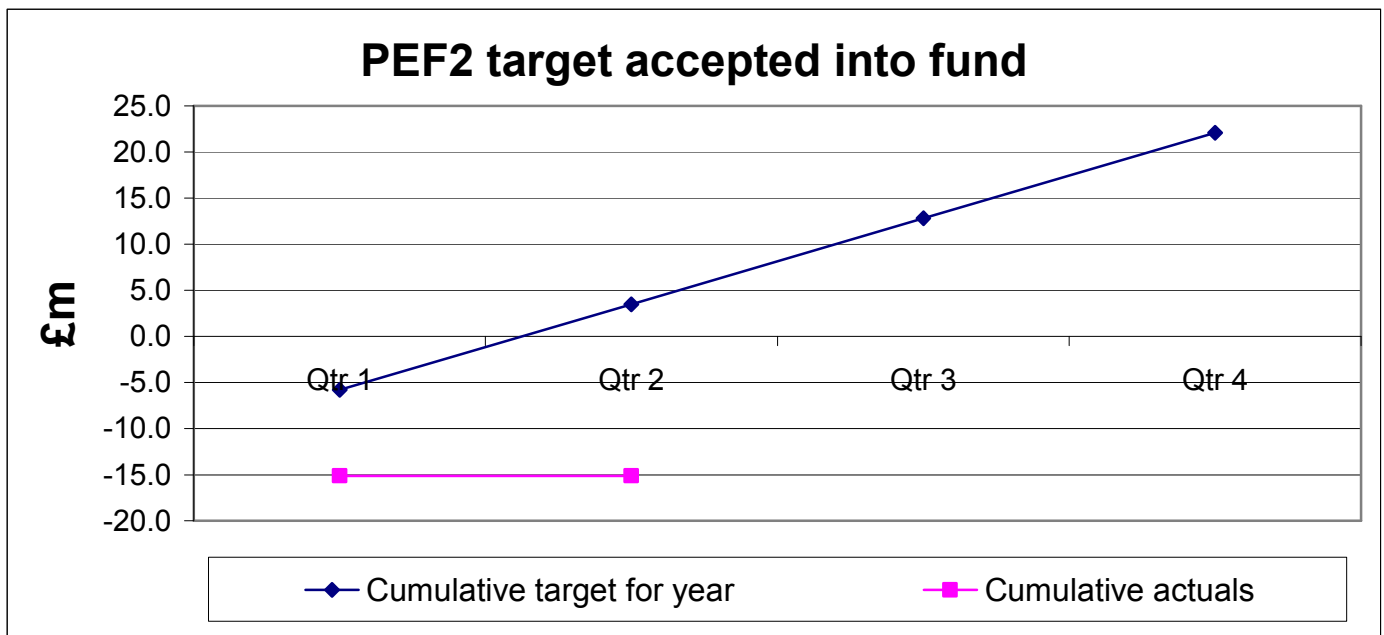
PEF2 Disposals

To date eight PEF2 properties have been sold and four are in the process of completing. The cumulative profit on disposal to date is £1.250m. Large profits or losses are not anticipated over the lifetime of the fund.

Interest costs

At the start of the year interest costs on the borrowing of the fund for 2011-12 were expected to total £0.878m.

Latest forecasts show interest costs of £0.929m, an increase of £0.51m. This is because the latest forecast value of disposals has decreased.

Interest costs on the fund are calculated at a rate of 4%.

FINANCING ITEMS SUMMARY
OCTOBER 2011-12 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered "technical adjustments" ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the full monitoring report to reflect the virement of £0.307m from the underspend on debt charges to the Contact Centre budget within the Communities, Customer Services and Improvement portfolio to cover the increase in call volumes, as approved by Cabinet in September and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2 **Table 1** below details the revenue position by A-Z budget line:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Finance & Business Support Portfolio							
Carbon Reduction Commitment Levy	1,368		1,368			0	
Contribution to/from Reserves	-11,245		-11,245	961		961	transfer of 11-12 write down of discount saving from 08-09 debt restructuring to reserves; transfer of MRP saving to reserves to fund potential impact in future years; drawdown of Insurance Reserve to cover pressure on Insurance Fund
Insurance Fund	3,479		3,479	1,125		1,125	increase in liability claims forecast to be paid & increase in provision for period of time claims
Modernisation of the Council	4,038		4,038			0	
Net Debt Charges (incl Investment Income)	123,889	-8,877	115,012	-7,297	1,128	-6,169	2011-12 write down of discount saving from 2008-09 debt restructuring; re-phasing of capital programme in 10-11 has provided savings on debt charges; saving on leasing costs; in year MRP reduction; savings as no new borrowing against current requirement

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Other	6,490	0	6,490	-1,617	0	-1,617	-£1.546m unexpected unringfenced grant increase held to offset pressures across Authority; -£0.1m subscriptions; +£0.079m costs of Transformation Programme Manager for Change & related project costs
Total F&BS portfolio	**128,019**	**-8,877**	**119,142**	**-6,828**	**1,128**	**-5,700**	
Business Strategy, Performance & Health Reform portfolio							
Contribution to IT Asset Maintenance Reserve	**2,352**		**2,352**			**0**	
Deputy Leader portfolio							
Audit Fees	**464**		**464**			**0**	
Total Controllable	**130,835**	**-8,877**	**121,958**	**-6,828**	**1,128**	**-5,700**	

1.1.3 **Major Reasons for Variance**: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

1.1.3.1 Insurance Fund

A forecast pressure on the Insurance Fund, currently estimated at £1.125m, will need to be met by a drawdown from the Insurance Reserve (see 1.1.3.3 below). This is due to an increase in liability claims forecast to be paid in year and an increase in the provision for period of time claims. These are claims which span a number of years and are distinguishable from claims resulting from a single incident on a particular date. With period of time claims, a number of successive annual insurance policies held by an authority are triggered/become active and this raises difficulties where there are varying terms across the policies and the interests of more than one insurer to consider. We are maintaining our provision for each of our registered period of time claims to reflect a worse case settlement position whilst consideration is being given to correspondence received in connection with interpretation of policy terms by relevant insurers.

The pressure has reduced from the position reported in quarter 1 because a concerted effort by the liability claims team in pressing insurers to clarify the position on a large number of 'open' claims across several policy years has resulted in the opportunity to close a significant number and remove recorded provisions.

1.1.3.2 Net Debt Charges (including Investment Income):

a) There is a saving of £3.683m as a result of:
   - deferring borrowing in 2010-11 due to the re-phasing of the capital programme and also no new borrowing in the first half of 2011-12, other than the replacement of maturing debt.
   - assumptions on the capital programme for 2011-12 and on cash flows generally.

b) The complex calculation to establish the Minimum Revenue Provision (MRP) saving resulting from the re-phasing of the capital programme in 2010-11 has now been completed and this has confirmed a saving of £1.599m this year. This is because fewer assets became operational than anticipated last year. As reported in 2010-11, we have adopted the asset life method of calculating MRP. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an "MRP holiday". However, once these assets do become operational we will incur MRP in the following year, therefore we need to transfer this £1.599m to reserves in order to fund the potential impact in future years of this re-phasing. **Cabinet is asked to approve this transfer to reserves.** The forecast within this report assumes that this transfer is approved.

c) There is a saving of £0.487m which relates to the write-down in 2011-12 of the £4.024m discount saving on debt restructuring undertaken at the end of 2008-09. (£3.378m was written down during the period 2008-11, therefore leaving a further £0.159m to be written in 2012-13).

d) There is a saving on leasing costs of £0.4m.

1.1.3.3 <u>Contributions to/from reserves:</u>

a) As planned, the £0.487m write down of the discount saving earned from the debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve to offset the Icelandic investments impairment cost incurred in 2010-11 (future interest receipts from the Icelandic investments will also go towards offsetting this impairment cost).

b) At year end there will be a draw down from the Insurance Reserve to cover the pressure on the Insurance Fund, currently estimated at £1.125m.

c) As referred to in 1.1.3.2 (b) above, £1.599m will be transferred to reserves in order to fund the potential impact in future years of the current year saving on MRP.

1.1.3.4 <u>Other Financing Items:</u>

a) After the budget had been set we received notification of an unexpected un-ringfenced grant increase of £1.546m for Extended Rights to Free Travel. In light of the pressures faced by the Authority in the current year, we are holding this funding increase within the Finance & Business Support portfolio to offset pressures elsewhere across the Authority.

b) There is a £0.1m saving on local authority subscriptions.

c) There is a pressure of £0.079m relating to the Council restructure for the costs of the Transformation Programme Manager for Change and related project costs. It was originally anticipated that this work would be completed by 31 March 2011 but it continued through the first quarter of 2011-12.

Table 2:   REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
F&BS	Contribution to reserves of in year MRP saving to cover potential impact in future years	+1,599	F&BS	treasury savings: assumptions on capital programme for 11-12 and on cash flows generally, together with savings on debt charges due to re-phasing of capital programme in 10-	-3,683
F&BS	Pressure on the Insurance Fund due to increase in liability claims forecast to be paid & increase in provision for period of time claims	+1,125	F&BS	In year Minimum Revenue Provision saving as a result of 2010-11 re-phasing of the capital programme	-1,599
F&BS	Contribution to economic downturn reserve of 2011-12 write down of discount saving from 2008-09 debt restructuring	+487	F&BS	unexpected un-ringfenced grant for Extended Rights to Free Travel to be used to offset pressures across Authority	-1,546
			F&BS	drawdown from Insurance Reserve to cover pressure on the Insurance Fund	-1,125
			F&BS	2011-12 write down of discount saving from 2008-09 debt	-487
			F&BS	savings on leasing costs	-400
			F&BS	local authority subscriptions	-100
		+3,211			-8,940

1.1.7 **Details of proposals for residual variance**: *[eg roll forward proposals; mgmt action outstanding]*

Currently the underspending on the Financing Items budgets is largely offsetting pressures elsewhere across the authority.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 **Price per Barrel of Oil – average monthly price in dollars since April 2006:**

	Price per Barrel of Oil					
	2006-07	**2007-08**	**2008-09**	**2009-10**	**2010-11**	**2011-12**
	$	$	$	$	$	$
April	69.44	63.98	112.58	49.65	84.29	109.53
May	70.84	63.45	125.40	59.03	73.74	100.90
June	70.95	67.49	133.88	69.64	75.34	96.26
July	74.41	74.12	133.37	64.15	76.32	97.30
August	73.04	72.36	116.67	71.05	76.60	86.33
September	63.80	79.91	104.11	69.41	75.24	85.52
October	58.89	85.80	76.61	75.72	81.89	86.32
November	59.08	94.77	57.31	77.99	84.25	
December	61.96	91.69	41.12	74.47	89.15	
January	54.51	92.97	41.71	78.33	89.17	
February	59.28	95.39	39.09	76.39	88.58	
March	60.44	105.45	47.94	81.20	102.86	
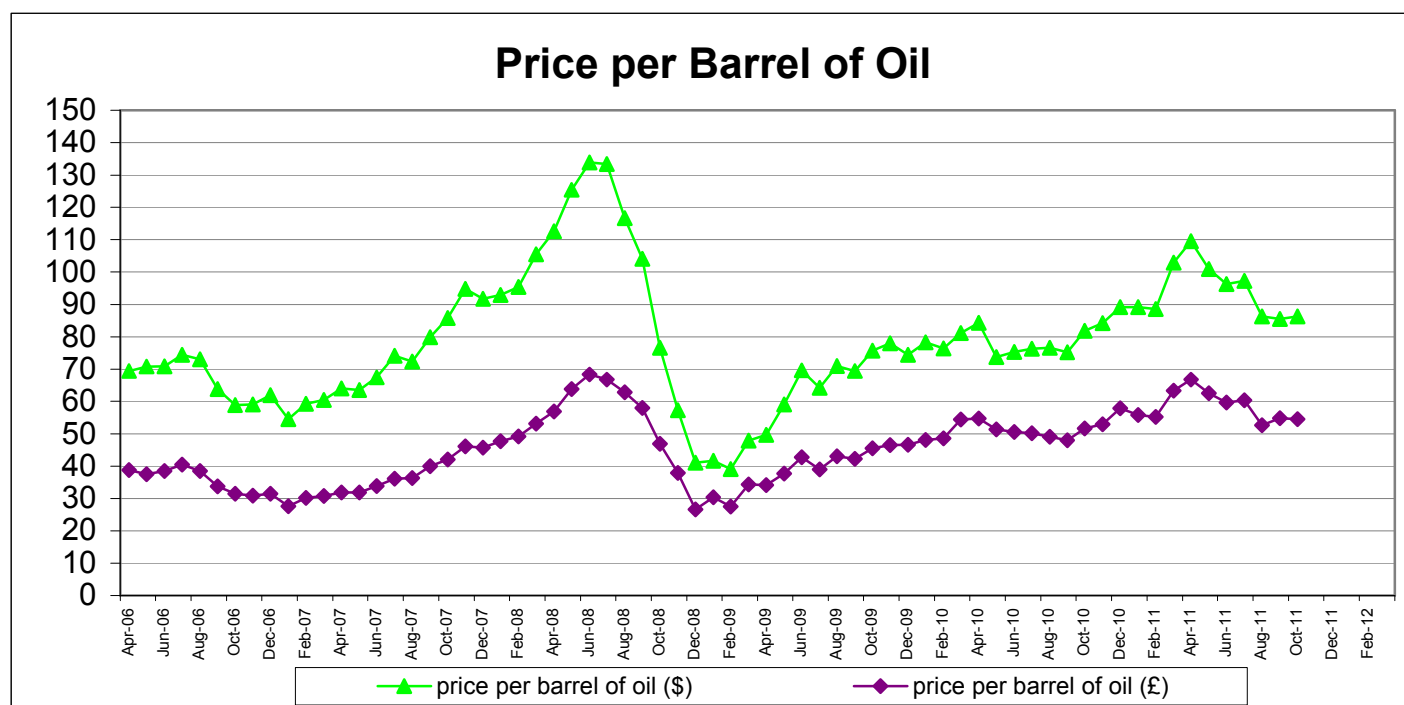
Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.

- The dollar price has been converted to a sterling price using exchange rates obtained from the HMRC website.

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By :	Roger Gough, Cabinet Member Business Strategy, Performance & Health Reform
	David Cockburn, Corporate Director for Business Strategy and Support
To:	Corporate Policy Overview and Scrutiny Committee – 11 January 2012
Subject:	KCC Quarterly Performance Report, Quarter 2, 2011/12 including mid year Business Plan monitoring
Classification:	Unrestricted

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Summary

The purpose of the Quarterly Performance Report is to inform members about key areas of performance for the authority.

The mid year Business Plan monitoring provides highlights of achievements to date for the divisions within the Business Strategy and Support Directorate.

Members are also asked to NOTE this report.

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Introduction

1.   The Quarter 2, 2011/12, KCC Performance Report was presented to Cabinet on 5 December.

2.   The Quarter 2 report is attached in Appendix 1.

3.   A light touch mid year Business Plan monitoring exercise was conducted in November with the aim of identifying achievements and also areas where tasks were not completed.

4.   Highlights of the mid year Business Plan monitoring for Business Strategy and Support is attached at Appendix 2.

Quarter 2 Performance Report

5.   The Quarterly Performance Report replaces the previous Core Monitoring and at this stage is still in development.

6.   New information has been added to the report for Quarter 2 and further developments are planned for future quarters. The new information added to the report for this quarter includes:

- Summary financial information

- Information on contacts by service to the contact centre
- Results of key consultations
- Additional information relating to our staff.

7.   An executive summary of performance for quarter 2 is provided on pages 4 to 5 of Appendix 1, which details the main results against the key performance indicators.

8.   This process contributes to the management of the overall performance of the authority and the reports are to be published on the external web site as part of KCC's transparency agenda.

Mid year business plan monitoring

9.   A summary of the highlights of the mid year Business Plan monitoring for Business Strategy and Support is attached an Appendix 2. The Economic Development section for Business Strategy has not been included.

10.   Highlights of achievements to date are shown for each Division. The majority of projects, developments and activities outlined in Business Plans are reported as progressing as expected, with completion by the year end.

Recommendations

11.   Members are asked to NOTE this report.

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KCC Quarterly Performance Report
Quarter 2, 2011/12

Cabinet, 5 December 2011

Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter two of financial year 2011/12.

Within this report you will find information on our Key Performance Indicators (KPIs) and a range of other essential management information. This report should be read in conjunction with our financial monitoring report which includes information on service demand levels and related key activity indicators.

The council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Step priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

Paul Carter   Katherine Kerswell
Leader of the Council   Managing Director
Kent County Council   Kent County Council

Index

Executive Summary

Our key performance highlight to report at this time is the good progress that has been made in the Improvement Plan for Children's Social Services. Following the Ofsted inspection last year we received a judgement of our services being considered inadequate. However, a recent unannounced inspection from Ofsted carried out during October 2011 found that "All areas for development identified at the previous inspection of contact, referral and assessment arrangements in August 2010 have been tackled and most have improved to a satisfactory standard." The Ofsted report went on to say that "the area for priority action identified at the inspection of contact, referral and assessment arrangements in August 2010 has been addressed".

There is of course still much to do to improve our services for vulnerable children, and the contact, referral and assessment arrangements are only part of the overall service provided. We will continue to place the needs of vulnerable children as our highest priority and we will work to deliver a service which will be regarded not just as adequate but as excellent.

Highlights of results against our KPIs included in this report are as follows:

Children's Social Services:
- Key improvement targets have been achieved, including significant reductions in assessment backlogs and the number of cases which are left unallocated for too long.
- More needs to be done to invest in preventative services to reduce the number of children with child protection plans or who come into care.

Education:
- Pupils in Kent have done well this year at Key Stage 2, with the county average closing the gap to the national average. GCSE results remain ahead of the national average but our improvement this year has been less than the national improvement.
- Pupil attainment for too many schools in Kent however performs below the national floor targets and as a consequence too many schools in Kent become subject to special measures. We have introducing the Kent Challenge which aims to significantly turn this situation around over the next few years.

Skills:
- Our KCC apprenticeship scheme continues to outperform the targets we have set and we are actively promoting apprenticeships across the whole Kent economy.

Young people:
- Too many young people find it hard to obtain work or become disengaged from schools and education. Youth unemployment is too high. We continue to work hard to engage young people and help them achieve the skills they need to be ready for work.
- The number of disengaged young people in Kent who turn to crime continues to reduce.

Economic support:
- Due to the global economic downturn the level of inward investment by businesses into Kent has reduced in recent years but performance this year, after an initial slow start, is currently close to the target we set.

Adult Social Care
- We continue to deliver improved personalisation of services and more choice and control for service users. We are achieving our current targets for allocating personal budgets and providing clients with assistive technology (telecare).
- We have more to do to ensure that the number of clients accessing enablement services is as high as it can be – we are reviewing our progress and targets to ensure we deliver this.

Highway maintenance
- Our performance in delivering timely repairs to roads and pavements continues to be on target and complaints have reduced.

Waste management
- We continue to maintain good performance in relation to waste management and are achieving our current year targets.

Customer Services
- Use of our website has been below our target level this year and our contact centre has been overwhelmed with high call volumes, resulting in reduced performance in our call answering response rates. We are developing a new customer strategy and action plan to improve our on-line offer and have allocated additional resource in the short term to cope with the additional calls we are receiving in the contact centre. At the time of writing this report, service response times in our contact centre had returned to above target.

Overall Summary of KPIs

	RED	AMBER	GREEN	TOTAL
Current ratings	6	9	14	29
Previous ratings	8	6	15	29

Key to RAG (Red/Amber/Green) ratings applied to KPIs

GREEN	Target has been achieved or exceeded
AMBER	Performance is behind target but within acceptable limits
RED	Performance is significantly behind target and is below an acceptable pre-defined minimum *
⇧	Performance has improved relative to targets set
⇩	Performance has worsened relative to targets set

* In future, when annual business plan targets are set, we will also publish the minimum acceptable level of performance for each indicator which will cause the KPI to be assessed as Red when performance falls below this threshold.

Performance Assurance Team (PAT)

PAT's role is to consider and challenge the action plans for improving performance, including addressing constraints and barriers and to provide additional reassurances to elected members that the action plans and the information included within this report are robust.

PAT meets monthly and is chaired by the Deputy Managing Director. Membership includes a nominated director from each directorate. It also includes two non-executive directors (NEDs) who are staff from the grass roots of the organisation. This ensures PAT has cross-organisation membership from all levels to provide a 'whole organisation' approach to improvement.

Data quality note

All data included in this report for current financial year are provisional unaudited data and are categorised as management information. All results may be subject to later change.

Bold Steps for Kent

Many of the KPIs included in this report have references to Bold Steps Priorities.

The Kent County Council medium term plan for 2011 to 2014, **Bold Steps for Kent** was published in December 2010. A follow on document, providing clearer focus on the top priorities and the measures of success and key milestones, **Delivering Bold Steps,** was published in July 2011.

Our key priorities within Bold Steps are as follows:

1. Improving how we procure and commission services
2. Supporting the transformation of health and social care in Kent
3. Ensuring all pupils meet their full potential
4. Shaping education and skills provision around the needs of the Kent economy
5. Delivering the Kent Environment Strategy
6. Promoting Kent and enhancing its cultural and sporting offer for residents
7. Building a strong relationship with key business sectors across Kent
8. Working with our partners to respond to the key regeneration challenges in Kent
9. Supporting new housing growth that is sustainable and with the appropriate infrastructure
10. Delivering 'Growth with Gridlock'
11. Improving access to public services and moving towards a single initial assessment process
12. Empowering social service users through increased use of personal budgets
13. Establishing a Big Society Fund to support new social enterprise in Kent
14. Ensuring we provide the most robust and effective public protection arrangements (safeguarding vulnerable children and adults)
15. Improving services for the most vulnerable people in Kent
16. Supporting families with complex needs and increasing the use of community budgets.

Many of these priorities will be delivered in partnership with other public agencies in Kent and all of these priorities build on and support our Framework for Regeneration, Unlocking Kent's Potential.

Summary of Performance for our KPIs

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Number of children's social care cases not allocated to a social worker for over 28 days	Children's Social Care	28	Green	Green	⇧
Number of initial assessments in progress and out of timescale	Children's Social Care	29	Green	Green	⇩
Number of children looked after per 10,000 children aged under 18	Children's Social Care	30	Red	Red	⇩
Percentage of children leaving care who are adopted	Children's Social Care	32	Red	Green	⇩
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care	34	Red	Red	⇧
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care	36	Amber	Amber	⇧
Percentage of children subject to a child protection plan for two or more years	Children's Social Care	38	Red	Red	⇧
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	Education	40	Amber	Red	⇧
Percentage of pupils achieving 5+ A*-C grades at Key Stage 4 including GCSE English and Maths	Education	42	Amber	Amber	⇩
Number of schools in category (special measures or with notice to improve)	Education	44	Red	Red	⇧
Number of starts on Kent Success Apprenticeship scheme	Skills	46	Green	Green	⇩
Number of starts in Kent on the National Apprenticeship Scheme	Skills	48	Green	Green	⇧
Percentage of pupils permanently excluded from school	Young People	50	Amber	Amber	⇧
Percentage 16 to18 year-olds not in education, employment or training	Young People	52	Amber	Green	⇩

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Number of first time entrants to youth justice system	Young People	**54**	**Green**	**Green**	⇧
Number of gross jobs created in Kent and Medway through inward investment	Economic Support	**56**	**Amber**	**Red**	⇧
Percentage of adult social care clients who receive a personal budget and/or a direct payment	Adult Social Care	**58**	**Green**	**Green**	⇧
Number of adult social care clients receiving a telecare service	Adult Social Care	**60**	**Green**	**Green**	⇧
Number of adult social care clients provided with an enablement service	Adult Social Care	**62**	**Amber**	**Amber**	⇧
Percentage of adult social care assessments completed within six weeks	Adult Social Care	**64**	**Green**	**Green**	⇩
Percentage of clients satisfied that desired outcomes have been achieved at their first review	Adult Social Care	**66**	**Green**	**Green**	⇧
Percentage of routine highway repairs completed within 28 days	Highways	**68**	**Green**	**Amber**	⇧
Average number of days to repair potholes	Highways	**70**	**Green**	**Green**	⇧
Percentage of satisfied callers for Kent Highways 100 call back survey	Highways	**72**	**Green**	**Green**	⇩
Percentage of municipal waste recycled or converted to energy and not taken to landfill	Waste Management	**74**	**Amber**	**Amber**	⇧
Kg of residual household waste collected per household	Waste Management	**76**	**Green**	**Green**	⇧
Percentage of waste recycled and composted at Household Waste Recycling Centres	Waste Management	**78**	**Green**	**Green**	⇧
Percentage of phone calls to KCC Contact Centre answered within 20 seconds	Customer Services	**80**	**Red**	**Red**	⇧
Number of visits to KCC web site	Customer Services	**82**	**Amber**	**Red**	⇧

Summary of Revenue budget monitoring position for financial year 2011/12				
Cabinet Member	John Simmonds	**Corporate Director**	Andy Wood	
Portfolio	Finance and Business Support	**Division**	Finance and Procurement	

Revenue Budget position by portfolio	Net Budget £ m	Forecast Gross Variance £ m	Management Action £ m	Forecast Net Variance £ m
Education, Learning & Skills	56.2	-1.2		-1.2
Specialist Children's Services	110.8	+12.6		+12.6
Adult Social Care & Public Health	317.4	-2.6		-2.6
Environment, Highways & Waste	149.1	-3.5		-3.5
Communities, Customer Services & Improvement	91.1	+0.1		+0.1
Regeneration & Enterprise	4.1			
Finance & Business Support	136.8	-5.1		-5.1
Business Strategy, Performance & Health Reform	48.8	-0.2	-0.7	-0.9
Deputy Leader	7.4	-0.1		-0.1
Total (excluding schools)	**921.9**	**+0.0**	**-0.7**	**-0.7**
Schools		+4.2		+4.2
TOTAL	**921.9**	**+4.2**	**-0.7**	**+3.5**

Commentary

The latest forecast revenue position (excl Schools) before the implementation of management action is for breakeven, which is a reduction of £1.8m since the October Cabinet report. Management action is currently expected to reduce this to an underspend of £0.7m, with residual pressures currently forecast within the Specialist Children's Services and Communities, Customer Services & Improvement portfolios.

Within Specialist Children's Services there are significant demand led pressures together with pressures on staffing, mainly agency social workers, in response to the Ofsted inspection, totalling £11.8m (excluding Asylum). Within this, the activity levels for Fostering and Residential Care are a particular cause for concern as they are very high compared to the affordable level despite additional funding being provided in the 2011-13 MTP. This will need to be addressed in the 2012-15 MTP.

Commentary

Within Adult Social Care there is forecast underspend of £2.6m. Within this there are cost pressures relating to clients with a disability or mental health needs which are likely to be as a result of medical advances enabling people to live with more complex needs. These pressures are more than offset by underspending on direct payments for all other clients groups and on domiciliary, day, nursing and residential care for older people. In view of this overall forecast underspending position, work is ongoing to establish the demographic pressures for adult social care now anticipated over the medium term, in order to update the assumptions already reflected in the published MTFP.

Within Education, Learning and Skills the savings on Home to School transport experienced in 2010-11 are continuing in 2011-12, with a saving of £1.2m forecast. This saving will be reflected in the 2012-15 MTFP.

Schools reserves are forecast to reduce by £5.7m this year as a result of 50 more schools converting to new style academy status, which allows them to take their reserves with them; the remaining Kent Schools are expected to increase their reserves by £1.5m giving an overall expected movement in schools reserves of -£4.2m.

The savings on the waste budgets experienced last year, mainly due to lower than budgeted waste tonnage, are continuing in 2011-12, with a £2.7m saving forecast.

An unexpected un-ringfenced grant increase of £1.5m is being held within the Finance & Business Support portfolio to offset pressures elsewhere across the authority.

We have recovered a further £0.767m in October from our principal investments in the collapsed Icelandic Banks, bringing our total recovery so far to £11.854m, which all relates to the our £18.350m investment in the UK registered Heritable Bank. Following the Icelandic Supreme Court's confirmation of KCC as a preferred creditor, we are expecting our full £15m principal investment in Glitnir Bank during December and 98% of our £17m principal investment with Landsbanki, although the timing of this is as yet uncertain.

We have also recovered all of our £10m principal investment plus interest, as expected on the re-scheduled maturity date of 31 October 2011, from the troubled Dexia bank.

Summary of Capital budget monitoring position for financial year 2011/12			
Cabinet Member	John Simmonds	**Corporate Director**	Andy Wood
Portfolio	Finance and Business Support	**Division**	Finance and Procurement

Capital Budget position by portfolio	Budget £ m	Actual Spend Variance £m
Education, Learning & Skills	152.2	-6.6
Specialist Children's Services	12.7	0.2
Adult Social Care & Public Health	12.1	
Environment, Highways & Waste	94.5	7.2
Communities, Customer Services & Improvement	18.3	0.2
Regeneration & Enterprise	14.5	
Finance & Business Support	7.7	1.5
Total (excluding schools)	**312.1**	**+2.5**
Schools	**24.7**	
TOTAL	**336.8**	**+2.5**

Commentary
Key headlines: **Highways Major Maintenance -** £4.1m is to be spent on major patching and full surface dressing works on the roads worst affected by winter damage funded by government grant. **Victoria/Drovers Roundabout -** these projects are overspending by £2.7m, grant funding is being sought to cover the overspend but there is a risk that the funding is not approved. **Enterprise Resources Planning Programme -** £1.4m is required for the improvement of Oracle to enable ongoing savings of £3m per annum.

Commentary
Building Schools for the Future Unit Costs - a £4.7m underspend has been declared due to the cost of compensation claims being met from elsewhere in the programme and reduced development costs following the downsizing of the BSF and Academy Programme. £4.1m of the underspend has been requested to be used to fund the shortfall/overspend on the Academy projects. Further detail on all capital projects and related re-phasing and variances can be found in the full Financial Monitoring report.

Incoming calls received by KCC Contact Centre (Contact Kent) : top ten contact lines			
Cabinet Member	Mike Hill	**Director**	Des Crilley
Portfolio	Customer and Communities	**Division**	Customer Services

All figures rounded to nearest thousand and shown as thousands.

Contact Phone Line	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Change to last year
247 main phone line	31	41	30	32	40	48	+20%
Office switchboards	37	32	45	52	40	31	+4%
Libraries and Archives	42	43	47	41	37	35	-14%
Highways and Transport	34	34	35	39	36	41	+14%
Registration Services	34	30	25	35	40	22	-2%
Education Line	11	13	15	18	26	31	+135%
Adult Social Services	20	19	19	22	27	25	+35%
Blue Badges	11	11	9	10	17	16	+51%
Adult Education	13	20	13	13	11	17	-13%
Children Social Services (out of hours)	10	9	9	8	10	9	+3%
Other lines	19	18	21	18	29	25	+47%
Total Calls (in thousands)	**261**	**270**	**269**	**287**	**314**	**301**	**+16%**

Commentary

The number of phone line contacts to the Contact Centre was 16% higher for the first half of this year compared to last year.

Some of the increase was due to new phone lines moving into the Contact Centre such as Concessionary Fares which was previously run by district councils. However nearly all services and all phone line channels have seen increased caller volumes so far this year with only Libraries and Archives, Adult Education and Registration Services showing reduced caller volumes.

The increase in demand at the contact centre has had an adverse impact on the call answering response times achieved and call answering response rates are reported elsewhere in this report.

Detailed analysis of the call data shows the following changes to caller volumes so far this year compared to last year:

- The 247 main line is now receiving more calls than any other line, showing that this phone number is currently being accepted as the best main contact line for any KCC service.
- Library and Archives was previously the service with the highest caller volume but currently Highways and Transport are receiving more calls with the increase in calls to Highways and Transport being a result of changes to the speed awareness course qualification criteria process.
- The Education line is receiving a significantly higher call volume this year due to the change for the 'In year school admissions' process. This increase means this line is currently receiving more calls than the Adult Social Care and the Adult Education lines, which previously had higher volumes.
- Call volumes for the Blue Badge service have increased due to the service being delivered differently, as instructed by the Department for Transport. This increase in calls now places this service higher than the Adult Education phone line for call volumes.
- Calls to the Registration Services line have reduced as certain calls are going directly to Registration offices.

Number of complaints received by Kent County Council – top ten service areas							
Cabinet Member	Mike Hill			**Director**		Matt Burrows	
Portfolio	Customer and Communities			**Division**		Communication and Engagement	

Complaints by Service area	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	12 month Totals
Highways and Transportation	534	532	646	247	261	288	**1,442**
Children's services *	131	104	125	128	(132)	(144)	**529**
-- Education services					14	15	
-- Children's social care					118	129	
Adult Social Services	139	126	123	135	126	82	**466**
Libraries & Archives	45	25	23	23	47	255	**348**
Insurance claims	96	49	51	220	56	15	**342**
Environment *	103	102	44	71	(93)	(113)	**321**
-- Waste management					68	58	
-- Countryside access					25	55	
Adult Education	32	49	38	32	33	36	**139**
Commercial Services	13	27	18	17	59	31	**125**
Gateways and Contact centre	0	48	10	3	10	25	**48**
Youth services	5	12	18	8	3	9	**38**
Other services	37	49	62	49	50	52	**202**
Total	**1,135**	**1,123**	**1,158**	**933**	**870**	**1,039**	**4,000**

* Breakdown of last year's data for children's services and environment into new organisational structures is not available.

Commentary

The number of complaints for the quarter were up 19% compared to last quarter but down 7% compared to the same time last year, thus continuing the trend of last quarter for less complaints being recorded this year – for the half year position complaints recorded are 15% less than last year. The rise in complaints this quarter can be accounted for by the increase in complaints recorded by Libraries and Archives (see below). All complaints are monitored to determine whether there are any emerging trends that can be addressed by the service areas.

Highways and Transportation: The majority of complaints received by KCC relate to highways and transportation. Complaints in this area are down 48% compared to the same time last year and much of this is down to the work undertaken to reduce the backlog of pothole repairs and other maintenance work which had resulted from previous harsh winter weather. Related to this has been a reduction in complaints relating to insurance claims by 51% compared to the same time last year. This accounts for much of the reduction in complaints this year compared to last year.

Children's Social Services: There was a slight increase in complaints this quarter although no specific trends have been identified.

Adult Social Services: There was a noticeable reduction in complaints received this quarter. The top reasons for complaints are disagreements with decisions made and poor communications. Recently there have been a number of complainants disputing service fees, mostly resulting from poor communication. KCC has now adopted a standard letter which provides clear information on what amounts clients will have to pay.

Libraries & Archives: Complaints are recorded on comment cards and due to a noticeable reduction in the number of comment cards received last year in comparison with previous years, managers were reminded to ensure that comment cards are clearly visible within libraries. As a result there has now been an increase in comment cards received in the last quarter and the issues being raised from newly received comments cards are being examined to identify potential improvements which can be made to the service.

Insurance Claims: The number of Insurance claim complaints for the quarter were significantly down due to the reduction of pothole complaints.

Environment: The number of complaints received regarding Country Parks has increased this quarter from 25 to 51 (100%). The largest number of complaints were about the lack of outside shelter at Trosley and dogs not allowed on patio area. Dogs are now allowed on patio area and the management team are looking into ideas to provide shelter.

Result of key public consultation exercises			
Cabinet Member	Mike Hill	**Director**	Matt Burrows
Portfolio	Customer and Communities	**Division**	Communication and Engagement

Vision for Kent - the community strategy for the county, owned by the Kent Forum.

The draft strategy, the Vision for Kent 2011-2021 was subject to a formal consultation between June and August 2011. The target audience for the consultation included members of the public, elected members and public bodies including parish councils, private sector businesses and voluntary and community organisations including the faith sector.

Just under 800 consultation responses were received with 75% of the responses being from members of the public. In addition, over 900 individual comments and suggestions were received about specific elements of the draft strategy. The three most highly rated actions for each ambition were as follows:

Ambition 1 - To grow the economy	Ambition 2 - To tackle disadvantage	Ambition 3 - To put citizens in control
Deliver critical infrastructure Promote apprenticeships Provide lifelong learning opportunities	Reduce dependency on benefits Prevent young people from becoming disengaged Provide a choice of high quality, integrated health and social care	Support communities to have more control over their local area Tackle anti-social behaviour and crime Provide the information that residents need to get involved in decision making and hold services to account

The results of the consultation have been carefully analysed and used to make recommendations on redrafting the final version of the new Vision for Kent. The final draft will be presented to Kent County Council on 15 December for approval and to the Kent Forum on 8 February.

Charging Policy for non-residential adult social care services.

The council decided to review its Charging Policy for non-residential adult social care services as budget pressures had led to a need for residents to contribute more for the services they receive. A consultation was undertaken between May and July 2011 to both inform people about the proposals and to seek their views. As well as existing and prospective service users, KCC members and staff, voluntary sector organisations, district councils, NHS partners and other stakeholders were invited to respond to the consultation. As well as writing to stakeholders, sixteen public consultation meetings were also held.

The consultation produced 6,766 separate responses. There were four proposals in the consultation and the responses were as follows:

Proposal	Consultation response
Charge people who use mental health services in the same way as all other people in receipt of services	The number of respondents who agreed with this proposal was nearly the same as the number who disagreed
Include day care and transport as part of the services that can be charged for	45% of respondents disagreed with this proposal
Increase the amount of available income that is taken into account when working out a person's charge from 85% to 100%	59% were against and 21% agreed with the proposed change
Reduce the standard amount allowed for the Disability Related Expenditure Assessment (DREA) from £21 to £17 per week for all	20% of respondents agreed but 59% disagreed

The consultation evaluation report was published on www.kent.gov.uk/fsccharging. The Cabinet Member for Adult Social Services and Public Health decided that all four proposals will go ahead with proposals 1-3 taking effect from April 2012, and proposal 4 coming into effect from January 2012.

Home to school transport provision.
A consultation was conducted between March and May 2011 on proposals to change the discretionary elements of home to school transport provision, including the proposal to stop providing free transport above the statutory requirements to children assessed to be of selective ability, and children attending the nearest (voluntary aided) church school if it is of the same denomination as the child. Various stakeholders were invited to respond to the consultation including young people (Kent Youth County Council), parents, schools, Diocesan Boards, KCC members, district councils, and neighbouring local authorities. The top three comments on the proposals were as follows:
- 33% were concerned that the proposals added to financial hardship for families
- 25% considered the proposals unfair in a local authority that operates a selective system
- 17% made reference to the Kent Freedom Pass and about half of these comments were concerned about the increase of the pass to £100 and the possibility of future increases

In June 2011 KCC Cabinet agreed to implement the proposals from September 2012 onwards. The council will in future only provide home to school transport on denominational or selective grounds for low income families or where there is a statutory requirement to do so. Any pupil in receipt of transport assistance on denominational or selective grounds prior to September 2012 will continue to receive this support. For more details please see full Cabinet report. The impact of this decision on parental preferences for schools will be monitored and if required a further review of school transport policy will be completed in the future.

Number of full time equivalent (FTE) staff employed by KCC (excludes schools)
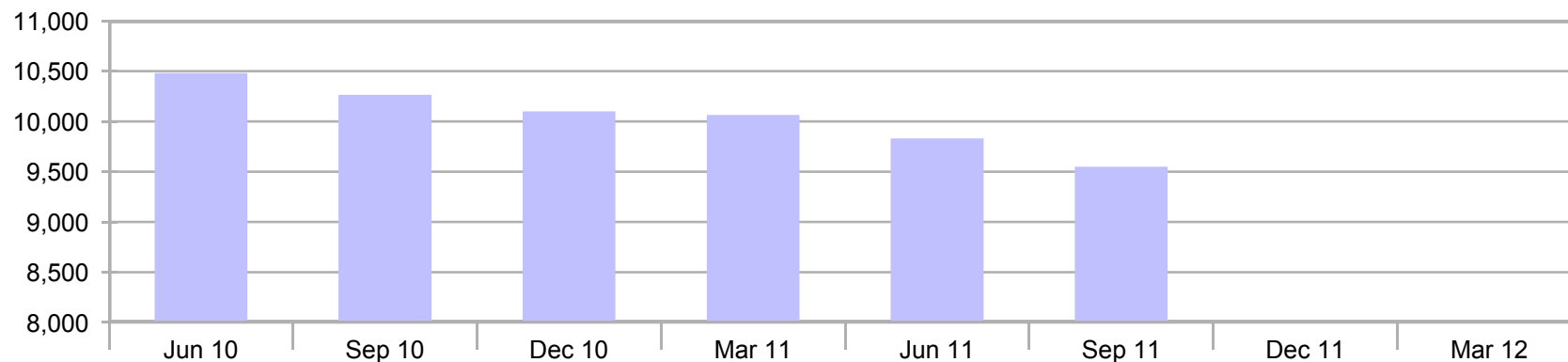
Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	10,477	10,259	10,094	10,061	9,826	9,545		

Commentary

KCC has reduced its FTE workforce by 7.5% in the last 12 months and further reductions will be achieved in the year ahead.

Data Notes
Unit of measure: Number of FTE
Data Source: Oracle Human Resources database
Data is reported as count at each quarter end

Average number of days of sickness per full time equivalent member of staff
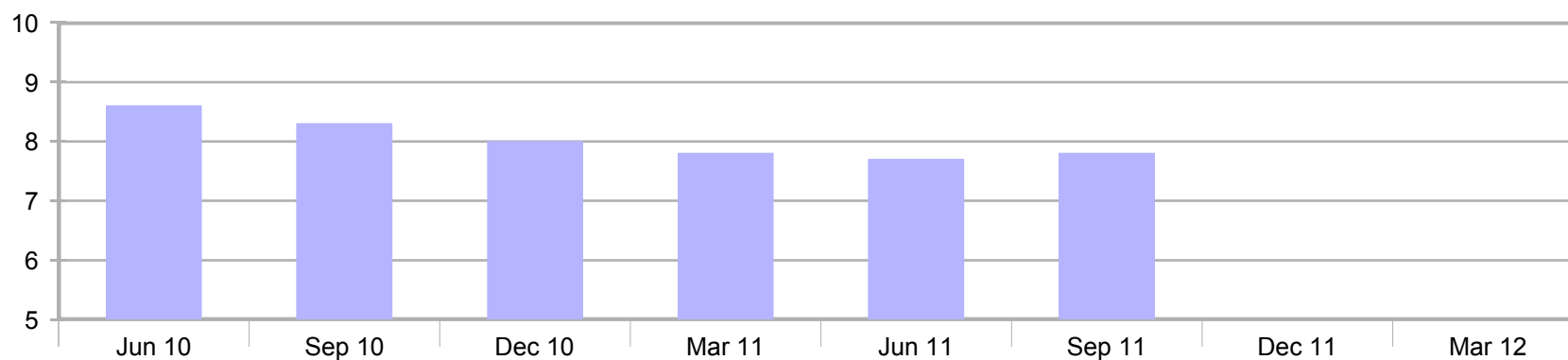
Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	8.6	8.3	8.0	7.8	7.7	7.8		

Commentary

Sickness has shown a slight increase in the quarter compared to previous quarter but performance continues to be better than previous year.

Available comparative data for this indicator shows:
CIPFA benchmarking club, Other county councils, unitaries and police forces = 10.1 days
CIPFA benchmarking club, Other county councils and Medway = 8.9 days
CBI, Absence & Workplace Health Survey 2011, Public sector = 8.1 days
Civil service = 8.7 days

Data Notes
Unit of measure: Average number of days per FTE
Data Source: Oracle Human Resources database
Data is reported as totals for the 12 months ending each quarter.

Staff turnover - percentage of staff leaving as a percentage of headcount
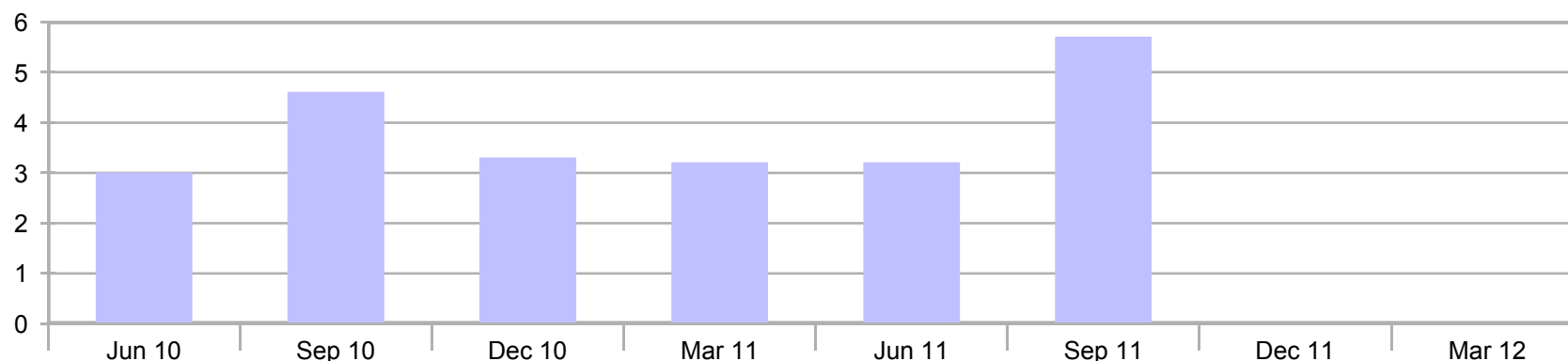
Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	3.0%	4.6%	3.3%	3.2%	3.2%	5.7%		
12 month total	11.7%	12.9%	13.7%	14.1%	14.4%	15.3%		

Commentary

Turnover for the quarter had been high compared to previous quarter and the same time last year. The quarter to September traditionally sees higher turnover particularly in relation to staff working with schools. Turnover this year has been maintaining levels comparable to similar organisations. Turnover at this time is higher than in previous years due to the level of re-structuring the council is delivering, as it slims its workforce down to deliver significant savings in budget.

Available annual comparative data for this indicator shows :
CIPFA benchmarking club, Other county councils, unitaries and police forces = 14.7%
CIPFA benchmarking club, Other county councils and Medway = 14.7%
Xpert HR Survey 2011, Public sector average = 12.6%

Data Notes
Unit of measure: Number of staff leaving KCC expressed as a percentage of headcount, excluding casual relief, sessional or supply contracts. Figures do not include schools.
Data Source: Oracle Human Resources database
Data is reported as percentage for each quarter but 12 month totals are also provided in the data table.

Disciplinaries, Grievances and Employment Tribunals

Case Type		Jun 2011	Sept 2011	Dec 2011	Mar 2012
Disciplinaries		94	48		
Grievances		12	6		
Harassment		10	5		

Performance & Capability
   -   Performance
   -   Ill Health
		
		19
		62
			
			23
			119		

Employment Tribunals		4	4		
TOTAL CASES		**201**	**205**		

Commentary
Disciplinaries have decreased since Quarter 1 as the new Business Support team was put in place by August 2011 and closed many outstanding cases. Performance and Capability: Ill Health has increased also as the new Business Support team reinforced their formal procedures linked to 3 months sickness absence or more.
Data Notes
The information reported in the current open cases being dealt with by the Business Support team.

Health and Safety Incidents

	Year to Mar 11	Apr-Jun 11	Jul-Sept 2011	Oct-Dec 2011	Jan-Mar 2012
Number of reported incidents	1,823	291	368		
Days lost due to accident/incident	1,472	424	351		

Commentary
Reported incidents for the first half of the year are lower than the rate seen last year. However the days lost is currently higher than last year.

	Year to Mar 11	Apr-Jun 11	Jul-Sept 2011	Oct-Dec 2011	Jan-Mar 2012
RIDDOR					
Major injury incidents	12	3	1		
Over 3 day injuries	54	3	8		

Commentary
We are legally required to report certain accidents and incidents to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR 1995).

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KCC Risk Register

Risk management framework

In response to the challenging external environment and development of organisational Change to Keep Succeeding and Bold Steps for Kent programmes, the Council's risk management framework is being revised to focus on the embedding and re-energising of risk management across KCC, ensuring that it is seen as part of the day-to-day business activity of the Council. The aim is to ensure that managers see the benefits of risk management and can embrace a process that is not seen as overly complex or bureaucratic.

The framework will be stripped back to core principles that facilitate the answering of these key questions:

- What might stop us achieving what we want to do (i.e. the risks)?
- Can we tolerate these risks as they are?
- If not, what can we do to manage the risks down to an acceptable level to ensure our objectives are delivered?
- What is our exposure to shared risk from partners and suppliers?
- Are we using past experience to inform risk management?
- Can we ensure effective monitoring of changes to the proximity or impact of risk?
- Can risk also provide opportunities and act as a driver for timely contingency planning?

As part of the review of our risk management framework, and to address some of the issues raised above, the policy is being refreshed to ensure that it is fit for purpose. This includes closer alignment to the Office for Government Commerce (OGC) guidance, which is consistent with the international standard on risk management (ISO 31000), but is designed to be more practical, to aid implementation. It adheres to the principle that risk aligns with objectives; fits the context of the organisation; engages stakeholders; provides clear guidance; informs decision making; facilitates continual improvement; creates a supportive culture; and achieves measurable value.

The new Risk Management Policy will not cover all elements of the ISO 31000 standard for risk management at this stage. For example, there will be one 'current' risk score, not the traditional two (or three). This will help to simplify the process for managers. Once the consideration of risk becomes embedded in all of the Council's business activities, these aspects can be added back into the framework if desired.

Work Programme

A work programme for the risk management team (now led within the Business Strategy division) is being devised, focusing on re-energising risk management across KCC in a non-bureaucratic way. This will include:

- Strengthening the common links between business planning, business continuity and performance management;

- Production of a Risk Management Statement of Required Practice (SORP), due for launch as a draft in December 2011, underpinned by a refreshed risk management handbook.

- A series of risk management workshops and training events held for Members and Officers to raise awareness and understanding of the management of risk. Risk Management was the main focus of the 'Challenger' event for Officers on 2nd November. Views gathered from managers on the day are being analysed to inform our approach to embedding risk management.

- Tying in with the Kent Manager development programme, so that managers see the management of risk as an essential element of good management. A standard within Kent Manager requires that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.

Corporate risk register

This is a critical early piece of work to be completed. Risk identification workshops were held with 'Pioneer' officers in July and with Cabinet and CMT in September. A further two Cabinet/CMT workshops are taking place in November to complete the register and ensure alignment with service and budget planning processes and priorities. A final version of the risk register will be presented to Cabinet for approval in January, ahead of inclusion in the Medium Term Financial Plan. New risk registers within directorates will be produced in line with the revised risk management framework, which will then be available for Member scrutiny.

The refreshed corporate risk register will be available for the Quarter 3 report.

Number of children's social care cases not allocated to a social worker for over 28 days — Green ⇧

Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	Bold Steps Ambition	To tackle disadvantage
Cabinet Member	Jenny Whittle	Director	Jean Imray
Portfolio	Specialist Children's Service	Division	Specialist Children's Service

Data Notes.
Tolerance: Lower values are better
Unit of measure: Number
Data Source: ICS

Data is reported as count at each month end.

The Improvement Plan phase 1 target was to reduce the number to 200 by August 2011 and Improvement Plan phase 2 changed this target to 100 to be achieved by April 2012.

Trend Data – month end	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11
KCC Result	561	202	36	9	35	39	1
Target	200	200	200	200	200	200	100
Rag Rating	Red	Amber	Green	Green	Green	Green	Green

Commentary

This target has been achieved.

Number of initial assessments in progress and out of timescale			Green ⇩
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Jenny Whittle	**Director**	Jean Imray
Portfolio	Specialist Children's Service	**Division**	Specialist Children's Service

Data Notes.
Tolerance: Lower values are better.
Unit of measure: Number
Data Source: ICS

Data is reported as count at each month end.

Trend Data – month end	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11
KCC Result	819	751	658	107	85	50	63
Target	200	200	200	200	200	200	100
Rag Rating	**Red**	**Red**	**Red**	**Green**	**Green**	**Green**	**Green**

Commentary

This target has been achieved.

Number of looked after children (LAC) per 10,000 children aged under 18			Red ⇩
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Jenny Whittle	**Director**	Jean Imray
Portfolio	Specialist Children's Service	**Division**	Specialist Children's Service

Data Notes.
Tolerance: Lower values are better
Unit of measure: Number per 10,000 children
Data Source: ICS for current year and DfE for previous year.

Data is reported as the position at each quarter end.
Data shown includes unaccompanied asylum seeker children.
Counts rounded to nearest 5.

Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	46	47	54	56.0	56.4		
Target			47	47	47	47	47
Statistical neighbour	45	48	48				
Rag Rating	Amber	Green	Red	Red	Red		
Number of LAC	1,420	1,475	1,695	1,745	1,765		
Commentary							

Numbers of looked after children (LAC) in Kent continue to increase. Much of the focus to date of the Children Social Services' Improvement Plan has been around tackling the backlog of cases and improving throughput, which as anticipated has resulted in more children becoming looked after. Work is now underway to develop a projected downwards trajectory for numbers of LAC – see actions below.

The data shown above includes unaccompanied asylum seeking children (UASC) which is a particular pressure in Kent and if these are excluded the current result would be 49.7.

Number of looked after children (LAC) per 10,000 children aged under 18	Red ⇩

What actions are we taking to improve performance (and drivers of performance)

Current actions include:
- Robust gatekeeping of decisions to take children into care
- Robust tracking of permanency planning
- Improving the percentage of children who are adopted (see specific actions against the next indicator)
- Identifying end dates for all LAC
- Targets at district level included in performance management arrangements.

In the longer term, the following actions will help reduce the number of looked after children:
- Increased investment in a range of prevention and early intervention services, particularly in adolescent intervention services and in high-level family support
- Scoping out work needed for speedier responses to vulnerable adolescents, including an "invest to save" proposal on adolescent services.

Risks and mitigating actions

Growing numbers of looked after children bring increased funding pressures, making it even more difficult to find the resources to invest in early intervention and preventative services. The Phase 2 Improvement Plan includes a key theme to develop preventative services and despite the financial climate, ways are being found to invest in these services.

Percentage of children leaving care who are adopted — Red ⇩

Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent	Bold Steps Ambition	To tackle disadvantage
Cabinet Member	Jenny Whittle	Director	Jean Imray
Portfolio	Specialist Children's Service	Division	Specialist Children's Service

Data Notes.
Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: ICS
Results are reported as year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).
Counts rounded to nearest 5.
The indicator is calculated as the number of children adopted as a percentage of the number of children who ceased to be looked after.

Trend Data – year to date	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	9.5%	9.1%	8.0%	15.1%	9.5%		
Target			11%	11%	11%	11%	11%
Statistical neighbour	13%	13%	10%				
Rag Rating	Red	Red	Red	Green	Red		
Number of adoptions	75	70	60	25	40		

Commentary

The 11% target which is specified in the Improvement Notice is a very challenging one. The denominator includes unaccompanied asylum seeking children (UASC) who cease to be looked after but adoption is not an option for these children.

Timescales for assessments have been reduced to 6 months. There are now 61 assessments scheduled for approval by March 2012.

Percentage of children leaving care who are adopted	Red ⇩

What actions are we taking to improve performance (and drivers of performance)

Actions to improve the rate of adoptions include:

- A robust system has been put in place to ensure assessments are given priority and numbers have increased
- Acting on the findings of the adoption review by Martin Narey which identified actions to speed up the adoption process
- District managers and adoption leads are jointly monitoring the progress of all children requiring adoption
- Improvement in permanency planning has been delivered including agreeing permanency policy and prompts, conducting workshops with staff, and ensuring permanency plans are identified and in place by the time of the second review for all looked after children
- Robust performance monitoring of adoption rate
- A tracking process has been established to ensure that there is no drift in plans for children identified for adoption.

Risks and mitigating actions

- Shortage of adopters
- Delays in court processes
- Recruitment delays
- If progress is made in reducing the numbers of looked after children, the number of adoptions must increase proportionately just to maintain the current adoption rate.

Number of children subject to a child protection plan, per 10,000 children aged under 18		Red ⇧
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Jenny Whittle	**Director**	Jean Imray
Portfolio	Specialist Children's Service	**Division**	Specialist Children's Service

Data Notes.

Tolerance: Lower values are better
Unit of measure: Number per 10,000 children
Data Source: ICS for current year and DfE for previous year.

Data is reported as the position at each quarter end.

Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	32.1	39.9	52.1	53.8	51.6		
Target			39.9	39.9	39.9	39.9	39.9
Statistical neighbour	27.6	30.7	40.0				
Rag Rating	**Amber**	**Red**	**Red**	**Red**	**Red**		
Number of children	1,022	1,243	1,621	1,676	1,616		

Commentary

The number of children subject to a child protection plan reduced during the summer period and stood at 1,616 by the end of September. This improvement brings the count to lower than the position seen in March, but we still have a lot to do to achieve our challenging target. The initial focus of the Improvement Plan was to tackle the backlog of cases and improving throughput, which as anticipated resulted in more children becoming subject to a child protection plan in the short term. However other actions in the Improvement Plan are now helping to deliver a stabilisation of the number of children with child protection plans and further plans are in place to deliver a reduction to the target level.

Number of children subject to a child protection plan, per 10,000 children aged under 18	Red ⇧

What actions are we taking to improve performance (and drivers of performance)

- Reviewing and undertaking change promotion work on current cases where children have been subject to a child protection plan for over 18 months
- Amending current child protection procedures to reduce the number of children who are both looked after and subject to child protection plans
- Strengthening child protection and conference processes, including assessments, reports and multi-agency working;
- Working to strengthen Kent Safeguarding Children's Board functions, including its scrutiny function to ensure that agencies are effectively engaged in multi-agency child protection planning
- Training child protection conference chairs in order to ensure more focussed, outcome-based planning
- More rigorous gatekeeping of the child protection work
- Conducting a review of section 47 processes
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences.

Risks and mitigating actions

Child protection activity may continue to rise in the short term as improvement plan actions to strengthen child protection planning and increase multi-agency support and intervention will need some time to bed in and deliver full impact.

The current drive to reduce the number of looked after children, will mean increased pressure to manage risk in the community and this will lead to more children being subject to child protection plans.

Percentage of caseholding posts filled by permanent qualified social workers		Amber ⇧
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Jenny Whittle	**Director**	Jean Imray
Portfolio	Specialist Children's Service	**Division**	Specialist Children's Service

Data Notes.

Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: ICS

Data is reported as the position at each quarter end.

Posts held by agency staff are not included in the figures for this indicator.

Trend Data – quarter end	Previous Year			Current Year			
	Sep 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	81%	80%	83%	82%	87.4%		
Target	90%	90%	90%	90%	90%	90%	90%
Rag Rating	Amber	Red	Amber	Amber	Amber		
Percentage agency staff	6.0%	8.8%	16.1%	23%	25%		

Commentary

The percentage of the social worker establishment posts held by permanent staff has shown a good increase this quarter.

This target is about recruiting permanent staff and reducing agency staff and is not just about managing vacancies. It is also about improving the balance between experienced and newly qualified social workers

Taking account of agency workers the children's social care workforce is currently over establishment at 112% at the end of September. The high use of agency staff over the last 9 months has been critical in dealing with backlogs of assessments so that the caseloads could be decreased to manageable levels.

Percentage of caseholding posts filled by permanent qualified social workers	Amber ⇧
What actions are we taking to improve performance (and drivers of performance)	
The robust workforce strategy and compelling offer was agreed by the Improvement Board and Cabinet in May and is being implemented. This includes actions to ensure we improve the balance between experienced and newly qualified social workers. A three month recruitment campaign to attract experienced social workers, principal social workers and team leaders began at the end of August, combined with a marketing campaign to attract external candidates into Kent, as well as the "recommend a friend" incentive.	
Risks and mitigating actions	
The division still has too high a proportion of staff who are recently qualified and this may continue if suitable experienced staff are not attracted to the posts on offer. The workforce strategy includes actions to mitigate this risk.	

Percentage of children subject to a child protection plan for two or more years			Red ⇧
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Jenny Whittle	**Director**	Jean Imray
Portfolio	Specialist Children's Service	**Division**	Specialist Children's Service

Data Notes.

Tolerance: Lower values are better
Unit of measure: Percentage
Data Source: ICS

Data is reported as financial year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).

Trend Data – year to date	Previous Years			Current Year			
	Mar 09	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	10%	12.7%	11.3%	11.2%	11.0%		
Target			6%	6%	6%	6%	6%
Statistical neighbour	7.4	6.5	6.6				
Rag Rating	**Red**	**Red**	**Red**	**Red**	**Red**		
Number of children	85	100	126	46	93		

Commentary

The indicator is calculated as the percentage of children ceasing to be subject to a child protection plan who had been subject to that plan for two or more years.

The target of 6% is specified in the Improvement Notice and must be delivered for financial year 2012/13.

Percentage of children subject to a child protection plan for two or more years	**Red ⇧**

What actions are we taking to improve performance (and drivers of performance)

Current actions being taken to improve performance include:

- Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months to try to prevent them moving into the 2 year plus category
- Review and take action to ensure timely decision making and progression of all child protection cases 2 years plus
- Strengthening child protection and conference processes, reports and assessment work
- Strengthening the Kent Safeguarding Children's Board's scrutiny function to ensure effective multi-agency engagement in child protection planning
- Training conference chairs on outcome-based planning
- More rigorous gatekeeping of the child protection process
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences
- Tracking planned case conferences of children who have been subject to a child protection plan for 18 months to ensure timely decision making and progression.

Risks and mitigating actions

The current work underway to improve throughput and reduce drift in child protection planning will impact adversely on this indicator because it is measured by the number of children subject to a plan for 2 years or more when the child protection plan ends. This will inevitably lead to a percentage increase before work begins to have an impact and therefore a drop in performance is to be anticipated.

Percentage of pupils achieving level 4 and above in both English and Maths, Key Stage 2		Amber ⇧
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Mike Whiting	**Director/Head of Service**	Sue Rogers
Portfolio	Education, Learning and Skills	**Division**	Standards and Kent Challenge

Data Notes

Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: Department for Education
Academies: Included
National average: Maintained schools only
Data is reported as result for each year

Target is to achieve improvement relative to the national average and to achieve national average in the medium term.

Trend Data – annual data	2006	2007	2008	2009	2010	2011	2012
KCC Result	66%	67%	69%	68%	70%	72%	
Target = National Average	70%	71%	73%	72%	73%	74%	
Statistical neighbour average	70%	72%	73%	73%	74%	74%	
Rag Rating	Red	Red	Red	Red	Red	Amber	

Commentary

Provisional results for 2011 show an encouraging movement towards the national average for Kent pupils which was also seen last year. Kent's results have increased by two percentage points for each of the last two years compared to a national rise of one percentage point each year. Final results for 2011 will be published in early December.

Attainment for Kent pupils at Key Stage 2 has for many years been within the lower quartile for all local authority areas. The 2011 result places Kent pupils at the threshold of moving to a position above the lower quartile.

Percentage of pupils achieving level 4 and above in both English and Maths, Key Stage 2	Amber ⇧

What actions are we taking to improve performance (and what are the drivers of performance)

1. Formation of new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes in September
2. Development of bespoke leadership, teaching and learning strategies to focus on improvement in these areas
3. Working in partnership with Department for Education (DfE) to determine the most effective sustainable improvement strategy for each school.

The Kent Challenge will work with schools through a Specific Partnership Approach. This will involve a more accurate audit of need, a faster brokering of resources to support identified priorities and the effective chairing of regular schools improvement boards to monitor progress. There programme will also ensure the embedded use of performance data to track pupil progress, to steer intervention and to secure high quality teaching. In practice there will be a two year partnership with schools requiring support, with KCC providing a Kent Challenge Adviser, a mentor and a tailored package of intensive support aimed at raising standards and building capacity for sustained improvement. At the end of the two year partnership, the local authority role will reduce and local network partnerships will have a stronger role to play is sustaining the improvement.

Through the Kent Challenge we will have a clear appreciation of the significant challenges faced by some schools and there will be a determination to deliver a reduction in the socio-economic barriers to learning through the programme.

Risks and mitigating actions

As a significant number of schools become academies this impacts on the available budget within the council to support the remaining maintained schools.
There is also a risk that the local Authority and DfE will not immediately agree on the sustainable solution for some schools, which may delay the implementation of improvement measures.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths			Amber ⇩
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Mike Whiting	**Director/Head of Service**	Sue Rogers
Portfolio	Education, Learning and Skills	**Division**	Standards and Kent Challenge

Data Notes

Tolerance: Higher values are better

Unit of measure: Percentage

Data Source: Department for Education (DfE)

Data includes all pupils at state funded schools and alternative provision including academies. Independent schools are not included.

Data is reported as result for each year.

Target taken from DfE School and Local Authority target setting (though this process has now been abolished by the DfE).

Trend Data – annual data		2006	2007	2008	2009	2010	2011	2012
KCC Result		46.8%	48.5%	50.0%	52.0%	56.8%	58.9%	
Target					56.0%	57.0%	60.1%	
Statistical neighbour average		44.1%	46.0%	48.2%	50.2%	54.3%	57.5%	
Rag Rating					Amber	Amber	Amber	

Commentary

Provisional 2011 GCSE data shows that Kent's results have continued to rise this year, and continue to be above both the national average and the statistical neighbour average. However Kent's improvement this year (+2.1%) was less than the national increase (+4.9%) and the statistical neighbour average increase (+3.2%). The business plan target, which was an aggregation of targets set by schools in autumn 2009, was also not met. Final data will be available in December.

Kent's performance over time on this indicator, continuing to be above the national average, is an indication of the success of Kent schools' inclusive approach to securing educational success for the vast majority of its young people. It should however be noted that academies' results are included in the above figures and almost half of Kent's mainstream secondary schools now have academy status. This means they are now outside of local authority control and our ability to influence the overall county result will diminish each year as more schools convert.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths	Amber ⇩

What actions are we taking to improve performance (and what are the drivers of performance)

1. Formation of new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes in September
2. Development of bespoke leadership, teaching and learning strategies to focus on improvement in these areas
3. Working in partnership with Department for Education (DfE) to determine the most effective sustainable improvement strategy for each school.

The Kent Challenge will work with schools through a Specific Partnership Approach. This will involve a more accurate audit of need, a faster brokering of resources to support identified priorities and the effective chairing of regular schools improvement boards to monitor progress. There programme will also ensure the embedded use of performance data to track pupil progress, to steer intervention and to secure high quality teaching. In practice there will be a two year partnership with schools requiring support, with KCC providing a Kent Challenge Adviser, a mentor and a tailored package of intensive support aimed at raising standards and building capacity for sustained improvement. At the end of the two year partnership, the local authority role will reduce and local network partnerships will have a stronger role to play is sustaining the improvement.

Through the Kent Challenge we will have a clear appreciation of the significant challenges faced by some schools and there will be a determination to deliver a reduction in the socio-economic barriers to learning through the programme.

Risks and mitigating actions

With significant numbers of schools becoming academies there is an adverse impact on the available budget to support the remaining maintained schools which the local authority works with.

Number of schools in category (special measures or with notice to improve)			Red ⇧
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Mike Whiting	**Director/Head of Service**	Sue Rogers
Portfolio	Education, Learning and Skills	**Division**	Standards and Kent Challenge

Data Notes

Tolerance: Lower values are better
Unit of measure: Number
Data Source: Ofsted
Data includes all maintained schools (nursery, primary, secondary, special schools and pupil referral units) but excludes academies and independent schools.

Data is reported as position at each term end.

Trend Data – end of term position	Previous Year			Current Year			
	Apr 10	**Jul 10**	**Dec 10**	**Apr 11**	**Jul 11**	**Dec 11**	**Apr 12**
KCC Result	14	16	18	18	17		
Target	10	10	10	10	10	10	10
Rag Rating		**Red**	**Red**	**Red**	**Red**	**Red**	
Special Measures	9	9	10	11	11		

Commentary

At the end of October there were 11 schools in special measures and 4 with notices to improve. This was a result of 2 schools gaining satisfactory re-inspections in the early part of the autumn term. We expect 3 more schools to no longer be subject to a notice to improve and 3 to come out of special measures by the end of December. Two more schools should also come out of special measures by April.

Latest available comparative data shows that as a percentage of state funded schools (slightly different indicator from the one shown above as all state schools includes academies) there were 3.2% of schools in category at the end of the Spring 2011 term in Kent, which compared to 2.3% average for statistical neighbour local authorities.

Number of schools in category (special measures or with notice to improve)	Red ⇧

What actions are we taking to improve performance (and drivers of performance)

The Formation of the new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes began in September 2011 and will deliver a new approach to this issue. Working in partnership with the Department for Education we will determine the most effective sustainable improvement strategy for each school. Staff are currently analysing attainment results to see where the vulnerable schools are, and as part of the Kent Challenge they will be looked at on the basis of the 4 issues that the new OFSTED framework is based on.

Actions relating to schools currently in special measures include:
- Bellwood and Oaktrees are a hard federation and are becoming a sponsored academy on April 1st
- Brenchley and Matfield has a new headteacher and is expected to be out of category by Christmas
- Chantry is becoming a sponsored academy and will in all likelihood go to sponsored academy status during 2011
- Christ Church Junior is under a headship arrangement with St. Peters in Thanet and is due to be out of category in 2011
- Dartford Technical College has a new headteacher in place in September 2011
- Downsview has a new team in place and is making good progress
- Morehall is linked to St. Mary's and this work is led by an experienced headteacher – good progress is expected
- Pilgrims way will become a sponsored academy under St. Stephens Academy
- Walmer Science College has an acting headteacher in place
- Dover Road is newly in special measures and a statement of action is being put in place.

Risks and mitigating actions

The introduction of the new Ofsted inspection framework in January 2012 may affect the number of schools going into category. Currently the potential impact of this is unknown.

Number of starts on Kent Success Apprenticeship scheme			Green ⇩
Bold Steps Priority/Core Service Area	Shape education and skills provision around the needs of the Kent economy	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Mike Hill	**Director**	Angela Slaven
Portfolio	Customer and Communities	**Division**	Service Improvement

Data Notes.

Tolerance: Higher values are better
Unit of measure: Number
Data Source: Supporting Independence Programme

Data is reported as rolling 12 month total.

No comparative data from other local authorities is currently available for this indicator.

Trend Data – rolling 12 month results	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	102	106	103	119	109		
Target	88	88	88	88	88	88	88
Rag Rating	Green	Green	Green	Green	Green		

Commentary

The number of apprentice starts within KCC remains above target and this is expected to continue into the coming quarter to December 2011.

Number of starts on Kent Success Apprenticeship scheme	Green ⇩

What actions are we taking to improve performance (and drivers of performance)

The Kent Success programme has been reviewed and processes and procedures streamlined to ensure that a fast and efficient service can be delivered to both managers within the council and to young people wishing to undertake an apprenticeship within the council. The KCC apprenticeship scheme provides a one-to-one support service to employers throughout the process, outlining the benefits of having an apprentice and making sure that the process is easy and straightforward.

In order to widen the offer of apprenticeships available within the council we are now working with additional training providers and will be promoting the Kent Success programme more widely to young people and managers to raise awareness of what is now available.

As part of Kent's Apprenticeship Strategy 2011-2014, we have been working with Kent youth services to develop a programme for them. Consequently they have taken on 10 youth work apprentices this quarter to start work in youth centres in November 2011.

Risks and mitigating actions

Due to current uncertainties surrounding restructures there is a risk that some managers may be reluctant to take on supernumerary apprentices.

However, the actions mentioned above are helping to mitigate these risks, and at this point the risks above have not been realised and the number of apprenticeship starts is exceeding targets. This situation will be monitored closely in the coming months.

Number of starts in Kent on the National Apprenticeship Scheme		Green ⇧
Bold Steps Priority/Core Service Area	Shape education and skills provision around the needs of the Kent economy	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Mike Hill	**Director**	Angela Slaven
Portfolio	Customer and Communities	**Division**	Service Improvement

Data Notes.

Tolerance: Higher values are better
Unit of measure: Number
Data Source: Data Service, Skills Funding Agency

Data is reported as academic year to date and includes all ages and all qualification levels

Target = previous year performance

Trend Data – academic year to date	Academic Year 2010/11				Academic Year 2011/12		
	Oct 10	**Jan 11**	**Apr 11**	**Jul 11**	**Oct 11**	**Jan 12**	**Apr 12**
KCC Result	2,410	4,210	6,420	8,720			
Target = previous year	1,780	2,700	3,860	5,020	2,410	4,210	6,420
Rag Rating	Green	Green	Green	Green			

Commentary

The National Apprenticeship Service figures are based on academic rather than financial year. The figure for the 2010/11 academic year of 8,720 is a 74% increase on the previous academic year.

Although Kent is delivering a significant increase in the level of apprenticeships this year, in past years Kent has had the lowest level of apprenticeship starts within its statistical neighbour group. In 2009/10 and for young people aged under 24 Kent achieved 23.5 starts per 1,000 population, compared to the statistical neighbour average of 33.8.

Number of starts in Kent on the National Apprenticeship Scheme — Green ⇧

What actions are we taking to improve performance (and drivers of performance)

In June 2011, the Kent Apprenticeship Strategy 2011-2014 was agreed by Cabinet and we are now putting in place structures to deliver the action plan.

The *Kent Apprenticeships* partnership between KCC, the National Apprenticeship Service, the Kent Association of Training Organisations and the Kent Association of Further Education Colleges has been strengthened over the past 12 months and a robust and meaningful network has been developed.

We are focusing on the further development of the Employer Support Service that ensures the process of taking on an apprentice is simple and straightforward for businesses.

Kent Apprenticeships is delivering targeted campaigns to raise the profile of apprenticeships with employers and is challenging them to take on apprentices. The 100 in 100 campaigns are currently running in Swale and West Kent and a successful campaign was run in Canterbury earlier in the year. The campaign aims to get 100 apprentices in 100 new businesses.

There is close working with Jobcentre Plus, supporting them to increase their knowledge of apprenticeships and also working with them to ensure that those who are unemployed aged 18-24 and taking part in *Get Britain Working* initiatives are progressing into apprenticeships following their work experience.

Risks and mitigating actions

The current slow down in the economy means that employers are reluctant to take on new staff, however, apprenticeships offer a tailor made way for them to build their business and increase their productivity.
Training contributions for employers looking to take on people aged over 19 years is also a disincentive although we are working with employers to ensure that they see the longer term benefits of their investment.

Percentage of pupils permanently excluded from maintained school			**Amber ⇧**
Bold Steps Priority/Core Service Area	Young people	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Mike Whiting	**Director/Head of Service**	Alex Gamby
Portfolio	Education, Learning and Skills	**Division**	Advocacy and Entitlement

Data Notes

Tolerance: Lower values are better
Unit of measure: Percentage
Data Source: Impulse database

Data includes pupils in maintained schools and academies, but excludes pupils in independent schools.

Data is reported as rolling 12 month total.

Trend Data – rolling 12 month results	**Previous Year**			**Current Year**			
	Jun 08	**Jun 09**	**Jun 10**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	0.17%	0.12%	0.10%	0.12%	0.11%		
Target			0.10%	0.10%	0.10%	0.10%	0.10%
Statistical neighbour	0.12%	0.10%	0.09%				
Rag Rating	**Red**	**Amber**	**Green**	**Amber**	**Amber**		
Number of pupils	370	260	210	248	245		

Commentary

The year to the end of September saw a slight decrease in the number of permanent exclusions compared to the year to June 2011, although performance remains behind target. The most frequently cited reason for exclusion of pupils is persistent disruptive behaviour.

The recently published comparative data for academic year 2009/10 (to Jul 10) showed Kent with a rate of 0.08% compared to statistical neighbour authority average of 0.09%. However it should be noted that the source data from the Department for Education understates the real level of exclusions (by not counting exclusions in schools converting to academies) and for Kent the position is understated by up to 30 exclusions.

Percentage of pupils permanently excluded from maintained school	Amber ⇧

What actions are we taking to improve performance (and drivers of performance)

The ability of the local authority to challenge maintained schools over the use of pupil exclusion as a sanction for difficult challenging behaviour has in recent past years helped deliver a significant decrease in both permanent and fixed term exclusions. However the local authority does not have the same influence in relation to academies, and with more schools becoming academies it is not surprising that the levels of exclusions have more recently shown an increase.

Local authority officers continue to support and where necessary challenge schools to investigate creative and flexible alternatives to exclusion. It should be noted however that this is not made easy in the current climate which supports the progress of the majority by removing any "disruptive minority", as understandable as that approach may be.

A draft protocol has been developed for consultation with schools on ceasing the use of exclusion for looked after children, who have historically been over-represented proportionately

KCC has recently agreed to be part of a national DfE pilot, starting in 2012, which will see some schools finding and funding onward placement for pupils that the school would have otherwise excluded.

The imminent commissioning of an evaluation of the "Zero Tolerance of Permanent Exclusion" approach, introduced in Ashford some three to four years ago. This approach appears to have delivered very positive results, but it is important to determine exactly what delivered the improvement, what external factors influenced this, whether there have been any unintended consequences and whether the lessons learnt can be applied to other localities.

Risks and mitigating actions

The statutory obligation to ensure education provision for permanently excluded pupils from the 6th day of exclusion (1st day for looked after children) remains with the local authority. The availability of suitable alternative provision, and the arrangement of managed moves between mainstream schools, organised through appropriate In Year Fair Access procedures, are being put under pressure by rising numbers of exclusions. There is a serious risk that alternative provision in its current form will become a repository for permanently excluded pupils, with limited prospect of re-integration into mainstream education.

Percentage of 16 to 18 year-olds not in education, employment or training (NEET)		Amber ⇩
Bold Steps Priority/Core Service Area	Young people	**Bold Steps Ambition** — To tackle disadvantage
Cabinet Member	Mike Whiting	**Director/Head of Service** — Sue Dunn
Portfolio	Education, Learning and Skills	**Division** — Skills and Employability

Data Notes

Tolerance: Lower values are better
Unit of measure: Percentage
Data Source: Connexions
Data is reported as average position for the three month ends included in the quarter. The indicator is based on young people aged 16 to 18 at the time of measurement but does not include those of statutory school age. This means the cohort size reduces during the year as young people become age 19 and then increases again in September.

Trend Data – average for each quarter	Previous Year			Current Year			
	Sep 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	5.4%	5.1%	4.9%	5.5%	6.1%		
Target	4.6%	4.6%	4.6%	5.9%	5.9%	5.9%	5.9%
Rag Rating	Red	Red	Amber	Green	Amber		
Number of NEETs	1,926	2,345	2,050	2,021	2,119		

Commentary

Figures for the quarter to September show an increase compared to the previous quarter and are higher than the same time last year. An increase at September is expected as young people leave learning in the summer months, however this year the early indications are that numbers are continuing to increase and the indicator is likely to become significantly off target in the quarter to December. The increase in NEETs compared to last year has mostly been seen in Thanet and Swale, where a higher percentage of young people usually enter employment at 16. The withdrawal of the Education Maintenance Allowance (EMA) could also be a contributory factor in these localities.

Note that a contract variation with Connexions signed in March 2011 agreed a revised NEETs target from 4.6% to 5.9%. Results for Kent in December 2010 of 4.9% (counted on a slightly different basis from the numbers reported above) compared to the South East average of 5.4% and this placed Kent close to but not within the upper quartile range for all local authorities.

Percentage of 16 to 18 year-olds not in education, employment or training (NEET)	Amber ⇩

What actions are we taking to improve performance (and drivers of performance)

- Establish centres of excellence for technical and vocational programmes which share good practice through employers and specialist networks.
- Develop provision which is learner focused and flexible, and which offers appropriate choices up to 18, which take into account the Wolf Review outcomes.
- Ensure all learners have access to an appropriate apprenticeship programme.
- Continue to develop the Kent Vocational programme including Skill Force and Young Apprenticeships.
- Implement and review Careers Education, Information, Advice and Guidance (IAG) Curriculum Framework to develop career management skills.
- Display Post 16 education and employment with training opportunities in Kent through the Area Prospectus, on line application process, and the IAG Portal to develop the career management skills of young people.
- Plan and deliver the change from the present Connexions contract to the All Age Careers Service.
- Discussion of the increase in Ashford and Thanet at the next performance view meeting of the Connexions contract to determine causes and what action could be taken to further assist these areas.

Risks and mitigating actions

The economic downturn is resulting in less jobs available for young people. However so far this has to some degree been balanced by an increase in young people of this age range staying on at school.

Number of first time entrants to youth justice system			Green ⇧
Bold Steps Priority/Core Service Area	Support families with complex needs	**Bold Steps Ambition**	To tackle disadvantage
Cabinet Member	Mike Hill	**Director**	Angela Slaven
Portfolio	Customer and Communities	**Division**	Service Improvement

Data Notes.

Tolerance: Lower values are better
Unit of measure: Number
Data Source: Careworks case management system

Data is reported as rolling 12 month total.

Data rounded to nearest count of 10

Trend Data – rolling 12 month totals	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	1,680	1,540	1,430	1,420	1,330		
Target	2,325	2,325	2,325	1,500	1,500	1,500	1,500
Rag Rating	**Green**	**Green**	**Green**	**Green**	**Green**		

Commentary

During 2010/11 the number of first time entrants fell each quarter and this trend has been sustained into 2011/12.

Between 2009/10 and 2010/11 there was a reduction in the total number of first time entrants of 25%. Although this is a very positive result, national data drawn from Police National Computer (PNC) shows that Kent has a higher rate of first time young offenders (14.2 per 1,000 young people aged 10-17) than the average of statistical neighbours (12.3 per 1,000 young people).

The incidence of new young offenders is highest amongst districts in the east of the county where higher deprivation levels exist, with numbers being highest in Thanet followed by Dover.

Number of first time entrants to youth justice system	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

The actions being taken include:

- the integration of the Youth Inclusion Support Panel (YISP) staff into the three locality based teams of the Youth Offending Service (YOS) – this step will assist the targeting of siblings of known offenders whose risk of offending will be raised.

- joint working with Kent Police and offering support via the YISPs for their Restorative Solutions initiative, which is designed to divert children and young people from the youth justice system through the use of restorative justice and enabling access to services where the child / young person is seen to be at risk. Restorative justice processes bring those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.

Risks and mitigating actions

- A key factor in reducing the number of young people entering the youth justice system is the level of police commitment to diversionary measures. Therefore any change in policing strategy could present a risk to achieving the target. No change in strategy is currently expected.

- Young people's engagement in education, training and employment is a significant factor in reducing the risk of offending. The current economic climate and higher levels of youth unemployment in the county brings a risk that some of the 16-17 age group could become demoralised and more vulnerable to offending if other risk factors are also in place (e.g. poor family support).

- The education system nationally and in Kent is changing. It is important that the YOS establishes new relationships with academies to emphasise the importance of education in reducing risk of young people offending.

Number of gross jobs created in Kent and Medway through inward investment		Amber ⇧
Bold Steps Priority/Core Service Area	Respond to key regeneration challenges working with our partners	**Bold Steps Ambition**	Help the economy to grow
Cabinet Member	Kevin Lynes	**Director**	Barbara Cooper
Portfolio	Regeneration and Enterprise	**Division**	Economic Development

Data Notes.
Tolerance: Higher values are better
Unit of measure: Number of gross jobs
Data Source: Locate in Kent monthly monitoring

Data is reported as count for financial year to date (April to March) at each quarter end.

Gross jobs created includes jobs safeguarded and indirect jobs.

Trend Data – year to date	Previous Years			Current Year			
	Mar 10	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	3,786	2,611	2,588	418	1,462		
Target	3,158	2,973	3,100	775	1,550	2,325	3,100
Rag Rating	**Green**	**Amber**	**Red**	**Red**	**Amber**		
Commentary							

Performance is now only slightly behind target. This is due to the economic situation and the nature of investment projects coming forward. The economic situation means that projects are harder to convert and are taking longer to convert due to lack of confidence and the difficulty of accessing investment finance, but also, the number of jobs attached to each investment is reducing. These are both global inward investment trends and mean that more investments need to be facilitated by Locate In Kent (LiK) each year in order to achieve the same, or fewer jobs for each successful project. No comparative data is currently available for this indicator.

Number of gross jobs created in Kent and Medway through inward investment	Amber ⇧

What actions are we taking to improve performance (and drivers of performance)

A successful late summer and early Autumn means that job figures are now closer to the pro-rata target than they were in June and most of the companies other targets are being achieved or close to being achieved. Nonetheless the economic situation mentioned above continues to be the case, and it is therefore hard to predict what the end of year situation might be.

During the summer all staff worked particularly hard to improve the number of investments and jobs achieved and work was carried out on the website to increase hits, Discovery Park and the Enterprise Zone were promoted and a Memorandum of Understanding signed with UK Trade and Investment. A part time Investor Manager has been appointed to look after larger Kent companies, especially those with an overseas parent, and larger LiK successes. This will bring in further projects. A half yearly review of the Locate in Kent (LiK) Business Plan was carried out and approved at the October 2011 Board meeting. Following the Board meeting, proposals will be put forward to the Regeneration Fund, for additional money to generate more foreign direct investment (fdi) projects and to raise the profile of Kent as a business location, particularly bearing in mind the opportunity at Discovery Park.

The pipeline, i.e. the number of projects that may become successful investments, is currently (mid October), very healthy, at 341, compared with 310 at the same time last year. Despite the recession, this pipeline is kept strong by a range of activities such as website work, business intelligence, the new aftercare project and working with partners. A new website is also under development and will be launched once the initial results of the marketing Kent work are known.

Risks and mitigating actions

The main risk is the continuing poor economic outlook, and steps to deal with this are outlined above.
Another risk is the failure to attract other sources of funding to support the activities of Locate in Kent. As income has been reduced over the past two years by the principal public sector funding sources (KCC, SEEDA and the district councils), LiK has developed a series of sponsorship and funding opportunities for businesses in Kent. Currently LiK has nearly 40 'local' principal or corporate funding partners. Many of these partners work with Locate in Kent on specific projects to 'win' the investment for the county and help to expand the core team of 10 people by offering specialist advice and expertise e.g. banks, lawyers, accountants, recruitment specialists, etc. Not only does this give LiK access to a range of professional disciplines outside its core staffing, it provides opportunities for the private sector partners to win additional business of their own.

Percentage of adult social care clients with community based services who receive a personal budget and/or a direct payment		Green ⇧

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Graham Gibbens	Director	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	Division	Older People and Physical Disability

Data Notes.
Tolerance: Higher values are better.
Unit of measure: Percentage
Data Source: Adult Social Care Swift client system

Data is reported as the snapshot position of current clients at the quarter end.

NB This is different from the national indicator which is measured for all clients with a service during the year, including carers.

Trend Data – quarter end	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	20.8%	25.8%	32.0%	34.0%	37.0%		
Target			30%	33%	37%	43%	50%
Client numbers	4,220	6,430	7,740	8,085	8,892		
Rag Rating			Green	Green	Green		

Commentary

Performance continues to improve and is currently on target and the forecast is that the target of 50% should be achieved by March 2012.

This key indicator is monitored on a monthly basis by the Directorate Management Team and the indicator receives a high level of attention nationally as well as locally. For the related national indicator Kent achieved 20.5% in 2010/11, compared to a national rate of 28.9%.

Percentage of adult social care clients with community based services who receive a personal budget and/or a direct payment	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

The approach to increasing take up of Personal budgets is threefold:
1. To ensure that all new clients are allocated a personal budget.
2. To ensure that all existing clients are allocated a personal budget at review.
3. To ensure that data quality issues are resolved as and when they arise.

Targets have been set across all the teams, and management information reports have been developed to allow the teams to manage and monitor their own performance. Performance is monitored and managed closely by the Divisional and Directorate Management Teams through Locality Action plans. These Action plans ensure that performance is owned by the operational teams, accountability is held at all levels, including setting individual targets and action plans, and training and knowledge gaps are identified, whether policy, practice or system based. Training has already been provided for localities where this need has been highlighted and this will continue. Teams are targeted if data quality or practice issues arise:- e.g where reviews have been undertaken and no personal budget is allocated. The Locality Coordination Management meeting set up a Task and Finish group to achieve underlying organisational changes in order to get permanent improvement, with one head of service as the owner, reporting to Divisional Management Team.

Risks and mitigating actions

1. Performance timelines not being met, due to aligned work not being managed such as: number of reviews to increase as planned.
2. Organisational and cultural changes taking longer than planned.
3. Productivity targets are new for the service and may take longer than planned to develop.

Action taken
1. Tight system of performance monitoring in place; performance identified as key priority and escalation routes clarified.
2. Individual responsibilities, team and managers' responsibilities clearly set out ; implementation monitored and addressed at supervision and action planning reviews.
3. Timelines clearly set out. Additional expertise and knowledge on implementing productivity monitoring being sought.

Number of adult social care clients receiving a telecare service			Green ⇧
Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	**Bold Steps Ambition**	Put the Citizen in Control
Cabinet Member	Graham Gibbens	**Director**	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	**Division**	Older People and Physical Disability

Data Notes.
Tolerance: Higher values are better.
Unit of measure: Number
Data Source: Adult Social Care Swift client system

Data is reported as the position at the end of the quarter.

No comparative data from other local authorities is currently available for this indicator.

Trend Data – quarter end	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result			985	966	973		
Target			980	960	970	985	1,000
Rag Rating			Green	Green	Green		

Commentary
The number of clients with a telecare service has increased in the quarter and performance continues to be ahead of target. The decrease in the actual and target numbers between March 2011 and June 2011 was primarily due to a review of all clients and a data quality update that was undertaken in preparation for mainstreaming the service within the operational teams. Some service users opted to finish their involvement when the Whole System Demonstrator finished in April. The data quality clean up was completed in June and the baseline starting point was re-set to 960.

Number of adult social care clients receiving a telecare service	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

Telecare has now transferred to the operational teams as a mainstream service and is being promoted as a key mechanism for supporting people to live independently at home. This includes promoting telecare through hospitals and also as a service to provide continued support to people after a period of enablement.

The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of telecare, and a strategy and commissioning plan are being developed in relation to this.

In addition, the provision of telecare can now be included within Personal Budgets, where appropriate.

Targets have been set across all the teams, and are monitored and managed closely by the Divisional and Directorate Management Teams through Locality Action plans, which requires Heads of Services to report back on their performance, ensure targets are set at team and individual level and identify training needs within their teams.

Risks and mitigating actions

1. Operational teams' not understanding SWIFT (our client database) in relation to telecare ; data-quality low.
2. Telecare equipment not meeting needs, client groups being missed out for use of telecare.
3. Operational staff not identifying telecare as a means of meeting assessed needs.

Action taken :
1. Telecare SWIFT training in place for staff and ongoing refresher training offered including floor walking as well as additional support for data quality.
2. Equipment needs reviewed through Teletechnology Strategy group and strategy and commissioning plan being developed.
3. Telecare covered as an ongoing topic in individual supervision, Personal Action Planning, and managers meetings. Monthly performance monitoring by Divisional Management Teams.

Number of adult social care clients provided with an enablement service		Amber ⇧

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Graham Gibbens	Director	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	Division	Older People and Physical Disability

Data Notes.
Tolerance: Higher values are better
Unit of measure: Number
Data Source: Adult Social Care Swift client system

Data is reported as number of clients accessing the service during the quarter.

No comparative data for other local authorities is available for this indicator.

Trend Data – number per quarter	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result			1,500	1,527	1,631		
Target per quarter			1,800	1,800	1,800	1,800	1,800
Rag Rating			Amber	Amber	Amber		

Commentary

The number of clients provided with an enablement service has increased again this quarter but remains behind target. Enablement has been in place for over a year to support new client referrals to Adult Social Care. Initial performance increased as expected last year but numbers of people in receipt of enablement so far this year have been lower than the 600 per month (1,800 per quarter) set as the target level for the year. However if we can maintain the level of increase seen this quarter for the rest of the year then the target should be achieved by year-end.

All the assessment and enablement teams now have enablement services available for their locality.

Figures include externally commissioned enablement services and our in-house Active Care service.

Number of adult social care clients provided with an enablement service	Amber ⇧

What actions are we taking to improve performance (and drivers of performance)

Numbers are expected to increase in the future since more people are accessing enablement services as part of their assessments and people who are already receiving care packages are now being referred to enablement services with the aim of increasing their independence. The number of clients receiving enablement is monitored on a monthly basis at Divisional and Directorate Management Teams. All heads of service and team leaders are proactively ensuring that enablement is being seen as the main care pathway for all appropriate referrals.

Kent Enablement at Home, which is KCC's in-house provider of home-care is increasing its capacity to ensure that all demand for enablement is being met.

In addition, the reasons why some clients are not receiving enablement are being carefully examined. About 60% of people who do not receive enablement need the provision of equipment to allow them to live independently. Some localities are participating in an Occupational Therapy project which is reviewing clients already in receipt of homecare with the aim of assisting them to become more independent through the provision of equipment. Provision of equipment helps deliver the same outcome as enablement services i.e. allowing people to become more independent. A full enablement review is being carried out to examine why people are not being referred or accepted into enablement schemes. Dependent on the findings, action will be put into place to address any issues where improvements can be made.

Risks and mitigating actions

1. Clients not being referred to the service when it would be suitable.
2. Lack of enablement capacity or specialism (dementia).
3. Other enabling type services may meet the demand for enablement in other ways, such as provision of equipment or intermediate care.
4. Unrealistic expectations in terms of targets set relative to potential changes in referral rates and overall client numbers.

Actions being taken
1. The enablement review is being carried out, and performance to target is closely monitored at team level.
2. Review of crisis services in East Kent carried out and new services proposed to be commissioned.
3. Careful monitoring of other services provided to evidence that the equivalent outcomes to enablement services are being achieved.
4. Review of referral and client numbers and target expectations to be revisited in the light of findings.

Percentage of adult social care assessments completed within six weeks				Green ⇩
Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	**Bold Steps Ambition**	Put the Citizen in Control	
Cabinet Member	Graham Gibbens	**Director**	Anne Tidmarsh	
Portfolio	Adult Social Care and Public Health	**Division**	Older People and Physical Disability	

Data Notes.
Tolerance: Neither too high nor too low
Unit of measure: Percentage
Data Source: Adult Social Care Swift client system

Data is reported as percentage rate achieved for each quarter.

No comparative data for other local authorities is currently available for this indicator.

Trend Data – quarterly data	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result			79.8%	79.7%	78.0%		
Target			75%	75%	75%	75%	75%
Rag Rating			Green	Green	Green		

Commentary

Performance continues to be within good tolerance of the target level. The target level has been reviewed and now stands at 75% with the aim to ensure that people do not spend too much time in an enablement service or are assessed too quickly.

This indicator serves to ensure that we have the right balance between ensuring enablement is delivered effectively and ensuring the whole assessment process is timely. Factors affecting this indicator are linked to waiting lists for assessments, assessments not being carried out on allocation and some long standing delays in Occupational Therapy assessments. There are also appropriate delays due to people going through enablement as this process takes up to six weeks and the assessment can not be completed until the enablement process is completed

Percentage of adult social care assessments completed within six weeks	Green ⇩

What actions are we taking to improve performance (and drivers of performance)

A review of unallocated cases is taking place through a Task and Finish Group of assessment and enablement managers and good practice in some localities is being shared and implemented.

In addition to this, the support provided through enablement and the interaction with the staff providing the service, all contribute to the final assessment. The better the monitoring of the individual through this process, the more timely the assessment will be. Assessment completion dates are being reviewed and action proposed as directed by the outcome of the review.

Comparison to other local authorities is to be carried out in relation to enablement impacting on timelines for assessments. Future targets are to be defined based on enablement numbers, clinic work, AIG referrals, hospital team referrals and referrals not appropriate for enablement - these will be identified through the above Task and Finish Group.

This key indicator is monitored on a monthly basis by Divisional and Directorate Management Teams.

Risks and mitigating actions

1. Unallocated cases not addressed, delaying assessment completion.
2. Kent Contact and Assessment Services (KCAS) changes affecting AIG referrals completion.
3. Task and Finish Group review outcomes not being addressed through action planning.

Action taken :

1. Task and Finish Group in place.
2. Director for Older People and Physical Disability on the KCAS Project Group and a Service Level Agreement is being proposed.
3. Divisional Management Team, heads of service, assessment and enablement managers, and individual staff responsibilities identified and progress monitored.

Percentage of social care clients who are satisfied that desired outcomes have been achieved at their first review		Green ⇧

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	**Bold Steps Ambition**	Put the Citizen in Control
Cabinet Member	Graham Gibbens	**Director**	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	**Division**	Older People and Physical Disability

Data Notes.
Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: Adult Social Care Swift client system

Data is reported as percentage for each quarter.

No comparative data is currently available for this indicator.

Trend Data – quarterly data	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result			66%	71%	72%		
Target			70%	71%	72%	73.5%	75%
Rag Rating			Amber	Green	Green		

Commentary
The percentage of outcomes achieved has increased to 72% for this quarter and results are on target.

People's needs and outcomes are identified at assessment and then updated at review, in terms of achievement and satisfaction.

The annual service user survey resulted in a national indicator relating to "Self reported experience of social care users". The Families and Social Care Directorate are very aware that Kent's performance was not as high as other councils and so continues to promote and monitor the achievement of people's outcomes to ensure better performance in future. |

Percentage of social care clients who are satisfied that desired outcomes have been achieved at their first review	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

This key indicator is a relatively new way of recording information and results are monitored on a monthly basis at Divisional and Directorate Management Teams through the Locality Action Plans. These require Heads of Service to comment on and action performance improvement, as well as identifing training needs and risks. The information will increasingly be used to support the process for development and commissioning of services.

An action plan has been set linked to the Personal Budgets and Reviews action plans. The assessment and enablement managers Task and Finish group is leading on the system with cultural change to be delivered to ensure delivery of the target.

Actions include ensuring that when Hospital Teams carrying out their first review they record outcomes on Swift (the client database), that Enablement services when carrying out first review ensure outcomes are recorded or reported to the assessment officer for recording on Swift, and that all assessment officers and case managers record outcomes.

Risks and mitigating actions

1. Target linked to accurate recording of reviews on Swift, data-quality risks.
2. Interdependency on achieving Personal Budgets and Review action plans.
3. New target data-quality risks not fully known.

Action taken :
1. Part of the Review action planning led by coordination managers' Task and Finish group.
2. See 1. The dependency of these action plans identified with responsibilities clearly set out.
3. Close monitoring by Divisional Management Teams and active involvement of data quality staff.

Percentage of routine highway repairs completed within 28 days		Green ⇧
Bold Steps Priority/Core Service Area	Highways	**Bold Steps Ambition**	N/a
Cabinet Member	Bryan Sweetland	**Director**	John Burr
Portfolio	Environment, Highways and Waste	**Division**	Highways and Transportation

Data Notes.
Tolerance: **Higher values are better**
Unit of measure: Percentage
Data Source: KCC IT system (WAMS)

Data is reported as percentage achieved for each individual quarter. No comparative data is currently available for this indicator.
The indicator includes requests for repairs made by the public but not those identified by highway inspectors.

Trend Data – results by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	74%	84%	79%	87%	90%		
Target	90%	90%	90%	90%	90%	90%	90%
Rag Rating	Red	Amber	Red	Amber	Green		
Service requests	12,600	15,000	20,600	12,600	16,400		

Commentary

Performance has improved over the summer and our target has been met for the quarter. Improved performance was partly because of the lower demand during the quieter months but it is also notable that this has been delivered while also coping with some disruption due to the transfer of operations to a new contractor at the start of September. We are continuing to clear the backlog of outstanding enquiries that are beyond the 28 day target.

Early indications for October are that 89% of routine highway repairs have been completed within 28 days.

Percentage of routine highway repairs completed within 28 days	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

We are continuing to focus resource on clearing the backlog to reduce it to zero before demand increases. We are sharing resources across team boundaries to provide extra help where it is needed. The new contract with Enterprise is now well under way. The contract offers a more robust performance mechanism with financial penalties if the contractor does not meet agreed service standards. Instead of KCC ordering a specific number of crews each month and them working hard to complete the jobs given to them, the new contract requires the contractor to repair the job in the timeframe we specify, using their resources as they see best. This places the accountability and risk for delivery clearly with the contractor.

Operational Performance Measures (OPMs) are in place within the new contract. Weekly depot meetings are being held to constantly monitor performance and ensure improvement. However, there are some areas for development, particularly in the ordering of work. As mentioned above, we have completely changed the way we order routine repair works, moving from a process of ordering labour to ordering specific items of work using a detailed schedule of rates. All staff have now been trained to order work in the new way and to manage the very different and more robust form of contract.

Risks and mitigating actions

The change of contract and related works ordering procedures continues to be a risk to the speed of completing routine repairs.

We have trained all relevant staff and continue to provide mentoring and coaching for new and less experienced personnel to bring them up-to-speed.

Increase in demand due to bad weather could lead to a lowering of performance but the new contractual arrangements should allow a more flexible response than we were able to achieve in previous years.

Average number of days to repair potholes	Green ⇧

Bold Steps Priority/Core Service Area	Highways	Bold Steps Ambition	N/a
Cabinet Member	Bryan Sweetland	Director	John Burr
Portfolio	Environment, Highways and Waste	Division	Highways and Transportation

Data Notes.
Tolerance: **Lower values are better**
Unit of measure: Days.
Data Source: KCC IT systems (WAMS)

Data is reported as percentage achieved for each individual quarter. No comparative data is currently available for this indicator.
The indicator looks at both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

Trend Data – quarterly results	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	61.4	36.6	29.5	24.4	18.6		
Target	28	28	28	28	28	28	28
Rag Rating	Red	Red	Amber	Green	Green		
Service requests	7,180	4,350	8,640	5,130	2,820		

Commentary

Performance has continued to improve over the summer months, due to a low demand for pothole repairs. The number of potholes repaired in September 2011 at 544 was the lowest level completed in the last 2 years. There is usually lower demand for pothole repairs in summer months but demand has been exceptionally low this year, due to the previous Find & Fix programmes to repair potholes throughout 2010 and in early spring 2011, which were followed by a significant surface dressing programme. However, this increased surface dressing was only possible due to additional government funding for this financial year and we could only afford to treat 5% of the local road network.

During the winter months, the number of requests for pothole repairs is expected to increase but we expect performance in responding to these to remain on target - early indications for October are that a 13 day average is being achieved.

Average number of days to repair potholes	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

The new contract with Enterprise is now well under way. The contract offers a more robust performance mechanism with financial penalties if the contractor does not meet agreed service standards. The accountability and risk for delivery sit clearly with the contractor.

We are looking closely at performance across all districts to ensure a consistent level of service across the county. Operational Performance Measures (OPMs) are in place within the new contract. Weekly depot meetings between KCC and Enterprise staff are held and weekly performance is monitored to ensure continual improvement. Works are audited by local teams to ensure compliance. However, there are some areas for development, particularly in the ordering of work. As mentioned above, we have completely changed the way we order routine repair works, moving from a process of ordering labour to ordering specific items of work using a detailed schedule of rates. All staff are now trained to order work in the new way and to manage the very different and more robust form of contract.

Risks and mitigating actions

The key risk is being able to cope with the inevitable increasing demand this winter and the period following it, particularly if we have prolonged cold spells as we did last year. To mitigate this risk we have been reviewing and streamlining processes from when the defect is identified right through to repair. We are training additional resources that can be brought in from other teams to cope with peaks in demand

The change of contract and related works ordering procedures also continues to be a risk to the speed of completing pothole repairs. We have trained all relevant staff and continue to provide mentoring and coaching for new and less experienced personnel to bring them up-to-speed. We are also holding Enterprise to account through their performance measures and have emphasised that pothole repairs are a top service priority.

Percentage of satisfied callers for Kent Highways 100 call back survey				**Green** ⇩
Bold Steps Priority/Core Service Area	Highways		**Bold Steps Ambition**	N/a
Cabinet Member	Bryan Sweetland		**Director**	John Burr
Portfolio	Environment, Highways and Waste		**Division**	Highways and Transportation

Data Notes.
Tolerance: **High values are better**
Unit of measure: Percentage
Data Source: Contact Centre telephone survey

Data is reported as the percentage achieved for each individual quarter.
No comparative data is available for this indicator.
100 customers are asked each month:
'Overall were you satisfied with the response you received from Highways?'

Trend Data – quarterly results	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	61%	67%	72%	93%	90%		
Target	75%	75%	75%	75%	75%	75%	75%
Rag Rating	**Red**	**Red**	**Amber**	**Green**	**Green**		

Commentary

Our 100 call back survey has recorded high satisfaction levels above target for the last 2 quarters and performance has improved considerably compared to the same time last year. The data is further supported by the additional comments we have been receiving as a part of the survey which are generally of a more positive nature, such as 'the work was done in 2 to 3 days' and 'the standard of work was good'. It is encouraging that satisfaction levels have stayed high despite the recent period of significant change as our maintenance contract ended with Ringway and started with Enterprise,

The next three months will cover the start of our winter service delivery period and it will be important to maintain our customer satisfaction levels in what is historically a challenging period of high customer demand and expectation. Early indications for October are that 85% of customers are satisfied with our service.

Percentage of satisfied callers for Kent Highways 100 call back survey	Green ⇩

What actions are we taking to improve performance (and drivers of performance)

Our new contract with Enterprise puts more focus on delivery to a specific response time or date rather than what can be achieved by the level of contractor resource we have ordered. This places the risk firmly with the contractor and a proportion of the contractors profit is at risk each month if these standards are not met.

The customer satisfaction survey is made up of the key elements of our highway service e.g. potholes, streetlights and drainage. Team managers are asked to review both their relevant rating and the commentaries to identify any potential improvements in internal process or service delivery. We will be undertaking a review of current service delivery standards and establishing the levels of service we can and cannot deliver as part of the 2012/13 budget review. Effective communication of our service delivery plans is vital in order that our customers have the right expectations of us and can judge our performance appropriately.

Risks and mitigating actions

The immediate risk is that we have another winter season of severe snow and ice which puts increasing demand on staff and the contractor to assess and deliver a service which meets public expectations. A key risk is ensuring that customer demand does not lead to a pressure on budgets as we drive Enterprise to repair all faults within the agreed repair times.

Looking ahead, there will need to be a greater balance between undertaking larger scale (programmed) works to maintain the structural integrity of the asset, thereby reducing customer demand for the short-term (reactive) works. We are currently developing better information for Members and the public on the levels of service we are able to deliver based on our current budgets. Once developed, it will be important to communicate this clearly and positively to the public so that they understand our approach. The risk is that we continue to be judged according to what the public "think" we should be doing, rather than against our new service delivery plans.

Percentage of municipal waste recycled or converted to energy and not taken to landfill		Amber ⇧
Bold Steps Priority/Core Service Area	Waste Management		**Bold Steps Ambition**	N/a
Cabinet Member	Bryan Sweetland		**Director/Head of Service**	Caroline Arnold
Portfolio	Environment, Highways and Waste		**Division**	Waste Management

Data Notes.

Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: KCC Waste Management

Data is reported as rolling 12 month totals.

Municipal waste is the total waste collected by the local authority and includes household waste, street cleansing and beach waste.

Chart legend: Target, South East, KCC Actual

Trend Data – rolling 12 month totals	Previous Years			Current Year			
	Mar 10	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	54.5%	69.8%	70.4%	70.8%	71.7%		
Target			71.5%	71.4%	71.8%	72.0%	72.2%
South East	54.5%	62.1%	65.7%				
Rag Rating	Amber	Green	Amber	Amber	Amber		
Tonnage Managed	760,000	735,000	739,000	727,000	726,000		

Commentary

The percentage of Kent's waste being diverted away from landfill continues to increase annually and is on track to deliver the current year target by March 2012, through improvements to how household waste is being managed via Kent's infrastructure.

In the year to December 2010 the national figure was 55.8% and for the south east it was 65.7%. Kent had achieved national upper quartile for this indicator in the year to March 2010 and currently continues to maintain this position.

Percentage of municipal waste recycled or converted to energy and not taken to landfill	Amber ⇧

What actions are we taking to improve performance (and drivers of performance)

Plans are in place to improve the capture of recyclables and organic waste from the residual waste stream through joint working with the district councils. This will be achieved by increasing the number of materials collected through new kerbside collection contracts e.g. weekly collection of food waste already introduced in Maidstone, Dover and Shepway areas.

A review of the composition of the residual waste streams being managed through the network of household waste recycling centres, will be implemented during the current year, with operational changes being implemented from April 2012 where feasible and practical. This review seeks to identify opportunities for the diversion of additional materials into either the recycling stream or to be used for energy recovery.

A step change in performance will be delivered when residual waste from Canterbury City Council is diverted away from landfill and used to create energy at the Allington Waste to Energy Plant. This change will happen from January 2013 and will result in less than 15% of Kent's municipal waste being sent to landfill.

Risks and mitigating actions

New kerbside collection services may not deliver the improvement in recycling that is expected. This risk can be managed by engaging with the residents when introducing new services, and through contract management of the Waste Collection Contractor.

Unforeseen operational circumstances at KCC's waste transfer stations and household waste recycling centres, along with the reprocessing plants operating at a lower than contracted capacity could reduce performance. Performance levels and operational activity are kept under regular review so that appropriate and swift action can be taken should such events occur.

The service provided by the network of household waste recycling centres are currently under review by an Informal Member Group of the County Council, and any changes resulting from this review could impact on the overall performance of the network.

Kg of residual household waste per household			Green ⇧
Bold Steps Priority/Core Service Area	Deliver the Environment Strategy	**Bold Steps Ambition**	N/a
Cabinet Member	Bryan Sweetland	**Director/Head of Service**	Caroline Arnold
Portfolio	Environment, Highways and Waste	**Division**	Waste Management

Data Notes.
Tolerance: Lower values are better
Unit of measure: Kg per household
Data Source: KCC Waste Management

Data is reported as rolling 12 month total.

Residual waste is waste which is neither reused or recycled. e.g. waste which is taken to landfill or which is incinerated.

Trend Data – rolling 12 month totals	Previous Years			Current Year			
	Mar 10	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	699	673	666	648	641		
Target			669	658	658	658	658
South East	684	644					
Rag Rating	Amber	Amber	Green	Green	Green		

Commentary

The amount of residual household waste per household being managed throughout Kent continues to fall due to improved recycling rates being delivered and because overall volumes of waste being produced by residents continues to reduce. Recycling improvements include the introduction of weekly food waste collections by district councils along with improvements in the amount of waste being captured through other kerbside recycling services.

The national result was 625 kg for 2009/10 and for the South East region 644kg was achieved, compared to a Kent result of 673. Comparative data for the year to March 11 will be available in the autumn.

Kg of residual household waste per household	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

This indicator will continue to improve this year and over the next few years as new services enhancing the kerbside collection of recyclable materials (e.g. paper/card, and cans/glass/plastics) and organics for composting (including separately collected weekly food waste) are rolled out by district councils. Shepway have completed the roll out of their new services and Dover will complete their roll out by the end of 2011. Canterbury and Thanet plan to roll out new services from 2013/14 as part of the East Kent Joint Waste Collection and Processing Contract which commenced in January 2011.

Future plans for improving the capture of recyclables and organic waste from kerbside collections are being reviewed for the three Mid Kent districts (Ashford, Maidstone and Swale).

Other opportunities will be explored with the remaining district councils to improve the performance of collection services, along with improving recycling performance at KCC's network of household waste recycling centres.

Risks and mitigating actions

The planned level of diversion and capture from the residual waste stream into the recycling and organic waste streams does not materialise as planned, therefore reducing overall performance.

District councils fail to procure new collection services and fail to roll out new services as planned, however this risk will be managed by Inter-Authority Agreements between KCC and the districts, where all parties seek to work jointly to deliver improved performance and implement the most cost effective collection and disposal solutions.

Percentage of waste recycled and composted at Household Waste Recycling Centres			Green ⇧
Bold Steps Priority/Core Service Area	Waste Management	**Bold Steps Ambition**	N/a
Cabinet Member	Bryan Sweetland	**Director/Head of Service**	Caroline Arnold
Portfolio	Environment, Highways and Waste	**Division**	Waste Management

Data Notes.
Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: KCC Waste Management

Data is reported as rolling 12 month total.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – rolling 12 month totals	Previous Years			Current Year			
	Mar 10	**Mar 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	65.7%	68.9%	69.9%	70.3%	70.7%		
Target			69.7%	70.2%	70.4%	70.5%	70.6%
Rag Rating			Green	Green	Green		
Tonnage handled	127,000	131,000	135,000	134,000	133,000		

Commentary

For the first six months of 2011/12 approximately 74% of the waste received by our household waste recycling centres was recycled or composted. However performance is highly seasonal so the 12 month totals are shown above and this shows a result of 70.7% for the 12 months ending September. The year end forecast is for performance to achieve target.

In May this year a new household waste recycling centre was opened at New Romney replacing a weekend only mobile service and performance is over 75% for the new site. This is the first addition to the network since 1992, and offers a range of recycling facilities for the residents of that area, resulting in increased recycling performance and a reduction in service costs.

Percentage of waste recycled and composted at Household Waste Recycling Centres	Green ⇧

What actions are we taking to improve performance (and drivers of performance)

Further improvements are planned at household waste recycling centres (HWRCs) to make them easier for the public to use, with for example the North Farm HWRC re-opened in October following re-construction of the site layout to ease congestion, and to ensure the quantity and quality of recycled material is maximised.

To identify opportunities for the diversion of additional materials away from landfill or being processed via the waste to energy plant at reduced cost, a review of the composition of the residual waste streams being managed through the network of household waste recycling centres will be undertaken towards the end of 2011 to identify opportunities for the diversion of additional materials.

Risks and mitigating actions

The services provided by the network of household waste recycling centres are currently under review by an Informal Member Group of the county council. Any changes resulting from this review could impact on the overall performance of the network. The impact of any service changes will be monitored.

Discussion and actions agreed by PAT

This indicator has not been subject to discussion by PAT at this time.

Percentage of calls to Contact Kent answered within 20 seconds			Red ⇧
Bold Steps Priority/Core Service Area	Improve access to public services	**Bold Steps Ambition**	Put the Citizen in Control
Cabinet Member	Mike Hill	**Director**	Des Crilley
Portfolio	Customer and Communities	**Division**	Customer Services

Data Notes.

Tolerance: Higher values are better
Unit of measure: Percentage
Data Source: Siemens Hipath telephone system

Data is reported as percentage achieved for each individual quarter.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – results by quarter	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	85.3%	80.1%	75.9%	37.4%	66.3%		
Target = previous year	80%	80%	80%	80%	80%	80%	80%
Rag Rating	**Green**	**Green**	**Amber**	**Red**	**Red**		
Calla received	270,000	269,000	287,000	314,000	301,000		

Commentary
During the quarter to September Contact Kent response times have improved compared to the quarter to June but remained behind target with performance this year having been adversely impacted by increased call volumes, budget pressures and increased call complexity. To assist with the situation additional resource has been allocated to the Contact Kent with nine new permanent staff posts added in September and recruitment for a further nine posts in progress.

The situation is now improving with average response times each week having been around the 80% target since the beginning of August (sometimes above and sometimes below). Performance for quarter three expected to move closer to the 80% target level.

Despite slower call answering times, the percentage of calls which are answered has been over 90% each week since July.

Percentage of calls to Contact Kent answered within 20 seconds	Red ⇧

What actions are we taking to improve performance (and drivers of performance)

In addition to resources recruited so far, Contact Kent will be focusing on two or three service areas of high call volumes, such as those related to libraries and highways, during the coming year, with the aim of moving more customer contact to the kent.gov.uk website.

This feeds into a longer term strategy of "channel shift" - the migration of customer contact towards more efficient and cost effective channels, which is a component of the emerging customer services strategy.

A more comprehensive review of Contact Kent operations is underway, which will ensure that the business model is fit-for-purpose for the future. This is due to report by the end of the calendar year.

Risks and mitigating actions

There is a risk that call volumes, patterns and types are higher or lower than forecast levels, so close monitoring is being employed to evaluate whether resources deployed are adequate to achieve service delivery targets.

Early forecasts suggest that the UK could face another harsh winter. Staff shortages arising from snowfall can lead to reduced ability to handle calls speedily, in addition to higher call volumes usually experienced at that time. The service has a business continuity plan in place to mitigate against these risks, and has been working closely with the KCC web team and emergency planning team to ensure that more information is available online.

Number of visits to KCC web site — **Amber ⇧**

Bold Steps Priority/Core Service Area	Improve access to public services	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Mike Hill	Director	Matt Burrows
Portfolio	Customer and Communities	Division	Communication and Engagement

Data Notes.

Tolerance: Higher values are better
Unit of measure: Number
Data Source: Google Analytics

Data is reported as number of visits made in each quarter.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – visits by quarter	Previous Year			Current Year			
	Sept 10	**Dec 10**	**Mar 11**	**Jun 11**	**Sep 11**	**Dec 11**	**Mar 12**
KCC Result	993,000	1,048,000	939,000	816,000	909,000		
Target = previous year	945,000	945,000	945,000	960,000	960,000	960,000	960,000
Rag Rating	**Green**	**Green**	**Amber**	**Red**	**Amber**		

Commentary

There was an increase in visits to the KCC website during the last quarter that reflects the seasonal demand for schools information, such as term and exam dates and applying for a school place. Web site visits this year are lower than last year due to the Kent library computers no longer using the KCC web-site as a home page which created an inflated picture in last year's figures.

However, page views are higher in this quarter compared to the same quarter last year, which could suggest we are engaging our visitors and offering them other content which they are also interested in.

Number of visits to KCC web site	Amber ⇧

What actions are we taking to improve performance (and drivers of performance)

- We are using YouTube to host videos and drive people to the website, as well as engaging with our followers on Twitter providing them with useful content and encouraging them to click through to the website.

- Press releases include links back to Kent.gov. Readers are asked to visit the website for more information or are recommended useful content. The winter service page (www.kent.gov.uk/winter) has been publicised on YouTube, Twitter and in press releases. We will monitor page views over the winter period to determine if visits show an increase compared to last winter.

- We are using analytics to track user journeys in the highways section, and will begin to monitor other top tasks. This will help us improve content and encourage online transactions.

- In the longer term, the migration of customer contact towards more efficient and cost effective channels will lead to more visits to the kent.gov.uk site.

Risks and mitigating actions

There are more than 90 websites with KCC involvement that sit outside www.kent.gov.uk and which direct traffic away from the website (e.g. Kent Choices 4 U, Kent-Teach, Kent Adult Education). The Corporate Management Team has been asked to recommend which external sites move into kent.gov.uk.

A decline in visits may be causing additional calls to the contact centre, which is generally more expensive to serve than a web visit. Analysis on contact centre call volumes and web stats for our most-used services is underway as part of the Customer Services Strategy, which will provide recommendations for how to improve web content to encourage more people to use the website as their first point of contact.

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Mid year 2011/12 Business Plan Monitoring: Business Strategy and Support

Achievements

1   Highlights of achievements to date are shown below by Division.

2   <u>Business Strategy:</u>

2.1   New centralised business strategy division established, bringing together strategic policy and analyst resources from across the council.

2.2   Ongoing policy support to directorates delivered through new working relationships and restructuring for the division underway.

2.3   Good foundations to prepare for the local authority for a new role in relation to the NHS reforms has been delivering, including the establishment of the shadow Health and Wellbeing board.

2.4   Strategic priorities for KCC were refined with member involvement through Bold Steps workshops with POSC members and the "Delivering Bold Steps" document was approved by County Council in July.

2.5   Performance management arrangement improved, including a new Quarterly Performance Reporting for Cabinet and the Performance Assurance Team (PAT) was established and has been operational since June.

2.6   Formal consultation on the draft Vision for Kent took place from June to August 2011 with nearly 800 responses received and the Vision was subsequently approved at County Council in December.

2.7   The county Ambition Boards 2 and 3 have been successfully established with the establishment of Ambition Board 1 having been delayed until January pending agreement on how to align with the existing Kent Economic Board.

2.8   The Community Budgets and Big Society Fund projects have been established and operations transferred to Customer & Communities directorate for delivery.

3   <u>Governance and Law:</u>

3.1   Responsibility for elections has been subsumed from the Customer and Communities Directorate, albeit there are a number of ongoing actions from the 2009 election that the Customer and Communities Directorate are still involved with and leading on.

3.2   The Democratic Services division has been successfully reorganised.

3.3   The former corporate Access to Information Team was merged with those performing similar roles in the other four directorates to form the Information Resilience & Transparency Team.

4   <u>Human Resources (HR):</u>

4.1   Coordination of restructuring activity has been delivered on a consistent basis across KCC.

4.2   The development and introduction of 'priority connect' has significantly increased the levels of successful redeployment in KCC.

4.3   KCC's Organisation Development and People Plan has been agreed by Personnel Committee.

4.4   A workforce strategy and compelling offer for Specialist Children's Services has been developed and implementation has commenced to support the Children's Services Improvement Plan.

4.5 Contribution was made to a peer review of Swale council's health and safety management systems.

4.6 Input has been made to the Health and Safety Executive's (HSE) Estates Excellence programme which assists local businesses to appreciate health and safety standards.

4.7 10 Academies have purchased support from HR for the completion of the School Workforce Census.

4.8 Data from 507 Kent schools successfully loaded onto the DFE website for the School Workforce Census.

4.9 Data successfully loaded for the 2012 National Minimum Data Set for Social Care.

5   Information and Communication Technology:

5.1 Sessions House data centre improvements providing increased resilience is due to complete next quarter.

5.2 A move out of the Pipex third party data centre to the two regional data centres (Medway and Maidstone) will complete early next year.

5.3 The Local Area Network (LAN) refresh to improve reliability and enable the unified communications project to be implemented is due to complete by year end.

5.4 Design and planning work for unified communications is well underway.

5.5 Moving file stores to mass storage will complete next quarter providing more efficient file storage using cheaper disks and less energy.

5.6 Windows 7/Office 2010/ Exchange 2010 projects are underway as part of the Next Generation Technology Refresh Programme to upgrade desktop PC's and laptops across the county.

5.7 A procurement for a new Integrated Children System (ICS) is well under way.

5.8 Rural Broadband grants have been made to Kingston and Yalding with evaluations taking place for Chilham, Eythorne, Rolverden and Sandgate.

6   Finance

6.1 Enhanced budget monitoring arrangements have been put in place building on the PID savings process.

6.2 The 2012/13 Budget and Medium Term plan proposals have been produced on time and to an earlier deadline than previous years.

6.3 The Finance department restructuring is on target to deliver a 30% budget saving and the formal consultation will end February.

6.4 Short term improvements to Oracle Financials are being implemented to assist budget managers and Finance staff prior to the wider Oracle ERP improvements.

6.5 The Head of Procurement has been recruited and additional procurement resource is being recruited with a new structure and operations being implemented.

6.6 The Superannuation Fund investment strategy has been revised and implementation is underway.

6.7 The capital programme processes are constantly being reviewed as part of the restructures both in finance and property, particularly in the light of corporate landlord changes.

6.8 The delivery of the Risk Based Internal Audit Programme is in progress with the 90% target for March 2012 remaining challenging but achievable.

7 <u>Property and Infrastructure Support:</u>

7.1 Kent has been accepted as one of the11 local authorities under the Local Government Group Capital and Assets Programme (CAP) wave 2 path followers. This provides access to support and expertise to drive forward asset collaboration projects with partner agencies across Kent.

7.2 The Ashford Gateway Plus, a £7.56m new building was completed and opened to the public in July.

7.3 The transformation of Gravesend Library was completed and opened to the public in August.

7.4 The handover of the Turner Contemporary building to the Turner Contemporary Trust was completed.

7.5 The handover of Beaver Green school was completed.

7.6 Funding agreement was reached for £54m to build two state of the art buildings for the Isle of Sheppey Academy.

7.7 Agreement for £14m for building improvements at the Skinners Academy and planning permission was achieved for £20m development for the Spires Academy project.

7.8 The feasibility sign off from DfE has been achieved for Knole and Wilmington Academies.

7.9 The handover of Cornwallis and Longfield Academies have both been completed.

Delayed Projects

8 The majority of projects outlined in the business plans will be achieved by the end of the year. Since April, movements in areas of responsibility have meant that 22 projects are now to be delivered within other directorates. Projects that are known to be running later than originally expected are shown below.

9 <u>Property:</u>

9.1 The development of a strategy for future delivery of Facilities Management services is slightly behind programme, with the the strategy to be progressed after September.

9.2 The implementation of the corporate landlord model was delayed with a revised completion for November as it took longer to establish the financial baseline than was initially expected.

9.3 For the MASH (multi agency service hubs) a dispute over costs has arisen with the contractor who is claiming additional funding and there are also some issues finalising the leases with Health.

9.4 The development of a consultant's manual is under review pending the restructure. Although some progress has been made, this is not expected to be complete until the end of the Spring 2012.

9.5 The procurement of a contractor's framework is currently on hold pending the outcome of a number of national reviews and a procurement review in property. The majority of the capital programme is within education and this is currently in flux with the recent announcements and national changes in capital policy.

10 <u>Human Resources:</u>

10.1 The implementation of ISA Vetting and Barring Scheme for Schools has been halted by the government. Revised arrangements pending the Protection of Freedoms Bill becoming law are to be introduced.

By: Paul Carter, Leader
              Alex King, Deputy Leader
              John Simmonds, Cabinet Member for Finance and Business
              Support
              Roger Gough, Cabinet Member for Business Strategy,
              Performance and Health Reform
              David Cockburn, Corporate Director, Business Strategy and
              Support

To: Corporate Policy Overview & Scrutiny Committee – 11th
              January 2012

Subject: Budget 2012/13 and Medium Term Financial Plan 2012/15

Classification: Unrestricted

Summary:	The purpose of this report is to consult the Committee on the budget proposals for the Business Strategy & Support Directorate and Financing Items budgets within the Corporate Services portfolios (hereafter referred to as the Corporate Services portfolios), with reference to the draft KCC budget launched on 20th December 2011. Members are invited to comment on the key issues on the proposed budget changes for the services provided by the Business Strategy & Support Directorate.

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1.   Introduction

1.1   The Chancellor of the Exchequer made his Autumn Budget Statement to the House of Commons on 29th November 2011. This coincided with the latest economic forecasts from the Office for Budget Responsibility (OBR) which predicted that recovery from the recession would take longer than previously forecast and economic growth projections for the remainder of 2011 and throughout 2012 would be substantially less than earlier forecasts.   The Government's deficit recovery strategy relies on steady and sustainable economic growth in order that tax revenues recover from the effects of recession and remain buoyant in the future. In spite of the lower growth predictions the Chancellor has stuck with the spending plans outlined in the 2010 Spending Review (SR2010).

1.2   The provisional Local Government Finance Settlement for 2012/13 was announced on 8th December 2011. This set out provisional grants for 2012/13 from the Department for Communities and Local Government (DCLG). This includes the vast majority of un-ringfenced grants. The

grants from DCLG were in line with the provisional figures included in the 2011/12 settlement but no provisional amounts have been announced for the following years.

1.3   Following these announcements KCC launched its draft 2012/13 Budget and 2012/15 medium Term Financial Plan (MTFP) for consultation on 20th December. The documents include much more information about the national economic context and grant settlement, as well the Council's proposals. Members are asked to review these documents and bring them to the committee meeting where the proposals affecting the Corporate Services portfolios will be considered.

1.4   For 2012/13 the draft budget proposes freezing Council Tax at the same level as 2011/12 i.e. £1,047.48 for a band D property and taking up the one-off grant offered by government. Taking up this grant means that £14.4m of additional savings/income will have to be found in 2013/14 to offset the loss of grant. The Council Tax Freeze grant is factored into our calculations on the overall net loss of grant in 2012/13 and 2013/14.

1.5   The grant settlements for other Government departments had not been announced in time for the budget launch. Since these are largely ring fenced and its KCC policy to adapt spending in line with grant settlements these will not unduly affect the proposed budget.

2.   **Revenue Budget Proposals**

2.1   The draft budget book includes a portfolio summary, an updated A to Z of services and for the first time a detailed variation statement for each line in the A to Z showing all the changes between 2011/12 and 2012/13. The introduction of an A to Z of services rather than a portfolio by portfolio presentation of the budget was largely welcomed last year.   The detailed variation statement is a further step towards greater transparency of the underlying assumptions behind the proposed budget.   We recognise that removing the portfolio by portfolio presentation makes it more difficult for POSCs to scrutinise the proposals for individual portfolios. The A to Z entries relating to the Corporate Services Portfolios can be found within pages 41 to 44 of the budget book and the relevant A to Z variation statements on pages 179 to 188. Financing Items variation statements are on pages 157 to 168. A summary is also attached as Annex 1. The POSC has decided to hold a meeting of the IMG on 10th January in order to give IMG Members the opportunity to consider the budget in more detail than would be possible at the POSC.

2.2   The MTFP sets out the overall assumptions about the likely resources available over the next 3 years. It also sets out the forecast additional spending demands and the savings/income which would be necessary

to achieve a balanced budget each year. The savings have been expressed as target amounts for efficiencies and service reforms under a number of themes. The MTFP has been redesigned to present a clearer overall picture over the three year period rather than portfolio by portfolio.

2.3 The MTFP includes a portfolio by portfolio analysis of the main changes within the proposed 2012/13 budget. This is presented in the same format as the previous multi year presentation. Experience has shown that although we produced a 3 year plan by portfolio nearly all of the issues relate to the first year and the detail for years 2 and 3 are largely aspirations and change significantly when the budget for these years comes to be approved at a later date. The one year presentation by portfolio should help POSC members to focus on portfolio priorities for the coming year. Details relating to the Corporate Services portfolios can be found on pages 69, 70, 73, 77 and 78.

2.4 As in 2011/12 the detailed budgets for individual service units and budget managers will be produced after County Council has agreed the draft budget in A to Z format. This detailed manager analysis will include staffing information for individual units.

2.5 Copies of the draft Budget Book and MTFP have been distributed to all Members (on the 16th December). You are asked to ensure you bring those to this meeting.

3 Capital Budget

3.1 The starting point for the capital programme is the existing published capital programme for 2011/14. We have revised the presentation of the capital programme for individual schemes to shift the focus away from planned spending year by year and more towards the totality of spend and how this is financed. This will enable debate to focus on the merit of schemes, their affordability and overall timeliness rather than the detail of re-phasing individual amounts between years.

3.2 The proposed programme for the Corporate Services portfolios for 2012/15 is set out on page 11 of the budget book.

4. Recommendation

4.1 Members are asked to note and comment on the revenue and capital budget proposals for the Corporate Services portfolios.

Background documents:
- Autumn Budget Statement; Cabinet, 5th December 2011
- Draft Budget Book 2012/13 and Medium Term Financial Plan 2012/15 (launched 20th December 2011)
- Previous Budget Monitoring and Planning Reports to the Corporate Policy Overview and Scrutiny Committee

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Section 5 - A to Z Service Analysis (F&BS portfolio)

WHAT IS THE MONEY SPENT ON?

2011/12 Approved Net Cost £000s	Portfolio	Service	2012/13 Proposed							Affordable Activity
			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
		Financing Items								
1,368	F&BS	Carbon Reduction Commitment	0	1,596	1,596	0	1,596	0	1,596	
3,491	F&BS	Contingency for Children's Improvement Plan	749	0	749	0	749	0	749	
-11,245	F&BS	Contribution to/from reserves	0	-4,254	-4,254	0	-4,254	0	-4,254	
3,479	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
4,000	F&BS	Modernisation of the Council	0	3,500	3,500	0	3,500	0	3,500	One-off costs associated with restructure of the council including redundancy provision
116,421	F&BS	Net Debt costs (incl. Investment Income)	0	132,948	132,948	-10,077	122,871	0	122,871	
5,100	F&BS	Other	0	2,328	2,328	0	2,328	0	2,328	
-287	F&BS	Unallocated	5,194	8,247	13,441	0	13,441	0	13,441	
-5,711	F&BS	Underspend rolled forward from previous year	0	-2,200	-2,200	0	-2,200	0	-2,200	
0	F&BS	Unringfenced Government Grants	0	0	0	0	0	-88,786	-88,786	
116,616		**Total Financing Items**	**5,943**	**146,844**	**152,787**	**-10,077**	**142,710**	**-88,786**	**53,924**	
		Management, Support Services and Overheads								
14,862	F&BS	BSS - Finance and Procurement	16,144	3,538	19,682	-5,256	14,426	-2,388	12,038	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
3,174	F&BS	BSS - Human Resources	5,533	2,064	7,597	-5,666	1,931	0	1,931	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.
18,036		**Total Management, Support Services and Overheads**	**21,677**	**5,602**	**27,279**	**-10,922**	**16,357**	**-2,388**	**13,969**	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.

Section 5 - A to Z Service Analysis (BSP&HR portfolio)

2011/12 Approved Net Cost £000s	Portfolio	Service	WHAT IS THE MONEY SPENT ON? 2012/13 Proposed							Affordable Activity
			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
		Financing Items								
2,352	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	2,352	2,352	0	2,352	0	2,352	Annual contribution towards ICT infrastructure replacement
2,352		**Total Financing Items**	0	2,352	2,352	0	2,352	0	2,352	
		Management, Support Services and Overheads								
-7,076	BSP&HR	Directorate Management & Support - Business Strategy & Support (BSS)	796	2,637	3,433	-193	3,240	-4,388	-1,148	
9,065	BSP&HR	BSS - Human Resources	6,406	4,995	11,401	-3,115	8,286		8,286	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.
20,730	BSP&HR	BSS - Property and Infrastructure	5,774	20,412	26,186	-2,426	23,760	-505	23,255	Responsibility for the management of KCC's land and property portfolio. This involves strategic asset management across the estate (Corporate Landlord) and is supported by the provision of professional property services delivered in-house and via external consultants.
19,114	BSP&HR	BSS - Information, Communications and Technology (ICT)	16,534	14,814	31,348	-13,376	17,972	-591	17,381	The division works collaboratively with the business to deliver value for money ICT products and services which enable KCC to better serve the people of Kent. The Kent Public Services Network and the majority of telecommunication costs for KCC, are included here.
4,209	BSP&HR	BSS - Business Strategy	2,722	588	3,310	-99	3,211	0	3,211	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
-1,042	BSP&HR	BSS - Governance and Law	7,210	3,005	10,215	-12,470	-2,255	0	-2,255	Provides legal advice and services to KCC, public bodies and other local authorities.
45,000		**Total Management, Support Services and Overheads**	39,442	46,451	85,893	-31,679	54,214	-5,484	48,730	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.

Section 5 - A to Z Service Analysis (D&P portfolio)

WHAT IS THE MONEY SPENT ON?

2011/12 Approved Net Cost £000s	Portfolio	Service	2012/13 Proposed Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	Affordable Activity
		Local Democracy								
255	D&P	Member Grants (incl. Elections)		1,273	1,273		1,273		1,273	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
255		**Total Direct Services to the Public**	0	1,273	1,273	0	1,273	0	1,273	
		Financing Items								
464	D&P	Audit Fees	0	464	464	0	464	0	464	
464		**Total Financing Items**	0	464	464	0	464	0	464	
		Management, Support Services and Overheads								
760	D&P	BSS - Finance and Procurement	590	253	843	-34	809	0	809	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
1,114	D&P	BSS - Business Strategy	626	283	909	-223	686	0	686	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
3,828	D&P	BSS - Democratic and Members	1,310	2,617	3,927	-3	3,924	0	3,924	The cost of supporting the 84 elected members of the County Council and the responsibility for the council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007.
5,702		**Total Management, Support Services and Overheads**	2,526	3,153	5,679	-260	5,419	0	5,419	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.

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By:	John Simmonds, Cabinet Member for Finance and Business Support
	Andy Wood, Corporate Director of Finance and Procurement
To:	Corporate Policy Overview & Scrutiny Committee, 11 January 2011
Subject:	Procurement Practice
Classification:	Unrestricted

Summary: This report provides information for Members of the Policy Overview & Scrutiny Committee on the improvements that have commenced in Procurement and how this will be taken forward in the next year.

Introduction

1. The Council has recognised that there was potential to improve the way it procures goods and services. As a result a new role of Head of Procurement was introduced and Henry Swan started in this role on 5th September 2011.

2. The strategy to deliver better procurement consists of four streams:

- Improving procurement resource and centralising the team
- Reviewing and implementing clear processes for procurement
- Setting clear Governance, including setting strategies for all categories of procurement
- Implementing IT systems to support improved procurement

Performance Review So Far

Resources

3. In order to deliver the improvement in procurement that is required, we need to develop a structure that is capable of delivering better procurement for KCC.

4. Recruitment has been taking place and many posts have now been filled with just four left to recruit as at 16th December 2011. The majority of team will be in place by 1st February 2012.

5. The structure is as appendix A.

Processes

6. Clear processes for all procurement drawn up and implemented across the Council, published on the updated intranet and training developed to support roll out as required. Updating of intranet has commenced and new processes will be added in the form of "How to Buy Guides" and the Statement of Required Practice (SORP).

7. The new processes focus on better planning through utilisation on Category Plans (appendix B) and Procurement Plans (appendix C), the first of these are now being developed for Facilities Management and various procurements for FSC.

8. New processes are supported by and linked to the IT Systems introduction described below.

Governance

9. Clear governance of procurement is required to ensure that all procurement is carried out in a planned way making use of the opportunities across KCC and not just being Directorate led.

10. A Procurement Board has been set up to approve:

- Procurement Priorities
- Strategy Plans
- High Value or High Risk Procurement Plans
- Updates on progress against above plans
- Make, Buy, Sell Decisions

11. Delegated authorities are to be updated and clearly articulated, work has commenced on this with Legal and Democratic Services

Systems

12. To comply with Transparency Guidance and to manage our Contracts better all opportunities over £50k will be published on an externally visible portal (Currently SE Business Portal) and all subsequently awarded contracts will be listed on the same Portal. All current contracts over £50k will also be added to the Portal.

13. We are now ready to upload more than a thousand current contracts on to the portal which will move us to having a large proportion uploaded with the target of getting all contracts listed by end of March.

14. We currently are reviewing and developing processes and detailed approval structures to commence roll out of i-Proc across the Council

15. The roll out of i-proc and ERP is continuing and will give visibility and control of purchasing, give commitment accounting and improve the procure to pay process. This will reduce transaction costs and increase compliance to agreements.

Targets for the Next Year

Savings	2012/13 £6 million
	2013/14 £7 million
	Above subject to review based on further detailed investigation
Governance	Procurement Board in place by End January 2012
	Constitution and guidance updated End January 2012
Processes	New processes in place, clearly defined and communicated end of March 2012
Systems	All contracts advertised and recorded on central portal accessible to all end March 2012
	50% of spend through orders in i-Procurement bye end of 2012 (current level is approximately 10%)
Structure	New structure in place and fully staffed 1st February 2012
Local Business	To achieve 60% of KCC expenditure going to Kent businesses both 1st and 2nd tier 2012/13

Recommendations

To note the improvements underway in Procurement
To support the change that will be necessary to deliver better control of procurement
To endorse the targets for the next year

Author Contact Details:

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Procurement 2011

Appendix A

Henry Swan
Head of Procurement

Spend: £1000M

Nikki John
Procurement
Support Officer

Keith Bratley
Category Manager
Corporate & Ed

Spend: £180M

- Louise Beatty
  Procurement Manager
- Amanda J- Richardson
  Procurement Manager
- Procurement Manager
- John Tunnicliff
  Policy &
  Procedures
  Manager
- Katherine Cusack
  Procurement Officer

Terry Hazlewood
Head of Procurement
ICT

Spend: £20M

- Sr. Commercial Manager
- Sr. Commercial Manager
- Sr. Commercial Manager
- Sr. Commercial Manager
- Sr. Commercial Manager
- Sr. Commercial Manager

Katherine Kedge
Category Manager
Families & Social Care

Spend: £400M

- Kelly Surtees
  Procurement Manager
- Mark Gilbert
  Procurement Manager
- Procurement Manager

Category Manager
Highways and Waste

Spend: £160M

- Rob Howard
  Procurement Manager
  Waste
- Robert Clark
  Waste & Highways

Ted Baldwin
Category Manager
Property

Spend: £150M

- Therese Hammond
  Procurement Manager
  0.6 FTE
- Selena Stray
  Procurement Manager
  Property

Darren Black
E-Procurement Manager

- P2P Manger
- Helen Rampling
  P2P Buyer

Procurement
Commercial
Services

Spend: £90M

Legend:

Procurement Manager Waste	Existing resource
Head of Procurement Property	New role recruiting
Head of Procurement Property	New role recruited

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Appendix B   **Simplified Category Management Approach**

Current arrangements:
- Description of operation or service
- Analysis of what works well and what doesn't

Demand Planning:
- Current volumes/values
- Planned volumes/vales and sensitivities

Supply Analysis:
- Detailed understanding of the supply market, key players and developments
- Analysis of market position – strengths & weaknesses
- Key risks and potential mitigations

Specification:
- Statement of requirements – clarity on needs versus wants
- Performance, output or activity based? Why?
- Use of standards as appropriate

Project Objectives:
- Financial eg 10% reduction in cost for same service
- Service Level eg increase in takeup
- BSK aims eg encourage max. use of SMEs or include % of apprentices in contract

Strategic Procurement Board
Review & Approval

Create **Procurement Category Strategy**

Procurement Plan(s)

Procurement Process

Contract Award

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Appendix C

Procurement Plan

TITLE:		VALUE: £xxxk	Ref:
Procurement Lead:		Date:	
Client Lead:	**Position**:		

Description: *What is required to be bought? Description, volumes, values and changes over time.*

Linkage to Category Strategy? *Is there a Procurement Board approved Category Strategy? Does this PP comply with it? If not, why not?*

Business Objectives: *Clear statements of what the business objectives are for this procurement. Should be available in the Business Case.*

Current Supply arrangements: *description of the current supply set-up: supplier, volumes, spend levels, how it works, what works well, what doesn't, contract end date, etc. If new requirement, say so*

Market Position: *an assessment and description of the supply market. Size, KCC position, competitiveness, development opportunities, risks, etc*

Procurement Risks: *what are the main risks in carrying out this procurement (what could go wrong?) How do we mitigate these risks?*

Procurement Route Options & Evaluation:

Part: A/B   OJEU:

Should this be a framework or contract? Why?
Multi-supplier or single supplier? Why?
Open, Restricted, CD? Why?
Single Tender Action? Why?

Procurement Route Recommendation: *Summary of selected route and why.*

Outline Timescales: *Advert Date? PQQ date etc ………….. Planned award date. Any key milestone or review dates eg Cabinet Meeting*

Resources Required: *How much of your time roughly will this consume eg 10 days over a 2 month period. Client resources: are they lined up adequately? If not what do we need to do?*

Reviews Planned: *what planned reviews are there or are needed through the procurement? Legal? Finance? Procurement Board?*

Approval to Proceed:

Signed: Name: Date:

Status as of *date*: *summary of progress made since last review date*

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By: Roger Gough, Cabinet Member for Business Strategy,
               Performance & Health Reform

               David Cockburn, Corporate Director for Business Strategy &
               Support

To: Corporate POSC

Subject: Asset collaboration

Classification: Unrestricted

Summary: This paper sets out the current work being undertaken on asset
               collaboration amongst public agencies within Kent to drive service
               transformation and efficiencies from property assets.

---

1. Background

1.1   The Kent Forum agreed in summer 2011, a new approach would be adopted to
      look new ways that asset collaboration could be moved forward with key public
      sector agencies

1.2   A programme was outlined whereby Kent Forum agreed that the Director of
      Property & Infrastructure Support would meet with all district authorities to
      explore new opportunities for asset collaboration. The majority of districts were
      keen to explore opportunities and all organisations have targets to make financial
      savings from their property estate.

1.3   KCC has a target to secure £10 million property revenue savings from its
      portfolio within 4 years. One of the key strands to delivering this is how we can
      collaborate on our assets with public partners to drive efficiencies and offer an
      improved service offer.

2. Progress to date.

2.1   Information on public sector property assets have been shared and asset maps
      have been prepared on a district by district basis. Other public agencies have
      also been part of this programme although the focus to date has very much been
      on a district by district basis.

2.2   The asset maps have provided the catalyst for Kent public sector partners to
      consider where current property assets are located, how future services could be
      provided from fewer property assets in specific areas.

2.3   A number of workshops have been held with officers in districts and these have
      identified short, medium and long term projects for asset rationalisation. It has
      become apparent there are three or four types of projects that have emerged

across Kent. There are significant opportunities for office rationalisation so agencies co-locate and also to explore under-utilisation and consistent space standards across all agencies. In 2012-2013, there is a suggested programme of co-location of office use across the county.

2.4   There is a renewed rigour to look at services provided from Gateways with new ways of delivering services to free up assets in some locations and the asset mapping, customer insight information and discussions with officers have outlined a number of options

2.5   From the asset maps, it has been possible to look at the concentration of public assets across the county and historically there may be a cluster of assets in one location across a number of agencies. A number of these services could co-locate or be delievered in a different way and projects are being scoped to assess the deliverability of these. As we move forward it is anticipated that public sector agencies in Kent will be able to share best practice on how to drive efficiencies from property running costs, common office space standards and driving value from facilities management contracts.

2.6   In most districts, 5-10 identified projects have been short-listed and work has commenced on these following discussions with individual district Leaders and senior officers to scope these in further detail. Service improvements and financial savings are the key drivers but they must link back to Vision for Kent and Bold Step for Kent objectives.

2.7   The asset collaboration work also dovetails with discussions in relation to the Kent Medway Investment Fund and the identification of surplus assets which could be pooled for regeneration outcomes.

2.8   It is important to note, that other public agencies such as Kent Police, NHS, PCT etc and some third sector organisations have also been involved in discussions. In the new year it is envisaged that these discussions will be progressed further.

2.9   Earlier in the year Kent was successful in its application for the National Capital Asset Pathfinder programme run by Central Government. This allows Kent to access and share best practice from other Local Authorities as well as access into central government departments.

3   Conclusion

3.1   There has been significant progress of the implementation of the programme and the focus is now to agree the implementation plan for each district.

RECOMMENDATION

The Committee is asked to:

NOTE the report regarding the asset collaboration work.

Background Papers:
None

Officer Contacts:

Rebecca Spore

Director of Property & Infrastructure Support

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By:	Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform
	David Cockburn, Corporate Director Business Strategy & Support
To:	Corporate Policy Overview and Scrutiny Committee
Date:	11 January 2012
Subject:	Information and Communications Technology Strategy
Classification:	Unrestricted.

Summary: Members are asked **endorse** the strategy ahead of formal cabinet member approval.

1. Introduction

(1) The council's ICT strategy has concentrated on developing technology infrastructure. This strategy has directly benefited the wider community and provided the opportunity for improved service outcomes and improved efficiency by linking public services across Kent.

(2) The architecture adopted by the Kent Public Services Network (KPSN) has contributed to increased availability of business broadband to companies across Kent. Achieving the same outcome through regeneration funding would have required investment of over £2 million.

(3) The number of partners in the KPSN shared infrastructure has continued to grow. In addition to all Kent local authorities, Kent Police, Kent Fire and Rescue, primary, secondary and tertiary education participates in this shared approach. Recent expansion has seen the network extended to a number of NHS sites with discussions underway for a more extensive unification programme.

(4) This core network infrastructure has been the basis for the development of other shared ICT solutions. A Regional Data Centre to host equipment from across public services has been established comprising two sites Gun Wharf at Chatham and Sessions House Maidstone. Co-location of equipment will offer further opportunities for joint solutions and reduced cost.

(5) While these themes are retained in the revised strategy, the primary focus is on the changes that will be required to support the ambitions and objectives within Bold Steps and the associated service strategies.

2.   ICT Strategic Framework

Service Drivers

(1) The Customer Service Strategy is a critical element of the Council's strategy map that will underpin the transition from organisation-centric to citizen-centric public services, crucial for the delivery of Bold Steps ambitions. The extensions to the ICT strategy have been developed in tandem as technology represents a fundamental component in realising the outcomes of the Customer Services Strategy. The concept of 'channel shift' where migration from face to face interaction to telephone to online services, is seen as a means of improving service, increasing choice and reducing cost, is highly technology dependant and a part of the wider 'digital by default' agenda being promoted by government.

(2) Technology as a productivity tool for public services or as a point of access to service are currently the two most obvious applications of technology. It is anticipated that in the medium term this will change with an increasing reliance on services which include the deployment of technology as part of direct service solutions. The council remains a leading exponent of tele-health and tele-care technologies and participated in the highly successful Department of Health Whole System Demonstrator trial. Increased use of technology in curriculum delivery and remote learning is another area of rapid growth supported by the council's ICT function which provides an ICT support service to over 750 schools.

(3) Broadband provision across the county continues to be below national targets which are typically lower than global competitors. Application of public service infrastructure has already been referenced in this report. Innovative methods for supporting Kent's economy through enhancing broadband availability or services that make use of such availability remain a priority associated with all ICT investments.

(4) Efficiency is another holistic target. Consideration of both cost and carbon efficiency is an integral planning process in development of all ICT proposals. In most instances with rigorous application of business case preparation and benefits realisation the majority of ICT investment should be able to show a net reduction in total cost. It will be essential that efficiencies are identified and captured irrespective of where they occur across the council or wider public service.

National ICT Strategy

(5) The council contributes to discussion on the formulation of national ICT strategy through the Local Chief Information Officer Council (LCIOC) which maintains strong links with the Cabinet Office, Department of Communities and Local Government, Local Government Association and the Local Government Delivery Council. The strategy is strongly aligned with the LCIOC's response to the national ICT strategy which highlights the public service benefits to be derived from the national proposals. In support of the national agenda which closely follows the infrastructure path already taken by the KCC, a member of the KPSN team is currently on secondment to the cabinet office PSN team as an implementation advisor.

Regional and Area ICT Strategy

(6)   KCC works with a group of six other south east local authorities comprising Medway, Surrey, East and West Sussex, Brighton and Hove and Hampshire on a range of initiatives including ICT. To gain maximum benefit from cooperation across this partnership a common approach is required leading to alignment of technology strategy. A similar approach is already well established across Kent public services and the KCC ICT strategy aligns with the objectives of the public services ICT partnership, Kent Connects, and will be incorporated within a integrated countywide strategy commissioned by the Joint Kent Chief Executives group.

Consultation

(7) The strategy has been shared with a number of groups internal and external who have contributed to the development of the approach. As well as consulting with other public services across Kent, the overview has also been shared with Gartner, a private sector research and advisory company. Internally the paper has been informed through discussions with:

- ICT Division & Customer Services Team

- Business Strategy and Support Management Team

- Cross Directorate Access and Assessment Board

- Cross Directorate Delivery Assurance Team

- Corporate Management Team

- Cabinet Members

- Cabinet

Implementation

(8) The framework provided in the strategy creates a continuous link between policy objectives, business strategy and ICT investment to ensure that the maximum contribution is made to public service outcomes. A technical architecture will outline the physical environment required and the ICT Division's business plan the targets and objectives to deliver the architecture. The plan will also include the detailed proposals to support service objectives dependant on technology.

(9) Programmes and Projects are the vehicles used to deliver change and enhancement across the council. The key areas where it is already known that technology will need to be deployed are identified over a timeline incorporated within the strategy.

3.   Priorities

(1) The strategy overview highlights 3 key areas where significant changes are required to the existing approach to ICT and these are also summarised in the table below.

The Delivery Framework

ICT Principles	⟶	More Efficient Use of current and future technology
Technical Architecture	⟶	Sustainable Service Improvement
Approach & Impact	⟶	Shift from organisation centric to customer centric application of technology
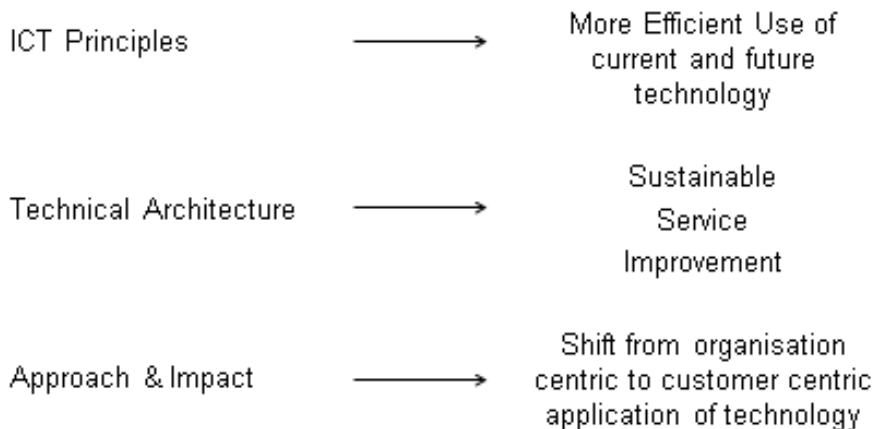
(2) Effective governance and clear terms of reference have been essential to the delivery of a common approach to ICT infrastructure across the council and the external agencies we work with. The changes within the strategy extend this model to software applications and line of business systems. This shift will be critical step in establishing a single view of the 'customer' and ensuring maximum value for money from ICT investment. The process currently in place has placed emphasis on functional capability within directorate or unit. The principles are designed to address this and avoid the duplication that can occur as a consequence.

(3) The strategy document identifies the constituent elements of the technical architecture which will provide the blueprint for technology over the medium term. While some aspects of the architecture are already well established such as the security and infrastructure layers, others need to be developed and refined in support of the future requirements of the council. For example service efficiency and quality can be dramatically improved through the application of business intelligence. In order to inform decisions and successfully target services at those most in need, it is essential that we adopt a more sophisticated approach to the management and use of data. This requires development of a comprehensive data and information architecture to inform the design of applications in support of a common view of the 'customer'.

(4) An important consideration for ICT support activity will be the transition over time from, systems used mainly by council staff to direct access of systems by members of the public. Where individuals chose to use technology as their preferred method of accessing public services, expectations will be informed by their experience of online commercial services. This will have implications for the level of ICT service performance and support which will need to be reflected in changes to the organisation of the council's ICT division.

(5) The same consideration will also demand a change in approach around performance monitoring and value for money. The well-established metrics reported at present, are designed around the value of technology as a service to council staff rather than the public.

4.   Conclusion

(1) The ICT strategy overview (appendix a) expands on the successful approach to technology infrastructure and applies the same model in support of the systems and applications deployed across the 'one council'. The Customer Services and ICT strategies are interdependent and one cannot be delivered without the other. The combined strategies have been produced to improve customer service and through considered application of technology release financial benefits across all council services.

(2) Application of rigorous business planning and benefits realisation methods is to be applied to ensure value for money and return on investment. Adoption of a single technical architecture will support both sustainable infrastructure design and provide a roadmap for future technology investment that anticipates the opportunities for deployment of technology to improve service outcomes.

5.   Recommendations

CPOSC are asked to endorse the ICT strategy overview.

6.   Background Documents

National ICT Strategies

http://knet2/directorates/chief-executive-s-department/teams-and-units/business-solutions-and-policy/information-services-group-isg/commissioning-team-1/our-teams/ict-strategy-1/ict-strategy

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KCC ICT Strategy Overview 2011-2015

Version 1.4

January 2012

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY

Executive Summary

One ICT Strategy to Support One Council

This document comprises the executive summary of an extensive ICT strategy framework which has been produced to reflect the policy objectives of the Council and other wider public sector organisations across Kent. The main sources of reference for KCC have been: The Vision for Kent; Bold Steps for Kent; Change to Keep Succeeding; KCC Service Strategies; the National ICT Strategy and 'Planting the Flag' the local public agencies response to the national strategy.

The simplified view of the framework shown below shows how the ICT strategy is positioned in relation to the published Council vision and the other influences that have a bearing in setting ICT strategy,
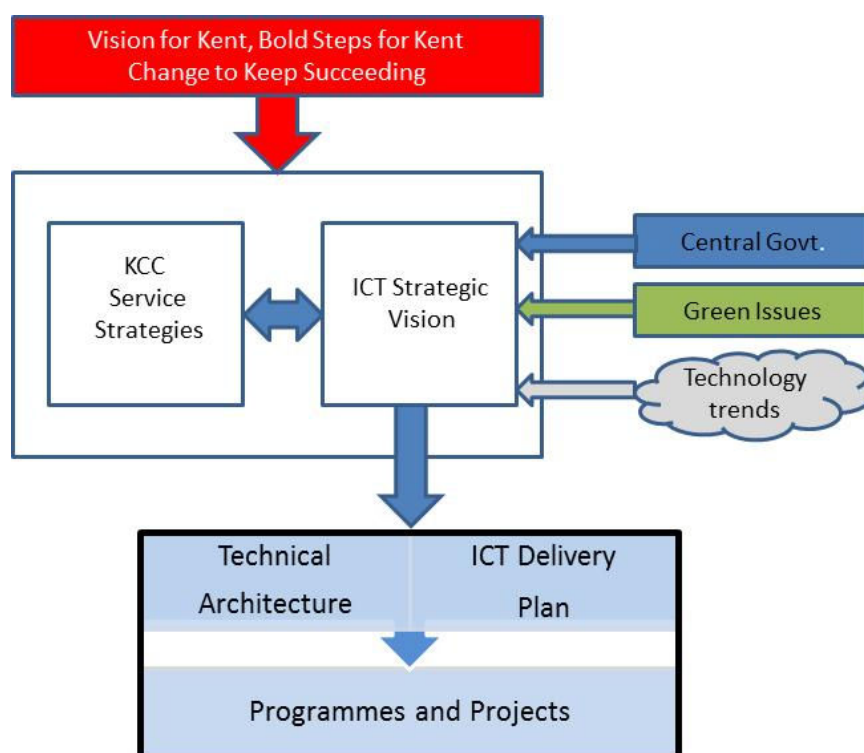
The objective is to anticipate the drivers for change that will demand a response from ICT critical for the delivery of the desired outcomes, the most pressing policy areas being identified as:

- **Open Innovation** – how communities and council taxpayers can get real leverage over public services investment in digital services.

- **Open Public Services** – mapping the move to the new enabling and commissioning culture and away from the old supply and delivery approach to public services

- **Digital by Default** – charting the relationship between the move to online channels and the implications for social inclusion.

- **Technology Developments** - defining the benefits and a hype-free route-map for government and public services in areas such as Cloud Computing, Agile, 4G communications, etc.

- **New Public Governance** - how the digitally-driven shift to cooperative and collaborative governance will impact on, public engagement, public management and public administration.

- **Public Service Redesign** – identifying the blockages to redesigning public services that impact of the above and good practice in how these can be addressed.

- **Digital Infrastructure** – Broadband agenda

These drivers for change need to be accommodated alongside the existing priorities such as the Council's approach to maximising the value of investments in information and technology in the efficient management of resources, understanding the needs and delivering the best outcomes for the communities and citizens of Kent.

Vision

The vision for ICT is to be an enabler for community outcomes and a foundation for future public services.

'What'

'How'

Community Outcomes Use of ICT to support 'Bold Steps for Kent' and improve prosperity	→	*Broadband Delivery Multi-Channel Access*
Public Service Development of shared ICT services across the public sector	→	*Multi agency Integration, Locality*
The Council Provision of ICT infrastructure and ICT solution to underpin 'Change too Keep Succeeding'	→	*Efficient, Resilient, Sustainable, Value For money ICT*
Business Directions Application of private sector best practice to deliver effective ICT services	→	*Continuous Improvement, New sourcing solutions*

ICT provision is not an objective on its own and will always be used as a facilitator of a business requirement and hence all ICT investment should be judged from the perspective of its contribution to service outcomes.

The strategy is designed to support the council's service strategies which are vehicle for delivery of the three ambitions in Bold Steps. Technology delivery can also be used as a tool to directly support community infrastructure, as well as providing a framework for more effective service outcomes.

A framework, in which overall outcomes are greater than the sum of the parts, requires a rigours application of 'One Council' principles and a disciplined approach to the common elements of infrastructure. The following ICT principles have been defined with this objective in mind.

Principles

Delivery is entirely dependent on good governance and will require the council to adopt a more disciplined approach to investment in technology if this is to underpin policy objectives; successful service strategies and delivery of a One Council approach.

Principle 1: Investment

Our investment decisions will be based on a robust evaluation of each business case supported by appropriate management information, and delivery aligned to policy outcomes and service strategies.

ICT investment will be affordable, deliver tangible community or service benefits and demonstrate excellent value for money.

Principle 2: Delivery & Change Approach

We will consolidate and re-use enterprise assets, remove duplication and waste to deliver an efficient, coherent and stable 'One Council' ICT service.

Principle 3: Technology Architecture

Our Technology strategy will require compliance with published technical standards that will be adopted across the enterprise and where appropriate aligned with our public sector partners.

Principle 4: Partnerships

Shared ICT services will be evaluated by their capacity to deliver tangible and demonstrable benefits through efficiency savings or through improved partnership working.

Our priority is to secure best value for the citizens of Kent. To achieve this we will actively seek opportunities to share ICT services and infrastructure with our public sector partners.

Principle 5: Business Systems

Business applications will be reviewed periodically or in advance of renewal, and where no longer viable or efficient will be decommissioned and where viable replaced with lower cost or more effective alternative in line with a single integrate systems architecture.

Principle 6: Customer Service & ICT improvement

Solutions design and organisation structure will be driven by a customer centric approach and exploit the potential of new technologies and sourcing solutions to improve customer experience and service outcomes.

Principle 7: Security

Data security, information governance and ICT security best practice will be maintained at all times.

Approach

Partnership working
- Provision of ICT services from local shared services agencies will always be a priority in service procurement
- The Council's infrastructure will be integrated with that of partner organisations supporting a multi-agency shared service culture across shared office locations.
- Council staff will work in joint teams with staff from organisations across the public, private and voluntary sector, for instance Health service partners.
- Mobile staff and multi-agency workforces will utilise common solutions to share information and processes to ensure seamless joined up working.

Information
- Information is a corporate asset and will be managed to deliver maximum value to the Council and its partners
- Information will be held and processed in accordance with best practice both internally and by partners. Information will be held securely whilst at the same time promoting sharing with other organisations
- Detailed, reliable information will provide the basis of rapid and evidence based decision making across the Council
- Council systems will be connected both to other Council systems and partner organisations via common standards, consistency applied.
- Data will be publicly available in commonly supported data formats

Value for Money
- Investment decisions for technology will be guided by clear principles to ensure that money is focused to deliver business priorities, maximised value reducing duplication and providing economies of scale
- The number of systems will be reduced , leading to decreased maintenance costs focussed at key business systems

- Systems providing duplicate business functionality will be rationalised to a set of common solutions to enable maximum value
- Technology support for flexible and mobile working will support efficiency gains through rationalised offices.

Boosting Productivity

- Staff will use common processes across business functions streamlined to remove duplication, boost efficiency and support business transformation
- Training will be mandated to ensure that investments in ICT can be fully exploited. Where system facilities exist to replace manual or outdated business practices these will be promoted to enhance productivity and increase the return on investment
- Joined up systems will accommodate common data sharing across systems reducing errors and reducing the effort to populate data into systems. Data quality will be a key issue to providing an enhanced quality of service to our citizen customers
- ICT will work to remove barriers to the widespread adoption of technology to support common business requirements

Citizen Outcomes

- A prosperous and vibrant economy provides jobs and prosperity to local citizens and is actively supported and promoted by the Council
- Access to services will be a seamless experience across all channels: web, smartphone apps, phone, personal callers (Gateways), the citizen will be able to make the choice of how to engage with us.
- Council investment whether in the community or on its own mechanisms to provide services should drive support for the local economy
- Information gathered by the Council must deliver insight into the quality of life for citizens and the state of the real economy to ensure that the Council is able to appropriate and timely services.
- Technologies and solutions that improve the customer experience should inform investment decision and priorities.

Where appropriate Council assets and services will be made available to support local businesses particularly where these facilities are not available from other sources e.g. use of KPSN to support broadband provision.

Impact

In the past ICT has been seen as a set of back office solutions to support front office delivery services. In the new world our approach will need to alter as technology becomes not only a primary point of access to, and assessment for services, but also in some cases the medium through which the services is delivered directly into the home of the citizen

Where previously solutions have been designed around public service processes and organisation, future versions will need to be accessible online 24 by 7, the approach employed in online retail environments where the users are your customers. This is a radical change for how KCC delivers ICT services.

Change is implemented through programme and project activity. Successful delivery is dependent on programme and project management skills which must be a priority area of professional development.

Delivery Plan

For ICT the Vision outlined above needs ultimately to be reflected in a design for an enterprise architecture that can be used as a blueprint for the development of the components that comprises the council's technology assets.

ICT Technical Architecture Layers

The ICT Technical Architecture layers referenced below are intended to provide a coherent relationship map across the business organisation and processes, services, security, software applications, operating systems, database technologies, server technologies, desktop and mobile computing technologies, and communications and connectivity technologies.

The development of each of these layers will need to be evaluated against the objectives of the strategy and adhere to the principles outlined above. The following definitions provide a high level explanation of each of the elements.

Enterprise Architecture
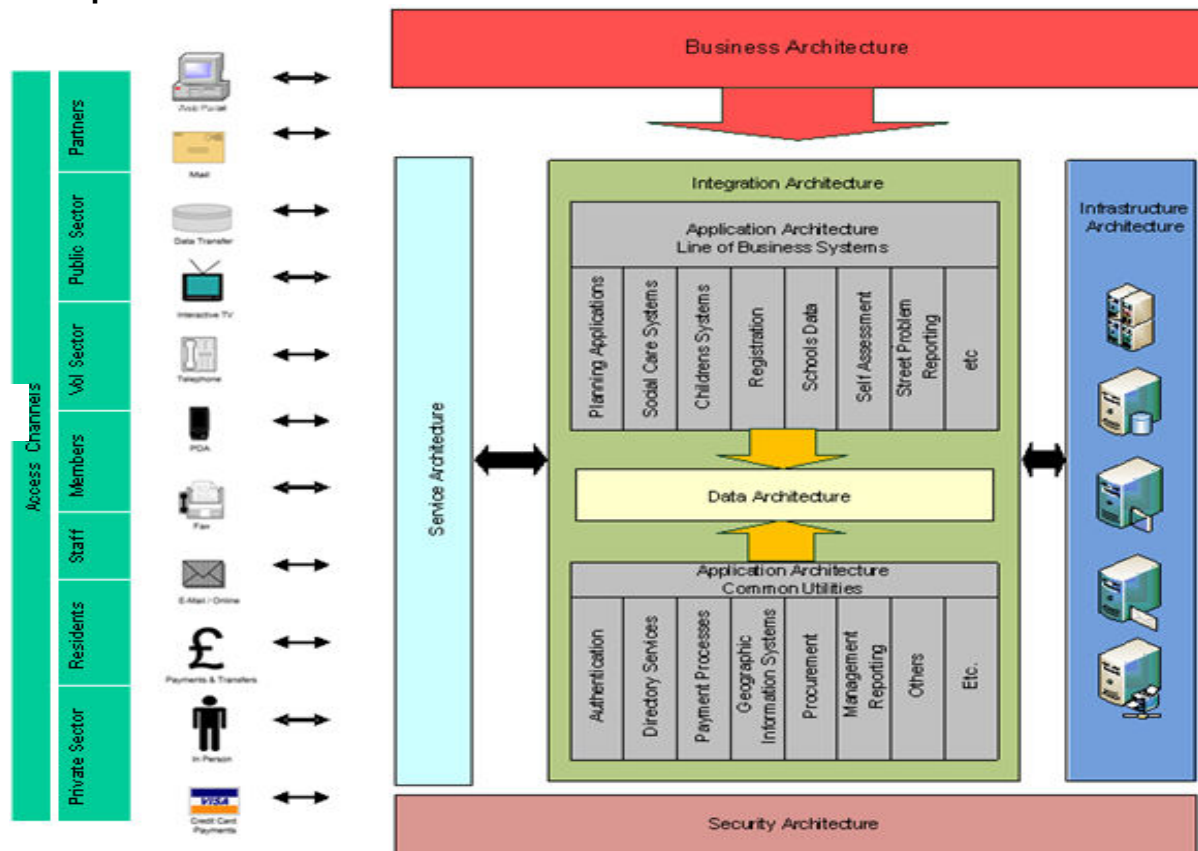
Business Architecture Layer (What we need to achieve)

The top layer of the Enterprise, the Business Architecture provides the blueprint for the business vision, drivers and constraints, business capability, process and organisation. The business layer represents the council's service strategies that need to be captured as the primary inputs into the technical architecture, this will increasingly comprise enterprise strategies E.g. Customer Service Strategy, rather than the functional perspective prior to adoption of the 'One Council' approach..

Service Architecture Layer (How it will work for service users)

A layer that is common to many of the Enterprise Architecture Layers, the Service Architecture defines the blueprint for the relationships between pan public service organisation and service boundaries, the provision of service to customers and the consumption of service from suppliers. It provides the blueprint in terms of Service Management considerations. The layer is considered as an integration layer because ALL layers of the enterprise can be used to deliver service to customers or can contribute to the delivery of service to customers, what service architecture considers

Security Architecture Layer (Keeping it safe)

Another common layer of the Enterprise Architecture, the Security Architecture provides the blueprint for Information Security across all layers of the Enterprise. By including security as a layer within the Enterprise Architecture ICT are bringing security to the forefront of its ICT strategy and governance to ensure that Information Security is built into its services as a matter of course and in a calculated and coherent manner.

Application Architecture Layer (Technical view of systems)

Sitting beneath the Business Architecture layer but above the Data Architecture layer is the Application Architecture. The Applications Architecture provides the blueprint for the software applications utilised by the organisation. The scope of these software applications includes all software, including office applications, business applications, communications and messaging applications as well as specific software applications required to deliver particular services. It describes the functionality provided by the software applications estate and contains the catalogue of the complete set of software applications leveraged across the business together with the functionality that they provide. The Application Architecture will provide the roadmap for how software applications will evolve to improve customer experience, reduce costs, improve quality and deliver service outcomes.

Data Architecture Layer (How data becomes information)

ICT have deliberately introduced the Data Architecture layer into the Enterprise Architecture to enable the council to manage information as a corporate asset by providing an enterprise-wide approach to information management. The Data Architecture layer will provide a corporate data model which will describe information from an enterprise wide perspective and will contain reference models of how the data entities described in this model are managed across the application architecture. The Data Architecture layer will also provide an enterprise-wide blueprint for Master Data Management and Business Intelligence.

Integration Architecture Layer (How it all fits together)

Traditionally disparate applications have been integrated in an ad-hoc manner using a variety of technologies. This can result in an ever increasing complex network of point-to-point integrations resulting in the daisy-chaining of information across multiple applications (rather than sourcing data from a master repository), data inconsistencies, latency, high cost of ownership, unnecessary complexity, inflexibility and fragility in the Application Architecture and Business Architecture.

To raise the focus on the problems of point-to-point integration and to begin to establish an enterprise-wide approach leveraging real-time transactional integration technologies. This Layer will provide an integration blueprint that will underpin goals of the Business Architecture, Application Architecture, Data Architecture, Service Architecture and Security Architecture.

Infrastructure Architecture Layer (The hardware)

The Infrastructure Architecture provides the blueprint for the underlying physical ICT Technology that is used to process and store applications and information. It provides the blueprint for server technology, storage technology, communications and connectivity technology, as well as user devices such as laptop and desktop computers and mobile devices.

Programmes and Projects

Delivery will be through the application of the principles outlined in this strategy to the change projects initiated in support of Bold Steps. This will provide a framework for continuous improvement, ensuring that each investment decision consolidates and strengthens the 'One Council' approach.

This is illustrated in existing ICT priorities:

- CSS Improvement Programme and replacement of the integrated Children's System

- Enterprise Resource Planning programme – Reengineered Finance and Business Processes supported by a new Oracle implementation

- ICT capital programme to upgrade core infrastructure

- Enterprise Productivity Tools – Upgrade of desktop hardware and software with standard application of Microsoft software

- Digital by Default – Technology Programme to support Customer Services Strategy.

Timescale

The programme of change is aligned to the objectives outlined within Bold Steps and the timescales for the associated service strategies.
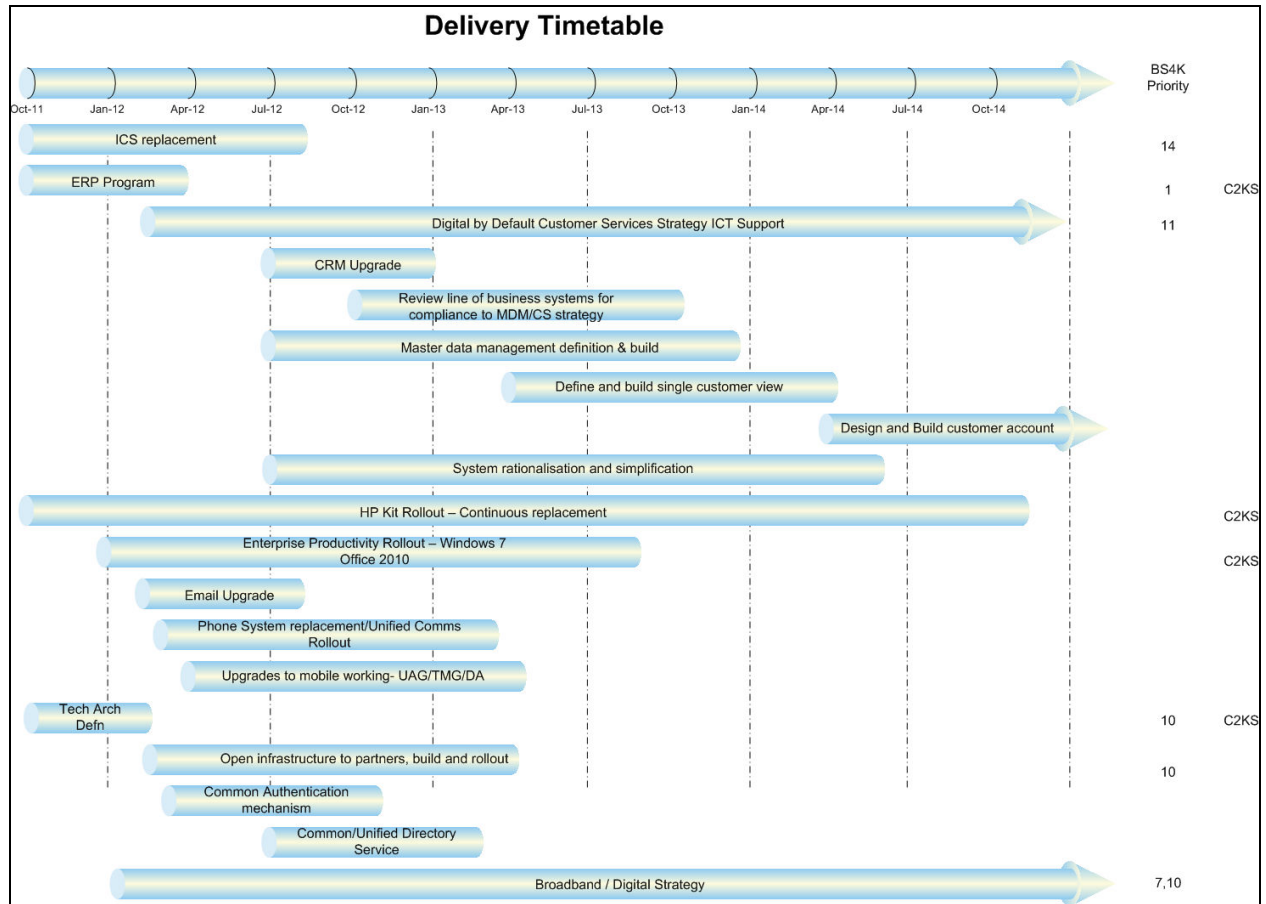
This high level plan links key programmes over the next 3 years with their associated Bold Steps priorities. Whilst many projects will deliver specific business objectives others will deliver capabilities to improve business efficiency. The goals of rationalising and simplifying the ICT environment will be achieved through a combination of activities including an enhanced approach to implementing line of business systems.

By:	Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform
	David Cockburn, Corporate Director Business Strategy & Support
To:	Corporate Policy Overview and Scrutiny Committee
Date:	11 January 2012
Subject:	Information Security.
Classification:	Unrestricted.

Summary: Members are asked **to note** the context and principles of the effective management of Information Security.

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1.   Introduction

(1)   All organisations that handle personal information about individuals have to protect that information under the Data Protection Act 1998. In addition, public authorities must provide information through an approved Publication Scheme and respond to requests under the Freedom of Information Act and Environmental Information Regulations. The Information Commissioner's Office (ICO) is the UKs independent authority set up to uphold information rights.

(2)   The 2007 HMRC data loss incident and subsequent high profile breaches highlight the need for effective information security. The ICO has the power to impose large fines and has increasingly demonstrated its willingness to exercise these powers. Where a breach or incident occurs the ICO investigates governance arrangements and has the power to compel an organisation to sign undertakings to improve information security. As important is the growing public awareness of their rights as Data Subjects.

(3)   KCC responds with technical and operational measures aimed at improving information security in the way we communicate and transact business, including compliance with GCSx Code of Connection (CoCo) and Payment Card Industry (PCI) standards. Connecting to partners in health also requires KCC to gain accreditation to their information governance standards.

(4)   KCC handles significant amounts of personal data and has a legal and moral duty to protect and safeguard this information. This is demonstrated through effective information security, sound governance and risk management. The growth in inter-agency information sharing and Shared Services suggests adoption of common approaches and standards. KCCs centralisation of business strategy and support offers opportunities for a strategic approach to

further developing our information assurance maturity to ensure an accurate awareness of significant, systemic enterprise-wide information risks.

2.   Information Security in Context

Information Security

Information Governance

- Senior Information Risk Owner (SIRO)
- Information Asset Registers
- Information Asset Owners (IAO)
- Information Risk Register
- Information Assurance Maturity Model (IAM)
- Internal Audit
- Policies
- Strategy

Compliance

- Data Protection Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Computer Misuse Act 1990
- Regulation of Investigatory Powers Act 2000
- Privacy & Electronic Communications Regulations 2003 (Amended 2011)
- Payment Card Industry security standards
- Government Connects Code of Connection (CoCo)

Information Assurance

- Information Risk Management
- Protective Marking Scheme
- Records Management
- Training & Awareness

Information Security

(1)   Information Security is the generic term for protecting information, data and information systems from threats and vulnerabilities. Whilst most information is stored and processed electronically, the term includes manual records, documents and data stores.

Information Governance

(2)   Information Governance (IG) is about having effective structures and policies in place to ensure legal and regulatory compliance and the effective management of Information Risk.

(3)   KCCs Senior Information Risk Owner (SIRO) is ultimately responsible for organisational information risk management and for legal and regulatory compliance. This role is undertaken by the Director of Governance and Law. In order to be effective, organisational structures must support systemic identification and reporting of information risk. KCC is making steady progress with an established Information Governance working group and the recent consolidation of information assurance roles within a single team. This approach enables the SIRO to know what information is held (Information Assets), for what purpose, and who is accountable (Information Asset Owners).

(4)   KCC has issued Policies and Guidance Notes that set out the acceptable behaviour of users of its ICT based business systems together with the measures it takes to monitor activity and the consequences of unacceptable behaviours. These are available to all users who have access to KNet. These include:

- The Information Security Policy;

- The ICT Security Policy;

- The Electronic Communications Policy;

- The Electronic Communications User Guidance;

- The Acceptable Use Policy for non-KCC Owned Electronic Devices;

- The Malicious Software Protection Policy.

Information Assurance

(5)   Information Assurance (IA) is the practice of how the business maintains an environment where information is appropriately protected (confidentiality), kept up to date and processed correctly (integrity), and made available where and when required (availability).

Information Risk management

(6)   Information Assets implicitly have value. This value may be in terms of the impact on the business if it becomes unavailable through error, nature (e.g. flood or fire) or malicious activity, or the reputational impact of uncontrolled disclosure. Storing and protecting data that is out of date or of little (if any) value adds overheads to the business in terms of storage capacity and potential risk. There is also a realisation that resources might be protected to exploit copyright in order to be traded to recover the costs of creation and production.

(7)   An Information Security Management System (ISMS) is a formal approach to managing Information Risk and is exemplified by the ISO27000 suite of standards.   These standards describe a systemic approach to identifying, valuing and appropriately protecting information assets, data, records and information. The business impact of the information's vulnerability to various threats is assessed using worse-case scenarios, and where appropriate, treatments and controls implemented.

(8)   Implementation of a comprehensive ISMS across KCC would require considerable commitment in time and resource and is only likely to be achieved in the context of a maturity model (see below).

Protective Marking

(9)   Protective Marking is the routine marking of documents and files according to the sensitivity of their content. This is usually in the form of a classification that is added as a 'header' and/or 'footer' to a document or included in a filename for electronic documents. The Government Protective Marking Scheme has six categories of confidentiality of which four are applicable to LAs. These are, in increasing order of sensitivity: NOT PROTECTIVELY MARKED; PROTECT; RESTRICTED and CONFIDENTIAL.

The remaining two: TOP SECRET and SECRET relate to national security and are unlikely to be encountered. Most are used with an additional descriptor that indicates the reason for protection, e.g. PROTECT - PERSONAL where the document contains personal information about an individual, or PROTECT - COMMERCIAL where the interest of the Council or a Third Party may be prejudiced by disclosure. With a coherent and consistent Protective Marking scheme, LAs can set policies and procedures for the way documents are produced, handled, stored and destroyed. The process of determining an appropriate Protective Marking is based on a risk assessment of the impact on Council business or on Council Members, Contractors, employees or members of the public if disclosed.

(10)   Protective Marking is an important means for enabling computer and IT systems developers to determine appropriate technical controls when commissioning new services.

(11)   There is considerable variance in the way Protective Marking is implemented across LAs, and the Information Governance working group are currently exploring how a coherent protective marking scheme might be implemented.

Records Management and Retention

(12)   Storage and retention of records, documents and data has a cost, whether in paper or electronic form. These include storage costs in terms of the physical and electronic space they consume and the cost of their protection. The speed and ease with which electronic records and documents can be copies and distributed leads to multiple versions, duplication and an increase in risk. This can potentially impact on the integrity of business processes and increase the risk of a breach of confidentiality.

(13)   A number of LAs enforce strict document management and archiving systems to assure the integrity of documents and data. Records management systems typically differentiate between 'principal records', 'reference copies' and 'reference material'. An effective document management system reduces risk by controlling who has access to protected information and at what level, e.g. view only, editor, contributor etc.

(14)   KCC has well developed policies and guidance for effective records management, however the increasing use of electronic document formats and inconsistent national approaches to archiving presents risks that will need to be effectively managed.

Data Protection Act Compliance and Privacy Impact Assessment

(15)   It is important to recognise the importance of compliance with the principles of the Data Protection Act 1998 when designing, commissioning or operating business systems that process personal or sensitive personal information. Individuals are increasingly aware of their right to fair and lawful processing of their information and systems must be in place to ensure their rights are upheld and their privacy protected.

(16)   The Information Commissioners Office sets out useful guidance and model processes for ensuring compliance and for assessing impact on privacy. Effective technical and organisational measures must ensure that appropriate safeguards are in place and that the impact on privacy is considered when designing systems. KCC is committed to ensuring staff at all levels are aware of the basics of data protection law and privacy.

ICT Security

(17)   KCC's ICT Division operates a layered security model that controls physical access to buildings and logical access to network and computing resources. This substantially reduces the risk of unauthorised access to business systems and the personal and/or sensitive information these may contain. The risk that legitimate access to personal/sensitive information is misused for personal gain or inappropriate and unauthorised disclosure remains. Whilst pro-active monitoring of user activities, use of 'Data Loss Prevention' software and adoption and enforcement of 'access to information' policies may provide greater protection, it would add considerable additional cost and remain far from fool proof.

(18)   Critical ICT infrastructure is housed in secure facilities with servers and network components housed in dedicated data-centres where access is restricted to authorised personnel. Where third-party engineers require access they are escorted at all times by an ICT Division engineer. Malicious acts by ICT staff with administrator or physical access cannot be ruled out however the risks of complete data loss are very low as systems are regularly backed-up. Any such act would be recorded and traceable to the instigator which all professional ICT staff are aware of. This staff group will also be aware of the zero tolerance approach to any breach of security protocols.

(19)   Access to KCC computers, authorised network resources and business systems requires a valid current User Account. The creation and deletion of these User Accounts can only be carried out by authorised ICT Division personnel in response to requests received from appropriately authorised line managers and/or HR Division.

(20)   HR Division provides assurance that all newly employed personnel have been vetted in line with HMGs Baseline Personnel Security Standard. ICT Division relies on the processes adopted by Kent Top Temps for the vetting of contractors and temporary staff. The process for controlling User Accounts meets industry recognised standards and has been audited and approved by KCC's Internal Audit's ICT Auditors as well as external agencies.

(21)   Password policies meet industry standards and are set to provide sufficient complexity and force periodic change to prevent use of dormant accounts. The computer accessing the network must also be known to the system, creating a second logon check. If the computer or user is unknown, access will be denied and the attempt logged as a security warning.

(22)   ICT Division encourages the use of Microsoft products as these allow centralised management of security policies. Most line-of-business applications (e.g. ICS, Impulse, SWIFT, WAMS, OBS and Spydus) have separate user identification and authentication processes and hence different user

accounts/passwords. The level of access granted to these users is defined and governed by these application systems.

(23) System Administrators that have rights to grant access or have direct access to data now sit within ICT Division. Audit features are built into applications and ICT Division's administrator activities are logged.

(24) Since Oct 2009 all new remote-working personal computers (e.g. lap-tops, notebooks and tablets) ordered from ICT Division's IT-Shop are provided with full-disk encryption as standard. This includes an option to install encryption software on existing PCs. Encryption software is now installed in 2,730 lap-tops etc. ICT Division are able to provide software on request for encrypting documents sent using storage devices (e.g. CDs, DVDs etc.) or as email attachments to external organisations. Since July 2009, ICT Division's IT-Shop has provided over 550 encrypted USB memory sticks.

(25) Since late 2004, the Criminal Justice Secure Mail (CJSM) email system has been available for the secure exchange of e-mails between KCC and other organisations involved in criminal justice. The system was initially installed for staff involved with the Youth Justice Board, but has since been extended to other areas of KCC dealing with justice and vulnerable citizens. Since June 2009, KCC has been able to use the local government e-mail system (GCSx) of central government's secure network (GSi) for sending/receiving e-mails to central government departments, other local authorities, police forces and the NHS. Currently, KCC has 420 GCSx e-mail accounts.

3.   Achieving Information Assurance Maturity

"… underpinning all of the technical requirements, is cultural change management"

(1) Effective Information Assurance is a challenge facing all LAs as public and media awareness of the legal and regulatory framework for information security, data protection and privacy increases. KCC is committed to continuous improvement and is already developing a 'Statement of Required Practice' for information management that recognises a need for investment in staff awareness and training. Recent organisational changes have centralised responsibility for information assurance within the Business Strategy and Support (BSS) Directorate. This directly supports the role of Senior Information Risk Owner (SIRO).

(2) The move from reactive incident management to proactive risk management is an important change that will support managers in understanding information risk and prioritise actions for improvement. Organisational maturity models provide a useful framework for improvement, and the Information Assurance Maturity Model (IAMM), widely adopted across government is recommended as a strategic approach for improvement.

(3)   Whilst the Information Assurance Maturity Model provides a framework for measuring improvement, this will be supported through an effective strategy that sets out a formal programme of work to target those areas of the business managing the highest risk and the time scales over which this can be achieved.

(4)   It is worth considering the unique role of ICT in achieving effective information assurance. ICT is primarily concerned with the technical measures required to protect the confidentiality, integrity and availability of information and data held on business information systems. An information risk management approach ensures that technical measures are appropriate and not unduly excessive. Information Assurance must however be business led and integrated with other aspects of business risk management.

Information Assurance Maturity Model

Level 5
Optimised
Responsive information assurances are part of normal business.

Level 4
Quantitavely Managed
Corporate exceptions to implementing information assurance processes are known and reported.

Level 3
Business Enabling
Information Assurance processes are implemented in critical areas of the business.

Level 2
Established
Information Assurance processes are institutionalised.

Level 1
Initial
Awareness of the criticality of Information Assurance to business and legal requirements.

4.   Conclusion

(1) "Compliance is often the business driver behind WHY we have information governance, risk gives us the intelligence and data to understand WHAT threats, vulnerabilities and exploits our information is exposed to. Information Assurance gives us a practical framework to know HOW to deal with the risks, through operational processes, procedures and scrutiny. Governance gives us the formal structure WHERE and HOW we implement, monitor, audit and improve WHAT we are doing. This in the long run, will save money, improve efficiency and effectiveness by reducing risk.

(2)   "You cannot reduce risk until you can quantify the risks you are dealing with. A car cannot know how fast it is going, unless you have a speedometer, brakes to slow it down and an accelerator to speed it up. You wouldn't want to rely on speed cameras and speeding fines to monitor your speed for you!" *(Quote from Information Governance a Structured Approach (Gov Connects G3C Toolkit 2010))*

5.   Recommendations

Members are asked to note the contents of this report.

6. Background Documents

Government Connects G3C Toolkit
http://g3ctoolkit.net/

HMG IA Maturity Model – CESG The National technical Authority for Information Assurance (2010)
http://www.cesg.gov.uk/products_services/iacs/iamm/index.shtml

Managing Information Risk: A guide for accounting officers, board members and senior information risk owners - National Archives (2008)
http://www.nationalarchives.gov.uk/services/publications/information-risk.pdf

What is an information asset? (Factsheet) – National Archives (2008)
http://www.nationalarchives.gov.uk/documents/information-management/information-assets-factsheet.pdf

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By:	Roger Gough - Cabinet Member for Business Strategy, Performance and Health Reform
To:	Corporate Policy Overview and Scrutiny Committee – 13th January 2012
Subject:	NHS and Public Health Reform – For information
Classification:	Unrestricted

Summary:	The transition of public health to the local authority and the reforms to the NHS are progressing in Kent. Radical changes to commissioning of services and public accountability of services are becoming a reality. By April 2012 most of the new system should exist in shadow form ready to assume full responsibilities when the PCTs are abolished in April 2013. This report summarises the current position of the key elements of the reforms.

Introduction

1.   (1) The Health and Social Care Bill is still before Parliament but is expected to be passed in early 2012. It requires the Primary Care Trusts to be abolished by April 2013 with most of their commissioning functions transferring to groups of GPs in Commissioning Consortia and, for Public Health, to the upper tier local authority. Shadow arrangements are being established to be operational from April 2012. Key elements of the reforms include Public Health, Local HealthWatch, Health and Wellbeing Boards, and the Clinical Commissioning Groups themselves. In Kent we have also established the Kent Health Commission, designed to develop models for working with CCGs at a local level to improve the commissioning and provision of services.

Public Health Transition

2.   (2) The transition of public health to local authorities is progressing. Factsheets clarifying government thinking and intentions have been issued including further detail on government expectations of how local authorities will use their new responsibilities and the Operating Model; for Public Health England but we still await important DH guidance on key issues such as budget allocations, the workings of the Health Premium, the Outcomes Framework we will be expected to work towards and workforce transfer.

(3) The budget allocation will initially be based upon the identified spend by the PCTs for last year but there will also be an allocation formula calculated with reference to the population characteristics of the area. If the formula allocation varies from the historical spend the budget will be adjusted in the following years.

Workforce Transfer

3.   (1) 55 Staff have been aligned to KCC management under the Memorandum of Understanding agreed by County Council in September. These are Public Health Specialists, Consultants and associated staff. The general principles that should apply to the transfer have been outlined in a DH Concordat between the NHS and local government but the detailed guidance on how the transfer is to be effected is still awaited.

(2) Work has begun to identify the best configuration of staff within the property estate of the NHS and KCC that may become available.

Local Health Watch

4.   (1) Local HealthWatch Kent is designed make a reality of the Health and Social Care Bill's ambition of "no decisions about me without me". It will enable the public to help shape and influence health and social services. It will also provide an opportunity for health and social care commissioners to understand, and respond to, the public's concerns about the services that are commissioned for them – and the standards to which they are delivered.
Local HealthWatch will have the following functions:

- **Citizen Engagement** – Local HealthWatch will actively engage communities in a dialogue about their health and social care needs to make sure that services act upon feedback and can demonstrate that they have done so.
- An **Information and Signposting service** for health and social care to support choice.
- An **NHS Complaints Advocacy Service**. Local Health Watch will support people to speak out and give those who want it an opportunity to get more involved in a range of different ways.

(2) In Kent we commissioned the Centre for Public Scrutiny to assess our readiness to establish Local HealthWatch. The recommendations from this report are now being implemented.

Kent Health and Wellbeing Board

5.   (1) Kent is part of the national Health and Wellbeing Board early implementer programme, which aims to establish Health and Wellbeing Boards ahead of the timetable laid out in the Health and Social Care Bill. In developing the Health and Wellbeing Board, Kent County Council has held a

number of workshops and meetings. Following on from the Full County Council meeting held in July 2011, the shadow Kent Health and Wellbeing was established, meeting on a bimonthly basis, (the first meeting was held on the 28th September), with Cllr Roger Gough as the Chairman. The HWB is attended by all 8 of the Clinical Commissioning Groups.

(2) The adult Social Care and Public Health POSC received an update report on the development of the Kent Health and Wellbeing Board on the 10th November 2011.

(3) The HWB is currently focussing on the Joint Strategic Needs Assessment, Joint Health and Wellbeing Strategy and the emerging CCG commissioning intentions.

Integration of Health and Social Care

6.   (1)   Kent County Council and the NHS in Kent are working together to deliver integrated adult community health and social care. A programme board has been established (the Health and Social Care Integration Programme (HASCIP)) and a delivery plan has been produced. Initial work is already underway in Swale, Dover and Maidstone/Malling areas.

Kent Health Commission

7.   (1)   Following on from a number of discussions, the leaders of Kent County Council and Dover District Council along with Charlie Elphicke MP and the South Kent Coast Clinical Commissioning Group established the Kent Health Commission.

(2)   Its core purpose is to develop a visionary model that demonstrates how the Government's health and care reform agenda can empower GPs and commissioners to deliver better quality care, improve health outcomes and improve patient experience through working with GPs in Dover district as a pilot area.

(3)   The Health Commission has outlined a phased approach to its work; Phase 1 (November – December 2011) to produce an interim report to be presented to Andrew Lansley by Christmas, outlining our initial findings and our proposals to tackle them; followed by a full report in early January 2012. Phase 2 will then be scoped based on the initial findings, and will look to use some of the resources available from the NHS re-ablement funding to fast track investment in integrated health and social care needs for the South Kent Coast CCG amongst other activity (to be planned).

(4)   The Commission met on three occasions to consider evidence from local GPs, local NHS providers, the PCT Cluster, national providers and the voluntary and community sector.

(5)   In order to ensure the independence of the Commissions work and findings, it has worked with both MHP and Localis (specialist health policy and

localist/local government think tanks) to facilitate the discussions with key players and to produce the interim findings and Phase 1 report.

(6) The Health Commission submitted its interim findings to the Secretary of State for Health, Andrew Lansley on the 20th December.

(7) Key to the Health Commissions work is the need to ensure that there is a 5% shift in resources from the Acute Sector (Hospitals) to the Community Sector, to enable patients to be treated in the right place at the right time. Kent's approach has been recently supported in comments made by Mike Farrar (Chief Executive of the NHS Confederation), who has warned "of a potential loss of confidence in the NHS unless political and healthcare leaders make a compelling case to the public for changes to the delivery of services...to let go of the outdated hospital-or-bust model of care…to shift resources into community based services, early intervention and self care". This is being acted on in Kent through both the Kent Health Commission and Health and Social Care Integration Programme.

Development of Clinical Commissioning Groups

8.   (1)   The Health and Social Care Bill (and subsequent guidance) sets out the responsibilities and time table for the establishment of Clinical Commissioning Groups, to be led by GPs, with the aim of commissioning 70-80% of the health care services that the population that it covers will need (the other areas not commissioning by the CCG will be commissioned by the National Commissioning Board). CCGs will take on formal responsibilities for commissioning from April 2013, and will be running in shadow form from April 2012. It is the stated intent of the Kent and Medway PCT Cluster to delegate the full CCG budget to CCGs from April 2012.

(2) CCGs are being supported in their development by the Kent and Medway PCT Cluster. Their November 2011 Board papers provided an update on the delegation of budgets to CCGs and the steps that need to be undertaken.

(3) Until April 2013, CCGs will be committees of the PCT Board. PCTs will be abolished from April 2013, with residual support for CCGs, including the Commissioning Support Infrastructure, will be provided by the local arm of the National Commissioning Board.

(4) There are currently 8 CCGs in Kent, and it is unclear at this time if there will be further mergers of CCGs in order that they are big enough to be able to afford adequate commissioning support (each CCG will have £25 per head of population for management overhead costs, the K&M PCT cluster has reduced its management overhead costs over the last 12 months down to that level).

(5) The Kent Health and Wellbeing Board will be part of the consultation process to agree the size and boundaries of the CCGs in Kent;

they will also be part of the on going process of monitoring the CCGs and ensuring that they CCG Commissioning Intentions take into account the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

Recommended that the content of the report be **noted**

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By:	David Cockburn, Corporate Director Business Strategy and Support
	Amanda Honey, Corporate Director, Customer & Communities
	Mike Hill, Cabinet Member for Communities, Customer Services and Improvement
	Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
To:	Corporate Policy, Overview & Scrutiny Committee
	11 January 2012
Subject:	Annual Equalities Report 2010/11
Classification:	Unrestricted

Summary:

This report provides Corporate Policy, Overview & Scrutiny Committee with an update on equalities & diversity in structure within KCC's and Equalities and Diversity Annual Report for 2010/11

Recommendations:

Note the contents of the report and the Annual 2010/11 Equality & Diversity Report

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1.   INTRODUCTION

1.1   The Equality Act came into effect on 1 October 2010. The Act uses one common language and puts all of equality law into one place. It also sets out to give people from different groups, consistent rights and protection. This is with the exception for disabled people, who have been given additional protection. By simplifying and streamlining the law, the Act makes it easier to understand, easier to comply with and easier to enforce.

1.2   In simple terms, the Equality Act 2010 sets out the things that different organisations and individuals must do to avoid unfair discrimination. The Act applies:
- to all organisations that provide a service to the public or a section of the public (service providers),
- to anyone who sells goods or provides facilities,
- to all services, whether or not a charge is made for them.

1.3   The Act also contains provisions that build on public bodies' previous duties, combining these (relating to race, gender, and disability), into one overarching equality duty and expanding the scope to include age, religion or belief and sexual orientation.

1.4   The Act requires public bodies to assess the impact of their decisions on people of many different backgrounds and to consider whether there might be ways to promote equality and good relations between them.

1.5   To comply with the specific duties of the Equality Act 2010, we produce an annual Equality and Diversity report that provides information on the Council's performance in promoting equality and tackling disadvantage over the period from April 2010 to March 2011. The report highlights some of the key issues, gives monitoring information on its performance over the last year and includes statistical information on our workforce.

1.6   The report covers our progress on:
- effective leadership, partnership with the community
- responsive and accessible services
- equal and appropriate treatment in employment
- fair and inclusive procurement.

2.   RESPONSIBILITIES AND STRUCTURE FOR EQUALITIES & DIVERSITY

2.1   KCC is a dynamic organisation that needs to respond to change in order to maintain the quality of its services and relevance of its activities. The Council is currently undergoing a major restructure called 'Change to Keep Succeeding'.

2.1   The following changes have been made in 2011 regarding equality & diversity management in KCC.

2.3   Equality is to be embedded as part of core performance management. Performance targets for KCC will be set through the organisational equality objectives. Targets will be communicated as part of the business planning cycle and will be owned by teams and units.

2.4   The Cabinet has collective Member responsibility to provide a constructive framework to ensure that this policy is successfully applied across all KCC services and within the organisation as an employer. A Cabinet Member holds the Portfolio for Equality and Diversity.

2.5   The Corporate Management Team has a nominated Lead for equality and diversity. The Lead will act as a Champion for Equalities at a senior level for all matters brought before the organisation.

2.6   Equality & diversity will be embedded into every Standard of Required Practice (SORP). This will serve to integrate equality & diversity within the

business and organisation and will demonstrate clear standards for the work going forward.

2.7 Each Directorate Management Team will be responsible for ensuring that directorate equality & diversity actions are planned, linked to core delivery and demonstrate the difference these objectives have made to the people of Kent.

2.8 Accountability and delivery against these equality & diversity actions, rests with teams and services in the directorates. Monitoring of performance is carried out through KCC's wider performance management framework and will be reported via the quarterly performance report. These reports are published on kent.gov.uk and more detail is available in Chapter 6 Performance and Review.

2.9 The Diversity & Equality Team (DET) in Customer and Communities Directorate will:

- provide operational level support and advice. Additional advice may be provided by the professional specialists embedded in service areas (e.g. sensory services) and from KCC staff groups.

- advise on the quality assurance aspects of performance monitoring, ensuring that the processes carried out are robust and proportionate,

- scrutinise all Equality Impact Assessments (EqIAs) undertaken within the organisation,

- work closely with the Human Resources and the Learning and Development teams in the Business Strategy and Support Directorate, to ensure that all aspects of equality & diversity are managed to the same high standard and broader equalities expertise,

- work with Equality Champions to advance equality of opportunity and foster good relations with each of the specified protected characteristics.

2.10 The Employment Policy Team, in the HR Division, is responsible for promoting and ensuring the promulgation of equality and diversity issues in employment in KCC. The team ensures that these issues are integrated into the Authority's policies and they work with HR colleagues and management to ensure they are understood, considered and respected in employment practice.

2.11 KCC has an established network of Equalities Champions who, by way of their 'wider contribution', make it their business to equip themselves with information and knowledge about Equalities and 'protected characteristics' and then actively champion that characteristic in the workplace. The DET will work

alongside exiting Champions in order to understand and establish how this work is taken forward.

3. EQUALITY IMPACT ASSESSMENT

3.1 The Council has been reviewing and updating its equality impact assessment process to comply with the new protected characteristics included in the Act. The new protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

3.2 In KCC our approach to equality & diversity, as expressed within our current Equality and Diversity Strategy is to carry out equality impact assessments (EqIAs) where there are proposed changes to services and employment policy and practice, so that the implications of decisions are fully understood as they affect specific groups and communities. In addition, it is vital to understand cumulative impacts on any budget reductions. While the picture is not clear the process will allow such clarity to be achieved over time.

4. CONCLUSION

4.1 In the last four years, Kent County Council has made a real difference to the lives of Kent residents with it's 'Towards 2010 programme'. We are very proud of those achievements. Now we are facing very different challenges and Bold Steps for Kent is a very different approach. Hard and difficult choices lie ahead and an absolute focus on the real priorities for Kent will be needed.

4.2 Members and Officers of KCC firmly believe that everyone who lives or works in the County should be able to fulfil their potential and deliver solutions for themselves, regardless of social circumstance or background, gender, gender identity, race, disability, sexual orientation, age, or religion or belief.

5 RECOMMENDATIONS

5.1 Members of the Corporate Policy Overview and Scrutiny Committee are asked to **NOTE** the contents of this report and the attached draft Annual Equalities & Diversity Report

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Title:	Director of Communications and Engagement
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Equality and Diversity Annual Report 2010-2011

Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version please contact the Kent County Council contact centre on:

Tel: 08458 247 247
Minicom: 08458 247 905

or write to: Kent County Council, Diversity and Equality Team, Room 2.35a, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

Contents
Executive summary
Forward

1. Introduction
Equality Act 2010
Bold steps for Kent and KCC Values
Responsibilities and structure
Knowing our communities

2. Progress with effective leadership, partnership with the community
3. Progress with responsive and accessible services
4. Progress with modern and diverse workforce, equal and appropriate
   treatment in employment
5. Fair and inclusive procurement

6. Performance and review – how we know we're getting it right

Foreword by Paul Carter, Leader of Kent County Council

1 - Introduction

This section of the Equality and Diversity Annual Report outlines the national context within which all local authorities operate. During 2010 there have been significant changes to policy and legislation which have helped to drive, shape and inform the council's approach to equality and diversity.

The Equality Act 2010

The Equality Act came into effect on 1 October 2010. The Act uses one common language and puts all of equality law into one place. It also sets out to give consistent rights and protection to people from different groups, with the exception of disabled people who have been given additional protection. By simplifying and streamlining the law, the Act makes it easier to understand, comply with and enforce.

In simple terms, the Equality Act 2010 sets out what organisations and individuals must do to avoid unfair discrimination.

The Act applies:
- to all organisations that provide a service to the public or a section of the public (service providers)
- to anyone who sells goods or provides facilities
- to all services, whether or not a charge is made for them

The Act also contains provisions that build on public bodies' previous duties, combining these (relating to race, gender, and disability), into one overarching equality duty and expanding the scope to include age, religion or belief and sexual orientation. Marriage and civil partnership are also a 'protected characteristic' for the purposes of the duty to eliminate discrimination.

The Act requires public bodies to assess the impact of their decisions on people of different backgrounds and to consider whether there may be ways to promote equality and good relations between them.

The Spending Review 2010

Published in October 2010, the Spending Review set out how the Coalition Government will carry out Britain's deficit reduction plan and reduce public spending by over £81 billion over the four-year period from 2011/2012 to 2014/2015.

The 2011/2012 budget presents a significant – and unprecedented - financial challenge to the council. In addition to this substantial reduction in government funding, the council faces significant cost pressure, particularly in Adult Social Care and Children's Services.

Kent context

The Equality Act 2010 requires the council to have 'due regard' to the need to eliminate discrimination and promote equality of opportunity. This means that KCC is committed to assess the potential equality impact of its budgets and ensure that well-informed decisions are made based on robust evidence.

KCC's approach to equality and diversity, as expressed in its Equality and Diversity Strategy document, is to carry out equality impact assessments (EqIAs) where there are proposed changes to services and employment policy and practice, so that the implications of decisions as they affect specific groups and communities are understood. It is also vital to understand cumulative impacts on any budget reductions. The effects of these impacts will be analysed over a period of time to provide a clearer picture for future decisions.

As an employer KCC is committed to promoting equality, valuing diversity and combating unfair treatment. In this it strives to ensure that equality and diversity issues are embraced in its employment policies and practice.

Bold Steps for Kent and KCC Values

Change is not without risk, but that should not stop us from seizing the opportunity to build a better Kent. The plans for radical changes are set out in 'Bold Steps for Kent', the county's medium-term plan for the next four years.

There are three clear aims that run throughout 'Bold Steps for Kent':

- **To help the Kent economy grow** – we must support and facilitate the new growth in the Kent economy by delivering the priorities in our regeneration framework, Unlocking Kent's Potential, by setting the environment in Kent that helps facilitate and enables businesses to locate in Kent and grow and prosper; and by supporting the housing recovery and providing for essential infrastructure

- **To put the citizen in control** – power and influence must be in the hands of local people and communities so they are more able to take responsibility for their community and service needs, such as creating new social enterprise

- **To tackle disadvantage** - we will make Kent a county of opportunity where aspiration, rather than dependency, is supported, particularly for those who are disadvantaged or who struggle to help themselves and their families.

Bold Steps for Kent not only sets out our ambitions and priorities for the next four years, but also our determination to transform how Kent County Council works. It is clear that we will be facing significant changes to the way public services are delivered, along with fundamental reductions in funding. Cuts of £340 million are expected for KCC over the next four years.

There is massive change coming our way in education, health, economic development, regeneration and welfare reform. The new direction for Kent is about choice, economic growth, communities, localism, empowerment and personal responsibility.

In the last four years, Kent County Council has made a real difference to the lives of Kent residents with it's 'Towards 2010 programme'. We are very proud of those achievements. Now we are facing very different challenges and Bold Steps for Kent is a very different approach. Hard and difficult choices lie ahead and an absolute focus on the real priorities for Kent will be needed.

At the same time, we know that the relationship between the citizen and the state is changing and local communities are empowered like never before. Equality of opportunity and freedom from discrimination are fundamental rights for all the citizens of Kent and we will promote these by exercising leadership and commitment.

We will promote opportunity and combat discrimination through our roles as:

- Community leader
- Service provider
- Commissioner of goods and services
- Employer

The principles of understanding and respect for others are central to what the council believes. As a major employer, purchaser and provider of services, Kent County Council is committed to tackling disadvantage and recognising Kent's diversity by:

- promoting equality and social cohesion in Kent,
- valuing diversity, and combating unfair treatment and creating a place noted for its safety,
- championing openness and community spirit,
- advancing equality of opportunity,
- fostering good community relations,
- eliminating unlawful discrimination in service delivery, procurement and employment.

Members and officers of KCC firmly believe that everyone who lives or works in the county should be able to fulfil their potential and deliver solutions for themselves, regardless of social circumstance or background, gender, gender identity, race, disability, sexual orientation, age, or religion or belief.

New KCC values confirmed

As 'One Council' Kent County Council is dedicated to putting people at the

heart of everything it does. KCC champions public service within Kent and its values and behaviours demonstrate staff commitment to serving the people of Kent. Its work is guided by its values – they are not just words, they underpin the decisions it takes and are critical to how KCC approaches what it does, and the way it is done.

Following consultation, the county's values are now confirmed as:

Value	Explanation
Open	Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect
Invite contribution and challenge	Working collaboratively to find new solutions that put the interests and wellbeing of Kent people first, putting the citizen in control
Accountable	Taking personal and professional responsibility for our actions, performance and money.

Responsibilities and structure for equalities and diversity

KCC is a dynamic organisation that needs to respond to change in order to maintain the quality of its services and relevance of its activities. The council is undergoing a major restructure called 'Change to Keep Succeeding'.

The following changes to KCC's equality and diversity management have been made in 2011.

Equality is to be embedded as part of core performance management. Performance targets for KCC will be set through the organisational equality objectives. Targets will be communicated as part of the business planning cycle and will be owned by teams and units.

The Cabinet has collective member responsibility to provide a constructive framework so that this policy is successfully applied across all KCC services, and within the organisation as an employer. A Cabinet Member is responsible for equality and diversity.

The Corporate Management Team (CMT) has a nominated 'Lead' of equality and diversity, who also acts on all matters as a 'Champion for Equalities' at senior level.

Equality and diversity will be included in every Standard of Required Practice (SORP). This will help integrate equality and diversity within the business, and will demonstrate clear standards for the future.

Each Directorate Management Team (DMT) will be responsible for planning all equality and diversity actions, making sure they are linked to core delivery and demonstrate the difference these objectives have made to the people of Kent.

Accountability and delivery against these equality and diversity actions, rests with teams and services in KCC's directorates, and be part of individual action plans. Performance monitoring is carried out through KCC's wider performance management framework and will be reported in the quarterly performance report. These reports are published on kent.gov.uk and more detail is available in Chapter 6 Performance and Review.

The Diversity and Equality Team (DET) in Customer and Communities Directorate will:

- provide operational level support and advice. Additional advice may be provided by the professional specialists in service areas (e.g. sensory services) and from KCC staff groups

- advise on the quality assurance aspects of performance monitoring, ensuring that the processes carried out are robust and proportionate

- scrutinise all Equality Impact Assessments (EqIAs) undertaken within the organisation

- work closely with the Human Resources and the Learning and Development teams in the Business Strategy and Support Directorate, to ensure that all aspects of equality and diversity are managed to the same high standard and broader equalities expertise

- work with Equality Champions to advance equality of opportunity, and foster good relations with each of the specified 'protected characteristics'.

The Employment Policy Team, in the HR Division, is responsible for promoting and ensuring the promulgation of equality and diversity issues in employment in KCC. The team ensures that these issues are integrated into the Authority's policies and they work with HR colleagues and management to ensure they are understood, considered and respected in employment practice.

KCC has an established network of Equalities Champions who provide additional information and knowledge about equalities and 'protected characteristics' to actively champion that characteristic in the workplace. The DET will work alongside existing champions in order to understand and establish how this work will be undertaken.

Knowing our communities

Kent - the place

The county of Kent covers more than 1,400 square miles, and has a coastline that is 350 miles long. Known as 'The Garden of England', 85% of the land is classed as green space; a further 6% of the land accounts for domestic gardens, and less than 2% of the land is covered by buildings[1].

The average house price in Kent is around £243,000, whilst the figure for the South East as a whole is £278,000[2].

Council tax band D is considered to be the average council tax band, and 19% of dwellings in Kent fall into this band. The average council tax for a band D property in Kent is £1,460. This is lower than the average for the South East (£1,468), but higher than the national average (£1,439). However, the largest proportion of Kent dwellings (28%), falls into band C. The average council tax for a band C property in Kent is £1,298. This is less than the average for the South East (£1,305), and more than the national average (£1,279)[3].

Kent ranks 102nd out of 152 county and unitary authorities in the English Indices of Deprivation 2010 (ID2010). This places Kent within England's least deprived third of authorities as a rank of one indicates the most deprived area. However, there are areas within Kent that fall within the 20% most deprived in England. Overall, Kent suffers the most from Barriers to Housing and Services deprivation, and suffers the least from Health Deprivation and Disability[4].

Kent - the people

With a resident population of around 1.4 million[5], Kent has the largest population of all of the English counties. A little more than half the total population of Kent is male (51.3%), while 48.7% are female.

People living in urban areas make up 71% of the Kent population, but they occupy only 22% of the total land area. The remaining 29% of the population live in rural areas, but occupy 78% of the land in Kent[6].

Over the past 10 years, Kent's population has grown faster than the national average. The population of Kent increased by 7.8% between 2000 and 2010, above the average both for the South East (6.7%) and for England (6.1%)[7]. Kent's population is forecast to increase by a further 10.9% between 2010 and 2026[8].

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[1] Land use bulletin 2009
[2] House Price and Transactions bulletin
[3] Council tax statistics
[4] Deprivation in Kent report
[5] 2010 Mid-Year Population estimates bulletin
[6] 2010 Ward level population estimates bulletin
[7] 2010 Population pyramids bulletin
[8] KCC Strategy (Oct.2011) interactive population toolkit

Overall, the age profile of Kent residents is similar to that of England. However, Kent has a greater proportion of young people aged 5-19 years, and of people aged 45+ years, than the England average. Just under a fifth of Kent's population is of retirement age (65+). Kent has an ageing population. Forecasts show that the number of 65+ year olds will increase by 43.4% between 2010 and 2026, while the population aged under 65 is forecast to increase by only 3.8%.

The largest ethnic group in Kent is White. A breakdown shows that 92.4% of all residents are of white ethnic origin and 7.6% are of Black Minority Ethnic (BME) origin. The largest single BME group in Kent is Indian, representing 1.9% of the total population[9].

75.1% of Kent residents describe themselves as Christian, whilst the largest non-Christian religious group is Sikh (0.6%).

70% of Kent residents describe themselves as being in good health and 16.5% of Kent's population live with a limiting long-term illness[10]. The number of Kent residents, who are claiming disability benefits, is 128,450 (7.7%). This is higher than the South East region (6.4%), but lower than the national figure (8.2%)[11].

63% of Kent's population (894,500 people), are of working age (aged 16-64). 79.1% of Kent's resident working-age population are economically active, which means that they are either in work or actively looking for work. The remaining 20.9% of the working-age population are economically inactive. These people are not in work, nor are they looking for work. This group includes those who are retired, looking after home and family, students or permanently sick or unable to work[12].

13% of Kent residents of working age are claiming at least one of the Department of Work and Pensions' (DWP) benefits. This is higher than the South East region (10.5%), but lower than the national figure (14.5%)[13].

10.4% of Kent residents of working age are claiming Out of Work benefits from the DWP, which is used as a measure of 'worklessness'. This is higher than the South East region (8.5%), but lower than the national figure (12.1%)[14].

Currently, 28,284 people in Kent (3.2%), are claiming unemployment benefit. This is higher than the South East region (2.6%), but lower than the national rate (3.8%)[15].

Just under a third of the Kent workforce (30.0%) is qualified to at least NVQ level 4, behind both the national average (31.3%) and the figure for the South

[9] 2009 Mid-year ethnic population estimates
[10] 2001 Census profile
[11] Disability in Kent bulletin
[12] The state of the Kent economy ppt
[13] Benefits bulletin
[14] District profiles
[15] Unemployment change bulletin

East as a whole (33.9%). The percentage of those with no qualifications, at 11.7%, is higher than the South East (8.5%) and the national average (11.3%)[16].

Kent - the workplace

There are more than 50,000 businesses based in Kent, and the majority of these are small businesses. Eighty-nine per cent of Kent businesses employ fewer than 10 people, whilst only 0.3% of businesses have more than 250 employees. Small businesses also account for the majority of businesses in England (88.8%) and the South East (89.5%)[17].

The construction industry accounts for the largest proportion of Kent businesses, with 16.3%, whilst the professional, scientific and technical industry group is the second largest in Kent with 14.7%. The professional, scientific and technical industry group is the largest within the South East (17.6%), and in England (15.6%), whilst construction is the second biggest industry in the South East (14.1%), and in England with (13.4%).

Kent Businesses in the wholesale and retail trade have the largest proportion of employees (18.2%), followed by 13.5% working in human health and social work activities, with 11.2% in education[18].

In Kent, 40.4% of businesses are more than 10 years old. This compares well with the South East (40.2%), and England (40.5%). The latest survival rate for businesses in Kent is 94%. This is slightly higher than survival rates in the South East (93.2%), and England (92.1%)[19].

[16]District profile
[17]UK Business Survey
[18]BRES 2008-2010 bulletin
[19]Business Demography

Recognising Kent's Diversity

The demographic and geographic diversity of Kent is one of its most important strengths. Recognising that diversity, and ensuring KCC's priorities and services meet the needs of all Kent resident's, remains a key priority.

The council's diversity mapping information is drawn not only from traditional sources, such as the UK Census, but also directly from Kent communities through individual and collective consultation, and partnership with other agencies, such as Health. The publications and the data, on which they are based, give KCC a picture at a very local level in relation to the age, gender and socio-economic status of people in the county.

Kent's geographical position means that it has a constantly-changing population of minority ethnic communities entering the country through its ports. Many of these people may settle in Kent. Gravesham and Dartford are the areas of greatest racial diversity, however, there are also growing populations of people with varied racial heritages across the county.

KCC is committed to meeting the needs of all in the development of public services. MOSAIC Origins is the corporate tool for all KCC services and partners to map people's national and racial backgrounds, as well as religion and belief.

In the same way, KCC uses data from the Department for Work and Pensions on the take-up of Disability Living Allowance, and other relevant benefits, to provide knowledge of disabled adults in Kent. This data is complemented by the needs analysis undertaken within our Families and Social Care Directorate, in partnership with the NHS.

More work is required during 2011/2012 to provide the best equivalent data in relation to sexual orientation. This is not readily available from nationally-collected statistics, and KCC will work with its staff and partners to build an accurate picture of Kent's population.

All the county's existing diversity-mapping tools can be accessed via:
http://www.kent.gov.uk/your_council/kent_facts_and_figures/equalities_and_di versity/equalities_diversity_profile.aspx

2. Progress on KCC's objectives for effective partnership with the community

Kent County Council knows that strategic leadership is key to improving equality outcomes, and that it needs to be:

- expressed in the Vision for Kent document and Bold Steps Strategic Plan

- central to the delivery of priorities that impact on inequality

This is reflected, in the Vision for Kent, and the council's Medium Term Plan 'Bold Steps'.

Kent County Council works with a wide variety of partners and stakeholders, such as Kent Police, health authorities and local businesses, in order to improve quality of life for local people. Partnerships vary enormously in size and remit, but one of the most important is the countywide Kent Partnership, which is responsible for overseeing Kent's community strategy, the *Vision for Kent*.

The Partnership is made up of representatives from the private, public, voluntary and community sectors, including race equality councils. It has a key role in encouraging community leadership, supporting new initiatives and helping to ensure the effective delivery of services. Its Working Groups lead on Public Health, the Kent economy, outcomes for children and young people and on supporting safer and stronger communities.

The Partnership is involved with a number of important pieces of work to promote greater equality in the county, such as the Kent Compact. The compact aims to create a new approach to partnership between the county council and the voluntary and community sectors. In addition to establishing a robust framework of engagement, the compact ensures, via monitoring and analysis, that local organisations have fair and equal access to Kent County Council funding streams. It also ensures that, where possible, organisations are supported to acquire funding to build capacity, and prepare and deliver projects. The compact requires all partnership bids to Kent County Council funding streams to demonstrate, where appropriate, that meaningful consultation with organisations working with diverse groups has taken place.

In addition to this, Kent Equalities Network brings together major public service organisations to promote good practice on equalities, and hosts events to engage local communities in dialogue with public services collectively.

In 2010/2011 work has been carried out to achieve the following objectives:

2.1 ADVANCING EQUALITY OF OPPORTUNITY

The Kent Freedom Pass provides free bus travel at the point of use to young people living in Kent and attending Kent secondary schools in academic years 7-11, which broadly equates to 11- to 16-year-olds. For £100 a year, a photo pass card allows free travel on almost all local bus services across the county.

In 2010/2011, KCC issued 100,273 Freedom Passes, providing equality of opportunity for school and college students, those who receive free school meals, young carers, young people in care and care leavers.

A Kent-based Sign Language Service has been established through public partnership, involving Kent County Council, Kent Police, Kent Fire and Rescue Service, and the Kent Mental Health Partnership Trust. This service will ensure the provision of interpreting services for deaf and deaf/blind people in Kent through the Royal Association for Deaf People. The benefits of the service include improved access to interpreters at short notice, the provision of local interpreters and specialist training. This service was developed with the involvement of the deaf community in Kent, and a strategy is in place to extend the service to other public service providers within the county. In 2010/2011, translations and interpretations have been undertaken/delivered, providing equality of opportunity and access to essential services for 57 people who don't speak English.

Vulnerable Learners Project
This innovative project is working to place 80 vulnerable learners into apprenticeships and provide them with the first step to a career. The learners are from four key groups: care leavers, young offenders, young people with learning difficulties or disabilities (LLDD) and young parents. The project provides support to employers by paying the apprentices' wages for one year, and offering advice and guidance during the young person's employment.

The project will be evaluated extensively so that any barriers identified can be brought to the attention of national policy makers. For example, the project has created apprenticeship-style opportunities for some of the young people with LLDD, who would not be able to access government defined apprenticeships.

KCC has been working closely with Tomorrow's People, a national charity, on a groundbreaking-project in Park Wood and Shepway wards in Maidstone. This project is working with families where intergenerational worklessness is the norm. It aims to identify barriers these families face when getting into employment. Whatever is learnt from the project will be used to tackle these problems nationally.

Cyclopark
Located south of Gravesend, Cyclopark will be Kent's new activity place providing first-class cycling, running and extreme sports facilities to North

Kent, and one of the leading multi-sport centres in the South of England when in opens in 2012.

Cyclopark will have additional inclusive access points along the park boundary.

The following services are being developed with KCC social services:

- a sensory garden.
- adaptive cycles+ programmes are being purchased for disabled adults
- installing a Changing Place for highly-dependant adults to access the parks' facilities
- providing opportunities for horticultural therapy within the gardens

We are working with GPs on a health referral scheme to address obesity, heart conditions and depression, and also with local disability groups to ensure design and facilities exceed DDA compliance, and with the community and voluntary sector (CVS), to engage with local ethnic groups.

In 2010, Kent Disability School Games were held over two days as part of the wider Kent School Games.

On Wednesday, 30 June, KCC held its multi-sport day at Sevenoaks School, with 500 disabled pupils from across the county, taking part in nine different sports.

The games programme included table cricket and a demonstration of powerlifting. It was an honour for this year's games to have Paralympian Danny Crates as the main guest, along with several potential Kent Paralympians, who are preparing for London 2012. On the following day, Thursday 1 July, two other sporting events - archery and football - were held at the University of Kent, Canterbury campus. Overall, 650 Kent youngsters from 30 Special and Mainstream Disability Designated Schools participated in 11 sports.

2.3   PROMOTING POSITIVE ATTITUDES TOWARDS DIFFERENT GROUPS AND GOOD RELATIONS BETWEEN THEM

All 101 KCC Community Wardens have received the Disability Awareness Training in 2010/2011, provided by the KCC Community Safety Training Partnership. Four staff members within the Community Safety Unit have also received a similar Disability Awareness Training away day in 2010/2011.

The training partnership is continuing to work on a hate crime specific training package that can be offered to partners within community safety in Kent.

The course aims to build trust and confidence within the organisation and wider communities that hate crime incidents will be dealt with appropriately and sensitively. It also aims to coordinate the way service providers identify,

respond to and deal with hate crime across Kent, in order to provide a consistent response.

2.4 CELEBRATING AND RESPECTING THE VARIETY OF LIFESTYLES, CULTURES AND RELIGIONS IN KENT

Valuing People Now event

Held in September 2010, this event celebrated the achievements of people with learning disabilities, while The Keeping Safe Group highlighted awareness of its work. The 400 people who attended saw presentations on a variety of subjects, including employment, housing and health.

Make a Noise in Libraries (MANIL) fortnight is an annual campaign to bring public libraries together with blind and partially-sighted people to improve access to books and information. Kent Libraries and Archives invited the Action for Blind Sight Loss bus to Ashford, Deal and Folkestonem, and 153 people attended the event.

Kent Libraries helped Kent Association of the Blind (KAB) celebrate its 90th anniversary by holding a 6-week art exhibition in Maidstone Library Gallery, visited by 1,216 people.

For Gypsy, Roma and Irish Traveller History Month, Dave Arthur gave storytelling sessions to 14 adults and 50 children at Ashford and Aylesham Libraries.

Black History Month in October 2010 was celebrated in Libraries across Kent; 199 children and 20 adults attended Malorie Blackman's author event at Newington Library/Marlowe Academy in Ramsgate.

Other author-led events for Lesbian, Gay, Bisexual and Transgender (LGBT) Month in Kent libraries attracted 173 people. The event was also marked by stock displays and other activities.

KCC participated at a variety of community and cultural events in 2010, which included the Sikh festival of Vaisakhi in Gravesend and Dartford; Melas in Tunbridge Wells and Maidstone, Disabled Youth Games in Sevenoaks, Kent Gay Pride in Thanet and the Horsmonden Horse Fair. Another event, 'Sadi Awaaz Suno', Listen to Our Voices, took place in Gravesham, in March 2011. Centred on honour-based violence, it was held in conjunction with Kent Equality Cohesion Council.

The Disability Drop-In Centre Ltd (DDIC Ltd), was set up in Thanet to offer a range of services to a variety of communities that include:

- sign posting to partner organisations
- support and general advice on living with a disability

Although a new social enterprise, DDIC Ltd had already made links with more than 350 different local, national and international organisations, and wanted to increase its network. Thanet's Gateway Plus offered DDIC Ltd accommodation for a half-day session in a prominent public area, based on the service-delivery model and provided services to a group of Kent residents who had not previously accessed services at the Gateway.

DDIC Ltd is one of the most successful of the Thanet partners, delivering services five days a week, and helping more than 150 customers every week.

2.5   ENCOURAGING ACCESS TO AND PARTICIPATION IN COMMUNITY AND CIVIC LIFE

KCC is one of a small number of councils nationally that have continued webcasting meetings, even though this is not a statutory service, providing access to and participation in democratic processes.

In 2010/2011, the council webcast 88 meetings via **http://www.kent.gov.uk/your_council/how_the_council_works/watch_co uncil_meetings.aspx** which resulted in 42,780 viewings:

KCC is exploring the use of social media so the public can engage with meetings.   Throughout 2011/2012, the council will continue its voluntary system of Members' Annual reports, which provide information to the public about the formal and informal activities of Members via **http://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD1409&ID=140 9&RPID=2800275&sch=doc&cat=13224&path=13224**

KCC's main meeting rooms at County Hall have induction loops, and all meeting rooms have disabled access. In 2010/2011, KCC at the community level experimented with different meeting times, including Saturday mornings, and ensured all venues were accessible.

2.6   WORKING WITH PARTNER ORGANISATIONS TO IMPROVE THE QUALITY OF LIFE FOR EVERYONE IN KENT, AND TO ELIMINATE UNLAWFUL DISCRIMINATION AND HARASSMENT

Kent Police has been assisted by the Keeping Safe Group to design new information leaflets by producing the text service to report crime, and easy-read leaflets for people with learning disabilities about police station locations, opening times and what to do if a police station is closed.

In 2010/2011, around 10,000 of these leaflets were distributed, providing equality of opportunity for people with learning disabilities.

The Hate Crime Protocol has been developed between Kent Police and Kent County Council to set in place a code of practice to provide people living and working in, as well as those visiting the county, with the opportunity to report hate crime/incidents.

Key aims of the protocol include:

- consistency in the way incidents are dealt with across Kent.
- knowledge of how each organisation should respond to reports of hate crime/incidents.
- knowledge of how the person reporting hate crime/incidents can be supported by each organisation
- give staff the confidence to respond positively to reports of hate crime/incidents, and report incidents they witness when the victim is unable or unwilling to report them for themselves.

In 2010/2011, some 1,706 hate crime/incidents were reported to Kent Police.

A breakdown of these incidents is shown below:

Racial	1,350
Religion/faith/belief	31
Gender	11
Disability	117
Age	8
Transgender	23
Sexual orientation	166
Totals:	**1706**

It is every adult's right to live in a safe environment, free from abuse. Preventing harm to adults is everyone's responsibility. This idea was promoted during Adult Safeguarding Awareness Week in Kent, from 14th to 20th June 2010. A number of events took place throughout the county to promote awareness of the types of abuse that may be used against a vulnerable adult, and to inform people how they can prevent adult abuse. Information provided during the awareness week is available from http://www.kent.gov.uk/adult_social_services/your_social_services/advice_an d_guidance/keeping_adults_safe/safeguarding_adults_week.aspx

2.7 PUTTING POWER INTO THE HANDS OF LOCAL PEOPLE BY LISTENING AND RESPONDING TO THE VIEWS OF OUR COMMUNITIES THROUGH PUBLIC CONSULTATION AND PARTICIPATION

The Kent Youth Service, working with the Public Health team and other partners, has continued to develop the successful and innovative 'House' model, which went live in December 2008. 'House' is a space where young people, aged from 13 to 19, can 'chill out', and get informal lifestyle information in a relaxed and unthreatening environment. It aims to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex may have on young people. 'House' has not been advertised conventionally and relies on 'viral' marketing (using pre-existing social networks), and word of mouth only. In this way, 'House' has became a brand name among young people, and has been successful because it is not immediately associated with agencies and services. The information and messages provided are discreet and offered on young people's terms. The results have been remarkable.

The Sustainable Transport Team in Kent Highways Services (KHS) co-ordinates the Kent Reference Panel. This group brings together representatives of Kent-based access groups and KHS staff to engage on issues relating to transport and the public realm. The most recent engagement activity for the panel was on the Local Transport Plan (LTP3). Forthcoming issues include the taking over by the county council from district councils of the Concessionary Fares Scheme, and the supplementary guidance to the Kent Design Guide.

The country parks have established two park-user groups, at Lullingstone and Shorne Woods, to enable users to get involved in the parks and their development.

A Discovery Trail was created at Lullingstone Country Park following consultation with families and a local school, which helped develop the trail.

KCC asked people with learning disabilities, their families, carers and others who support them what they thought makes a good day.
From their answers and other information, including 'Valuing People Now', the team created a 'Better Days' guide. The guide provides the following information:

- what people want to happen in Kent – the vision
- the ideas that will make it happen – five key principles
- what will be available for people in the day, evenings and at weekends – nine standards of a good day

'Better Days' was written by the Good Day Programme, with support from Voice4Kent and other people with learning disabilities in Kent and can be viewed at

https://shareweb.kent.gov.uk/Documents/adult-Social-Services/learning-disability/better-days-leaflet.pdf

2.8 SUPPORTING PEOPLE WHO EXPERIENCE UNNECESSARY DISADVANTAGE ON ACCOUNT OF THEIR SOCIAL CIRCUMSTANCES

KCC is helping people improve their computer literacy skills by offering training opportunities through the computer buddy scheme and dedicated UK online centres located in some of our libraries and Gateways. Future development includes exploring opportunities with the Post Office to offer people in remote areas the chance to learn how to use the web.

The Countryside Access Service has delivered the following improvements to Kent's network of footpaths, bridleways and public rights of way over the past year:

- Removal of 509 stiles from Public Rights of Way to improve access for all, especially the ageing population.
- Explore Kent's guided walks website has graded all walks to make it easier for customers to find a walk that meets their needs. Each grade has a detailed description of the obstacles, gradients etc on each walk, so customers can make an informed choice. Over 40% of all the walks are graded as either easy, or suitable for all abilities.
- A significant number of path surface improvements in or near residential areas, have been carried out across Kent to enable more people to use their local rights of way. For example:
  - Path ZS16, Minster, has been improved by replacing a narrow, muddy path with a wide strip of tarmac, that leads from a residential area to the primary school, shops and pedestrian crossing of a busy road; This path is used regularly by mothers of primary school children
  - Path ZU35, Sittingbourne, is an urban-fringe-restricted byway, which was impassable without scrambling along an adjacent bank covered in thorn bushes. It has now been cleared and surfaced, and is used by residents to access the local countryside and wider network of public paths
  - Path ZF1, Faversham, a section of this path, which is a popular, promoted route that traverses the rear of the sea wall and was repaired at the beginning of December, and now provides access to users of electric mobility scooters

The Country Parks unit set up a project for groups of BME elderly and disabled from the Asian day centres in Dartford and Gravesend to visit Shorne Country Park, to raise awareness and gather feedback. Country Parks also received some complimentary comments, such as:

"I am disabled and without the motorised trampers at Shornewoods Country Park my life would be very different. A big 'thank you' from my husband and I for giving us a lifeline. We cannot begin to even tell you how much it means to us. With sincere gratitude."

The Home Library Service serves more than 1,200 users of 70 of Kent's libraries, thanks to 400 volunteers. Home Library Service customers are mainly, but not exclusively, older people, living alone. They include people who are homebound by ill health, disability or caring responsibilities. Older people accounted for 140,850 loans made in 2010/2011.

The postal loan talking book service has more than 1,500 visually-impaired customers in Kent and Medway, and made 56,428 loans in 2010/2011.

Kent Libraries and Archives are working with a range of partners and community groups to make their services welcoming and relevant to everyone. For example, all districts across the county work with their local

District Partnership Groups, where they promote library services and Time2Give Volunteering opportunities.

The service is actively engaged with adults with learning disabilities, their carers and support workers, providing new opportunities, experiences and skills, whilst encouraging independence and fun. Between April1 2010 and March 2011, 992 adults with learning disabilities took part in library activities.

Managers have introduced a great many flexible ways to learn, such as the 'pay as you go' scheme, where customers pay to attend a class on a particular day.

In partnership with Community Learning and Skills, we have developed the "Passport to the Library" course, which encourages independent use of libraries. Twenty library staff are trained to deliver the course, and 25 adults with learning disabilities have been awarded certificates so far.

In partnership with Tunbridge Wells District Partnership Group, Values Incorporate and Shopper Anonymous, nine adults with learning disabilities, have been trained to carry out mystery shopping in libraries. Action plans have been developed to address the issues which were identified.

Easy-access collections can be found in town centre libraries, and include Books Beyond Words, a series aimed at adults who understand pictures better than words. The stories are told through coloured pictures, and address the emotional and difficult events of life, such as illness and bereavement.

Last year a selection of Bag Books, multi-sensory stories for adults and children with learning disabilities, including those with multiple and profound disabilities, were bought for adults and children with profound and severe learning disabilities. Four members of staff have undergone, or are undergoing, an intensive Bag Books storytelling course and 13 story sessions have been delivered.

Groups of adults with learning disabilities use the libraries as social meeting spaces and for activities, such as the Biblio Hour at Sevenoaks Library, and the more informal groups meeting at Dartford Library.

In partnership with Kent Adult Social Services, 29 licenses have been bought for Boardmaker software, to be installed on public access computers in town-centre libraries. By providing this software for both library and community use, KCC we will help staff, parents, carers and support workers answer the needs of adults and children with communication problems, including families with autistic children, adults with learning disabilities, people with dementia and English speakers of other-languages families.

Kent Adult Education has been working with adults with learning disabilities to develop information that is easy for them to read and understand. Students on Independent Living Skills courses have helped to develop an information leaflet for disabled students, and a new short version of the Student Charter.

At a recent cross-partnership meeting, it was felt that the Nepalese community, particularly its older members and those who have recently arrived from Nepal, are not always aware of the services and benefits that are available to them. Information, coffee and advice sessions took place in May and November 2010, targeting the Nepalese Communities at Ashford and Maidstone Libraries and Dover Family Welfare Community Centre, at Burgoyne Heights, Dover. More than 15 agencies came to each event, giving advice to around 150 members of the Nepalese community.

Kent Highway Services' winter service policy prioritises service to particular groups and organisations, including hospitals, doctors' surgeries and old peoples' homes. During the bad weather of December 2010 and January 2011, KHS were able to respond to the following requests for service, which reduced the impact of the weather on priority groups:

- Staff from a care home were able to get to work when blockages caused by snow-ploughing were cleared.
- An Otford resident in need of regular dialysis was able to attend hospital for treatment when the route was kept open for the ambulance.
- A residential road was cleared for a funeral to take place, and carers providing services to the elderly in their own homes were able to maintain regular visits.

All of the above requests relate to clearance of side roads, which would not normally be treated:

A number of council member grants have been made available to community projects which promote disability equality, for example:

- Bearsted & Thurnham Bowling Club - provision of disabled bowling facilities.
- North West Kent Disabled Foundation - mini bus and adaptations.
- Malayalee Association – kids' club.
- Azacya Blade - youth events.
- Dartford Mela Festival 2010.
- Dartford Grammar School and the Mick Jagger centre - Kathakali performance and workshops.
- East Kent Strokes.
- Beach within Reach - replacement pins for wheelchairs.
- Valley Vipers - sports wheelchair.

More information on member grants is available from kent.gov.uk.

Further work still needs to be carried out in the following areas:

- highlight targets that will improve service outcomes for users, as opposed to specifying when internal procedures will be carried out.

3. Progress on responsive and accessible services

TO PROVIDE SERVICES WHICH ARE ACCESSABLE TO ALL PEOPLE WITHIN THE COMMUNITY, BASED ON THEIR NEEDS AND CHOICES

A full report on how these objectives in adult social care have been achieved is called Local Account 2011Families and Social Care – Adults, and is available **via kent.gov.uk**

Gypsies and Travellers

An estimated 0.6% of the population in Kent (around 10,000), is a gypsy or traveller. Of these, around a third live in caravans or mobile homes. Kent County Council manages 10 of the 18 publicly-provided gypsy and traveller caravan sites in Kent. The county's 221 public pitches provide for a maximum of 300 caravans, and around 800 more caravans are on private sites with planning consent and tolerated sites in Kent. In July 2011, 108 caravans were on land without planning consent or toleration. The council works closely with Medway Council, all district councils and Kent Police when unauthorised encampments occur in the county.

As a result of a change in the law, all council traveller sites are covered by the Mobile Homes Act 1983, which means much of the pitch agreement is standard wording across the country.

KCC is due to consult on making its pitch allocation policy to match that for social housing. And other similarities include separate pitch metering for water (as well as electricity), and council tax charged for each pitch. More public sites are imminent or planned for Tonbridge & Malling, Swale and Maidstone.

TO WORK WITH PARTNERS IN CONSULTING AND COMMUNICATING WITH ALL SECTIONS OF THE COMMUNITY INCLUDING IN FORMATS SUITABLE FOR THOSE WITH SENSORY IMPAIRMENTS ON SERVICE NEEDS AND PROVISION

KCC recognises the importance of community engagement and participation. It has moved beyond simple consultation exercises, to find ways of actively involving communities. However, communities of place are not always the same as communities of interest and it is important to us to have structures in place that involve both in decision making, service and workforce planning.

The council has a culture of consulting residents about a wide variety of issues and provides numerous opportunities for local people to get involved with service planning and development. In addition, there is a network of 12 Local Bards across Kent, attended by councillors and covering each district council area. Local Boards provide a regular forum for community debate and consultation on local issues and services.

Following a review of the consultation and involvement process, a working group was set up to review how to align the Equality Impact Assessment (EqIAs) process with the consultation process. This work has continued this year and the new EqIA process will be available to staff in December 2011.

The Consultation and Engagement Strategy has been reviewed and it will become part of a wider Communication Strategy and Statement of Required Practice (SORP) to ensure the council engages with the right people at the right time.

This strategy will also commit KCC to improving its links with community organisations representing residents from diverse groups. These links have been good in some services and with some communities, but not supported consistently across the organisation; for example, in working with Lesbian, Gay, Bisexual and Transgender groups. This strategy will be published by 1 April 2012. Up-to-date information about the policies and services KCC is consulting on is always available on www.kent.gov.uk.

Understanding our community is key to delivering responsive, personalised services in Kent. KCC staff groups allow us to engage and consult directly with both employees and customers. They broaden KCC's knowledge around equality and diversity in general and offer insight into group-specific issues. The staff groups play a vital role in supporting the organisation and commenting on policy, procedures and services to ensure they meet everyone's requirements. Further details on KCC's staff groups can be found in section 4.2"

A full list of consultations undertaken by KCC is available via http://consultations.kent.gov.uk/consult.ti/system/listConsultations?type=O

Each year KCC produces an annual report on its community engagement and how this work has made a difference. Further details can be found on kent.gov.uk or by contacting KCC on 0845 824 247.

TO PROVIDE CLEAR, MEANINGFUL INFORMATION ABOUT COUNCIL SERVICES IN WAYS THAT ARE ACCESSABILE TO ALL AND MEET DIVERSE NEEDS

Effective communication is also crucial to community cohesion, because it allows strong relationships to be maintained with groups working within the community. This enables issues to be addressed as they arise, and demonstrates that the council understands and values the contribution of different communities.

KCC employs a range of communication methods designed to address a wide variety of access issues. These are summarised below.

Each of the publications and web pages on which they can be found give details of how to request information in alternative formats or languages. This includes formats such as audiotape, CD, BSL, Braille and large print, and as

computer files in accessible electronic formats such as mp3. Information can also be made available in easy-to-read formats for people with learning difficulties or poor literacy skills.

The council has a Standard on Interpreting and Translation (which also applies to British Sign Language and other alternate formats), which in essence means that a person's language will not be a barrier to receiving a service. We also have a Service Level Agreement with Top Temps Interpreting to ensure that appropriate linguistic support is provided where necessary.

KCC is engaged in a range of initiatives to enhance how we communicate as a council:

- A new website content management system has been established, to improve our websites and intranet more accessible and usable for disabled people. KCC is also investigating effective ways of making its web-based information more accessible in languages other than English
- Guidelines have been produced for staff to enable them to understand how to communicate well with our service users and colleagues. They are currently being brought up-to-date and will be mainstreamed in to our communications toolkit in early 2011. These show how to respond to requests for information in formats other than standard print and languages besides English
- Textphone services are available to enable d/Deaf, deafblind, hard of hearing and speech-impaired people to communicate easily with us
- Kent Sensory Services has worked to produce a contract with the Royal Association for Deaf People for KCC and partners to access consistent and excellent interpreting services (such as speech to text reporting or British Sign Language) for d/Deaf, deafblind and hard of hearing people. This includes the innovative 'SignVideo' project within Gateways
- KCC regularly communicates with staff on key employment issues in a variety of ways, such as KNet (the staff intranet), focus groups and road shows
- The council has standards on the use of imagery which cover the need to be inclusive in how it represents people of different genders throughout the website and in our printed publications.

To make KCC website more usable, accessible and interactive for people who share protected characteristics:
- The website was built to be W3C AA compliant and all applications developed must meet the AA standard. This means that KCC's website can be used to specific standard as set by the WorldWideWeb Consortium
- The web standards (written for web publishers to use when writing for the web) are evolving to ensure that our content is as accessible as possible
- Video standards have been addressed and all videos used on the website must now have subtitles and transcripts

- KCC is providing all non-accessible content (such as flash files), in a more accessible format as well such as a web page
- The council launched e-petitions 1 September 2010 allowing anyone with access to a computer to sign an existing petition or create their own. http://www.kent.gov.uk/your_council/have_your_say/petitions.aspx
- The website has been assessed by usability experts SOCITM. SOCITM carry out their usability reviews on all council websites during November and December each year, and publish their findings in the following March. In the last published review, KCC's website scored 3 out of 4 stars
- The website was also assessed in March 2010 by Northsquare accessibility and usability experts - their findings have influenced a redesign of our website homepage which went live at the end of April 2010
- The website conforms to the standards set out by the WorldWideWeb Consortium and it offers a full text only version of the site
- All images have alt tags to ensure information is compliant and stays in context for screen readers
- In April 2010 the council updated some of the navigation of the site to improve usability - for example we changed the navigation of the Adult Social Services pages, initially splitting the information for professionals and the public. KCC then revised the content, replacing jargon and KCC language with plain English. This helps users find their way round the site more easily, and allows KCC to target its online communication better
- The site offers most downloadable documents in both a Microsoft programme and PDF format
- KCC does not measure customer satisfaction levels on the website at the moment, but that is definitely something it will do in April 2012. This will particularly measure satisfaction levels for groups such as people with learning disabilities and visual impairments.

Chapter 4

Our objectives for equal and appropriate treatment in employment

KCC's aim is to reflect the diverse community of Kent. The council is committed to promoting equality, valuing diversity and combating unfair treatment, by providing a safe and accessible working environment with fair access to learning and development opportunities, and to encourage and support all staff in fulfilling their potential.

KCC wants you to know that we value the diversity in background and experiences that employees bring to their work (and this helps in meeting the needs of our customers). The principles of tolerance, understanding and respect for others are central to what the council believe. KCC recognise diversity groups relating to social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, religion or belief, and works hard to provide a working environment that is free from harassment and discrimination.

We will achieve our objectives by:
- building diversity considerations into it's business and people-management processes, including business, resource planning and policy development, consulting with all sectors of the community, ensuring attention is given to groups whose views may have been under-represented in the past
- not tolerating inappropriate or offensive language or behaviour to staff or service users
- providing flexible services and employment practices that respond to the needs of all sections of the community
- providing training and development opportunities. Staff are expected to be equipped with the appropriate awareness, knowledge and skills to respond positively to the range of diversity needs
- ensuring services, employment opportunities, and communication are physically, practically and culturally accessible
- identifying and promoting good practice, and challenge deficiency and poor practice
- monitoring the impact of it's policies and taking appropriate action to address any discriminatory practice
- actively supporting the recognised diversity staff groups
- implementing and monitoring recruitment and retention processes which are non-discriminatory and which increase accessibility of employment opportunities from all groups in the community
- enforcing staff disciplinary procedure when considered necessary.

4.1 To aim to employ a workforce that reflects the diverse community of Kent

As a major employer in Kent, KCC is committed to creating a dynamic workforce that is diverse, responsive to its customers and that understands Kent communities. The council's goal, is to make and keep KCC a great place to work, embodies the belief in equal treatment and conviction that

diversity enhances organisational performance. The council will strive through progressive employment practice to meet the needs of all staff, listen to their views and to respond to feedback.

Summary of staff levels

The following table shows KCC's staffing profile for the last 3 years
- KCC predominantly employs female staff
- 2% of our workforce is made up with staff who have declared that they have a disability
- over 4% of staff are from BME communities
- in 2011, 40% of staff claimed to have a Christian religious belief
- the majority of Kent's working population is aged between 35-39
- just over 14% of KCC's staff are between16-29

KCC - Non Schools	2008/9		2009/10		2010/11	
Breakdown	14,765		14,719		13,850	
Male	3,813	25.82%	3,775	25.65%	3,526	25.46%
Female	10,952	74.18%	10,944	74.35%	10,324	74.54%
Disabled	283	1.92%	283	1.92%	270	1.95%
Non disabled	10,900	73.82%	10,967	74.51%	10,143	73.23%
Undeclared		0.00%		0.00%	1,079	7.79%
Unknown	3,582	24.26%	3,469	23.57%	2,358	17.03%
BME	470	3.18%	517	3.51%	567	4.09%
White	10,937	74.07%	10,968	74.52%	10,863	78.43%
Undeclared		0.00%		0.00%	887	6.40%
Unknown	3,358	22.74%	3,234	21.97%	1,533	11.07%
Christian	3,522	23.85%	3,937	26.75%	5,334	38.51%
Non Christian	2,033	13.77%	2,436	16.55%	3,053	22.04%
Undeclared		0.00%		0.00%	715	5.16%
Unknown	9,210	62.38%	8,346	56.70%	4,748	34.28%
Heterosexual	5,169	35.01%	5,993	40.72%	7,931	57.26%
Non Heterosexual	114	0.77%	130	0.88%	166	1.20%
Undeclared		0.00%		0.00%	888	6.41%
Unknown	9,482	64.22%	8,596	58.40%	4,865	35.13%
Aged Less than 15	0	0.00%	0	0.00%	0	0.00%
15-29	2,073	14.04%	2,208	15.00%	2,006	14.48%
30-44	4,471	30.28%	4,428	30.08%	4,250	30.69%
45-59	6,406	43.39%	6,318	42.92%	5,994	43.28%
Over 60	1,815	12.29%	1,765	11.99%	1,600	11.55%

Further information regarding KCC's workforce can be found at the end of this chapter.

4.2　To provide fair access to learning and development opportunities encourage and support staff in fulfilling their potential

KCC endeavours to create an environment where managers and employees continuously improve their skills, knowledge and behavioural competencies through development programmes. The council will continue to deliver a comprehensive and expanding selection of training, available to all staff, from generic awareness training such as 'Diversity in Action' and an Equality and Diversity on-line tool, to our more specific training on recruitment and selection. Developing areas include our training in Managing Equality Impact Assessments, Diversity Awareness training for front-line staff, Managing Change and Equality and Diversity Awareness workshops.

To further embed equalities into every aspect of our services and employment we aim to embed diversity into all our training programmes, ensuring accessibility to all staff.

4.3　To provide a safe and accessible working environment that values and respects the identity and culture of each individual and that is free from discrimination, harassment and victimisation.

KCC is committed to promoting equality, valuing diversity, combating unfair treatment and providing a safe working environment, where all employees can expect to be treated with dignity and respect.

All employees and elected Members are expected to take action to challenge discriminatory, harassing or violent behaviour, language and attitudes, whatever their origins.

KCC's Dignity and Respect Policy and Guidance re-launched in 2010, describes how we expect our staff to be treated by those they work for and with and include steps we take to protect them. This was further supported with our 'Expect Respect' poster and information campaign, resulting in information being displayed in KCC workplaces and public access points, reflecting a culture of respect for each individual. Developing areas include a review, monitoring and refresh of our FirstCall Helpline, looking at the way we respond to feedback and complaints and ensure we respond effectively to any trends identified.

4.4　To involve and communicate effectively with members of staff and staff groups.

KCC's existing staff groups continue to provide an invaluable source of feedback and information on issues concerning disabled, black, minority and ethnic, young, lesbian, gay, bisexual and transgender people. A combined staff group leaflet has been produced and promoted across the organisation to reflect and promote the role groups play in supporting the organisation. KCC continues to explore the potential for new groups and other ways to better engage with all staff who work for us so that our approach to employment takes account of all and that we understand our staff's interests and needs.

To ensure we continue to maintain a complete picture of our workforce by equality strand KCC ran a data quality exercise to improve and develop the consistency of the information held. This exercise included revising how we identify disabled employees, moving away from a medical to a social model of disability.

Developing areas include the implementation of the KCC engagement strategy, establishing greater awareness and engagement levels and responding to areas of concerns from all members of staff.

KCC's four staff groups were set up to offer support, friendship, networking and training opportunities for members of staff who are under represented in the workforce. The groups play a vital role in supporting the organisation by commenting on policies, procedures and services to ensure they meet the needs of everyone.

The groups are:

UNITE: has been established for over 12 years and supports Black & Minority Ethnic staff. It provides a reference point for Kent County Council on issues relating to ethnicity. As Kent becomes increasingly culturally diverse it is vital the Authority understands how it can develop and extend it services to respond to that diversity. UNITE offers a support network to its members and assists, along with the other staff groups, in the development of service delivery and employment policy.

Level Playing Field: has been meeting since December 2000. The group is made up of disabled staff and friends and is open to all KCC employees who consider themselves to have a disability or who have an interest in disability issues. The provision of equal access to employment within Kent County council and the support of new staff are key priorities for LPF. The group also informs employment policy. This is coupled with the retention of existing staff through better understanding of reasonable adjustments. One example of work LPF has done on this is the Disability Passport. This is a document which helps enable effective communication between an employee and their line manager regarding their disability and the effect it has on them in the workplace.

Rainbow Forum: has been meeting since 2003. The Forum support members of the Lesbian, Gay, Bi-sexual and Transgender staff community. It also informs and assists others who have a personal or professional interest in issues of sexuality, including other public sector organisations in Kent. The group gives advice on the services that KCC provide and its employment policies to ensure that all aspects of the organisation's work is accessible and appropriate to all residents of Kent and employees regardless of sexual orientation.

Greenhouse -supports younger members of staff (under 30) in KCC and promotes the value that younger staff members bring to the workplace. It aims to be proactive in empowering younger members of staff to fulfil their

potential; seeking and taking opportunities to expand their experiences within the working environment, including outside the day job.

4.5 Staff development.

- in 2010-11 Libraries involved disabled people in delivering Disability Awareness workshops on Dyslexia, Deafness and Hearing loss, Visual Impairment and Learning Disabilities. More than 100 members of staff attended one or more workshops, and feedback has been excellent
- as part of KCC's upgrade of public access computers in Libraries, KCC have purchased AbilityNet software and provided staff training. 198 staff were given the opportunity to look at and play with specialist software as well as learning how to use the computer operating software to make the computer more accessible if required
- a development day for staff in East Kent held in September 2010 had an Equality and Diversity theme and was very well received
- a development day for local Access champions in January 2011 included aspects of Equality & Diversity
- in January 2011 KCC included how to support people with Mental Health problems and/or Autism as part of a training session for staff managing Time to Give volunteers
- KCC have also offered sessions on Safeguarding Vulnerable Adults, Positive Action in Recruitment and an introduction to British Sign Language (BSL)
- KCC have developed a series of Diversity factsheets covering what the words mean, what the law says and good practice
- KCC have developed guidance for staff on our services for adults with learning disabilities, dyslexia, visual impairment and Deafness and hearing loss and for those whose first language is not English

KCC has produced a DVD which positions the organisations expectations in relation to Equality and Diversity. The 'Together Making the Difference' DVD. is used for Elected Member/Manager training, induction sessions and Diversity in Action training. The DVD sits along side the 'Expect Respect' posters and policy statement distributed to all customer facing offices as well as staff areas.

We continue to deliver robust Equality and Diversity training programmes across KCC, including bespoke programmes where needed.

4.6 To provide fair and transparent pay and reward systems.

Creating an environment in which people are and feel treated fairly with respect demands more than minimum legal compliance. Our terms and conditions, policies and procedures are reviewed and impact assessed regularly to ensure they remain inclusive and fair.

KCC has implemented a single pay structure and has undertaken equal pay audits on a phased basis over the past three years. The audit covered approximately 30,000 employees and covered gender, race and ethnicity.

Our initial audit indicated that we are a fair employer in terms of gender and pay and we continue to monitor to ensure this position is maintained.

Performance assessment outcomes for all employees are also monitored on an annual basis for gender, age, ethnicity, full and part-time staff.

We continue to develop an inclusive and accessible reward package, ensuring our wider benefits appeal to all sections of our workforce and encourage applications from a wider cross-section of the Kent population.

Pay range data

The following table shows the KCC staffing profile across pay range groups for the last 3 years.

Paybands	KS1-5 equivalent			KS6-10 equivalent			KS11-15 equivalent		
KCC - NS	2008/9	2009/10	2010/11	2008/9	2009/10	2010/11	2008/9	2009/10	2010/11
Breakdown	5781	5700	5148	5634	5794	5765	1667	1743	1896
Male	1232	1207	1076	1376	1394	1405	631	643	628
Female	4549	4493	4072	4258	4400	4360	1036	1100	1268
DDA	103	106	106	131	124	127	38	41	43
Non DDA	4556	4451	3983	4695	4788	4690	1386	1446	1574
Undeclared	239	379	186	95	199	216	27	42	45
Unknown	883	764	873	713	683	732	216	214	234
BME	207	233	249	195	227	255	65	68	82
White	4641	4504	4243	4717	4760	4861	1404	1457	1618
Undeclared	102	148	101	37	87	97	15	17	31
Unknown	831	815	555	685	720	552	183	201	165
Christian	1601	1705	2170	1527	1741	2194	454	501	716
Non Christian	839	998	1191	925	1112	1382	256	292	392
Undeclared	331	454	256	143	259	249	35	58	83
Unknown	3010	2543	1531	3039	2682	1940	922	892	705
Heterosexual	2253	2516	3117	2303	2703	3399	653	735	1050
Non Heterosexual	41	46	60	49	57	84	28	28	34
Undeclared	383	503	388	156	266	289	38	63	88
Unknown	3104	2635	1583	3126	2768	1993	948	917	724
Aged Less than 15	0	0	0	0	0	0	0	0	0
15-29	1081	1142	958	705	779	795	27	24	26
30-44	1626	1578	1457	2013	2091	2095	488	529	571
45-59	2329	2266	2118	2445	2466	2429	997	1014	1114
Aged 60 and over	745	714	615	471	458	446	155	176	185

The following tables show KCC's employment profile data for the last 3 years.

Recruitment Process

Applications

KCC - NS	2008/9		2009/10		2010/11	
Breakdown	**45,881**		**54,685**		**19,797**	
Male	13,964	30.44%	18,096	33.09%	6,728	33.98%
Female	31,228	68.06%	36,024	65.88%	12,872	65.02%
Undeclared		0.00%		0.00%	76	0.38%
Unknown	689	1.50%	565	1.03%	121	0.61%
Disabled	1,447	3.15%	1,704	3.12%	694	3.51%
Non disabled	43,972	95.84%	53,179	97.25%	18,980	95.87%
Undeclared		0.00%		0.00%	51	0.26%
Unknown	462	1.01%	439	0.80%	72	0.36%
BME	5,903	12.87%	8,121	14.85%	3,537	17.87%
White	39,368	85.80%	46,576	85.17%	15,862	80.12%
Undeclared		0.00%		0.00%	163	0.82%
Unknown	610	1.33%	625	1.14%	139	0.70%
Christian	23,851	51.98%	28,819	52.70%	10,149	51.27%
Non Christian	20,264	44.17%	24,834	45.41%	8,712	44.01%
Undeclared		0.00%		0.00%	705	3.56%
Unknown	1,766	3.85%	1,671	3.06%	231	1.17%
Heterosexual	41,794	91.09%	50,174	91.75%	18,008	90.96%
Non Heterosexual	742	1.62%	1,026	1.88%	395	2.00%
Undeclared		0.00%		0.00%	815	4.12%
Unknown	3,345	7.29%	3,485	6.37%	579	2.92%
Up to 19	2,293	5.00%	2,699	4.94%	1,421	7.18%
20 - 25	10,624	23.16%	14,522	26.56%	5,599	28.28%
26 - 35	11,729	25.56%	13,757	25.16%	4,531	22.89%
36 - 45	10,332	22.52%	11,644	21.29%	3,759	18.99%
46 - 55	8,001	17.44%	9,727	17.79%	3,382	17.08%
56 - 65	1,884	4.11%	2,312	4.23%	822	4.15%
over 65	77	0.17%	61	0.11%	21	0.11%
Undeclared		0.00%		0.00%	113	0.57%
Unknown	941	2.05%	899	1.64%	149	0.75%

<u>Summary of applications</u>

Equalities declaration rates are increasing for all strands. Proportionally higher application rates for most minorities on equality strands compared to our establishment figures. Applications from the BME community has increased by 3% during 2010/11. Overall applications have declined significantly (64%) during 2010/11, reflecting a contracting workforce.

Shortlisting

KCC - NS Breakdown	2008/9 6,568		2009/10 9,116		2010/11 3,718	
Male	1,695	25.81%	2,377	26.08%	1,118	30.07%
Female	4,658	70.92%	6,567	72.04%	2,529	68.02%
Undeclared		0.00%		0.00%	19	0.51%
Unknown	215	3.27%	172	1.89%	52	1.40%
Disabled	272	4.14%	391	4.29%	188	5.06%
Non disabled	6,154	93.70%	8,524	93.51%	3,477	93.52%
Undeclared		0.00%		0.00%	17	0.46%
Unknown	142	2.16%	201	2.20%	36	0.97%
BME	633	9.64%	1,067	11.70%	558	15.01%
White	5,765	87.77%	7,837	85.97%	3,052	82.09%
Undeclared		0.00%		0.00%	32	0.86%
Unknown	170	2.59%	212	2.33%	54	1.45%
Christian	3,399	51.75%	4,757	52.18%	1,927	51.83%
Non Christian	2,728	41.53%	3,831	42.03%	1,556	41.85%
Undeclared		0.00%		0.00%	156	4.20%
Unknown	441	6.71%	525	5.76%	79	2.12%
Heterosexual	5,822	88.64%	8,108	88.94%	3,316	89.19%
Non Heterosexual	93	1.42%	191	2.10%	79	2.12%
Undeclared		0.00%		0.00%	177	4.76%
Unknown	653	9.94%	817	8.96%	146	3.93%
Up to 19	226	3.44%	451	4.95%	191	5.14%
20 - 25	1,166	17.75%	1,837	20.15%	890	23.94%
26 - 35	1,637	24.92%	2,266	24.86%	788	21.19%
36 - 45	1,674	25.49%	2,060	22.60%	828	22.27%
46 - 55	1,333	20.30%	1,864	20.45%	724	19.47%
56 - 65	303	4.61%	404	4.43%	210	5.65%
over 65	11	0.17%	8	0.09%	7	0.19%
Undeclared		0.00%		0.00%	24	0.65%
Unknown	218	3.32%	226	2.48%	56	1.51%

Declaration rates	2008/9	2009/10	2010/11
Disability	97.84%	97.80%	99.03%
Ethnicity	97.41%	97.67%	97.96%
Faith	93.29%	94.21%	97.88%
Sexual Orientation	90.06%	91.04%	96.07%

Summary of shortlisted applicants

A higher proportion of disabled staff were interviewed than the proportion that apply for roles. KCC continues to be accredited as a Two Ticks - Positive About Disabled People symbol user, demonstrating its commitment in supporting disabled people.

BME shortlisting rose as years progress similar to level of applications. Younger staff are not as successful at being shortlisted. Men are proportionally less likely to be shortlisted than there female counterparts.

Starters

KCC - NS Breakdown	2008/9 2082		2009/10 1713		2010/11 1270	
Male	594	28.53%	491	28.66%	392	30.87%
Female	1488	71.47%	1222	71.34%	878	69.13%
Disabled	31	1.49%	20	1.17%	8	0.63%
Non disabled	1307	62.78%	965	56.33%	509	40.08%
Undeclared		0.00%		0.00%		0.00%
Unknown	744	35.73%	728	42.50%	753	59.29%
BME	82	3.94%	108	6.30%	72	5.67%
White	1280	61.48%	931	54.35%	527	41.50%
Undeclared		0.00%		0.00%		0.00%
Unknown	720	34.58%	674	39.35%	671	52.83%
Christian	675	32.42%	523	30.53%	336	26.46%
Non Christian	561	26.95%	457	26.68%	257	20.24%
Undeclared		0.00%		0.00%		0.00%
Unknown	846	40.63%	733	42.79%	677	53.31%
Heterosexual	1190	57.16%	965	56.33%	579	45.59%
Non Heterosexual	24	1.15%	24	1.40%	13	1.02%
Undeclared		0.00%		0.00%		0.00%
Unknown	868	41.69%	724	42.27%	678	53.39%
Aged Less than 15	1	0.05%	4	0.23%	3	0.24%
15-29	790	37.94%	715	41.74%	550	43.31%
30-44	698	33.53%	542	31.64%	394	31.02%
45-59	543	26.08%	409	23.88%	290	22.83%
Over 60	50	2.40%	43	2.51%	33	2.60%

Declaration rates	2008/9	2009/10	2010/11
Disability	64.27%	57.50%	40.71%
Ethnicity	65.42%	60.65%	47.17%
Faith	59.37%	57.21%	46.69%
Sexual Orientation	58.31%	57.73%	46.61%

Contract Groups	2008/9	2009/10	2010/11
Casual	319	297	304
Fixed Term	249	276	249
Permanent	1312	930	525
Temporary	215	191	162
Null	3	33	65

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	421	320	213
Full Time - Female	768	618	443
Part Time - Male	179	175	188
Part Time - Female	730	614	461

Summary of Starters information

Reducing levels of starters reflects a contracting workforce. Proportion of BME staff joining is more than those leaving the organisation creating greater representation for this group. Proportion of staff aged 15-29 starting in the organisation is higher than those leaving, increasing representation across the organisation.

Leavers

KCC - NS	2008/9		2009/10		2010/11	
Breakdown	**1,855**		**1,820**		**2,121**	
Male	572	30.84%	537	29.51%	661	31.16%
Female	1,283	69.16%	1,283	70.49%	1,460	68.84%
DDA	28	1.51%	48	2.64%	42	1.98%
Non DDA	1,292	69.65%	1,241	68.19%	1,538	72.51%
Undeclared		0.00%		0.00%	153	7.21%
Unknown	535	28.84%	531	29.18%	388	18.29%
BME	78	4.20%	68	3.74%	90	4.24%
White	1,251	67.44%	1,235	67.86%	1,504	70.91%
Undeclared		0.00%		0.00%	80	3.77%
Unknown	526	28.36%	517	28.41%	447	21.07%
Christian	384	20.70%	423	23.24%	583	27.49%
Non Christian	228	12.29%	293	16.10%	407	19.19%
Undeclared		0.00%		0.00%	165	7.78%
Unknown	1,243	67.01%	1,104	60.66%	966	45.54%
Heterosexual	547	29.49%	670	36.81%	931	43.89%
Non Heterosexual	17	0.92%	18	0.99%	24	1.13%
Undeclared		0.00%		0.00%	186	8.77%
Unknown	1,291	69.60%	1,132	62.20%	980	46.20%
Aged Less than 15	1	0.05%	0	0.00%	0	0.00%
15-29	449	24.20%	415	22.80%	518	24.42%
30-44	519	27.98%	434	23.85%	489	23.06%
45-59	547	29.49%	578	31.76%	587	27.68%
Aged 60 and over	339	18.27%	393	21.59%	527	24.85%

Declaration rates	2008/9	2009/10	2010/11
Disability	71.16%	70.82%	81.71%
Ethnicity	71.64%	71.59%	78.93%
Faith	32.99%	39.34%	54.46%
Sexual Orientation	30.40%	37.80%	53.80%

Contract Groups	2008/9	2009/10	2010/11
Casual	418	480	526
Fixed Term	135	155	291
Permanent	1,070	948	1,236
Temporary	179	184	264
Null	1	1	0

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	349	298	382
Full Time - Female	513	457	577
Part Time - Male	259	265	334
Part Time - Female	864	920	1,024

Additional information
Declaration rates of those leaving steadily increasing.

Summary of Leavers information
Overall number of staff leaving is increasing. Proportion of male leavers is higher than starters. Proportion of disabled staff leaving the organisation is higher than those starting.

Turnover

KCC - NS	2008/9	2009/10	2010/11
Breakdown	12.69%	12.39%	14.92%
Male	14.95%	14.16%	18.16%
Female	11.89%	11.78%	13.80%
DDA	10.06%	16.93%	15.05%
Non DDA	11.99%	11.34%	14.62%
Undeclared			13.30%
Unknown	14.99%	15.35%	17.08%
BME	16.92%	13.73%	16.96%
White	11.52%	11.31%	14.10%

KCC - NS	2008/9	2009/10	2010/11
Undeclared			11.06%
Unknown	15.95%	15.82%	19.45%
Christian	11.74%	11.27%	14.18%
Non Christian	12.82%	12.78%	15.91%
Undeclared			21.58%
Unknown	12.99%	12.78%	14.24%
Heterosexual	11.69%	11.88%	14.82%
Non Heterosexual	16.25%	15.09%	16.28%
Undeclared			22.26%
Unknown	13.13%	12.68%	14.10%
Aged Less than 15	600.00%	0.00%	0.00%
15-29	22.23%	19.42%	24.72%
30-44	11.68%	9.75%	11.27%
45-59	8.56%	9.15%	9.57%
Aged 60 and over	19.23%	22.11%	32.00%

Contract Groups	2008/9	2009/10	2010/11
Casual	11.54%	14.08%	16.65%
Fixed Term	33.87%	26.10%	44.59%
Permanent	9.44%	8.28%	11.02%
Temporary	22.97%	24.81%	38.78%
Null	100.00%	100.00%	0.00%

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	13.42%	11.36%	15.14%
Full Time - Female	10.70%	9.15%	11.62%
Part Time - Male	17.06%	18.19%	23.67%
Part Time - Female	11.96%	12.93%	15.04%

Additional information

Big decreases in fixed term and temporary contracts which is to be expected in the financial climate.

Significantly higher turnover in male part timers, approximately 50% more than their female counterparts every year.

Summary of Turnover Levels

Male turnover is consistently higher than the overall turnover and that of their female counterparts. Staff from Black & Ethnic minority groups have a higher turnover than the overall figure and their white counterparts. Staff aged 15-29 have a significantly higher turnover than other age brackets.

Employee Relations

Type of Cases	2008/9		2009/10		2010/11	
Disciplinary	149	19.40%	175	25.58%	175	18.50%
Capability - Poor Performance	70	9.11%	46	6.73%	75	7.93%
Capability - Ill Health	268	34.90%	206	30.12%	228	24.10%
Capability - Other	12	1.56%	7	1.02%	11	1.16%
Grievance	77	10.03%	63	9.21%	57	6.03%
Harassment	26	3.39%	15	2.19%	18	1.90%
Reviews	135	17.58%	139	20.32%	350	37.00%
Appeals	21	2.73%	27	3.95%	25	2.64%
Total	768		684		946	

As of 2010/11 information is now collected and collated by equality strand this is in the process of being backdated to previous years.

Chapter 5

The role of procurement in promoting equality

Kent County Council is one of the largest shire councils and spends around £1 billion per annum on goods, services and works to provide infrastructure and services to support the people of Kent. Therefore, the services provided to the community should be geared towards their diverse needs and requirements.

The council provides a wide range of services to the community and businesses in Kent. In some cases these are provided directly by KCC, in other cases on the council's behalf by contractors and partners.

Each year Kent County Council enters into contracts worth many millions of pounds for buying goods, works and services on behalf of the Kent community. Spending by KCC sustains and maintains a significant number of jobs within Kent. The council has a statutory duty to ensure that public money is spent in a way that ensures value for money and does not lead to unfair discrimination and social exclusion.

Procurement is usually understood to mean the purchase of goods, works or services. However, it covers a wide range of activities, such as needs assessment, options appraisals and devising tender and contract specifications. It is related to, but not identical with, commissioning. A procurement process is not an end in itself, but is intended to achieve the best possible value, while ensuring quality services are purchased.

Furthering equality is a key goal of best value, because the procurement process is one of the most important tools that a council has to further its equality objectives and outcomes. Local government procurement must be carried out to comply with both EC and UK regulations, such as the Public Contract Regulations 2006. The new Equality Act contains strengthened provisions on procurement.

The promotion of equality in procurement will help to:

- improve overall value for money for the council in terms of the goods, works and services it purchases
- improve the quality, responsiveness and appropriateness of KCC services.
- ensure that public money is not spent on practices which lead to unfair discrimination to sections of Kent.
- create a diverse and integrated workforce.
- deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities
- encourage other organisations to promote and practice the council's policies on equality.

The future holds significant change for the council both in terms of significantly reduced budgets as well as moving to new ways of providing services. Bold Steps for Kent outlines a number of these challenges including 'Right to Buy' for staff and collaborative or integrated service provision with other agencies e.g. health. These will put a premium on KCC's ability to lead and manage procurement to deliver continuing value for money consistent with its strategic aims.

To position the council to deliver against these aims will are transforming its procurement function and processes, and this will cover:
- resourcing and procurement expertise,
- governance and control of appropriate processes,
- systems support for efficient operation.

The council will take into account in its tender evaluation and contracting processes, a potential contractor's approach to equality in terms of its employment practices and service delivery. It will do this by asking potential contractors relevant questions and include appropriate provisions in its contract documents relating to these matters. The responses to these questions will be evaluated as part of the selection process. The impact of the contractor's procurement strategy with regard to the promotion of equality will also be monitored and managed during the life of each contract, where equality is deemed to be a core requirement.

Where a contractor is carrying out a public function on our behalf, KCC will ensure that their work complies with all equalities legislation.

This means that the council will continue to build appropriate equality considerations into the procurement process, to ensure that all procured functions meet statutory requirements, regardless of who is carrying them out. Equality considerations are currently built into the corporate procurement guidance in a document called 'Spending the council's Money' and Guidance for Service for Service Suppliers on Equality & Diversity in Procurement.

A number of key areas for action are currently being undertaken regarding equality in procurement:

- developing a robust system to ensure that there is appropriate monitoring to demonstrate compliance with existing corporate guidance on procurement throughout in all our work.
- revising procurement pre-qualification (PQQ) to correspond more closely to the council's general equality and diversity objectives, without introducing additional bureaucracy.

- standardising all procurement documents and Equalities and Diversity will be incorporated into these amendments
- Devising methods of assessing potential new contractors' performance in their previous operations/activities.

This will be a second stage:

- adopting a clear and consistent approach to deal with instances in which non-compliance with the council's policy will lead to cessation of trading or contract termination.
- contracts will be written to take account of balance of risk to the Council whilst addressing equalities.

Transformation of the procurement function will not happen overnight – realistically it will be a two to three year programme - and will be dependent on introducing and developing the right skills.

KCC's objectives for fair and inclusive procurement are:

- to ensure good procurement practice is shared and adopted across KCC
- to provide training for all staff involved in procurement to ensure understanding of and compliance with corporate Procurement and Equality Strategies
- to devise and implement methods of assessing potential new contractors' performance on equality and diversity in their previous operations and activities.
- to take clear and consistent measures in all service units to ensure non-compliance with the council's policy will lead to cessation of trading or contract termination.

6.   Performance and Review – getting it right

The recent restructure of KCC has given the organisation unique opportunities to re-assess and revaluate the ways in which its equality obligations are managed within KCC.

The council is reviewing its equality policy and objectives in order to align with the updated Vision for Kent, KCC's medium term plan 'Bold Steps', Change to Keep Succeeding and the broader changing Equality legislative environment.

As part of implementing 'Bold Steps for Kent' and the 'design principles' for the organisation to deliver this, a review of the current officer level performance arrangements has been undertaken and it is introducing an improved internal performance management framework.
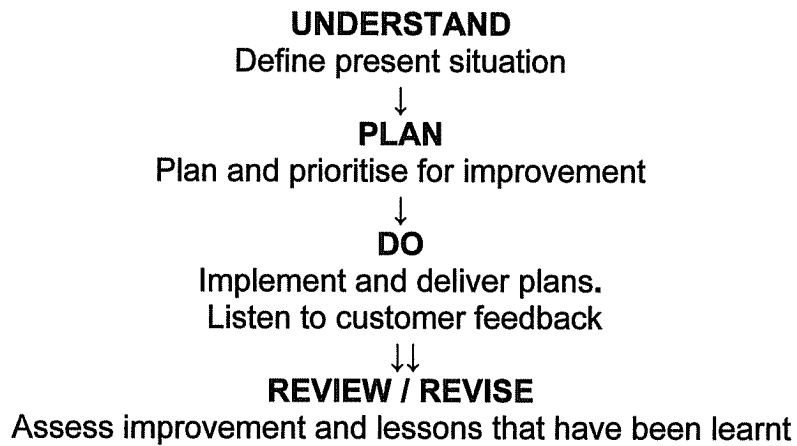
The new performance management framework for the authority enhances the existing officer-level arrangements, but introduces a mechanism that will create:

- a stronger officer culture of performance management accountability,
- much greater shared awareness of KCC's current performance,
- transparency about the council's performance.

As an authority the council should be smarter at delivering its performance management arrangements in a more joined - up and intelligent way to ensure that Bold Steps for Kent and the Medium Term Financial Plan agreed by elected members of the council are being delivered effectively. KCC wants to put in place mechanisms to achieve its strategic priorities, assess the progress of targets and take action to improve its performance where necessary.

Two new groups have been introduced that will meet monthly. These will be separate forums that enable senior managers to focus on performance and milestones, ensure accountability for delivery and improvement, provide challenge and open dialogue and help the council its to learn from best practice. The Performance Assurance Team (PAT) will focus on organisational performance. The Delivery Assurance Team (DAT) will focus on delivery of the milestones of major change programmes and projects.

Performance management can be viewed as a continuous cyclical process that aims to deliver KCC's objectives. It operates at many levels in the organisation over different timescales:

UNDERSTAND
Define present situation
↓
PLAN
Plan and prioritise for improvement
↓
DO
Implement and deliver plans.
Listen to customer feedback
↓↓
REVIEW / REVISE
Assess improvement and lessons that have been learnt

These cycles need to be integrated across various organisational levels and with partners. The coordination of these cycles and objectives working their way from the top of the organisation through to the individual is often described as the *golden thread*.

For the performance management cycle to keep moving successfully, it needs to be underpinned by the right *culture and behaviours* of staff within the organisation. A good performance management culture for KCC means that the organisation – and the individuals in it – are empowered to work and learn together so the council makes a positive difference to the lives of the people of Kent.

By: Peter Sass, Head of Democratic Services

To: Corporate Policy Overview and Scrutiny Committee
               11 January 2012

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: To update the Committee on the current topic review programme and
               to invite suggestions for future Select Committee topic reviews.

Select Committee Topic Review Work Programme

1.   (1)   There are currently no Select Committee topic reviews in the work
programme which fall under the remit of this Policy Overview and Scrutiny Committee.

(2)   The Select Committee work programme consists of the following:-

- Dementia – Chairman Mrs T Dean – This report was received by Cabinet on 5 December 2011 and debated at County Council on 15 December 2011.
- Educational Attainment at Key Stage 2– Chairman Mr C Wells – The Committee has completed it evidence gathering sessions which included visiting a number of schools in October/November 2011. The report is currently being drafted and will be considered by the Committee in February/March 2012 prior to submission to Cabinet in Mary 2012 and County Council in July 2012.
- The Student Journey – Chairman Mr Kit Smith – The Committee has completed its evidence gathering sessions with key stakeholders including representatives from business and education, and from young people. The report is currently being drafted and will be considered by the Committee in February/March 2012 prior to submission to Cabinet and to County Council in May 2012.

Suggestions for Select Committee topic reviews

2.   (1)   At the meeting of the Scrutiny Board on 2 November 2011 it was agreed to establish a Select Committee topic review on Domestic Abuse. Background research has begun and the Committee will start its work in early 2012. There will be resources available to start two new Select Committee reviews in May 2012. If Members have any topics that they would like to put forward for consideration for inclusion in the future topic review programme, they should contact the Democratic Services Officer for this POSC.

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3.   **Recommendation** Members are asked to note the Select Committee topic review update and to advise the Democratic Services Officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme

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