

# **BUILDING ON SUCCESS - KCC Draft Performance Improvement Plan**

## **Areas for Improvement**

For the purposes of this report the comments and recommendations of the inspection team are grouped under seven themes -

1. **Community engagement**
2. **Communications**
3. **Relationship management**
4. **Member roles**
5. **Workforce development**
6. **Corporate practice/processes**
7. **Service improvement**

## **The nature of the work suggested**

In each theme the following tables distinguish between –

<b>A - Monitoring</b>	<i>Work currently being done where the changes suggested affect how the work is monitored</i>
<b>B - Improvement</b>	<i>Work currently being done that needs improving to be more effective</i>
<b>C - New</b>	<i>Work that isn't currently being done, that we may chose not to do</i>
<b>D - In hand</b>	<i>Work that KCC already has underway or has completed since the assessment took place</i>

## **Lead Director**

In all cases the lead officer is shown at Director-level or above in the following tables. More detailed accountabilities will be reflected in the individual strategies and Service Unit Business Plans.

## **AREA FOR IMPROVEMENT 1 – COMMUNITY ENGAGEMENT**

### **CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CEA1	Para 68 Ensure consultation responses and their influence on policy/service development are recorded and reported to POCs/Members	Ongoing	Managing Directors/ Robert Hardy	- All Directorates record consultation carried out, the responses received and how these have been taken into account	- All POCs receive a detailed annual report on the above  - Annual Report to County Council

### **CATEGORY C – NEW**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CEC1	Para 43 Review recent approaches to engagement and consultation; identify what sections of society are not being engaged; agree actions	Annual	Robert Hardy	- Action taken across all Directorates to include those previously missed out of consultations – link to SIP archetypes and diversity	Comprehensive Engagement Strategy annual report
CEC2	Paras 42, 43 & 73 Develop a comprehensive engagement strategy	By the end of 2009/10	Robert Hardy	- Comprehensive engagement strategy to provide common framework and corporate standards - Key elements of CES to be shared across Kent Partnership, not just internally to KCC	Comprehensive Engagement Strategy annual report
CEC3	Para 42 Ensure all Directorates engage appropriately with the general public over service priorities, not	Reviewed annually	Robert Hardy / Managing Directors	- Evidence of regular consultation by all Directorates with people beyond their current service users	Comprehensive Engagement Strategy annual report

	just defined service users			- Evidence of views of minority groups being part of this	
CEC4	Para 9 Feed in customer and general public's views into KCC's discussions and decisions on priorities and be able to clearly map this process	Ongoing see CEA1 above	Robert Hardy	- Evidence of engagement with the general public being used to inform KCC priorities - Evidence of views of minority groups being part of this	Clear evidence published showing how people's views have and haven't been translated into priorities

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CED1	Para 64 Ensure consistent practice across all Directorates in monitoring and responding to complaints from the public	Ongoing	Robert Hardy / Resource Directors	- All Directorates use the same definition of 'complaint' - All Directorates have the same timescales for acknowledging and responding to a complaint - All Directorates use and publish common core standards - All Directorates collect and report on trends from complaints and other customer feedback.	- By the Corporate Complaints Review Group  - An annual report to Corporate POC and County Council on trends from complaints and other customer feedback.
CED2	Para 66 Ensure consistent practice regarding use of complaints to drive service improvements	Ongoing	Robert Hardy / Resource Directors	- All Directorates adopt a consistent approach to using information from complaints in service planning processes	All Directorates regularly report complaints information to senior managers and to POCs, including action being taken to remedy
CED3	Para 74 Engage in regular public satisfaction surveys to assess the quality and effectiveness of services and make changes as necessary	Most formal surveys are annual	Robert Hardy / Managing Directors	- Maintained or increased public satisfaction with KCC and other public services - Evidence of changes to services being made following surveys	- Regular public satisfaction surveys carried out by all Directorates  - New KCC citizens' panel in place and regularly used

## **AREA FOR IMPROVEMENT 2 – COMMUNICATIONS**

### **CATEGORY A – MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CMA1	<i>Para 32 KCC's strong brand image and able self-promotion can create an unintended impression that the Council is over-keen to claim credit</i>				<b>There is no need for separate action, given the recognition that this is 'unintentional' and in view of the comment and action below re para 8</b>
CMA2	Para 8 Ensure local partners are given credit for joint initiatives in the media	Ongoing	Jane Clarke	<ul style="list-style-type: none"> <li>- All press releases are clear about work being delivered in partnership</li> <li>- Joint press releases/media interviews with partners</li> </ul>	Ongoing media monitoring reports
CMA3	Para 32 Develop a better working relationship with the local media	Ongoing	Jane Clarke	<ul style="list-style-type: none"> <li>- More balanced reporting on KCC activities in local media</li> <li>- KCC welcoming constructive criticism from local media</li> </ul>	Ongoing media monitoring reports

### **CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CMB1	Para 46 Improve document control for published documents i.e. policy, strategy, leaflets etc	Ongoing and linked to the review of publications	Jane Clarke	<ul style="list-style-type: none"> <li>- Out-of-date versions of publications removed from public buildings and the KCC website</li> <li>- KCC staff are aware when new versions of documents have been published</li> </ul>	<ul style="list-style-type: none"> <li>- Regular document audit carried out</li> <li>- Spot checks and sample surveys, using KCC staff to 'mystery shop' in services and buildings other than their own</li> </ul>

## CATEGORY D – IN HAND

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CMD1	Para 43 Ensure KCC maintains a commitment to a wide range of communication to enable it to reach all sections of the community	Ongoing	Jane Clarke	<ul style="list-style-type: none"><li>- Commitment enshrined in communication strategy</li><li>- Evidence of use of a wide variety of communication</li><li>- Evidence of use of forms of communication specifically targeted at less engaged groups</li></ul>	Annual updates to Corporate POC

### **AREA FOR IMPROVEMENT 3 – RELATIONSHIP MANAGEMENT**

#### **CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMA1	Para 52 Exploit opportunities to harness input of the VCS in delivery and build VCS organisations' capacity to deliver	Ongoing	Managing Directors	<ul style="list-style-type: none"> <li>- Significant and appropriate VCS involvement in service delivery</li> <li>- Evidence of VCS capacity building including via the Kent Partners Compact</li> <li>- Evidence of collaborative working through county-level partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report of Kent Partners Compact</li> <li>- Publication of annual figures showing cost of services procured from VCS providers</li> <li>- Annual report by VCS members of Kent Partnership and its working groups</li> </ul>

#### **CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMB1	Para 8 Adopt an improved approach to relationship management with local partners, ensuring their viewpoints and concerns feel appreciated	Ongoing, but a more formal review of partnerships likely in 2009	Managing Directors	<ul style="list-style-type: none"> <li>- Local partners are consulted and engaged by KCC in relevant priority-setting and service changes</li> <li>- Evidence of working with local partners where KCC is not in the lead</li> <li>- The majority of local partners feel positive about their relationship with KCC</li> </ul>	<ul style="list-style-type: none"> <li>- LAA annual report</li> <li>- Annual report to G&amp;A Committee on Partnership risk and governance</li> <li>- Annual CAA Use of Resources assessment</li> </ul>

## CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
RMC1	Para 63 Develop effective joint performance management and monitoring systems for all key partnerships building on that already done for the Kent Partnership and Community Safety Partnership	Annual	Robert Hardy	- Effective performance management and monitoring systems in place for all key partnerships KCC is involved in	- Annual report to G&A Committee on Partnership risk and governance  - Annual CAA Use of Resources assessment
RMC2	Para 63 Consider further sharing of KCC performance information with key partners and vice versa	Linked to the re-launch of Kent View	Robert Hardy	KCC and partners performance information regularly shared on a formal basis via – - Kent View - Kent Crime View - Kent Public Health Observatory	- Gaps in data sharing identified and acted on by the Kent Partnership support group  - Annual CAA Use of Resources assessment
RMC3	Para57 Strategically manage District Council relationships at senior management level, promoting a better level of trust to make them more effective	Ongoing	Chief Executive	We believe this is the way we currently work	
RMC4	Para 67 Adopt a less defensive approach to advice and guidance from regulators and local partners on areas of improvement and ways of doing things	Ongoing	Chief Executive	We believe this is the way we currently work	

## **AREA FOR IMPROVEMENT 4 – MEMBERS**

### **CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
MMA1	Para 68 Ensure 6-monthly POC performance monitoring role is carried out effectively and consistently across all POCs	Six-monthly	Geoff Wild/ Robert Hardy	- All Directorate POCs follow same process for 6-monthly performance monitoring - Evidence of thorough scrutiny of performance by POCs	- Compliance with Performance Reporting Cycle for 08/09  - Member development training reinforces the need to pro-actively carry out this role

### **CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
MMB1	Para 68 Engage Opposition and backbench Members more in performance management	Ongoing via <i>Inphase</i>	Robert Hardy	- Regular up-to-date summary performance information available for all Members to access	- Member access to/use of InPhase
MMB2	Para 55 Review current provision of equalities and diversity training for Members	During 2009/10	Geoff Wild/Amanda Beer	- Review of Members' training carried out - All Members receive training on equalities and diversity, including as part of Members' induction	- Annual review of implementation of Member Development Charter  - Training take-up as part of Member annual reports
MMB3	Para 56 Provide more resource to support Opposition and backbench Members	Ongoing consideration	Geoff Wild	- Increase in officer support to Local Boards - Increase in officer support to Cabinet Scrutiny Committee	- Legal & Democratic Services' Business Plan



### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMC1	Para 33 Ensure Members have real public engagement and debate with all sections of the community	Ongoing	Geoff Wild	- Regular Member attendance at District(s) LSPs - Wider implementation of the Neighbourhood Forum model of Local Boards	- Member annual reports
MMC2	Para 99 Develop the role of the older people's champion to have more influence	Ongoing	Leader and Chief Executive	- Role developed beyond adult social care - Evidence of involvement in and influencing policy development	- Equality Strategy review and updates
MMC3	Para 56 Make POCs more independent of the Executive to allow for better and more effective scrutiny	Ongoing	Leader	- POCs regularly receive and have the opportunity to comment on major proposals before decisions are made	- POC agendas & minutes
MMC4	Paras 9 and 56 Engage Opposition and backbench Members earlier in policy development, priority-setting and performance monitoring	Ongoing	Leader	- Major strategies and policies taken to POCs for comment early in their development process - Performance monitoring reports taken to POCs before Cabinet	- POC agendas & minutes

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMD1	Para 33 Make Local Boards more engaging and inclusive	Ongoing	Geoff Wild	- Increased attendance from partners, local organisations and members of the public	- Proposals on 'Localism' agreed at June 2008 full council

## **AREA FOR IMPROVEMENT 5 – WORKFORCE DEVELOPMENT**

### **CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
WDA1	Para 54 Ensure good equalities practice is applied consistently across all Directorates through staff training and in service delivery	Ongoing with annual review	Amanda Beer/ Managing Directors	- KCC achieves EFLG 'excellent' rating by the end of 2010/11 - All staff receive relevant training as part of induction, customer focus, management and leadership training	- Equality Strategy review and updates  - Reports to the KCC Workforce Strategy Board and the Strategic Equalities Group
WDA2	Para 55 KCC is (ambitiously) working towards achieving new Equality Framework for Local Government 'excellent' status	To be achieved by the end of 2010/11	Amanda Beer/ Robert Hardy	- KCC achieves EFLG 'excellent' rating by the end of 2010/11	- Equality Strategy review and updates

### **CATEGORY D – IN HAND**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
WDD1	Para 55 Take steps to increase the diversity of the workforce to reflect changing local demographics	Ongoing with annual review	Amanda Beer	- A KCC workforce which reflects the make up of the communities of Kent	- Targets set and measured in relation to senior management and the workforce as whole
WDD2	Para 53 Continue development of workforce planning both internally and jointly	Ongoing	Amanda Beer	- Joint recruitment and retention initiatives across public services in Kent (and Medway)	- Reports to Kent Public Service Board

## **AREA FOR IMPROVEMENT 6 – CORPORATE PRACTICE/PROCESSES**

### **CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPA1	Para 65 Improve quality checking of business and delivery plans to ensure carry-through of priorities and appropriate target-setting	To be dealt with when plans are agreed and at the six-month review	Resource Directors/ Robert Hardy	- Clear golden thread from V4K/T2010 and/or KCC Annual Plan in all business and delivery plans - All business plans contain SMART targets and focus on outcomes rather than activity - All delivery plans have clear timescales and milestones	- Quality and consistency scrutinised at annual and half-year monitoring

### **CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPB1	Para 66 Improve public satisfaction with complaints-handling	Place Survey is biennial	Managing Directors/ Robert Hardy	-Independent survey shows improved satisfaction with complaint-handling	- Covered by the 'Place Survey' or its Kent equivalent

### **CATEGORY C - NEW**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPC1	Para 54 Improve the effectiveness of all cross-directorate corporate boards	Ongoing	Chief Executive	- Outcome-based assessment of the impact of the work of the Boards	- Annual reports to COG and Cabinet by all Boards

## CATEGORY D – IN HAND

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPD1	Para 65 Ensure business plans are refined to produce consistency across KCC and meet the corporate standard	Annual	David Cockburn	- All KCC annual operating plans (business plans) meet the corporate standard	- Adherence to business planning guidelines
CPD2	Para 65 Introduce new service planning guidance and quality assurance processes (and ensure they are followed)	Before the end of 2009	David Cockburn/ Robert Hardy	- Planning guidance and quality assurance processes in place by the end of 2009 - All service plans follow the guidance and processes	- Adherence to guidance and processes

## **AREA FOR IMPROVEMENT 7 – OUTCOMES**

### **CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
OCB1	Para 93 Show improved outcomes for health inequalities	Ongoing	Meradin Peachey	<ul style="list-style-type: none"> <li>- Life expectancy gap between the best and worst Kent wards is narrowed</li> <li>- Evidence that health needs of vulnerable and minority groups are being met</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 1 final monitoring report</li> <li>- Kent Agreement 2 six-monthly progress reports re NI 120</li> </ul>
OCB2	Para 81 Show improved outcomes for environmental performance	Six-monthly LAA reports	Mike Austerberry	<ul style="list-style-type: none"> <li>- Improvement in bio-diversity indicators</li> <li>- Reduction in the number of declared Air Quality Management Areas in Kent</li> <li>- Improvement of Air Quality in remaining AQMAs</li> </ul>	<ul style="list-style-type: none"> <li>- Review and update of the Kent Environment Strategy</li> </ul>
OCB3	Para 80 Show improved performance in relation to waste management and recycling rates through the Kent Waste Partnership	Quarterly performance reporting	Mike Austerberry	<ul style="list-style-type: none"> <li>- Increase in recycling rates across the county</li> <li>- Decrease in waste levels across the county</li> <li>- Demand for landfill reduced</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 2 six-monthly progress reports re NI 191</li> </ul>
OCB4	Para 88 Show improved performance of KDAAT	Six-monthly LAA reports	Amanda Honey	<ul style="list-style-type: none"> <li>- Increased retention rates for adults entering drug treatment</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 2 six-monthly progress reports re NI 39 &amp; 40 and CSCI Annual Self Assessment Survey</li> </ul>
OCB5	Para 103 Increase the take-up of the Kent Card	Ongoing	Oliver Mills	<ul style="list-style-type: none"> <li>- Greater number of providers able to receive payments via Kent Card</li> <li>- Greater number of service users using the Kent Card</li> </ul>	<ul style="list-style-type: none"> <li>- Six-monthly progress reports on Towards 2010 target 52</li> </ul>

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCC1	Para 92 Develop a strategic approach to community cohesion, particularly around perceptions of migrants and asylum seekers	Ongoing	Amanda Honey	A clear framework of services across the Kent Partnership support the 'Stronger Communities' element of the Vision for Kent and KA2	- Kent Agreement 2 six-monthly progress reports
OCC2	Para 84 Show progress on improving KCC's corporate sustainability	Ongoing – managed via the KCC Environment Board	Amanda Honey/ Managing Directors	- Baseline for KCC's total carbon footprint established and then regularly monitored - Increased awareness in staff, managers and Members of action to improve environmental performance - Evidence of action to adapt to climate change	- Progress against T2010 target 41  - Kent Agreement 2 six-monthly progress reports re NI 188 and NI 197

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCD1	Para 87 Finalise the anti-social behaviour strategy	Complete	Amanda Honey	- Final strategy produced and endorsed by all community safety partners	- Undertaken by the Kent Community Safety Partnership
OCD2	Para 99 Develop a more strategic approach to older people, across all services and not just adult social care	Implementation of action plans from 2009 onwards	Meradin Peachey	- Kent partnership's overarching older people's strategy produced (Framework for Later Life)	- Undertaken by the Kent Public Health Board