Sharing the story of our journey towards change

Emma Hanson
Head of Strategic Commissioning
Kent County Council
• The largest county council in England
• 1.3m population
• Over £900m spent on goods and services

• £350m in savings over 4 years whilst continuing to provide effective services
• Require a further £206m in savings over the next three years
To become a leaner, more agile and outcome focused organisation

- Promote responsibility
- Focus on prevention and independence
- Maximise social value commissioning
- Design services with our partners
- Maximise the value
- No one size fits all
- Be a strong voice for Kent
- Maximize resource to the front line
Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities.
Local authorities face choices

Public services, especially local authorities, face fundamental choices about how they respond to the current climate. These might be characterised as follows:

1. Managed decline

Reducing the scope and role of councils; public services retrenching to becoming providers of last resort; delivering only statutory provision; ‘unfunded mandates’. Public services are no longer able to play a role shaping place and supporting livelihoods.

2. Redefining relationships

Between citizens, communities, and services; between different service providers and arms of government; and between businesses, voluntary sector organisations, government and community. This requires give and take on all sides. Demand management is a core part of this package.

To some extent, councils may combine elements of both the responses outlined here: cutting back on some service provision while also seeking to develop a new settlement between citizens and the state as part of a longer term strategy. But any successful strategy will have to have demand management at its core.
A Life not a Service!

What does a good life look like for you and your family and how can we work together to achieve it?

CCG spend per head for services aimed at those aged 60 and above

Forecast population aged 65-90+

No Wrong Door Circle of Support

Person Service Support

Source: KCC Strategy (Nov 2022), Business Intelligence, Research & Evaluation, Kent County Council
There is a duty to promote well-being

The Care Act:
• Places **well-being at its heart**: the primary responsibility of local authorities is the promotion of the individual wellbeing of both those with care needs and carers
• Shifts responsibility from *providing services to meeting needs*
• Focuses on the need for services to be preventative, and stresses the importance of using the existing strengths and assets of individuals and communities  *an assets based approach*
Care Act - Market Shaping

Market shaping activity should stimulate a diverse range of appropriate high quality services (both in terms of the types, volumes and quality of services and the types of provider organisation), and ensure the market as a whole remains vibrant and sustainable.
To meet this overarching duty when exercising market-shaping and commissioning functions, local authorities will need to understand the outcomes which matter most to people in their area, and demonstrate that these outcomes are at the heart of their local strategies and approaches.

Choice & Personalisation
Six Ways to Wellbeing

Research based model developed by New Economics Foundation and SLaM

- Be Active (Body)
- Connect (People)
- Keep Learning (Mind)
- Take Notice (Place)
- Give (Spirit)
- Care (Planet)

www.liveitwell.org.uk/ways-to-wellbeing

The Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) is principle tool we use to evaluate how wellbeing has improved as a result of the targeted intervention.
Kent boasts a high profile and vibrant cultural sector with many organisations operating at a world class level.

KCC invests because it understands the value and contribution it makes to economic growth, the development of skills and the wellbeing and quality of life of residents and visitors.

We have a proactive and innovative approach to ensure continued growth that supports diversification and sustainability.
• Supported 130 jobs within and outside the gallery

• Generated more than £32 million into the local economy through tourism and inward investment

• Responsible for a 30% increase in rail travel into Margate station
Our Vision:

• Increased capacity and business diversification in the arts and culture sector

• Increased understanding amongst commissioners and the culture sector about how arts and culture can deliver positive social and economic outcomes

• Building strong strategic relationships for future commissioning opportunities
Cultural Commissioning Aims.....

- Theory of Change
  - Influencing policy and colleagues across KCC
  - Changing internal processes
  - Capacity building the sector
Work in Kent

• Public Health
• Adult Social Care
• Dementia Friendly Communities
  – A&C arm of Dementia Action Alliance
• Early Years & Prevention in Children’s
• Environment & Waste

Also ....

• A&C in Co-production & Co-design
• A&C Accessible and Welcoming
“A strategic partnership involves a formal agreement between two or more parties that have agreed to share finance, skills, information and/or other resources in the pursuit of common goals.”

Co-producing model at workshops with providers – concept welcomed with lots of input about how to develop/deliver outcomes and safeguard delivery network. A&C Org to be part of delivery network.
New toolkit designed to help arts and cultural organisations commissioning process.

Animated online tool produced by Royal Opera House Bridge, Artswork and Kent County Council

Help A&C providers understand if commissioning is for them

Help A&C providers navigate the commissioning process and compete more equitably in commissioning

Practical advice and learning from people and organisations in Kent who piloted commissioning for wellbeing in 2014

Launch at Gulbenkian Theatre University of Kent on June 23rd
• Shared vision is necessary and senior buy in a **MUST**
• Not all A&C orgs ready for commissioning
• Not all commissioners understand the value of A&C in delivering outcomes
• Procurement processes can be a challenge
• A&C deliver ‘added value’ evaluation is complex – hearts and minds as important as evidence!
• This takes time and we need to develop more **partnerships** in and out of A&C sector
• Culture change needed on both sides
Nowadays people know the price of everything and the value of nothing......

Oscar Wilde
Questions?