

COMMUNITIES POLICY OVERVIEW COMMITTEE

Tuesday, 13th January, 2009

10.00 am

Archbishop's Palace, Palace Gardens, Mill Street,
Maidstone ME15 6YE

Would Members please bring their copy of the draft budget circulated on 7 January 2009.





AGENDA

COMMUNITIES POLICY OVERVIEW COMMITTEE

Tuesday, 13 January 2009 at 10.00 am
Archbishop's Palace, Palace Gardens, Mill
Street, Maidstone ME15 6YE

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

Tea/Coffee will be available 15 minutes before the meeting

Membership (14)

Conservative (9): Mrs S V Hohler (Chairman), Mr R H C Bliss, Mr A R Chell,
Mr D A Hirst, Mr R E King, Mr R L H Long, TD, Mr M J Northey,
Mrs E M Tweed and Mr C T Wells

Labour (3): Mr T J Birkett (Vice-Chairman), Mr G Cowan and
Mrs E D Rowbotham

Liberal Democrat (1): Mr G Rowe

Independent (1) Mr B P Wood

UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting
- A3 Minutes - 12 November 2008 (Pages 1 - 6)

B. ITEMS FOR CONSIDERATION

- B1 Portfolio Holder and Managing Director's Update (Pages 7 - 8)
- B2 Turner Contemporary Update (Pages 9 - 14)
- B3 Financial Monitoring 2008/09 (Pages 15 - 32)
- B4 Performance Monitoring 2008/09 (Pages 33 - 48)
- B5 Budget 2009/10 and Medium Term Financial Plan 2009/12 (to follow)
(would Members please bring their copy of the draft budget circulated on 7

January 2009)

- B6 Emergency Planning (Pages 49 - 52)
- B7 Equality Standard for Local Government (ESLG) – KCC assessment and action plan (Pages 53 - 64)
- B8 Draft Communities Risk Register 2009/10 (Pages 65 - 74)

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (Pages 75 - 76)

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 and Local Leadership
(01622) 694002

Monday, 5 January 2009

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

COMMUNITIES POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Communities Policy Overview Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 12 November 2008.

PRESENT: Mrs S V Hohler (Chairman), Mr A R Chell, Mr G Cowan, Mr D A Hirst, Mrs J Law (Substitute for Mr R E King), Mr M J Northey, Mrs E D Rowbotham, Mr G Rowe, Dr M R Eddy (Substitute for Mr T J Birkett) and Ms B J Simpson (Substitute for Mr R H C Bliss)

ALSO PRESENT: Mr P M Hill, OBE

IN ATTENDANCE: Mr C Bainbridge (Director Of Community Safety & Regulatory Services), Mr S Bligh (Archive And Local History Services Manager), Mr D Crilley (Director of Libraries, Culture, Youth Services and Sport), Ms J Edwards (Director of Policy and Resources), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Mr I Forward (Head of Adult Education), Ms A Honey (Managing Director Communities), Mr D Shipton (Head of Finance and Asset Management), Ms A Slaven (Director Youth Offending & Substance Misuse) and Mrs S Sparks (Strategic Manager)

UNRESTRICTED ITEMS

101. Minutes - 22 September 2008

(Item A3)

RESOLVED that the Minutes of the meeting held on 22 September 2008 are correctly recorded and that they be signed by the Chairman.

102. Portfolio Holder and Managing Director's Update

(Item B1)

(1) Mr Hill gave an update based on the list of topics that he had circulated with the papers for the meeting this included :-

- Turner Contemporary
- Kent History Centre
- Olympics – Key dates
- The Dover Torch Campaign
- Libraries
- Youth and Communities
- Emergency Planning
- Registration
- Museum of Kent Life

(2) Mr Hill confirmed the breakdown of the funding for Turner Contemporary and explained that the appointment of Trustees had not yet been finalised but that, when it was, Members would be informed.

(3) Mr Hill identified a potential issue for the emergency planning team in the next few weeks as proposed strike action made the implementation of Operation Stack likely.

(4) Ms Honey gave an update based on the list of topics that she had circulated with the papers for the meeting this included updates on :-

- KDAAT
- Kent Action on Alcohol
- Education, Training and Employment
- Migration
- Health & Safety Week
- Sports Leisure & Olympics

(5) In response to a question Ms Edwards/Ms Slaven undertook to confirm to Dr Eddy whether the KDAAT contract award to CRI was included in their business plan.

(6) In relation to the training and support of young people Ms Honey confirmed that two Kent Apprentices had been trained in her team and both had now gone on to full time permanent posts in KCC.

(7) RESOLVED that the updates be noted and that a detailed report be submitted to the March meeting of the POC on drugs and alcohol, including the work of the trading standards unit and the statistics for all age groups, .

103. Financial Monitoring Report : Community Services 2008/09

(Item B2)

(1) Mr Shipton presented his regular report to the Committee on the forecast outturn against budget for the Communities portfolio based on the first quarterly monitoring report and subsequent exception report to Cabinet.

(2) A Member expressed concern about the impact the budget for the Coroners Service, which KCC had no control over, had on the overall budget. Mr Bainbridge assured Members that there was support from all Kent MPs to look at this issue. Also Mr Hill added that the Local Government Association was lobbying the government on this matter.

(3) The matter of the importance of the sale of redundant Adult Education centres was raised. Mr Shipton explained that this related to one small property in Maidstone.

(4) In relation to the Youth Offending Service and the management of vacancies, officers were asked what impact vacancies had on the service. Ms Slaven replied that there were 8 posts across the service at various levels, but these were not having an immediate impact on the service. It was proposed that a review of the whole service would be carried out to make sure resources were where they were

needed. It was confirmed that this review was identified in the current years Business Plan.

(5) RESOLVED that Members of the POC are asked to note the projected outturn figures for the directorate for 2008/09 based on the first quarterly monitoring report, and subsequent exception report to Cabinet.

104. Medium Term Financial Plan - 2009-10 to 2011-12

(Item B3)

(1) The Committee received a report which updated them on the Autumn Budget Statement to Cabinet on 15th September 2008 and any later announcements by Government departments. It looked in more detail at specific elements in the medium term plan, and invited Members to comment on the key issues for the services provided by the Communities Directorate.

(2) Mr Hill outlined the issues and challenges facing the Directorate in the coming year from his perspective. He stated that his main priorities were to keep all the current services going and to continue with the cultural strategy.

(3) Ms Honey set out the key budget issues for the Directorate. She stated that the Cabinet Members' priorities were aligned through the Medium Term Plan. She stated that they had made efficiencies from current services and there would soon be a need for hard policy decisions.

(4) Members were invited to identify and express their relative priorities for services in Communities giving broad indications of areas of types of savings and efficiencies that they consider could be realistically achieved.

(5) The following areas were identified by Members as priority areas for services in the Communities Directorate:-

- Adult Education
- Cultural Strategy/Olympics
- Working with the voluntary sector regarding the provision of services for young people
- Olympics
- Kent Youth Games

(6) It was suggested that further savings could be found in the "Levies and Other Expenses" budget

(7) In response to a question on borrowing to fund Capital expenditure Mr Hill stated that in the current market it was unwise to dispose of certain property due the low return that was likely to be realised. Money would be borrowed from the Property Enterprise Fund to fill the funding gap or projects would be re-scoped to fit existing funding parameters.

(8) RESOLVED that the comments and indications of priorities as set out above be noted.

105. Community Safety Framework

(Item B4)

(1) Mr Bainbridge referred the Committee to the final version of the Community Safety Framework 2008-11, which was circulated with the agenda. This version took into account comments made by Members at their last meeting

(2) RESOLVED the Community Safety Framework 2008-11 be approved.

106. Kent Archive and History Service

(Item B5)

(1) Mr Crilley presented a report which explained that a consultation process to develop a new vision for the Archives Service was getting underway. During this process it was planned to raise awareness of the potential contribution of this Service to Kent County Council's objectives, to agree a vision for the future shape of the service and then to work with stakeholders to develop a strategy to deliver it.

(2) Mrs Sparks said that with the development of plans for the Kent History Centre it was timely to take a strategic view of the service. The consultation was the start of a dialogue on the vision for the Archives service.

(3) Mr Bligh emphasised Kent's rich and diverse history and the importance of using archive material to engage with people.

(4) Members were invited to comment on the vision document and to suggest possible channels to ensure the widest possible engagement in the consultation process.

(5) Members welcomed the vision document and made the following suggestions in relation to ensuring the widest possible engagement in the consultations:-

- Schools
- Libraries
- Shopping Centres
- Railway Stations
- Local bookshops
- Churches
- District Councils
- Parish/Town Council
- All County Councillors
- Local History Societies
- Local Boards
- Museum of Kent Life
- Cultural Olympiad

(6) RESOLVED that the content of the document and the suggestions made by Members on the channels the service should use to ensure widest possible engagement in the consultation process be noted.

107. Kent Adult Education Service – enrolments and trends
(Item B6)

(1) Mr Forward presented the report which provided a snapshot with analysis of enrolments for Kent Adult Education Service (KAES) courses; it also highlighted new service developments and outlined challenges and opportunities for the medium term.

(2) Members asked a number of questions and made comments which included the following:-

- In response to a question it was explained that Adult Education had traditionally not been involved with construction training as this had been delivered by Further Education establishments.
- Regarding the delivery of courses for those with learning difficulties, Members were informed that courses on life skills were fundable via the Learning and Skills Council. Other types of training/courses were provided in consultation with colleagues in Social Services and the Voluntary sector.
- It was clarified that the “new adult education unit “referred to in paragraph 3.7 (Page 119) was an internal unit in Adult Education.
- Regarding the reference to Market Research, this was to be conducted in house by two professionally qualified officers.
- In response to a question on the reasons for enrolments being under target this year, Mr Forward stated that the targets were similar to last year but the current economic climate was having an impact. However, the adjustments made were beginning to show an improvement in enrolments.
- The issue of providing courses, including fitness courses, for the 50+ age range was raised. Mr Forward undertook to provide a briefing paper on the new report on opportunity for fitness for the over 50.
- Also mentioned was the possibility of charging per lesson rather than per course.
- It was confirmed that Adult Education Hard of Hearing services were free in Kent.

(3) RESOLVED that the current indication of KAES performance, service improvements that have been achieved and those under development, be noted and that a report be submitted to a future meeting of the POC on KAES provision for the over 50

108. Select Committees - update

(Item C1)

(1) The Committee received an update report on the work of the Select Committee on Provision of Activities for Young People.

(2) RESOLVED that the update on the work of the Select Committee on the Provision of Activities for Young People be noted.

Topics for Portfolio Holder and Managing Director Verbal Update

1. Turner Contemporary

- A successful groundbreaking ceremony was held in Margate on the 25 November for the start of the project.
- The chair and trustees for the Turner Contemporary trust have been appointed.

2. KDAAT and Trading Standards

Kent Community Alcohol Partnership which aims to change attitudes to drinking among young people and supports retailers to reduce sales of alcohol to underage drinkers was successfully launched in Maidstone on the 24 November.

3. Libraries

- Tenterden Gateway was opened on the 8 December.
- Ashford Discovery Centre update
- Re-opening of Ramsgate library update

4. Youth and Community

- Over 30,500 votes were cast at the Kent Youth County Council elections where 48 seats were hotly contested by 77 candidates. The results were announced at a successful ceremony at County Hall on the 29 November.
- 24 young achievers celebrated at the 'Spirit of the Try Angle Awards' County Final at on the 30 November after receiving special recognition for their works.
- Herne Bay youth centre is opening on the 14 January.
- Highfield youth centre update.

5. Apprenticeships

A verbal update will be given.

6. Volunteers

Kent Volunteers received numerous awards for Volunteering Excellence at a Gala Ceremony held on the 23 November. Award winning volunteers were involved in a whole variety activities and the event was held to recognise and thank them for the work they do across the county.

7. Kent History Centre

A verbal update will be given.

8. Sub national review update

A verbal update will be given.

9. Staff Changes

- New Head of Service for KDAAT – Lesley Andrews
- Departure of David Shipton – Head of Finance

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To: Communities Policy Overview Committee – 13th January 2009

From: Mike Hill, Cabinet Member and Amanda Honey, Managing Director

Subject: **Turner Contemporary Update**

Classification: Unrestricted

Summary To update members of the committee of the latest position regarding the construction of the gallery, the latest plans for the revenue running costs and funding of the operation of the gallery, and regeneration impact of the Turner gallery and Rendezvous site.

Recommendations Members of the POC are asked to note the latest developments on the Turner Contemporary project

FOR INFORMATION AND COMMENT

1. Introduction

1.1 This is the first of what will become regular formal update reports to this Committee on progress on the Turner Contemporary Gallery in Margate.

2. Background

2.1 The desire to create a gallery in Margate to celebrate JMW Turner's links with the area was inspired, in part, by the need to provide additional cultural infrastructure within Kent but more importantly to stimulate the regeneration of Margate and East Kent.

2.2 The original plans for the gallery were discontinued in February 2006 when costs increased well beyond the funds approved or available. At the time of this cancellation assurances were made that an alternative affordable scheme would be put together which would deliver similar regeneration and cultural benefits as those envisaged from the original scheme.

2.3 In July 2006 KCC appointed the internationally renowned David Chipperfield Architects (DCA) Ltd to develop a new design for the gallery on the Rendezvous site. DCA delivered the outcome of their feasibility study in December 2006 which led to the inclusion of a £17.4m project in the capital programme approved in 2007/08 for the design, construction and fitting out of the new gallery.

2.4 Throughout 2007 DCA completed the outline design (RIBA stage C) and detail design (RIBA stage D). The detail design report was issued in November 2007 which settled on the two storey building organised into 6 uniform blocks with a glass façade. The overall floor area of the design was 2,732m². The technical design

(RIBA stage E) was completed in February 2008 when planning permission was also granted by Thanet District Council.

- 2.5 It was agreed to tender for the construction contract under a single stage process where a number of contractors would be approached with the aim of producing a short list from which the final contractor would be chosen. Following a comprehensive evaluation of submissions from 5 contractors it was agreed in October 2008 to award the construction contract to R Durtnell & Sons for a tender sum of £13.36m. This sum can be accommodated within the overall £17.4m budget for the design, construction and fitting out of the gallery building.
- 2.6 We have successfully applied for £4.1m of capital funding from Arts Council England (ACE) and £4m from the South East England Development Agency (SEEDA). We are also planning to raise £2.9m through the Turner Contemporary Arts Trust (TCAT) and the remaining £6.4m necessary to fund the capital project will be provided from KCC capital programme.
- 2.7 The chair and trustees for the Turner Contemporary trust have been appointed. It is planned that when the gallery is complete KCC will lease the building and enter into a service agreement for the running of the gallery with this trust, and staff would transfer to the trust's employment.

3. Gallery Construction

- 3.1 A groundbreaking event took place on 25th November 2008 to mark the formal start of construction. The contract with R. Durtnell and Sons Ltd has been signed and the company has taken control of the site and has started its preliminary work. The work will be completed by summer 2010 when the Turner Contemporary team will be able to take over the building. This will be followed by a period of commissioning and testing of the plant and equipment, and making all the practical arrangements for arranging exhibitions. As a consequence we are planning the formal opening of the gallery for spring 2011.
- 3.2 Throughout construction we are planning to keep a visual record of progress and we will make arrangements for KCC members/officers and other partners/stakeholders to be able to make regular site visits to review progress.
- 3.3 Compulsory Purchase Orders have been issued on some small parcels of land released by the de-dualling of Fort Hill. The dualling of Fort Hill was carried out in the 1930s and the majority of the land was formally highway or was acquired at the time by Margate Town Council. The de-dualling of Fort Hill has been undertaken to make the seafront more pedestrian friendly, to reduce traffic speed and the dominance of the road. This work will make the whole Rendezvous site more accessible and link it more closely with the Old Town.

4. Gallery Operation, Running Costs and Revenue Funding

- 4.1 As set out in the background section KCC intends to lease the gallery building to the Turner Contemporary trust and enter into a service agreement for the operation of the gallery. Transferring the operation to a charitable trust was an essential component of securing capital funds from ACE and SEEDA, and is important in securing on-going revenue support from ACE and through sponsorship and donations. The lease of the building has to be for a peppercorn in order to ensure that the capital construction costs are not taken into account in determining KCC's partial exemption on VAT on business activities as it is essential KCC receives no consideration for granting the lease.
- 4.2 The lease will govern the use of the building and the service agreement the operational relationship between KCC and the trust without compromising the independence of the trust. Together these two documents will be vital in ensuring KCC can meet its aims and objectives for regeneration stimulation and cultural enhancement. They will be agreed as key cabinet member decisions and will be reported to this POC at the appropriate juncture.
- 4.3 Under the lease and service agreement KCC will have residual responsibilities for the structural maintenance and insurance of the gallery building, KCC will also need to maintain the Rendezvous site surrounding the building and monitor the trust's compliance with the lease and service agreements. There will also be the revenue cost for any contribution KCC agrees to make towards Turner Contemporary trust's running costs under the service agreement. We have estimated that KCC's ongoing revenue costs in relation to staff time and maintenance will be £100k and the revenue contribution to the trust will be £1.1m. We have already made provision in the MTP for an additional £400k to supplement the existing £800k Turner Contemporary revenue budget.
- 4.4 We have developed a draft business plan for the operation of the gallery to support the capital funding applications to ACE and SEEDA. The draft business plan incorporates operations prior to the opening of the Turner Contemporary Gallery building (including events and exhibitions run out of the project space in the former Marks and Spencer building on the High Street, Droit House and the Turner Contemporary offices on The Parade) and after the new gallery is open. A summary of the financial plan submitted to ACE and SEEDA is attached as appendix 1.
- 4.5 The business plan is constantly evolving and will need to be updated periodically to take account of changed circumstances and agreements reached with the Turner Contemporary trust. In particular decisions about the future staffing structures, TUPE transfer of existing staff, recruitment of new staff and their terms and conditions/pension benefits could result in changes to the plan. These changes will have to be agreed by ACE and SEEDA as well KCC and the Turner Contemporary trust. The business plan will be supported by a transitional plan setting the timescales for the transfer of responsibility to the Turner Contemporary trust.
- 4.6 As part of the ACE and SEEDA funding agreements KCC has pledged to following significant clauses:

- i. That the building will be used as an art gallery for the duration of the agreements (30 years)¹
- ii. To secure ACE and SEEDA capital funding, to make a contribution of £6.4m towards capital costs and to underwrite any overspends on the capital project or shortfall in TCAT fundraising
- iii. To direct the income identified in the business plan from the commercial development of the remainder of the Rendezvous site towards the operation of the gallery, and for a period of 10 years to underwrite any shortfalls in this income
- iv. To set aside £1m contingency to support the operation of the gallery to cover variations from the agreed business plan over first 10 years of operation

4.7 It remains our long-term aspiration that the Turner Contemporary trust will be able to run the gallery with decreasing revenue support from KCC.

5. Regeneration Impact

5.1 We have estimated that the gallery will attract 156,000 visitors in its first year of operation (this includes the effect of initial surge in interest for a new attraction). Thereafter we anticipate attendances to drop to around 130,000 with a small annual increase. We estimate 79% of visitors will be new visitors from outside the area spending around £1.7m in the local economy during their visit.

5.2 In addition to visitor spending in the local economy we are also expecting the Turner Contemporary Gallery to directly create or safeguard a number of jobs. Within the gallery itself we are planning 28FTE jobs employed directly by the trust. In addition new posts will be needed in ancillary functions to the gallery such as cleaning, catering, security etc., taking the total number of jobs directly attributable to Turner Contemporary to 35FTE.

5.3 In addition to the 35FTE direct posts there will also be additional jobs created or safeguarded due to the spending by visitors and Turner Contemporary trust in the local economy. We estimate this could amount to another 58 jobs. Turner Contemporary will also help generate training and business support which could contribute another 18 jobs.

5.4 These regeneration estimates do not include the additional employment during construction or the additional jobs directly arising from the development of the remainder of the Rendezvous site. The long term aspiration remains that Turner Contemporary itself will contribute some economic regeneration but its bigger impact would be to act as a stimulus to the local economy.

6. Parking

6.1 It is important to ensure that there is sufficient parking for the Turner Contemporary Gallery once built. The Parking Access and Movement

¹ In the case of SEEDA agreement this has been further clarified that the gallery will be kept open and operated as set out in the approved business plan for at least 10 years

Strategy is led by the Margate Renewal Partnership and is under constant review. A recent comprehensive survey of both on-street and off-street car parking in Margate, both in low and high season, found that there is a significant amount of parking that is not currently utilised and that the existing capacity can more than compensate for the loss of the parking spaces on the Rendezvous site.

- 6.2 The study did identify that there is a need to improve the signage to the parking, the quality of parking spaces available and the pedestrian links between the car parks and key town sites. An action plan is in place to deliver these improvements in advance of Turner Contemporary opening.

7 Recommendations

- 7.1 Members of the POC are asked to note the latest developments on the Turner Contemporary project.

Amanda Honey
Managing Director

Contact

Victoria Pomery
Director Turner Contemporary
Tel: 01843 280503

Appendix 1 – Draft Revenue Financial Plan for Turner Contemporary

	2009- 2010 £000s	2010- 2011 £000s	2011- 2012 £000s	2012- 2013 £000s	2013- 2014 £000s	2014- 2015 £000s
Expenditure						
Staff						
Total Permanent	573	572	732	730	730	730
Casual Staff	49	40	111	111	111	111
Total Staff	622	612	843	841	841	841
Marketing	15	57	117	174	179	178
Arts Programme	150	273	417	624	604	647
Education	11	6	73	73	73	73
Training	6	10	20	20	20	20
Premises	99	178	299	299	299	299
Overheads	116	135	135	135	135	135
Launch Costs		175	30	0	0	0
Irrecoverable VAT		125	139	167	164	171
Total	1,019	1,571	2,073	2,333	2,315	2,364
Income						
KCC	819	1,100	1,100	1,100	1,100	1,100
ACE	200	500	500	500	500	500
Rendezvous Levy		0	200	295	295	295
Earned Income		3	184	193	200	208
Contributions to Educational Activities		50	125	125	125	125
Sponsorship and Donations		51	114	163	163	213
	1,019	1,704	2,223	2,376	2,383	2,442
Surplus/(Deficit)	0	133	150	43	68	78
Reserve Contingency	0	133	283	326	394	472

To: Communities Policy Overview Committee – 13th January 2009

From: Mike Hill, Cabinet Member and Amanda Honey, Managing Director

Subject: **Financial Monitoring 2008/09**

Classification: Unrestricted

Recommendation:- Members of the POC are asked to note the projected outturn figures for the directorate for 2008/09 based on the second quarterly monitoring report to Cabinet.

FOR INFORMATION

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the Communities portfolio.

2. Background

- 2.1 Policy Overview Committees consider the draft Medium Term Financial Plan at their November and January meetings. To enable a more informed discussion, three reports are presented to the Committee on a regular basis:

a) Budget Monitoring reports

A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. A report for each directorate is annexed to the summary report, and the annex for the Communities directorate is presented to this Committee at the meetings following those Cabinet meetings. This will help inform this POC about current trends, pressures and management actions in advance of the next year's budget setting.

We are trying to address the gaps between these quarterly reports to Cabinet and the timing of POC meetings but this has to be treated as a corporate issue and cannot be easily be resolved by individual POCs. Timing is not an issue for this POC as the second quarter's budget monitoring was reported to Cabinet on 1st December 2008.

b) Performance data

An in-year update on service unit performance is reported to this Committee as Item B4 of this agenda in advance of the full annual review of performance to be reported to Members in July 2009.

c) Outturn report

Effectively an amalgam of the above two, the outturn report summarises financial and performance information for the whole of the preceding year. The outturn report for 2007/08 was reported to the September POC meeting.

- 2.2 In light of the above reports, the POCs are asked to question and comment on future budget and medium term proposals, as they were asked to do at the November meeting in terms of relative priorities, and again on this agenda as item B5 in relation to the detailed budget proposals for 2009/10 and medium term plan 2009/12.

3 Quarterly monitoring report

- 3.1 Attached is the monitoring report for the second quarter in 2008/09 for the Communities directorate. The table has been amended to show net variance as an amount and percentage as requested by the POC.

3.2 Revenue

The latest forecast outturn is an overspend of £594k before management action to bring the portfolio budget back into balance. The main issues including details of the £594k and the corrective management action are set out below.

Youth Offending Service

- a. The Youth Offending Service is now forecasting a balanced budget after identifying additional posts to hold vacant and other cost reductions.

Adult Education

- b. As previously reported a budget recovery plan has been agreed with and implemented by the Adult Education Service to deliver a balanced budget. Enrolments for 2008/09 academic year show a shortfall against planned numbers and the service has been able to reduce expenditure on sessional staff and other costs to ensure spending does not exceed income available from LSC and tuition fees.

Community Safety

- c. We are forecasting a small under spend on Community Safety of £20k due to slippage in recruiting staff to vacancies and to cover maternity leave and additional income from Kent Police for training. Further savings on staffing are to be considered as part of the voluntary vacancy restraint referred to in paragraph 3.3 below.

Coroners

- d. The Coroners service continues to forecast an overspend although this has reduced by £44k from the last exception report down to £249k following revisions to forecasts for venue hire, specialist fees and internal recharges. There are four Coroner's districts in Kent and the authority can do very little to direct the work of the Coroners and therefore control expenditure. The four Coroners are part-time and are paid according to the number of cases referred to them with additional payments for long inquests. We are continuing to work with other local authorities and the Local Government Association to lobby for changes to the funding/organisation of the Coroners service. The Queen's Speech heralded the Coroner's Bill and we await details of the ability this will afford to restructure the service to enable us to bring costs more under control.

Trading Standards

- e. Trading Standards are finding severe difficulties in attracting qualified/experienced staff into Kent and has to rely on appointing trainees. This has resulted in under spends due to the lower salaries and the number of posts that remain vacant. The overall forecast under spend on Trading Standards is £165k

Central Budgets

- f. There are a number of costs which are incurred and held centrally rather than charged to individual services for which inadequate budget provision was made. We have been developing protocols to manage these arrangements consistently across the directorate and need to transfer the appropriate funding from individual services. This includes some assumptions on income necessary to fund the central Policy and Resources unit which have proved unrealistic. The overall impact is an overspend of £530k on central costs.

3.3 The Senior Management Team has recommended further voluntary vacancy restraint to offset the residual overspend. We have identified 158 vacant posts across the directorate which were anticipated to be filled within the expenditure forecasts and asked managers to identify which are essential to be filled and which can be held vacant for the remainder of the year. We anticipate including the outcome from these discussions in the next exception report.

3.4 Capital

- a. As reported to the last POC meeting the County Council's entire capital programme has been reviewed due to the current economic situation with schemes deferred, deleted or reduced in cost in response to our reduced ability to raise capital receipts. For Communities this included deferring expenditure on Tunbridge Wells Library, Ashford Gateway Plus, Edenbridge Community Centre, Kent History Centre, Gravesend Library, Library Modernisation programme and Cheeseman's Green Library into later years. We also reduced planned spend on Tunbridge Wells Library and Village Hall grants and deleted the feasibility plans for Southborough Hub.
- b. Members are reminded that the Cabinet protocol is that reports only include projects that have already started or are planned to start in 2008/09. This means the cash limits reported to Cabinet in the attached appendix do not include Kent History Centre (£10,660k, Tunbridge Wells Library £600k, and Grove Green Library £175k) compared with the revised Medium Term Financial Plan.
- c. Since the revised cash limits were agreed there has been further slippage of £771k on Ashford Gateway Plus due to planning delays and £200k on Gravesend Library due to conservation issues. There has also been £49k forecast under spend on Ramsgate Library due to lower than expected cost for the ground source heat pump with a consequential reduction in energy grant funding.

4 Recommendations

- 4.1 Members of the POC are asked to note the projected outturn figures for the directorate for 2008/09 based on the second quarterly monitoring report to Cabinet.

Amanda Honey
Managing Director

Contact

Dave Shipton
Head of Finance & Asset Management
Tel: 01622 696136

Appendix: Communities Directorate Summary July 2008-09 Full Monitoring Report

Appendix 1

COMMUNITIES DIRECTORATE SUMMARY OCTOBER 2008-09 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.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 to the executive summary.
- Cash limits have also been adjusted since the last full monitoring report to reflect a number of technical adjustments to budgets, including the transfer of the Contact Centre to Corporate Support & External Affairs portfolio.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Table 1

Budget Book Heading	Cash Limit			Variance			Net Variance as % of Gross	Comment
	G	I	N	G	I	N		
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s		
Communities portfolio								
Turner Contemporary	1,016	-200	816	39	-39	0	0.0	
Kent Drug & Alcohol Action Team	15,399	-13,414	1,985	456	-456	0	0.0	Additional investment for prescribing and alcohol services
Youth Offending Service	6,417	-2,639	3,778	172	-172	0	0.0	Additional costs & income for seconded officer to prison service & East Kent safer schools initiative
Youth Services	12,678	-5,207	7,471	892	-892	0	0.0	Unbudgeted expenditure & income for connexions, PAYP and various other minor over/underspends
Adult Education	13,472	-13,845	-373	-378	378	0	0.0	Fewer than anticipated enrolments with reduced sessional staff & other costs
Arts Development	1,305	-15	1,290	69	-69	0	0.0	

Table 1

Budget Book Heading	Cash Limit			Variance			Net Variance as % of Gross	Comment
	G	I	N	G	I	N		
Libraries, Information & Archives	£'000s 25,594	£'000s -3,210	£'000s 22,384	£'000s 59	£'000s -59	£'000s 0	0.0	
Sports, Leisure & Olympics	2,163	-1,083	1,080	0	0	0	0.0	
Key Training	4,001	-3,865	136	115	-115	0	0.0	Unaccompanied minors project. Funding agreed after budget set.
Kent Community Safety Partnership	4,379	-275	4,104	-10	-10	-20	-0.5	Maternity leave, slippage between current vacancies and planned recruitment. Income from Kent Police and Gravesham BC for section 17 training
Coroners	2,394	-384	2,010	249		249	10.4	Continuation of 2007-08 pressures on mortuary fees, pathology costs and long inquests
Emergency Planning	736	-142	594	-2	2	0	0.0	
Kent Scientific Services	1,628	-1,655	-27	-28	28	0	0.0	
Registration	4,321	-2,855	1,466	1	-1	0	0.0	
Trading Standards	4,515	-340	4,175	-140	-25	-165	-3.7	Staff underspends £145.5k. Remainder made up of various under/overspends.
Policy & Resources	1,369	-77	1,292	42	-42	0	0.0	
Business Development Team	203	0	203	50	-50	0	0.0	
Strategic Management	985	0	985	0	0	0	0.0	
Centrally Managed directorate budgets	278	-1,135	-857	208	322	530	190.6	Directorate costs for which no budget existed
Total Communities controllable	102,851	-50,339	52,512	1,794	-1,200	594	0.6	
Assumed Management Action				-594		-594		
Forecast after Mgmt Action				1,200	-1,200	0		

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 Adult Education

The adult education service has made significant progress to address the deficits it has incurred in previous years arising from a combination of reductions in funding from the Learning and Skills Council in 2005/06 and 2006/07, and lower than anticipated enrolments in 2007/08. The service has now agreed a budget plan to ensure expenditure does not exceed income in 2008/09 and to repay the £373k in year deficit made during 2007/08. To achieve this, the AE service will capitalise expenditure on the Education Business System which will be funded from a capital receipt from the sale of a redundant AE centre. This position is after the £750k virement from Finance portfolio to reflect the agreed recovery plan.

Enrolments for courses starting in September/October are on average 8% lower than the previous year and within manageable tolerances due to the economic downturn. The impact on tuition fees is not quite as severe, as take-up of premium courses has been slightly above the anticipated level. Nonetheless, the service has had to make compensatory savings on sessional staff and other expenditure headings to ensure targets on group sizes and a balanced budget can be achieved.

1.1.3.2 Youth Service

The budget assumed that the contract with Connexions to provide information, support and advisory services to young people would come to an end at the end of 2007/08. We have negotiated an extension with Connexions until the end of March 2009 with additional income and expenditure amounting to £475k. This contract may be extended further. The Youth Service has also received a contribution of £352k from CFE to support Positive Activities for Young People (PAYP). As with Connexions, PAYP has matching additional income and expenditure.

1.1.3.3 Coroners

Despite providing an additional £200k into the budget in 2008/09 the Coroner's service continues to be overspent. The demands placed on Coroners to investigate deaths are increasingly more complex resulting in more long inquests and thus additional expenses for the Coroners and other costs associated with conducting inquests. Coroners are also incurring additional expense for pathology fees (both as a consequence of investigating more cases and due to higher charges from hospital trusts) and for mortuary attendants. KCC has very little influence over the work of the Coroners and therefore little control over expenditure which is governed by the claims from Coroners themselves.

1.1.3.4 Libraries, Information and Archives

Income from the rental of audio visual materials in libraries has declined in recent years in line with changes in the market and despite the fact that action taken has slowed the decline the service has been unable to meet its income budgets. The service has explored other merchandising opportunities and this year is forecasting that it can make sufficient from these e.g. the sale of jute bags and Kent on Canvas, to meet income targets in the budget. However, there are additional costs associated with merchandising new products meaning the service has to make savings on staff costs through managing vacant posts and other expenditure budgets to ensure the overall budget is in balance.

1.1.3.5 Kent Drug and Alcohol Action Team

KDAAT has negotiated an additional £456k from the East Kent Primary Care Trust to fund additional investment in adults' prescribing service and alcohol treatment services. The additional income is matched by expenditure on commissioned services.

1.1.3.6 Trading Standards

Trading standards have delayed recruiting to a number of posts during the year in order to retain/hold positions for trainees as they qualify, which has resulted in a saving of £146k. The service continues to experience severe difficulties in attracting qualified staff to Kent mainly due to a national skills shortage, for example recent advertising produced no suitable applicants and hence the continued reliance on appointing trainees and using their well established career grade scheme.

1.1.3.7 KEY Training

The additional income and expenditure reflects a contribution from Children Families and Education for a contract to deliver a programme to be run for unaccompanied minors housed at Swattenden.

1.1.3.8 Central Budgets

There are a number of budgets which are managed centrally on behalf of the directorate rather than devolved to individual services. This includes expenditure on revenue building maintenance, directorate events, service level agreements and a range of specific projects that do not relate to individual services. Income from overhead recharges to Adult Education is also held centrally. The budget set for directorate events is unrealistic as it was based on activities before the new directorate was fully established. The income budget included unrealistic assumptions from services within Communities to meet the full cost of the Policy and Resources Unit.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Youth expenditure on connexions covered by increased income	+475	CMY	Youth external contributions for Connexions	-475
CMY	KDAAT Additional investment for prescribing & Alcohol services	+456	CMY	KDAAT Additional income for prescribing & Alcohol services	-456
CMY	Central Budgets - Unrealistic income assumptions to meet the full cost of the Policy & Resources unit.	+290	CMY	Reduced expenditure within AE on sessional staff and other budget headings in response to lower than anticipated enrolments	-378
CMY	Loss of income due to lower than anticipated Adult Education enrolments	+378	CMY	Transfer of expenditure for Education Business System within AE to capital programme	-373
CMY	AE rolled forward deficit from 2007-08 due to lower than expected enrolments and restructure costs	+373	CMY	Youth - contribution from CFE for Positive Activities for Young People	-352
CMY	Youth expenditure on Positive Activities for Youth People covered by contribution from CFE	+352	CMY	Libraries & Archives Staff underspends to cover costs of stamps and merchandise	-161
CMY	Coroners long inquests payments	+139	CMY	Trading Standards staff underspends	-146

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Coroners Pathology Fees, Mortuary Attendants and Histology fees	+110	CMY	Key Training: Unaccompanied minors project. Funding agreed after budgets set.	-114
CMY	Libraries & Archives Purchase of stamps & merchandise	+100			
CMY	Key Training: Costs associated with unaccompanied minors project.	+114			
CMY	Central Budgets: Unrealistic budgets set for directorate events	+116			
		+2,903			-2,455

1.1.4 Actions required to achieve this position:

1.1.4.1 The Adult Education Service has developed a financial recovery plan to address previous years' deficits and to ensure that in future it can respond more quickly to changes in income. Particular actions include:

- a review of terms and conditions for sessional lecturers so that their hours can be reduced without the individual having the right to redundancy benefits
- a reduction in fixed overheads through staff savings on management and administration
- significant progress in setting local managers increased targets for student numbers on individual courses to make courses financially viable
- review of course fees, freezing fees at 2007/08 levels for existing courses, and introducing a wider range of premium courses where the fees paid by students cover the full cost of courses
- transfer expenditure on Education Business System to the capital programme, to be funded by a combination of revenue contribution and proceeds from sale of redundant AE centre

These actions will resolve the deficit accrued in 2007/08 due to lower than expected enrolments and restructure costs.

In response to the lower than anticipated enrolments for courses starting in September and October the Service has reduced sessional tutors hours by 6,058 hours (8.4%)

1.1.4.2 The Youth Offending Service has taken further management action through vacancies and better use of joint funding arrangements to stay within its net budget. The County Youth Justice Board did not accept a recommendation that we should approach partners for additional funds to address budget pressures and that the service would have to agree a strategy to balance the budget. This has now been achieved and the consequences will be reported to the board.

1.1.4.3 The Arts Development Unit has completed a major staff restructuring to deliver the efficiency saving and staffing reductions assumed in the budget.

1.1.4.4 The Registration Service has increased charges for non-statutory services by an average of approximately 45% in order to deliver the increased income agreed through the medium term financial plan. At this stage this appears to have minimal impact on take-up of services.

1.1.4.5 Community Safety has ceased grants to Crime and Disorder Reduction Partnerships for community safety projects. This was taken as a saving in the 2008-11 MTP. This has not been well received by some partnerships although KCC remains committed that our priority for supporting crime and disorder reductions is through the warden service.

1.1.5 Implications for MTP:

The ongoing pressures faced by the Coroners Service and the full year impact of the recent fuel and electricity price rises remain the main additional medium term financial pressures for the portfolio. Coroners are being expected to investigate more cases leading to additional mortuary and specialist fees. Where these cases result in a long inquest Coroners can claim additional expenses.

The shortfalls in the central budgets for directorate events and income will be addressed in setting the 2009/10 budget.

1.1.6 Details of re-phasing of revenue projects:

N/A

1.1.7 Details of proposals for residual variance:

Compensatory savings elsewhere within the Coroners and central budgets are unlikely unless demands on services reduce. We are working with the individual Coroners to identify the underlying reasons for different patterns of investigations but this is unlikely to result in significant savings. We are working with other local authorities to lobby the Local Government Association for additional government funding to resolve the situation but in the meantime we will be looking to identify savings in other services to offset the Coroners overspend.

To balance the overall portfolio budget we are looking to make further savings on staffing budgets through holding posts vacant for the remainder of the year wherever possible. There is still a reasonable level of staff turnover and we will look to manage vacancies through covering work with existing staff rather than recruiting new staff. Individual services will be given target figures for vacancy savings based on their ability to make savings although we are not proposing a mandatory vacancy freeze. We are currently assessing the impact on services of further vacancy savings. If sufficient savings cannot be made without impact on front line services we will look to reduce spending on non-essential non-staffing budgets along the same lines as those achieved in 2007/08 to balance the portfolio.

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 revised capital cash limits agreed by Cabinet on 13 October 2008 are now being used for monitoring purposes and are reflected in this report. However, these differ from the cash limits shown in appendix 3 of the October Cabinet report, as the cash limits reflected in this report only include those projects starting in the current or previous years, whereas the cash limits approved by Cabinet in October also include projects due to start in future years of the 2008-11MTP.

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

*[To include projects starting in the current year and previous years only including the rolling programmes but to **EXCLUDE** PFI projects]*

	Prev Yrs Exp £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	Future Yrs £000s	TOTAL £000s
Communities Portfolio						
Budget approved at Oct Cabinet	17,628	10,678	22,741	5,855	5,542	62,444
Adjustments:						
-						
-						
Revised Budget	17,628	10,678	22,741	5,855	5,542	62,444
Variance		-971	+865	+57		-49
split:						
- real variance		0	-49	0		-49
- re-phasing		-971	+914	+57		0
Real Variance		0	-49	0	0	-49
Re-phasing		-971	+914	+57	0	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2008-09 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						
	None					
			+0	+0	+0	+0
Underspends/Projects behind schedule						
CMY	Ashford Gateway Plus	Phasing		-771		
			-0	-771	-0	-0
			+0	+771	+0	+0

1.2.4 Projects re-phasing by over £1m:

None

1.2.5 Projects with real variances, including resourcing implications:

[All real variances need to be explained in this section]

- (a) Modernisation of Assets – underspend of £10k planned to meet the extra costs incurred on the mortuaries refurbishments.
- (b) Mortuaries refurbishments – overspend of £10k due to furniture & equipment requirements not included in the revised figures, to be funded from modernisation of assets.
- (c) Ramsgate Library betterment – underspend in 2009-10 of £49k as a result of lower than expected costs for the ground source heat pump. This cost reduction is off-set by a corresponding reduction in the grant secured.

After allowing for these funding issues the true underlying variance is nil.

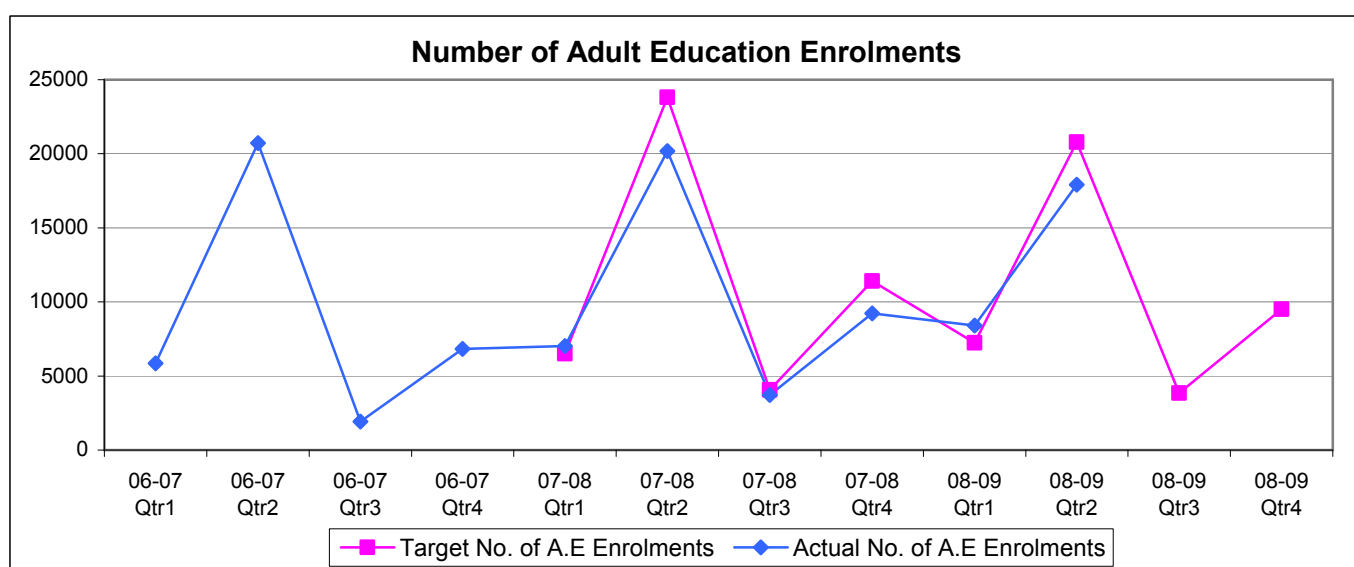
1.2.6 General Overview of capital programme:

- (a) Risks
- Ashford Gateway Plus
 - Outstanding planning/design issues may delay project and/or increase costs.
 - If the promised GAF3 funding is not available from Government, the project will be unaffordable.
 - Gravesend Library
 - There is currently forecast re-phasing of £200k into 2009-10 due to delays as a result of Gravesham BC raising new concerns with design/listed building consent as this is a Grade II listed building. Planning issues and listed building consent delays may increase project costs, which will have to be accommodated within the overall project budget.
 - Turner Contemporary
 - External funding from Arts Council England (ACE) and SEEDA will not be provided pro rata to spend as had been expected. This will require upfront funding by KCC in advance of receipt of these funds, currently estimated at an additional £6.387m over 2 years. This is purely a phasing issue and not an overall increase in the level of prudential borrowing required.
- (b) Details of action being taken to alleviate risks
- Ashford Gateway Plus
 - Urgent detailed discussions with all parties, including the design team, are identifying the cost of measures on the Ashford B.C. planners/Ashford's Future 'shopping list' in order to support bids for additional funding. The planning application will be submitted in November.
 - A continuing dialogue with Ashford's Future Chief Executive is in place to ensure that, as far as possible, funding will be provided as agreed, including extra monies for additional requirements.
 - Gravesend Library
 - A planning consultant has been appointed to support the project and to resolve outstanding concerns with Gravesham BC.
 - Turner Contemporary
 - Tenders received, preferred contractor selected and when the contract is let we will have a revised spend profile. ACE and SEEDA funding agreements due to be signed imminently. Both ACE and SEEDA will provide £525k six months after construction starts (planned May 2009) and a further £750k half way through construction (planned October 2009). They will pay a further £1,480k on completion of construction (planned May 2010) and the balance (£1,095k ACE and £1,245k SEEDA) 6 months after opening (planned April 2011).
We are expecting to claim the remaining £2.9m of external funding required for the project from the Turner Contemporary Arts Trust during 2010-11.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of Adult Education Enrolments:

	Financial Year				
	2006-07	2007-08		2008-09	
	A.E Enrolments	Target	A.E Enrolments	Target	A.E Enrolments
Q1 07-08	5,849	6,501	7,030	7,241	8,416
Q2 07-08	20,713	23,803	20,183	20,788	17,907
Q3 07-08	1,925	4,071	3,727	3,839	
Q4 07-08	6,829	11,416	9,230	9,507	
TOTAL	35,316	45,791	40,173	48,205	26,323



Comments:

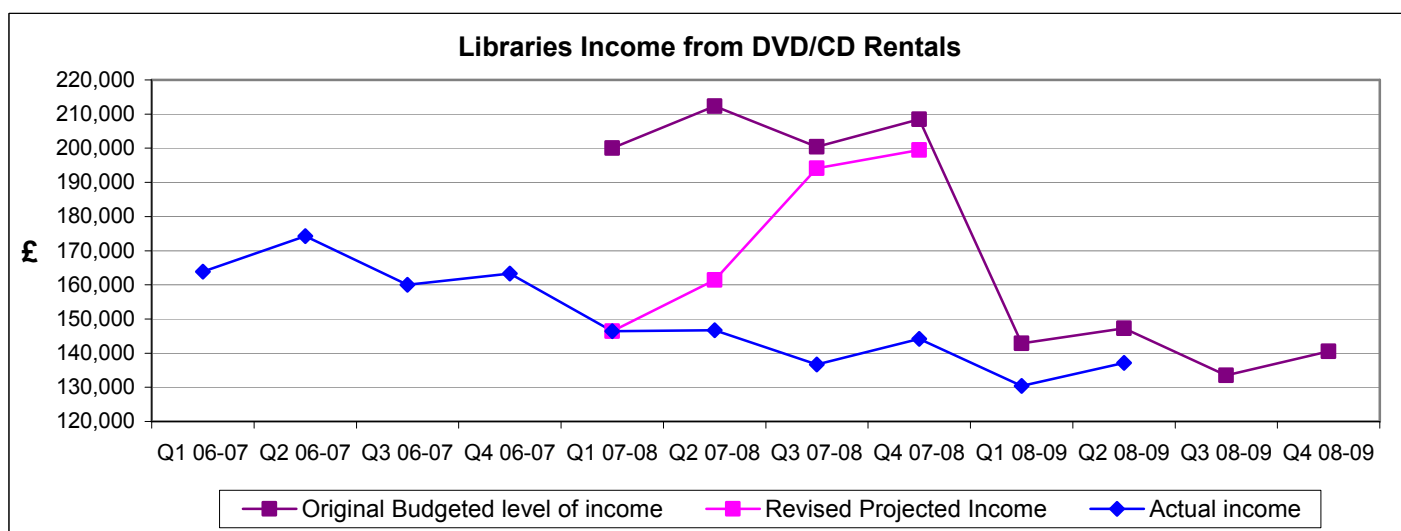
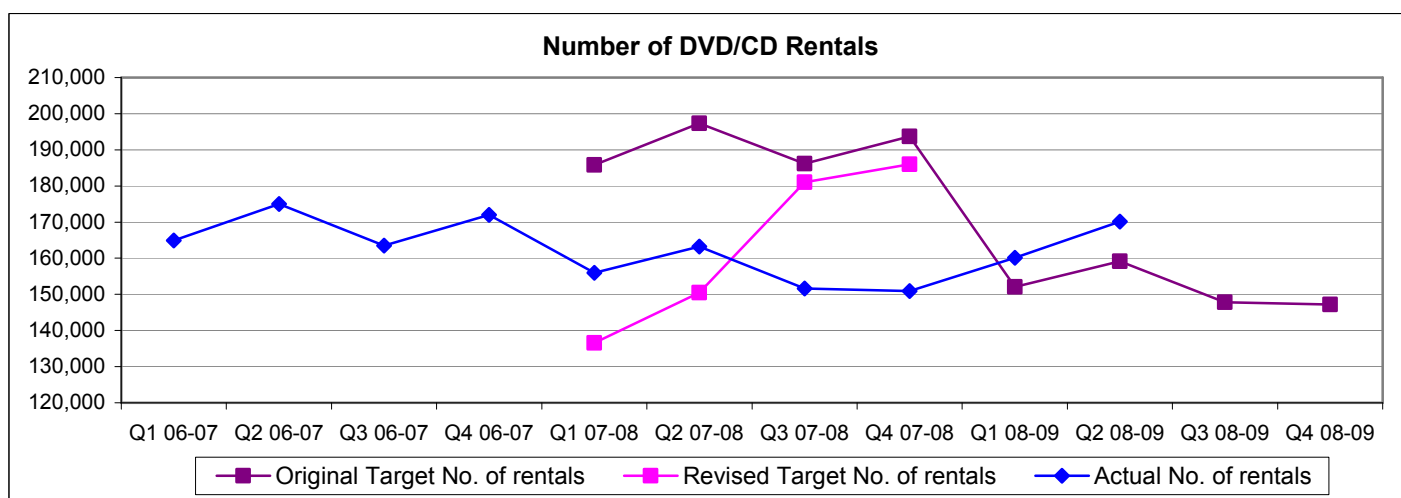
- The LSC grants depend partly on enrolments to courses and are subject to a contract agreement with LSC. Students taking courses leading to a qualification are funded via Further Education (FE) grant based upon the course type and qualification. However, students taking non-vocational courses not leading to a formal qualification are funded via a block allocation not related to enrolments, referred to as Adult and Community Learning Grant (ACL) grant.
- Students pay a fee to contribute towards costs of tuition and examinations. There is a concession on ACL tuition fees for those aged under 19, those in receipt of benefits and those over 60. FE courses are free for those aged under 19 or in receipt of benefits undertaking Basic Skills or Skills for Life Courses.
- The AE service reduced expenditure on course provision in 2007-08 as a result of lower than anticipated enrolments, however a residual pressure remained on the AE budget which was largely as a result of a reduction in tuition fee income due to the reduced enrolments, hence a rolled forward overspend of £0.373m into 2008-09.
- The target numbers of enrolments for 2008-09 reported in the outturn report to Cabinet on 16 June were indicative as they still needed to be negotiated and agreed with the LSC. The indicative figures were based on estimates used for curriculum plans to set the 2008-09 budget. The target numbers now reflect the figures agreed with the LSC,

the overall total remains the same as previously reported but the profile across the four quarters has changed.

- The target enrolments relate to courses starting in the stated periods i.e. April to June, July to September, October to December, January to March. The actual enrolments similarly relate to courses starting in those periods. In some instances students enrol for courses after the course has started. This means that the actual enrolments may be different from those previously reported. This is especially the case in the autumn when significant numbers may enrol in October or November for courses starting in September.

2.2 Number of Library DVD/CD rentals together with income raised:

	2006-07		2007-08						2008-09			
	No of rentals	Income (£)	No of rentals			Income (£)			No of rentals		Income (£)	
	actual	actual	Budgeted target	revised target	actual	budget	revised projected income	actual	Budgeted target	actual	Budget	actual
April–Jun	164,943	163,872	185,800	136,556	155,958	200,000	146,437	146,437	152,059	160,162	142,865	130,379
July–Sep	174,975	174,247	197,300	150,500	163,230	212,300	161,390	146,690	159,149	170,180	147,232	137,132
Oct–Dec	163,470	160,027	186,200	181,000	151,650	200,400	194,096	136,698	147,859		133,505	
Jan–Mar	171,979	163,269	193,700	186,000	150,929	208,500	199,458	144,136	147,156		140,533	
TOTAL	675,367	661,415	763,000	654,056	621,767	821,200	701,381	573,961	606,223	330,342	564,135	267,511



Comments:

- Target figures for 2006/07 have not been shown as this data was not presented in previous monitoring reports
- Rentals of audio visual materials (especially videos and CDs) continue to decline as videos become more obsolete and alternative sources for music become more widely available. Demand for DVDs has remained reasonably stable. Demand for spoken word materials has increased but these do not attract a loan charge as they replace the core

service (the printed word) for people with a visual impairment, hence why rentals are above target but income is below.

- Targets and income budgets set for 2008-09 are based on a continued decline. The service has increased income from other merchandising to offset the loss of income from AV issues.
- The actual number of rentals includes those from visits to lending libraries, postal loans and reference materials.

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To: Communities Policy Overview Committee – 13 January 2009

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director.

Subject: Performance Monitoring 2008/09

Classification: Unrestricted

Summary: This report summarises 'in-year' performance information relating to the service units in Communities, in advance of the annual report on performance in July 2009. It also provides an update on the new set of National Indicators.

Recommendation: Members are asked to NOTE this report.

FOR INFORMATION

1. Background

1.1 In September 2008, Members of the Communities Policy Overview Committee (POC) received the 2007/08 annual review of Communities' services performance. At the same meeting members also considered progress reports on the thirteen 'Towards 2010' targets for which the Communities portfolio holder and Managing Director have responsibility. These were subsequently presented to full Council in October 2008 and good progress was recorded against all the Communities led targets including for example the successful Kent School Games (delivered alongside CFE); important examples of the impact of intelligence-led Trading Standards operations against rogue traders; and the securing of over £8 million of ACE and SEEDA funding to support the building of the Turner Contemporary Gallery.

1.2 This report now gives an in-year comment on Communities service unit performance to date during 2008/09 in advance of the next annual review which will be presented in the July 2009 Policy Overview Committee cycle. It also provides a note on progress against the action plans arising from the external inspections of the Youth Service and the Youth Offending Service that were carried out in 2008; and an update on the new set of National Indicators.

2. Service Unit performance 2008/09

2.1 A review of service unit performance to date indicates good progress across the board with approximately 95% of all the key actions and projects approved in the 2008/09 unit plans either achieved or on course for achievement by 31 March 2009. Examples of this positive activity are given in Appendix One.

2.2 The remaining actions that are unlikely to be achieved by March 2009 (approx 5%) are listed in full at Appendix Two. They relate mainly to factors such as changing government priorities or refocusing of activity within the units and these will roll forward if necessary into the 2009/10 business plans.

2.3 A major area of concern raised in a previous report to this Committee related to the number of adult drug users entering drug treatment programmes in the county. A strong improvement in performance by the treatment providers commissioned via the Kent Drug & Alcohol Action Team (KDAAT) can now be reported and, in addition, the number of adults remaining in effective treatment for a period of 12 weeks is increasing – in fact Kent’s performance in terms of people leaving drug treatment in a planned way was deemed by the National Treatment Agency to be amongst the best in the country for the first half of 2008/9.

2.4 Communities units also contribute to some or all of the cross-cutting Directorate priorities for 2008/09 and these are listed in Appendix Three. A number of these priorities are explicitly embedded within Towards 2010 and the new Local Area Agreement targets and progress will be reported to Members within those frameworks. Three important exceptions to this are highlighted in paragraphs 2.5-2.8 below.

2.5 The development of the Integrated Youth Support Strategy is being led by Communities, alongside colleagues in the CFE directorate, on behalf of the Children’s Trust. Units in the Directorate have also contributed fully to the refresh of the Children & Young People’s Plan and the Youth and Youth Offending Services are both represented at all 23 Local Children’s Partnerships. This is a significant commitment but it will ensure that both Services can make a valuable contribution towards integrated planning at a local level.

2.6 Work is also continuing on the recommendations of the Alcohol Select Committee and the Drug strategy. Close working relationships have been cemented with the Kent Department of Public Health; a successful joint “Action on Alcohol” conference was held in June, arising from the Alcohol Select Committee report; and the Kent Community Alcohol Partnership (KCAP), the largest scheme of its kind in the country, was launched in November 2008. The Partnership sees Kent Trading Standards Officers joining with colleagues from the industry and other agencies such as Kent Police and the Retail of Alcohol Standards Group, aiming to inform and advise young people on sensible drinking limits and help local communities to tackle alcohol related problems.

2.7 The Directorate is also taking the lead for KCC in relation to the service implications and opportunities arising from increased migration to the County. A multi- agency Network on migration has been established and initiatives are underway to collect data on the number and nature of migrants to the County and to map existing work projects being undertaken with migrant communities. Service Unit activity in Communities includes providing tuition in English as a Second Language (ESOL) to over 1,400 learners, in many cases providing work based or community based provision; and a variety of measures designed to encourage migrants to use the library service, including simplified membership and the provision of books in a wide range of languages.

3. Inspection Improvement Plans

3.1 The results of the Youth and Youth Offending Service inspections, published in June 2008, were both very positive. The Kent Youth Service was placed amongst the best nationally of those inspected in the past two years, while the multi-agency Youth Offending Service was praised for its strong leadership, relationship with the courts and outcomes being achieved by YOS interventions with young people in the community. The subsequent improvement plans were reported to this Committee in September 2008 and a

full report on progress will be included in the annual review for the Directorate in July 2009. Paragraphs 3.2- 3.8 meanwhile confirm the focus of the inspection recommendations and note points of interest to date.

Youth Service

3.2 The principal recommendations of the inspection report centred on three themes viz:- involving young people more systematically in planning and evaluating youth work; developing further the skills and understanding of youth workers to use accreditation effectively; and ensuring that quality assurance processes focus on outcomes and lead to consistent improvement in practice.

3.3 There has been positive progress already against the majority of the improvement plan tasks and remainder are on schedule. Much of the improvement will be delivered through training and supervision and of particular note is the extent of the training that has been given to senior youth club members to support their role in planning and evaluation.

3.4 The appointment of a new Assistant Head of Service (Policy and Standards) will further accelerate progress especially in relation to closing the loop between quality assurance information and service improvement. The action plan will also provide evidence for the forthcoming assessment against the National Youth Agency's "Youth Service Quality Mark" scheme, which is being externally assessed in January 2009.

Youth Offending Service (YOS)

3.5 The principal recommendations of the YOS inspection also centred on three areas - partnerships, practice and capacity. The partnership issues related to Police, Health, Children's Social Services, Education and the Courts. The YOS Partnership is on track to deliver these improvements within the given timeframe for example, changes to the delivery of Final Warnings to conform to national guidance will be incrementally implemented from January 09. All three health posts within YOS are now filled and existing protocols with CSS have been revised and updated.

3.6 The practice issues related to the model of preventative work with young people and also work with young people in custody. The revised prevention model of Youth Inclusion Support Panels (YISPs) has been implemented and has the support of the 11 Crime and Disorder Reduction Partnerships as well as the 23 Local Children's Services Partnerships. Work with young people in custody has ensured that all young people now have Individual Learning Plans on release and participate in development of their re-settlement plans. Work is underway to develop better education, training and employment opportunities and accommodation options in order to reduce the risk of re-offending by this group.

3.7 The two areas of activity which were judged to be performing well but needing extended coverage were parenting and work with victims of youth crime and these remain outstanding actions. The capacity to develop parenting services further will be dependent upon external resourcing, mainly through the Children's Trust / LCSP arrangements. YOS are represented within these structures to highlight the need and service development requirements. Work with victims remains limited to those who are victims of young people mainly subject to Final Warnings and Referral Orders.

3.8 The Inspection Improvement Plan will be reviewed formally by the YJB in January 2009 but a recent validation visit in respect of the nationally required Youth Justice Planning framework has shown the service to be performing well with excellent capacity to improve.

4. The National Indicator Set and the Local Area Agreement

4.1 2007/8 was the last reporting year of the previous national performance framework, which included Best Value Performance Indicators (BVPIs). The final outturn against these figures was reported to the Policy Overview Committee in September 2008.

4.2 Performance against the new set of 198 National Indicators will, in future, form the central evidence base for the Comprehensive Area Assessment of local authorities and local partnerships, and a list of the National Indicators that relate to the work of the Communities Directorate is featured in Appendix Four. A number of the indicators are completely new and, in these cases, baseline data is being collected for the first time during 2008/9. Baseline and any available performance information will be presented to the Policy Overview Committee alongside the year-end performance report in July 2009.

4.3 The Kent Partnership has selected 35 priority targets to feature in the Local Area Agreement covering the period 2008-2011 and seven of these are led by officers within the Communities Directorate. They are:

- NI 8 – Adult Participation in Sport and Recreation
- NI 11 – Engagement in the Arts
- NI 40 – Number of drug users recorded as being in effective treatment
- NI 110 – Young people's participation in positive activities
- NI 111 – First time entrants to the Youth Justice System aged 10-17
- NI 161 – Learners achieving a Level 1 qualification in literacy
- NI 162 – Learners achieving an Entry Level 3 qualification in numeracy.

5. Conclusion

5.1 The targets and commitments for which the Communities portfolio holder and officers in the Directorate are responsible are largely on track for achievement at the end of 2008/09.

5.2. An annual review of 2008/09 performance will be presented to this Committee in July 2009.

6. Recommendations

6.1. Members are asked to NOTE this report.

Judy Edwards, Director, Policy and Resources, Communities Directorate

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Summary of Activity – April to September 08

Libraries & Archives

Examples of Partnership work led jointly by Libraries & Archives and CFE Extended Services:

- New partners for literacy - e.g. Libraries, Adult Education Service and BBC Learning have developed a joint offer to support Kent's businesses to develop employee literacy skills. The Kent & Medway Local Skills for Productivity Alliance has endorsed the offer and sent it to business organisations and employers across Kent. Pfizer sponsored a new Reading Garden at Birchington Library and have recently donated £2000 to our new Ramsgate library for science books.
- New approaches to literacy - The Library in the Park in Dartford attracted over 1000 visitors and ran regular Baby Bounce and Rhyme activities to encourage families to learn nursery rhymes and take the first steps on the path to literacy.
- New opportunities for literacy - e.g. work with Adult Social Services to support adults with learning disabilities building on the award won in 2007-08 by Sevenoaks Library for work with work to support the District Partnership, a forum for adults with learning disabilities. Activity includes special Makaton signage in libraries, the use of libraries as meeting spaces, Biblio Hour reading promotions, and books specially selected by and for adults with learning disabilities. Libraries are also working with Skillnet in Canterbury to produce an ABC for adults with learning difficulties. This work will soon be mainstreamed. Kent Libraries and Archives have recently drafted a Best Practice Guide for Services for adults with learning disabilities.
- "Recovery through Reading" is being piloted with mental health patients at the William Harvey Hospital. We are also working in partnership with St Martins Hospital Library to support mental health user groups.
- "Bag Books" - produce age appropriate multi-sensory stories for children whose attention skills are not yet fully developed, very young mainstream children, pre-schoolers with visual impairment, children on the autistic spectrum, with ADHD and children and adults with severe or profound learning and physical difficulties.
- The English Channel: The link in the history of Kent and Pas-de-Calais - Kent Archives collaborated with the team at the Archives Departementales du Pas-de-Calais to produce a bilingual exhibition. It charts the shared history of channel communities from the 12th to the 20th century. The exhibition is accompanied by a booklet giving further background and transcriptions of archival texts.
- NU txt reading group 4 u -The first teen txt reading group in Kent is now up and running in Swale. They are working in partnership with Swale Borough Council to use their Bored in Swale website and texting facilities to enable local teenagers to discuss books via their phones.
- Y2Crew Activity Day Tonbridge Library - Aimed at vulnerable and hard to reach young people between 11-18 linked with the National Year of Reading July theme of Rhythm and Rhyme. Activities included a Rap workshop led by 2 rap artists, a Manga workshop and a Drama workshop. In addition Connexions EDGE Learning Forum offered advice on careers to those who may have failed in the conventional education system. A CD and DVD of the day's events will be available.

Sport

- The Kent School Games in summer 2008 was a great success and surpassed expectations. Over 500 schools were involved and feedback has been generally very positive. Over 1200 medals were provided across 52 separate Finals events. Some School Sport Partnerships looking to establish “Area Hub” Games in 2009 to maintain momentum.
- Successful Olympic and Paralympic Day Handover events on 24 August and 17 September. 17 Flag raising events, 4 community events and 18 swimming pools offered free swimming on 24 August. Launch of the 20 in 12 Learning Programme, schools signing up to the Olympic & Paralympic values and launch of Valence School as a Sports College on 17 September. Event to Launch the Cultural Olympiad on 26 September, in Dover.
- Target for LAA NI8 Adult Participation in Sport and Active Recreation negotiated with GOSE and Sport England – achieved realistic but challenging target of 2.2% increase above 2005/06 baseline. Subsequently a draft County delivery plan has been prepared with support from key health and leisure partners in the county and circulated to LSPs to dovetail into local plans. Already some districts and the PCT in East Kent have begun to work together on issues such as the Free Swimming initiative.
- 31 facilities in Kent were included in a Pre-Games Training Camp brochure provided to International Olympic Federations in Beijing with seven facilities included in the brochure for International Paralympic Federations. This was more than any other County and provides opportunities for Kent to host international teams in the run-up to the 2012 Games in London.
- Successful co-ordination and submission of a plan to provide sports activities for young people as part of the Government’s “5 hour offer” (project called “Sport Unlimited”). Attracted approx £250,000 for 08/09 and will be able to bid for further funding in 2009/10 and 2010/11.
- Successful Quest accreditation at the end of September 2008 and submission of bid documentation for Beacon Status for the Olympic and Paralympic legacy work, for which Kent County Council has been shortlisted.
- Established the Kent eVent Team project, alongside Kent Volunteers Service, to provide volunteers for sport, leisure and cultural events.

Arts Development Unit

- In recognition of the new strategic role and focus of the Arts Development Unit, over the next 3 years Kent will see an overall increase in Arts Council England investment.
- *Light Up Open Up Dover* (26-28 September) – key partner on the Steering Group that delivered a high profile, public event in Dover leading the launch of the Cultural Olympiad in the South East region, and as a result of which Dover is cited as leading other south coast towns by example in terms of lighting up celebratory beacons and celebrating our culture
- Broke new ground by delivering the first-ever Cultural Tourism initiative in East Kent

Adult Education

- KAES successfully bid for Neighbourhood Learning in Deprived Communities (NLDC) capital funding to enable the creation of a Skills Plus Centre in Folkestone Library. This will greatly improve Skills Plus Provision in Folkestone, improving access in a good town centre location.
- Relocation of Dartford Adult Education Centre to newly re-furnished building on shared Campus with Dartford Technology College and Westgate Primary School. New Centre will provide much improved learning environment for students including excellent Skills for Life and IT provision.
- Access to Adult Education enrolment facilities at Dartford Library by Library staff that have been appropriately trained and supported by KAES. This has resulted in an excellent, collaborative working relationship for the Dartford area.
- New Train to Gain contract agreed in May 08 will enable KAES to offer fully subsidised training, to those who qualify, in Schools, early years settings and play work settings. These full level 2 qualifications will apply to those in employment and volunteers who also work in the settings. KAES can also offer part subsidised training to those who do not qualify for full funding. This will enable the workforce to be up skilled and a bank of newly skilled workers to be developed whilst volunteering on the job, building capacity in the children's workforce.
- KAES has successfully tendered for additional Family learning impact funding of £130k, to be applied exclusively to the coastal deprived areas, including Thames Gateway, Swale, Thanet, Dover and Shepway and targeted at new learners. A total of 167 learners in these deprived areas will be engaged.
- KAES has successfully bid for a second round of NLDC funding, worth £125k which will focus on SE Kent, including Dover district, Shepway and Ashford. A range of 3rd sector partners are involved, and the bid will fund certificated 1 day courses enabling those not in employment to gain a qualification that will assist in gaining employment, introductory courses for volunteering and a fund to enable rapid response to locally identified need. The bid will also fund the set up of a further 20 learning champions, all from deprived communities in the area and link with expansion of Family programmes and basic numeracy and literacy provision in the KAES Skills Plus Centres.

KEY Training

- KEY was 4th out of 17 Providers and colleges in the LSC league tables at April 08. KEY's success rates were above National, Regional and Local LSC at this time.
- A record number (159) young people from the NEET group started a training programme with KEY in September.
- KEY delivered Level 2 qualifications to 360 employed adults under the Train to Gain contract between the period 1/8/07 and 31/7/08, of which 241 have achieved so far to date.

Community Safety

- During the summer of 2008/09 the community wardens built on the success of the previous two years to facilitate a countywide 7 a-side football tournament, engaging over 1,000 'hard to engage' young people, both boys and girls, in a positive diversionary activity.
- The Kent Community Wardens have again been recognised for their dedication and hard work at the 2008 Kent Police Authority Safer Kent Awards. Nominations were submitted by members of the community, parish councils & partner organisations. Malcolm Wells (Community Warden for Kingsdown and Ringwould) was the East Kent and Overall winner of the safer Kent Awards, in addition two more wardens were winners in Mid Kent and West Kent with a further five wardens named as runners up. The award scheme has highlighted the positive impact the KCC wardens have on their communities each and every day.
- Community Intelligence pilot seminars: In June 2008 a seminar was held for handyvan and homesafe operatives to both raise awareness and provide information about a variety of subjects including terrorism, burglary & crime, bogus callers and intelligence reporting. The aim was to encourage those people who are out and about in the communities to consider the wider aspects of community safety and to be aware of what they could do to help people by reporting information. The feedback from the seminar was positive and it is intended that these seminars will be expanded and delivered to other groups who deal with members of the public.

Trading Standards

- A builder who deliberately targeted elderly and vulnerable homeowners in East Kent and put them at risk of carbon monoxide poisoning because he carried out dangerous work on their chimneys was ordered to pay a fine and costs amounting to more than £26,000 by Margate Magistrates on 1 August. It followed a joint investigation by Kent Trading Standards and the Health and Safety Executive after suspicions were raised by the local Neighbourhood Watch.
- Kent's first Enterprise Act Injunction was made against a rogue trader who carried out a landscape gardening business in the East Kent area and preyed on elderly and vulnerable residents, making unsolicited calls to consumers and entering into contracts but failing to provide cancellation rights.
- Buy with Confidence – Feedback from over 600 Kent consumers was overwhelmingly positive with 100% satisfaction with quality of work and 99% satisfaction with level of service.

Kent Scientific Services (KSS)

KSS skills have been recognised by the UN, Greece and the Association of Public Analysts.

- Calibration services manager provided training in Bhutan.
- Visit to the analytical laboratory has been arranged by NAGREF, the National Agricultural Research Foundation in Greece funded by the Ministry of Agriculture and EU grants.
- The Head of Service and one of the KSS public analysts were invited to lecture at the APA public analysts training course at Reading University.

Registration & Coroners

- Ashford ceremonies team successfully re-located from Elwick House to Associate House (Adult Education Centre).
- New part time registration office opened at Margate Gateway for birth and death registrations.
- Citizenship ceremonies now being held at the Archbishops Palace as well as at County Hall. Feedback has been positive and encouraging.

Emergency Planning

- Excellent performances noted on corporate level by our actions in response to Operation Stack community issues, the potential fuel strike and the channel tunnel fire.
- Training and exercising activities and our participation in Kent Resilience Forum activities are being well received and welcomed from all areas of the resilience community.

Youth Service

- www.togogo.info – The Service launched this new website in the early summer, developed in consultation with young people. It forms a key part of the strategy to engage the county's young people in positive activities (link to KA2 NI 110)
- Disability Work – the Service has engaged in an exciting new initiative with CFE – Aiming High for Disabled Young People' – where significant capital and revenue funding is coming into Kent over the next three years to develop support and bespoke services for this vulnerable group. The Youth Service has committed to work as part of the group, with the aim of providing positive activities for them. An early success from the programme involved 15 young people enjoying a residential programme of activities at The Swattenden Centre in Cranbrook, facilitated and led by youth workers.
- Dover Discovery Centre – the Service has been working closely with Libraries and Museums and the South East Kent YMCA to support the opening of a Community Café in the Dover Discovery Centre. Managed by the YMCA, the Café is staffed by young people who are also studying for a relevant vocational qualification as part of their work through YMCA Training.
- Positive Activities for Young People (PAYP) – Funding from central government has been passed to the Service since April 2008 to provide positive activities and support for vulnerable young people in the county. Following extensive recruitment, a new team of 9 PAYP Workers is in place since September and will be delivering wide-ranging programmes of activity during evenings, weekends and in school holidays; much of the work will be delivered in partnership with other agencies e.g. Youth Offending Service, Rainer Kent 16plus and Connexions.

Youth Offending Service

- The re-offending rates achieved by the Service with the 2006 Cohort revealing sustained progress with the Pre Court population and marked progress with those young people receiving Referral Orders. Between them these populations represent the majority of youth justice interventions delivered by YOS.
- Improvements have been recorded in reducing the 16 / 17 year old NEET (not in education, employment or training) population known to the Service. This has been an area of concern and this progress should be assisted by YOS now having access to a Learning Mentor Scheme, funded by the Learning & Skills Council, for young people leaving custody.
- The three Health posts in the Service are now filled so providing a positive response to one of the concerns expressed by the Inspection regarding a lack of a substantive Health presence. YOS will seek to build on the opportunities that this change in resource offers.
- The revised model for preventative services is now in place with a Youth Inclusion Support Panel soon to become operational in each District. This development will facilitate strong links with both the Crime and Disorder Reduction Partnerships and with the Local Children's Services Partnerships which are both committed to reducing the number of First Time Entrants to the youth justice system in the county. Additionally YOS and the Youth Service are becoming increasingly aligned and are working together to ensure that the funding for Positive Activities for Young People does target children & young people assessed as being at risk of offending.

KDAAT

- KDAAT were praised for their achievements at a six month review with the NTA in September 08. Targets set for 2007/8 were fully achieved and so far they are on target for 08/09.
- For the first time in the 1st and 2nd quarters Kent have achieved the commencements and completions targets for Drug Rehabilitation Requirements (DRRs). The forecast is that the positive results are set to continue for the remainder of the year.
- The young people services have secured funding to ensure services through to 2010 for Dual Diagnosis and Sunlight project.

Turner Contemporary

- £8.1m of funding has been secured from ACE and SEEDA; this represents the majority of the external funding package and is a key moment in the delivery of Turner Contemporary.
- John Kampfner was appointed in June as Chairman of the future Turner Contemporary trust. The trust will be responsible for the operation of Turner Contemporary. A board of trustees has been appointed.
- A groundbreaking event was held on 25th November to mark the commencement of the construction.
- Continued delivery of a varied programme including the use of the Turner Contemporary Project Space. Recent exhibitions have included Nature is a Workshop, Celestial Radio and the recently opened Far West.

Progress against Projects, Developments and Key Actions

95% of key actions have been completed (in some cases on-going) or are on course for completion by year-end. This appendix lists the remaining 5% i.e. those that it is not expected will be completed by year-end, the reason(s) why and action to rectify .

Sport, Leisure and Olympics

Project/development/key action	Reason(s) why and actions to rectify
Encourage districts to establish and embed Community Sports Networks as part of the National Delivery System for Sport.	Sport England has recently introduced a new strategy which no longer emphasises a national delivery system involving Community Sports Networks. We will continue to support those established (10) should they wish to continue and discuss the merits of having a local Community Sports Network with the other 3 districts.
Coordinate the 'Step into Sport' programme to develop young sports leaders.	The funding for Step into Sport is now given directly to School Sport Partnerships to run Leadership academies and therefore the service no longer co-ordinates this work countywide. The targets have also been changed on this programme and this may have a knock on effect to an area of work re. securing, retaining and placing volunteers. The service is looking to support School Sport Partnerships with their Leadership Academies, in terms of opportunities to place young leaders/volunteers.
Establish links with the proposed Regional Coaching Development Centre.	Sports Coach UK, have put on hold work to develop Regional Coaching Centres, due to the new Sport England strategy.
Support national governing bodies to implement the UK Coaching Certificate for Kent's coaches.	Limited work can be undertaken on this at the moment as National Governing Bodies (NGBs) are writing Whole Sport Plans to obtain funding from April 2009 onwards, as a result of the new Sport England strategy. Some NGBs are also re-writing their coaching programmes and structures as a result.

Libraries and Archives

Project/development/key action	Reason(s) why and actions to rectify
Continue to develop the programme for modernising library buildings.	One of the four modernisations (Deal) is now likely to complete in June 09, once negotiation and consultation regarding internal layout are completed and work carried out.
Development of Folkestone History Resource Centre	Building issues outside of the Unit's control have delayed the start date. The HRC is now scheduled to open in mid 2009/10.
Increase book additions by 3% through optimum use of new CBC contract	There has been an increase in spending on Large Print stock to address customer needs. The higher unit cost of this material means overall target cannot now be met.
Ensure that minimum of 50% of staff complete KCC Diversity E-Learning tool	This target has been revised. A pilot of 25 people will complete the E-Learning tool this year and further staff will be take part during 2009-10.
Deliver the KEY training programme at Canterbury and Gravesend Libraries. One set of four weekly sessions at each location	New approach being taken due to changes in KEY Training's recruitment and training of students. One library visit will be completed for each group of students. Gravesend may initially deliver two sessions per week.

Youth Service

Project/development/key action	Reason(s) why and actions to rectify
Feedback from non-users and development of associated action plan.	The new Asst Head of Service for Policy & Standards will lead this work when in post, although this extensive piece of work is unlikely to be completed until 2009/10.
ContactPoint	National Launch of ContactPoint has been delayed until at least January 2009. Preparatory work including accreditation of the Youth Service continues in partnership with CFE.

Key Training

Project/development/key action	Reason(s) why and actions to rectify
External funding to be secured to enable an additional 45 young people to engage in vocational education opportunities.	LSC offered to fund only 10 Young Apprenticeships, in Retail. Unfortunately, despite marketing and development to a number of schools in Kent, there was no uptake for these places. KEY continues to deliver to 9 Young Apprentices who were engaged in 2007 – all of whom have achieved their Year 1 qualifications. NB: KEY deliver to a further 126 14-16 year olds on Vocational qualification Programmes, but these are not funded through the Young Apprenticeship scheme.
To increase Apprenticeship Framework completion rates from 65% to 68%	Overall the Apprentice Success Rate was 65% at the end of July, however the following Skill Areas did achieve Success Rates at or above 68%: Childcare: 68%; Business Administration: 69%; Retail: 75% Warehousing: 100%
To increase Advanced Apprenticeship Framework completion rates from 60% to 65%	This was not achieved. The main reason was that some learners who were recruited in 2006 and 2007 could not meet the standards of the level 3 Award. KEY introduced a new and more rigorous initial assessment of Level 3 learners in January 08 which should support a rise in Success Rates by July 09.

Turner Contemporary

Project/development/key action	Reason(s) why and actions to rectify
Appoint PR Agency	The establishment of the trust will take forward the operation in the future and the Chairman's significant experience in this area has meant that we have delayed the appointment. A further body of research around marketing and audience development is currently taking place and will inform all future decisions in this area.

Appoint Development Manager	The timing of the appointment of the Development Manager has been reviewed in light of the recent developments in establishing the Turner Contemporary trust. The appointment of the post is now expected in the 09/10 financial year
Improve and develop mailing lists	The target of 8,500 subscribers is unlikely to be achieved this year. However, there is now better segmentation of the mailing list.

Registration and Coroners

Project/development/key action	Reason(s) why and actions to rectify
Develop proposals for partnership working with Medway Council for birth declarations at Sittingbourne Register Office	Draft partnership agreement drawn up and shared with Medway. Currently awaiting response. The Service will continue to pursue until a decision is made.
Implementation of government sponsored internet based system (RON) for taking notices of marriage and civil partnership	Delayed by General Register Office until RON (births and deaths) is fully functional across the country.

Emergency Planning

Project/development/key action	Reason(s) why and actions to rectify
Business Continuity	The potential fuel strike in June, coupled with review against CPA Key Lines Of Enquiry have identified areas for improvement in relation to Business Continuity capability in terms of consistency, application and testing. A range of foundation activities are being undertaken in this financial year with a view of implementation in 2009/10, including the development of software to support the BC process, and the introduction of common principles of planning and testing. Financial impacts are being accounted for in the draft 2009/10 business plan.

Kent Scientific Services

Project/development/key action	Reason(s) why and actions to rectify
Cost Control Review of charging mechanism and invoicing procedures to be electronically linked to Oracle	Project is planned to go ahead but unlikely to be completed this financial year.

Cross-cutting service objectives and priorities for the Directorate in 2008/09

- Improve safety for young people, and their sense of safety, and reduce numbers of young people entering the youth justice system
- Promote positive activities for young people and positive imaging of young people
- Lead the implementation of the Integrated Youth Support Strategy, in collaboration with colleagues in CFE and other partners; and contribute to Children's Trust developments, in particular local children's services partnerships
- Give new momentum to the positive effect that cultural development in the whole county can have on employment, community cohesion and individual well-being; and continue to encourage culturally led regeneration in Margate relating to Turner Contemporary.
- Build the momentum which will ensure a lasting legacy in the county from the 2012 Olympics and Paralympics
- Take forward the recommendations from the Alcohol Select Committee and Drug Strategy
- Contribute to the crucial issue of helping to raise adult skills levels in the county through providing education and training opportunities and encouraging people to make a start through volunteering
- Respond to the service implications and opportunities arising from increased migration into the county

New National Indicators that apply to the Communities Directorate

Ref	Indicator	Baseline data	LAA/Statutory
NI 37	Awareness of civil protection arrangements in the local area	New from 2008/09	

Culture and Sports

Ref	Indicator	Baseline data	LAA/Statutory
NI 8	Percentage of adults participating in sport for at least 30 minutes 3 days a week	20.3% Average performance	LAA Target
NI 9	The percentage of the population who say they have used public libraries in the last 12 months (survey not actual usage)	New from 2008/09	
NI 10	The percentage of the population who say they have used museums or galleries in the last 12 months (survey not actual usage)	New from 2008/09	
NI 11	The percentage of the population who say they have used engaged in the arts in the last 12 months (survey not actual usage)	New from 2008/09	LAA Target

Adult Education

Ref	Indicator	Baseline data	LAA/Statutory
NI 13	Migrants English language skills and knowledge	New from 2008/09	
NI 161	Learners achieving a Level 1 qualification in literacy	4,168 No comparative data	LAA Target
NI 162	Learners achieving an Entry Level 3 qualification in numeracy	46 No comparative data	LAA Target

Regulatory services

Ref	Indicator	Baseline data	LAA/Statutory
NI 182i	Satisfaction of businesses with recorded non-compliance with local authority regulation services	New from 2008/09	
NI 182ii	Satisfaction of businesses with no recorded non-compliance with local authority regulation services	New from 2008/09	
NI 183	Impact of local authority regulatory services on the fair trading environment	New from 2008/09	
NI 190	Achievement in meeting standards for the control system for animal health	New from 2009/10	

Youth services

Ref	Indicator	Baseline data	LAA/Statutory
NI 110	Young people's participation in positive activities	New from 2008/09	LAA Target

Youth Offending

Ref	Indicator	Baseline data	LAA/Statutory
NI 19	Rate of proven re-offending by young offenders	40.2% Average Performance	
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	4.1% Upper Quartile	
NI 44i	Difference in ethnic composition of offenders on Youth Justice System disposals compared to population (white)	0.38% No comparative data	
NI 44ii	Difference in ethnic composition of offenders on Youth Justice System disposals compared to population (mixed)	-0.08% No comparative data	
NI 44iii	Difference in ethnic composition of offenders on Youth Justice System disposals compared to population (black)	0.63% No comparative data	
NI 44iv	Difference in ethnic composition of offenders on Youth Justice System disposals compared to population (asian)	-0.98% No comparative data	
NI 44v	Difference in ethnic composition of offenders on Youth Justice System disposals compared to population (chinese)	0.05% No comparative data	
NI 45	Young offenders engagement in suitable education, employment or training	76.60% Upper quartile	
NI 46	Young offenders access to suitable accommodation	87% Lower Quartile	
NI 111	First time entrants to the Youth Justice System aged 10 – 17	1,660 per 100,000 10-17 population Comparative data tbc	LAA Target

Place Survey Indicators – Volunteering

Ref	Indicator	Baseline data	LAA/Statutory
NI 6	Participation in regular volunteering (district led)	New from 2008/09	LAA Target (District led)

Drug action team Indicators

Ref	Indicator	Baseline data	LAA/Statutory
NI 40	Increase in the number of drug users in effective treatment since 2007/08	New from 2008/09	LAA Target

Anti-social behaviour

Ref	Indicator	Baseline data	LAA/Statutory
NI 17	Perceptions of anti-social behaviour	Awaiting data from government	
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police (Place survey)	New from 2008/09	LAA Target (Police Led)
NI 24	Satisfaction with the way the police and local council dealt with antisocial behaviour	New from 2009/10	
NI 25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	New from 2009/10	
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police (Place survey)	New from 2008/09	
NI 41	Perceptions of drunk or rowdy behaviour as a problem	27% Average performance	
NI 42	Perceptions of drug use or drug dealing as a problem	36% Average Performance	

To: Communities Policy Overview Committee -13 January 2009

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director, Communities

Subject: Emergency Planning

Classification: Unrestricted

Summary: This report summarises developments in emergency planning in the past year and notes three incidents which have occurred or been anticipated. It also highlights the attention being given to resilience issues in Kent that may be associated with the 2012 Olympic Games.

Recommendation: Members are asked to NOTE this report

FOR INFORMATION

1.0 The role of the Emergency Planning Team

1.1 The primary role of the emergency planning team is to fulfil the legal requirements associated with civil protection. The key piece of legislation is the Civil Contingencies Act 2004, which commits the authority to the following duties:

- Risk assessment
- Emergency planning
- Emergency response and recovery
- Business continuity planning
- Cooperation with other responders
- Information sharing
- Warning & informing
- Promoting business continuity in the community.

1.2 The team is also responsible for detailed emergency planning for Dungeness, other high hazard sites and pipelines. Additionally, KCC acts as a key partner in Kent wide resilience activities and is a primary player within the Kent Resilience Forum.

2.0 Emergency Planning & Business Continuity Planning

2.1 Since coming to post in January 2008, the Head of Emergency Planning is pleased to report that a broad range of improvement activities has been introduced. This has led to an overall step-change in team performance and the execution of our responsibilities under the Civil Contingencies Act 2004. Of note are the following achievements and work in progress.

- a) The implementation of a new team structure to provide a better focus on the demands of major emergency planning and the delivery of improved

standards and capabilities. This has led to a range of improvements, including the development of standardised plans, procedures and other documents within KCC, enhanced response facilities and training, and a refreshed approach to KCC internal planning to underpin corporate response. Other measures such as incident response email briefings have also received universal acknowledgement.

- b) A thorough review of the business continuity management process within KCC, with an enhancement programme approved to further increase the business continuity planning and response capability of the authority.
- c) An improved working relationship with district council partners, leading to the possible development of a “one Kent” approach to emergency planning, with common plans and response capabilities being considered by the district council community. A revised service level agreement is also being considered to further enhance support to the district councils who wish to procure KCC’s services in order to assist them in their direct discharge of civil protection duties under the Act.
- d) An improved working relationship with the Kent Resilience Forum (KRF) and the engagement of KCC in a range of Kent-wide resilience activities. This has included KCC leading on various improvement measures, including document standards, recovery management and forum structure.
- e) Continued development and enhancement of relationships with key agencies and specialist utilities, further improving and developing Oil Pollution capability and off site nuclear response planning. Of note is Kent’s recent demonstration of recovery management working following a postulated nuclear emergency, with other authorities looking to KCC for expert advice on this subject.
- f) The development of a range of third-party relationships within London and the South East, sharing good practice and exchanging ideas with a wealth of agencies and specialist organisations.

2.2. KCC has also been involved in a range of other activities conducive to the emergency planning agenda. This has included guest speaking on emergency planning with various groups, continued engagement with the voluntary sector, promoting good business continuity practice within the community and supporting key parallel agendas and initiatives, such as national exercise participation and contributing to national debate on capabilities and related EP issues.

3.0 Emergency call-outs and responses

3.1 KCC has responded to a range of incidents where a response was required. The following highlights a range of these high profile events.

- a) Potential Fuel Crisis, June 2008: The council faced a serious situation where supplies of petrol and diesel could have been seriously disrupted as a result of strike action by drivers delivering for Shell. This would have only affected around 30% of the country’s fuel stock capability, but unpredictable elements

such as buyer behaviour and the possible escalation of industrial action could have further reduced overall availability of fuel supplies. Two weeks before the first planned strike, emergency arrangements were activated to look at the business continuity impacts to KCC and its critical suppliers so that suitable continuity strategies could be formulated and put into place before the action started. This was an extremely successful operation which ensured that if required, as far as reasonably practicable, KCC could ensure that its critical functions could be protected.

- b) Channel Tunnel Fire, September 2008: A well rehearsed and understood Bi-National emergency response plan was activated as a result of a fire onboard a Eurotunnel freight train on the 11th September 2008, with KCC responding in accordance with this plan. Although there was limited involvement for KCC as a responder, KCC Emergency Planning were placed in an empowered and trusted position to ensure that key political and organisation stakeholders were kept up to date, that they could be confident in the multi-agency response, and that all possible measures were being taken to lessen the impact of supporting measures such as Operation Stack.
- c) Port of Dover Strike Action, November 2008: Again, the emergency scheme was activated as a proactive measure to deal with the issues surrounding this event and the impact of Operation Stack. As with the Fuel Crisis detailed above, it gave KCC the opportunity to think through the issues before the event occurred.

4.0 Olympics resilience planning

4.1 In 2005, London won the bid to host the 2012 Olympic Games and Paralympic Games. Since then, sectoral work has commenced to prepare for the broad range of activities that will take place over the period of the Games and other associated activities, including the bid for the torch procession. This work is under the auspices of the Kent 2012 Campaign, which is led and managed by KCC's Sport, Leisure and Olympics service.

4.2 In addition to this primary work, various agencies in Kent have made initial assessments on how this major event will impact on them and the broader multi-agency community. A number of reports has been produced, including a report and presentation to the KRF highlighting some of the resilience issues.

4.3 Over the past 6 months or so, a broad range of concerns has been raised from various parties that the multitude of issues surrounding effective planning, coupled with the issues raised by previous reports and presentations, requires some holistic focus and assessment. Additionally, it has been recognised by the KRF Executive Group that these issues impact on the overall resilience agenda, even though they may not be of primary concern to the core business of the KRF.

4.4 It was therefore agreed that the County Council facilitate a multi-agency investigation and "brain-storm" into these issues and the impact on the resilience agenda in Kent and the resource implications, and report back formally to the KRF on

the output of this work. A productive meeting, chaired by KCC discussed the full implications that the 2012 Olympics would have on Kent from a resilience perspective and involved the following agencies:

- Kent County Council Emergency Planning
- Kent Highways Services
- Kent County Council Sport, Leisure and Olympics
- Dover District Council
- Sevenoaks District Council
- Ashford Borough Council
- Swale Borough Council
- Dartford Borough Council
- Kent Police
- Kent Fire & Rescue Service
- Network Rail

4.6 A broad range of implications were identified and the general themes which have emerged include:-

- Capacity
- Capability
- Security
- Congestion and overload
- Scale
- Overall "increase" considerations with existing problems and issues
- Overall resilience of "Kent" during this period
- Public Safety.

4.7 It was also the view of all agencies that the work associated with these issues did not sit with one specific agency, team or discipline and that consideration should be given to the provision of a dedicated resource to examine the full implications of this agenda, the strategic approach to resolution and its links with the broad range of agencies, groups and disciplines that may be affected or may have an impact on these issues. This resource proposal is now being developed and a suitable role profile and associated costs are being examined. It is envisaged that this information will be presented to KRF members in January 2009 for a final decision on funding and moving forward.

5.0 Recommendation

Members are asked to NOTE this report

Contact:-

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By: Kevin Lynes, Lead Member for Equality and Diversity
 Robert Hardy, Director of Improvement and Engagement

To: Communities Policy Overview Committee 13th January
 2009

Subject: Equality Standard for Local Government (ESLG) – KCC
 assessment and action plan

1. Introduction

This report formally confirms KCC's successful achievement of Level 3 against the existing Equality Standard, making it one of only 12 County Councils to do so (with none at Level 4).

This report identifies the key actions needed to consolidate this achievement and the challenges to be addressed in reaching the 'Excellent' level of the proposed Equalities Framework for Local Government (EFLG)

- A summary of the key elements of the new draft Equality Framework is attached as Appendix 1 of this report

2. Consolidating performance at Level 3 of ESLG - the 'Achieving' level of the new EFLG

The assessment report recognised that over the past 2 years a great deal of work has been undertaken by KCC to secure achievements in equality areas; that KCC has made detailed public commitments to equality improvement and in many ways has made good progress in setting a wide range of equality objectives for both employment and service delivery.

In general and taking account of the evidence presented by the Council, the assessors felt that KCC should set out a programme of work that addresses the improvements that it needs to make to ensure that level 3 of the Standard is fully embedded. Whilst the assessors acknowledged the progress made by the Council, it was felt that there were a number of areas requiring considerable improvement.

The assessment report offers a series of suggested actions to ensure that achievement at Level 3 of the current standard is consolidated. These are -

- i. The Chief Officer Group and elected Members need to continue to encourage and lead a culture across the organisation which ensures that strategies and actions are implemented that eliminate discrimination and promote equality of opportunity.
- ii. The Impact assessment process needs to be strengthened. Currently the focus has been primarily on initial screenings with

limited analysis. Even where full impact assessments have been conducted they appear to lack the necessary rigor to challenge institutional discrimination and secure meaningful outcomes. Attention should be paid to impact assessment team membership (to include sufficient 'challenge' in the process); the quality and breadth of data used including that which derives from consultation and engagement exercises; as well as the various types of data available from partners, surveys and from direct equality monitoring

- iii. The Business Planning Guidance should in future ask each service to set equality objectives and targets flowing from the equality impact assessments that have been conducted within the framework of Business Plans. This would then provide the 'golden thread' in terms of mainstreaming equalities
- iv. Similarly, in the area of employment, there is need to conduct robust equality impact assessments (with sufficient challenge, meaningful data and proper analysis) to better understand the reasons for lack of success in recruitment and retention of some equality groups, for example in the retention of disabled people. This would contribute to achieving the council's ambition of having a workforce that is more closely representative of the communities served.
- v. Equality monitoring should be a feature of the general systems for performance managing service delivery in each business unit, not a separate mechanism.
- vi. The same applies to the processes adopted by service units for awarding and monitoring contracts with organisations that supply goods and services to the Council.
- vii. The Council needs to improve the processes for involving a much more broad range of external groups in commenting on policy and procedures in order to improve the opportunity for dialogue and external challenge from equality communities and interest groups
- viii. There is a need to consolidate the recent initiatives introduced as part of meeting Level 3 requirements to ensure that they are effective in achieving key objectives, for example, the Blank Sheet consultation (see previous bullet point), Positive Action training programmes and initiatives to recruit and retain staff from key equality groups

3. Achieving EFLG 'Excellent' by 2010/11

To achieve an EFLG rating of 'Excellent' by the end of 2010/11, the Council will have to show that it has consolidated its ESLG Level 3 achievements and achieved significant progress against the new Framework. Much of this new Framework cross-refers to the new national Customer Service Excellence standards and to the evidence base for the Comprehensive Area Assessment.

The authority should set itself a realistic time-frame for achieving this and follow up with a self-assessment as described below. Kent County Council should continue its progress towards the 'Excellent' standard, and is well placed to achieve this, given the resources and high level of commitment identified throughout the Council, allied to the improved engagement of stakeholders set out in para 2 vii above.

The four priority areas that the ESLG Level 3 assessment report suggests that KCC focus on, fit directly into the new EFLG framework. They are -

3.1 Leadership and Corporate Commitment

- The Member development programme should be strengthened to cover key areas of the equality and diversity agenda. These include overview and scrutiny, customer insight in public policy making/review and improving advocacy. The programme should acknowledge and meet the needs of the differing Member roles, for example, front-line councillor, scrutineer and Cabinet Member.
- KCC should continue to revise and consolidate business planning processes to ensure effective action on equality is part of the process. This will enable the Council to track and learn from those service areas that are performing well and improve those areas that are lagging behind. Support will need to be given to service managers to meaningfully input equalities considerations into Business Plans
- KCC needs to put in place a clear and robust system for annual review, monitoring and reporting against the new EFLG standards across workforce and service delivery issues. This could take the form of a self assessment, but must include input from Diversity Staff groups and external organisations.
- KCC should establish and monitor targets for all diversity strands in service delivery, based on robust impact and needs assessment. This will enable the council to understand and take a more coherent approach to meeting the needs of the people of Kent and the challenges required by changing legislation.

3.2 Consultation and External Scrutiny

- The Council should improve its systems for review and scrutiny of service delivery and employment reports – particularly at middle management levels where evidence was somewhat patchy - by designated consultation and community groups.
- There is an urgent need to improve links with key external groups and designated forums across all diversity strands. At the same time groups that are currently under-represented within the existing consultation structures need to be more pro-actively engaged in mainstream activities.

- It seemed to the assessor that some of the current relationships between the external groups and the Council may be quite fragile. Attendance at the arranged session was disappointing with a substantial number of participants not attending some of the sessions. The current 'Blank Sheet Consultation' should be reviewed to assess the extent to which it has resulted in the active engagement, participation and involvement of those groups that are currently under represented and what new structures or mechanisms need to be in place to formalise these relationships.

3.3 Service Delivery and Customer Care

- Develop robust monitoring systems for all aspects of service delivery including those services delivered by other organisations on behalf of the Authority to record the involvement of and take-up by diversity groups. This also applies to monitoring of complaints/compliments to better understand the experiences of customers from different backgrounds.
- Service managers need to be fully involved in monitoring and review processes and in the setting of equality and diversity targets.
- Equality Impact Assessments should focus on access to services and the customer experience across all diversity strands.
- Additional effort is required to improve sophistication around equality monitoring in those areas where data is not readily available or currently collected. Local citizen "intelligence" and customer insight data could be developed further to feed the policymaking and scrutiny process.
- All monitoring reports should be published widely and shared with stakeholder groups

3.4 Employment and Training

- Address under-representation both in the wider workforce and at senior levels in the organisation through positive action particularly through review and scrutiny of recruitment and selection and talent management
- Priorities for action in terms of addressing the existing workforce demographic and future service need to be determined by reference to available data about the Kent community whenever possible.
- Generic and equality-specific training to be reviewed with the aim of enhancing the understanding of all staff on diversity and work and improving customer care standards
- Enhance KCC's people management capacity through the review of the equalities elements of management selection, induction, training and performance appraisal

- Actions resulting from impact assessment for employment policy to be made widely available to staff quarterly and assessments broadened to encompass the wider definition of policy.
- Explore potential for extending the staff group network to identify the potential for representation of under heard or represented groups within the workforce.
- Develop KCC's 'dignity at work' philosophy through the enhancement of support and reporting facilities and improvement in managerial handling and response to complaints from staff.
- Integrate the framework for equality in service delivery and employment within the Member development programme

3.5 Diversity Mapping

The fifth element of the new EFLG relates to 'Diversity Mapping', to ensure that an accurate picture is created of the differing needs and backgrounds of all Kent communities.

Further work is being developed on this to link it to the wider customer profiling work related to Access Kent and to the data held by KCC and public sector partners in projects such as the Public Health Observatory.

Progress on 'Mapping' will form part of future reports on progress toward the EFLG 'Excellent' standard.

4. Recommendations

Members are asked to:

- i) NOTE the actions at paragraphs 2i to 2viii; and
- ii) AGREE the proposals at paras 3.1 to 3.5

Appendix 1

Extract and summary from the draft Equalities Framework for Local Government

1. The new Framework

The new Equality Framework for Local Government is constructed around five areas of change management. These reflect the four major areas of the Equality Standard for Local Government, but in addition relate more directly to the new performance framework and the new CAA.

The **five** areas of change management are:

- a) Knowing your community – equality mapping**
- b) Place shaping, leadership, partnership and organisational commitment**
- c) Community engagement and satisfaction**
- d) Responsive services and customer care**
- e) A modern and diverse workforce**

a) Knowing your community - equality mapping

Understanding the profile of your communities and the life chances and opportunities of different groups will be a crucial in identifying priority outcomes that can shape strategic planning and service delivery.

Equality mapping is the term used for collecting information about communities and individuals. This information is used throughout the equality process. It is collected on the basis of not only people's race, gender, disability, religion or belief, sexual orientation and age, but also other relevant demographics, such as socio-economic, health and education status, the availability of transport and whether communities live in a rural or urban setting. It will identify people's needs, not just the equality strands or background. The data has to be understood and analysed not just collected. This will lead to integration with and provide an important evidence base for plans such as the Sustainable Community Strategy (SCS), Local Development Framework (LDF) and the LAA (local Area Agreement).

b) Place shaping, leadership, partnership and organisational commitment

The new performance framework is designed to give local authorities, and their partners, greater freedom to determine local priorities and shape the future of an area.

We know that strategic leadership is key to improving equality outcomes and that it needs to be

- expressed in the local vision of place and strategic plan as well as the SCS

- central to the delivery of priorities that impact on inequality.

It is increasingly important for authorities to work in partnership with other public service providers and the voluntary sector to identify inequality and work together to achieve equality outcomes.

c) Community engagement and satisfaction

Most local authorities recognise the importance of community engagement and participation and have moved far beyond simple consultation exercises, important as they can be, to find innovative ways of involving communities. However, communities of place are not always synonymous with communities of interest, and it remains important to have structures in place that involve the latter in corporate decision making, service planning and workforce planning.

The CAA will put the experiences of citizens, people who use services and local taxpayers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them most vulnerable.

d) Responsive services and customer care

Service provision remains a central function of local authorities. The Framework will help authorities personalise services to meet the needs of people from different backgrounds. This requires:

- greater cultural understanding on the part of service providers
- using Equality Impact Assessments (EIA) to ensure that authorities understand the impact of service provision on different communities.

e) A modern and diverse workforce

The ability to deliver responsive, personalised services will depend in a large part on the skills, understanding and commitment of the workforce. The Equality Framework therefore looks at ensuring:

- fair employment practices that comply with the legislation, including equal pay legislation
- training on equality issues, including Equality Impact Assessments
- ensuring that the workforce profile reflects the diversity of the community and that measures are in place to monitor diversity and promote equality of opportunity.

2. Smarter working: the relationship with other frameworks

The new Equality Framework for Local Government is also designed to complement other frameworks. Resources are limited, so there is a premium on reducing duplication.

Legal obligations – the public duties

The obligations of local authorities are set out in the **Race** Equality Duty, the **Gender** Equality Duty and the **Disability** Equality Duty. Over time new obligations may arise.

The new framework helps local authorities to meet their obligations under the law and to minimise duplication. . To achieve **Emerging** status authorities also need to be compliant with the legal duties.

Community cohesion

As the Commission on Integration and Cohesion recognised, there is a strong relationship between equality, social justice and community cohesion. The EFLG is therefore designed to dovetail with the Community Cohesion Framework being developed by Communities and Local Government and the migration good practice guidance being developed by IDeA and CLG.

Customer service excellence

The Government wants public services accessible for all, that are efficient, effective, excellent, equitable and empowering. With this in mind it has developed ‘Customer Service Excellence’¹ as a practical tool for driving customer-focused change within organisations.

Comprehensive Area Assessments

The experience of citizens, people who use services and the need to reduce inequalities and improve accessibility will be at the centre of the new local assessment framework, the CAA.

The EFLG will provide useful evidence when preparing for the CAA, since it will enable local authorities to demonstrate that they have understood and acted on the needs of the communities they serve. As mentioned, local authorities have legal duties, both general and specific, relating to race, gender and disability and wider duties under legislation, such as the Children Act.

When the final CAA Guidance is published we will highlight those actions in the Framework that are relevant to CAA.

3. Simplification

The original Equality Standard consisted of five levels:

- Level 1** Commitment to a Comprehensive Equality Policy
- Level 2** Assessment and community engagement
- Level 3** Setting equality objectives and targets
- Level 4** Information systems and monitoring against targets
- Level 5** Achieving and reviewing outcomes

These have now been consolidated into three levels:

- Level 1** **Emerging**
- Level 2** **Achieving**
- Level 3** **Excellent**

At each level authorities will be assessed on the five change management areas. The EFLG sets out the key achievements for each level and then provides a more detailed check list for self-assessment at each level.

4. Migrating achievements under the Equality Standard

We want to ensure that the achievements of authorities under the ESLG are recognised. Authorities who have reached levels 1 and 2 will be classified as **Emerging**. Those that have achieved level 3 will be treated as **Achieving**. Authorities at level 4 will be classified as **Moving towards excellence** and those at level 5 as **Excellent**.

Levels 1 and 2	→	Emerging
Level 3	→	Achieving
Level 4	→	Moving towards excellence
Level 5	→	Excellent

To recognise the achievements of authorities who have achieved level 4 of the ESLG, but would not qualify as **Excellent** under the new framework. The **Moving towards excellence** classification is intended to recognise achievements of level 4, but is not a level under the new framework. We hope that authorities at level 4 will strive for **Excellent** status in the new framework.

An Excellent Authority has the following characteristics:

- members and officers have a reputation for championing equality issues and ensure that the equality issues relevant to their communities are embedded in strategic plans, LAAs and local delivery plans
- the local authority works with all strategic partners and the third sector to achieve defined equality outcomes
- it has good evidence of the equalities profile of the community based on national and local data that is regularly reviewed
- it is measuring progress on equality outcomes, is able to disaggregate data on relevant performance indicators and can demonstrate real outcomes that have improved equality in services and employment
- it identifies the changing nature of its communities and their expectations and then prioritises its activities and explains its decisions
- it provides good customer care by ensuring that services are provided by knowledgeable and well-trained staff, who are equipped to cater to particular needs of clients where necessary
- it has improving satisfaction and perception indicators from all sections of the community
- it uses Equality Impact Assessments to review all major new changes in policy and regularly conducts service Equality Impact Assessments
- all relevant data on service access is monitored against the equality strands
- equality groups are integrally involved in community engagement programmes
- there are forums for all equality stakeholders to share experiences and evaluate the authority's progress
- all parts of the authority can show tangible progress towards achieving outcomes which address persistent inequalities
- members, officers, key stakeholders and community members are confident about equality issues and their relevance for the authority and their own responsibilities
- the authority has implemented action for equal pay outcomes and demonstrates progress on under representation, flexible working, access to training and development and promotes an inclusive working culture based on respect
- it reviews its equality strategy and public duty equality schemes every three years and seeks innovative, improvement challenges
- through its achievements it is an exemplar of good practice for other local authorities and agencies and works with others to share best practice

Table 1. The 10 dimensions of equality

Longevity	including avoiding premature mortality
Physical security	including freedom from violence and physical and sexual abuse
Health	including both well-being and access to high quality healthcare
Education	including both being able to be creative, to acquire skills and qualifications and having access to training and life-long learning
Standard of living	including being able to live with independence and security; and covering nutrition, clothing, housing, warmth, utilities, social services and transport
Productive and valued activities	such as access to employment, a positive experience in the workplace, work/life balance, and being able to care for others
Individual, family and social life	including self-development, having independence and equality in relationships and marriage
Participation, influence and voice	including participation in decision-making and democratic life
Identity, expression and self-respect	including freedom of belief and religion
Legal security	including equality and non-discrimination before the law and equal treatment within the criminal justice system

To: Communities Policy Overview Committee – 13 January 2009

From: Mike Hill, Cabinet Member for Communities
Amanda Honey, Managing Director, Communities

Subject: Draft Communities Risk Register 2009/10

Classification: Unrestricted

Summary: This report identifies the strategic risks that are managed and controlled within the Communities Directorate

Recommendation: Members are asked to ENDORSE the draft Communities Directorate Risk Register 2009/10 for recommendation to the Governance and Audit Committee for approval

FOR CONSULTATION



1. INTRODUCTION

1.1 As in previous years, the Governance and Audit Committee will receive a report from the Head of Audit and Risk Management in March 2009, presenting the risk registers for 2009/10 for each directorate. In advance of this meeting, the risk registers are to be considered by the appropriate Policy Overview Committee (POC).

1.2 The requirement to maintain risk registers ensures that potential risks which may prevent the Authority from achieving its objectives, are identified and controlled. They also ensure that controls are in place to prevent occurrence of events which it would be unacceptable or undesirable to allow to happen. From time to time they may also highlight risks which are being over-controlled. The process of developing the registers is therefore important in underpinning performance management and service procedures and considerable significance is attached to it by external auditors and inspectors.

1.3 There is a standard format for Risk Registers and a 5x5 matrix is used to rank the scale of risk in terms of likely occurrence and impact (see Table 1) to give an overall score. The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action.

Table 1.

 Likelihood	Very likely	5					
	Likely	4					
	Possible	3					
	Unlikely	2					
	Very Unlikely	1					
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact 				

2. COMMUNITIES RISK REGISTER 2009/10

2.1 The Risk Register for 2009/10 for the Communities Directorate is attached at Appendix One. It is a revised version of the 2008/09 Register, taking account of activity this year. It has again proved relatively stable which continues to reflect proper identification of risk and is enabling a direct link with the Internal Audit programme for 2009/10.

2.2 The main changes from the 2008/09 register are as follows:- the clarification of risks and controls relating to safeguarding vulnerable children and adults (8.2); an additional risk relating to climate change (9.1); and an explicit reference to assumptions in the capital programme which may be affected by the economic downturn (2.2)

2.3 Members will be aware that the inclusion of risks on this register does not necessarily mean there is a problem. On the contrary it reflects the fact that we are well aware of them and of the need for controls. Resource Directors will be reviewing all Directorate risk registers during the next few months in order to identify any cross cutting themes for incorporation into the Authority's Strategic Risk Register.

3. MONITORING AND REVIEW

3.1 During 2009/10 the controls in the register will continue to be tested and checked in order of significance, and new actions monitored. Any additional management action that is required during the year is integrated into the unit

planning process and the full list of risks is reviewed annually by the Senior Management team.

4. RECOMMENDATION

4.1 Members are asked to ENDORSE the draft Communities Directorate Risk Register 2009/10 for recommendation to the Governance and Audit Committee for approval.

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Communities Directorate RISK REGISTER 2009/10

DRAFT

Directorate Risks are those that can be described as presenting a:

- Significant Directorate wide risk
- Significant risk specific to one Unit that could impact on the Directorate as a whole
- Significant risk to the Directorate and / or Council as part of working with external organisations or its role within the Community

Impact. 1 = minor 3= significant 5 = major. *Likelihood* 1 = very unlikely 3= possible 5 = very likely

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
1.1	<i>Financial</i> Reliance on external funding and grants	Reduction / cessation of external funding and grants	Manage / Control	SMT	Lobbying for continuation; plus exit strategies Register of sources of external funding and risk assessment & response as appropriate.	I = 4 L = 4 Score = 16	---	---
1.2	<i>Financial</i> Reliance on Fee income	Fee income sources reduce e.g. as a result of economic downturn or increased competition	Manage / Control	SMT	Monitoring & controls on provision for fee returns. Marketing strategies and mechanisms in place for varying costs in response to variations in income	I = 4 L = 3 Score = 12	Review safeguards and commercial risks	July 09

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New Tasks / Actions	Date
1.3	<i>Financial</i> Dependence on external service providers incl VCS	Supply side collapses and/or monopolies emerge.	Manage / Control	SMT	Service Managers knowledge of the market place. Risk assessment of dependencies underway	I = 3 L = 3 Score = 9	Conclude risk assessment of dependencies and take action as appropriate	June 09
2.1	<i>Reputation/financial</i> CMY manages a major project of strategic importance	Turner gallery build misses deadline. KCC objectives not fully inc. in Trust arrangements	Manage/ control	MD	Project management & monitoring processes.	I = 4 L = 2 Score = 8	Complete the audit of arrangements for transfer to Trust	Quarters 1-2
2.2	<i>Reputation/financial</i> CMY manages a number of other significant capital projects	Major projects may fail to get off the ground or keep on track. Assumptions regarding capital receipts affected by economic down turn	Manage / Control	SMT	Clarity of a/c and roles for each project as they develop. Close working with corporate finance and property teams. Reviews of phasing of projects.	I = 4 L = 2 Score = 8 I = tbc L = tbc	Review effectiveness of monitoring and reporting systems. Application to the Property Enterprise Fund if appropriate	Oct 09
3.1	<i>Performance</i> Services work within a no. of national & local performance frameworks incl. 2010, LAA(2), APA, CAA, CYPP, IYSS	Failure to meet existing key performance targets or to anticipate new ones	Manage/ control	Lead officers	Quarterly monitoring at SMT using risk based approach. CMY involvement in cross-directorate groups	I = 4 L = 2 Score = 8	Quarterly reports or more frequently as required

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New Tasks / Actions	Date
3.2	<i>Performance</i> Reliance on external accreditation	Govt withdraws accreditation e.g. Adult Ed, FE Service Delivery, Archives Mgmt	Successful inspection / approval	Director, CMY and Cultural Services	Quarterly assurance process	I = 3 L = 2 Score = 6	N/A	Ongoing
4.1	<i>HR</i> Rapidly changing environment & budget constraints	Loss of staff or reduced morale affecting service.	Manage / Control	SMT	Implementation of workforce development & IIP improvement plans.	I = 4 L = 2 Score = 8	Expand the scope of SMT monitoring. Implement action arising from the staff survey carried out in 2008	Quarterly Starting Feb 08 and ongoing
5.1	<i>Performance/safety</i> Significant data flows are required to manage the business	Poor quality data could lead to ill-informed management decisions or risk to clients	Manage / Control	SMT	Risk-based Data Quality Reviews across the directorate Individual processes in place in units.	I = 3 L = 2 Score = 6	N/A	
6.1	<i>Governance</i> In some services personal details of individual service users need to be held	Poor data security leads to personal information being lost / stolen	Manage / Control	SMT	Data Security information and advice promoted regularly. Nominated Caldecott guardian Programme of Information Audits	I = 2 L = 3 Score = 6	Implement actions arising from information audits and work of the information security sub group of ICT Ops Board	March 09

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New Tasks / Actions	Date
6.2	Governance CMY hosts and manages some significant partnership agreements	Governance or other failure affecting service delivery. KCC finds itself liable.	Manage/ Control	Lead Director for each Partnership	Periodic Internal Audits	I = 3 L = 3 Score = 9	Continue to review arrangements for significant partnerships.	Ongoing
7.1	Business Continuity Services rely on staff availability (both in-house and providers;) external supply chains; communication networks, utilities and other infrastructure	Service delivery affected by an unexpected disruption to some or all of these dependencies either as one-off events or as 'slow burn' worsening	Maintain critical front line services	Divisional Directors	Business Continuity (BC) plans in place in key services	I = 3 L = 3 Score = 9	Fully test the BC plans for all key (0-7 days) services. Prepare to test BC plans for other services	By Sept. 09
8.1	Safety Many CMY services have direct contact with children and young people	Children accessing our services may be at risk of harm	Zero Tolerance	Divisional Directors	CRB checks for staff and volunteers working with children and vulnerable adults Internet firewalls (e.g. in Libraries) Training and procedures	I = 5 L = 1 Score = 5	Establish a mechanism to give early warning of any failure in control systems Monitor implementation of action arising from Audit of internet access controls	Quarter 1 Quarter 1

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New Tasks / Actions	Date
8.2	Some services within the Directorate provide or commission services for, vulnerable children & adults	A vulnerable child or adult comes to harm as a result of failure to adhere to Safeguarding Procedures or share information with other agencies	Zero Tolerance	SMT	Kent Safeguarding Children Board Local Children's Service Partnership arrangements Kent & Medway Adult Protection Arrangements Robust Staff Supervision including dip sampling processes Risk Management Procedures	I = 3 L = 2 Score = 6	Review of Safeguarding arrangements within CMY Services.	TBC
8.3	Safety Large numbers of staff involved in front line activity	Staff, especially those working alone, may be at risk of harm	Prevent incidents or abuse	Divisional Directors	Lone worker policies & procedures Training and continuous review Contact Centre involvement H&S expertise in HQ and divisions	I = 5 L = 2 Score = 10	Roll out pilot 'lone worker' scheme in the Contact Centre	July 09
8.4	Safety	A service user may cause harm to others	Zero Tolerance	Divisional Director	Implementation of Risk Management Policies Multi-Agency Public Protection Arrangements (MAPPA)	I = 5 L = 2 Score = 10		

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New Tasks / Actions	Date
8.5	Safety A large number of public access points	A member of the public or contractor may be injured on KCC premises, or while carrying out work on behalf of KCC	Prevent accidents	Divisional Directors	Health & Safety procedures Contract management procedures	I = 4 L = 2 Score = 8	Monitor & ensure implementation of recs from a recent review of contract management procedures	Ongoing.
9.1	Environmental Climate change	Climate change affects current assumptions about service delivery	Manage and/or adapt	Divisional Directors		I = tbc L = tbc	Programme of awareness raising leading to new action plans and implementation	July 09 and ongoing

By: Overview, Scrutiny and Localism Manager
To: Communities Policy Overview Committee – 13 January 2009
Subject: **SELECT COMMITTEE - UPDATE**
Classification: Unrestricted

Summary: This report updates Members on the work of the Select Committee on Provision of Activities for Young People and invites suggestions for future topic reviews .

Provision of Activities for Young People

1. (1) As reported at the last meeting this Select Committee, under the chairmanship of Mr A Chell, have carried out hearing sessions and visits in October and November 2008. The Select Committee will be meeting on 14 January 2009 to consider possible areas of recommendation. Following this the report will then be drafted and will go through its approval and sign off process.

(2) The Select Committee report is due to be submitted to Cabinet on 30 March 2009. This Policy Overview Committee will continue to receive regularly updates on the progress of this review.

Suggestions for future Select Committee topic reviews

2. (1) The current Select Committee topic review programme is coming to an end and there is not sufficient time to commence any more reviews prior to the Elections in June 2009. However, it is important that topics are available to be considered early in the new Council so that a work programme can be approved and reviews started as soon as possible.

(2) Members are therefore requested to consider whether there are any potential topics that fall within the remit of this Policy Overview Committee, which they would like to put forward for consideration by the Policy Overview Co-ordinating Committee (POCC) at their meeting on 28 April 2009. At this meeting the POCC will be asked to indicate which potential topics could be included in a future work programme and a priority order. Initial work will then be carried out to scope these potential reviews before a final decision is taken on the work programme at a meeting of the POCC in July 2009.

(3) The Committee are reminded of the recent decision of the County Council that once a Topic Review has been included in the Work Programme as agreed by the POCC the detailed terms of reference each review will be developed by a cross party Member Group (one from each Group) for approval by the Select Committee.

(4) The POC will be kept informed of potential topics which are within its remit.

Recommendation

3. The Committee are asked to :-
- (a) Note the update on the Select Committee on Provision of Activities for Young People; and
 - (b) Invite suggestions for potential Select Committee Topic reviews for consideration by the Policy Overview Co-Ordinating Committee at its meeting on 28 April 2009.

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Background Information: *Nil*