

COMMUNITIES POLICY OVERVIEW COMMITTEE

Thursday, 17th September, 2009

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

COMMUNITIES POLICY OVERVIEW COMMITTEE

Thursday, 17 September 2009 at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: Denise Fitch
Telephone: 01622 694269

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman),
Mr H Craske, Mr D A Hirst, Mrs J Law, Mr J Ozog, Mr K Smith,
Mr R Tolputt, Mr C T Wells, Mr A Wickham and Mr A Willicombe

Liberal Democrat (1): Mr I S Chittenden

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 - 7 July 2009 (Pages 1 - 8)

B. ITEMS FOR CONSIDERATION

- B1 The Potential to Refocus and Restructure the Overview and Scrutiny Function (Pages 9 - 18)
- B2 Portfolio Holder and Managing Director's Update (Pages 19 - 20)
- B3 Financial Monitoring 2009/10 (Pages 21 - 38)
- B4 Towards 2010 - Third Annual Report (Pages 39 - 96)
- B5 Draft Annual Performance Report 2008/09 (Pages 97 - 152)
- B6 Communities Directorate Annual Report on consultation activity 2008/09 (Pages 153 - 170)
- B7 Annual Complaints Report 2008/09 (Pages 171 - 176)

- B8 A summary of progress in delivery of KCC's Environment Policy, including climate change and an overview of next steps for KCC and the Communities. (Pages 177 - 190)

C. SELECT COMMITTEE WORK

- C1 The action plan arising from the select committee on PAYP is presented to Members for approval (Pages 191 - 204)
- C2 Select Committees - update (Pages 205 - 206)

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

Wednesday, 9 September 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 Tuesday, 7 July 2009.

PRESENT: Mrs E M Tweed (Chairman), Mr A R Chell, Mr I S Chittenden, Mr H Craske, Mr D A Hirst, Mrs J Law, Mr J Ozog, Mr R Tolputt, Mr C T Wells, Mr A Wickham and Mr A Willicombe

ALSO PRESENT: Mr M J Angell, Mr P M Hill, OBE and Mr A Sandhu, MBE

IN ATTENDANCE: Mr C Bainbridge (Director of Community Safety & Regulatory Services), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Mr C Hespe (Head of Sport, Leisure & Olympics), Ms A Honey (Managing Director Communities), Mr D Shipton (Finance Strategy Manager), Ms A Slaven (Director Youth Services and KDAAT), Ms S Staples (Head of Kent Arts Development Unit) and Mr K Tilson (Head of Finance for Policy and Resources)

UNRESTRICTED ITEMS

3. Election of Vice-Chairman
(Item A2)

RESOLVED that Mr A R Chell be elected Vice Chairman of the Committee

4. Minutes of the meetings held on 25 March 2009 & 25 June 2009
(Item A4)

RESOLVED that the minutes of the meetings held on 25 March and 25 June 2009 are correctly recorded and that they be signed by the Chairman.

5. Dates of Meetings 2009 & 2010
(Item A5)

The Committee noted the dates of its future meetings, as follows:

Thursday 17 September 2009
Wednesday 11 November 2009

Tuesday 12 January 2010
Tuesday 6 April 2010
Friday 9 July 2010
Thursday 16 September 2010
Thursday 11 November 2010

All meetings will start at 10.00 am. The Chairman stated that, when business allowed, meetings may be held in venues outside of County Hall.

6. Portfolio Holder and Managing Director's Update

(Item B1)

(1) Mr Hill and Ms Honey gave a verbal report looking forward over the next four years and highlighting their key priorities.

(2) Mr Hill stated that a key theme would be finance, and especially the long term impact that the recession would have on public finance. He emphasised the importance of the services provided by the Communities Directorate especially during the recession.

(3) He identified the following major issues and challenges over next few years:-

- Turner Contemporary: - there would be an update report later in the meeting
- Libraries:- Kent was leading in this area with the modernisation of its library service and it was important to maintain the momentum.
- Adult Education, Apprenticeships and skills training were particular important in the recession.
- The Youth Service had received an outstanding Inspection report. It was important to build on work with partners including those in the voluntary sector, and colleagues in Children Families and Education Directorate in relation to Extended Schools.
- The Olympics and Cultural Olympiad – there was a report on this later in the meeting.
- Community Safety – the success of the Community Wardens Scheme and the desire to work more closely with the police was highlighted.
- Capital programme – it was important to ensure that it was effective and deliverable. Schemes such as the Kent History Centre and Ashford library would be delivered during the next 4 years.

(4) Ms Honey referred to their 2007 vision document and highlighted the 3 principles, which were involvement, improvement and impact. She emphasised the importance of policy-led budgeting.

(5) Ms Honey drew attention to the following areas of work :-

- Spotlight sessions – where each of their services was looked at and the management team had a discussion with the heads of service. This included benchmarking to ensure that the services were as streamlined as possible.
- Capital programme – the Directorate had over 300 assets which needed to be utilized effectively, this could involve co-location of services.

- Community Services and private providers – it was important to make sure that the balance was right in relation to each service.
- Communities had a workforce of 4,500. Work was being undertaken on succession planning and supported development to ensure that it was fit for purpose.
- Use of technology – in the library service there had been a saving of £1.3m from a re-negotiated contract. They would be looking at what IT could achieve across their services.

(6) Members asked questions and made comments which included the following:-

- The Community Wardens scheme was commended as being an excellent service and good value for money.
- In relation to the Youth Advisory Group (YAG), Mr Hill confirmed that the paper from the review was currently out to consultation. He stated that he regarded the YAGs as valuable building blocks and that he wanted to strengthen them.
- In relation to a question on the low revenue stream for youth services, Mr Hill explained that there were other areas, such as the Community Wardens, which added value to the youth service. The directorate was also working closely with colleagues in Children, Families and Education and exploring funding from extended schools. He emphasised the importance of working effectively with the voluntary sector to maximise resources.
- In relation to extended schools, it was mentioned that not all areas had a secondary school which could work in this way with the youth service.

RESOLVED that the updates be noted.

7. 2008/09 Final Outturn Report (Item B2)

(1) Mr Shipton reminded Members that, in January 2009, the Committee had received an in-year performance monitoring update. He presented a report which summarised the end of year position for the Communities Portfolio, including budget and business plan outturn.

(2) Members were invited to ask questions and make comments, which included the following:-

- It was confirmed that the Learning Skills Council would finish at the end of March 2010.
- Overspend on the Coroner's service, which was out of KCC's control. It was hoped that the Coroners Bill would result in the Council having more control of this budget but that would not happen for another 2 to 3 years.

- Regarding holding posts vacant, it was confirmed that there was an assumption that there would be a certain level of turnover. If that did not occur then it would have an impact on the budget. The difficulty of recruiting trading standards officers was highlighted.
 - The success of the re-build of Ramsgate Library was commended.
 - Parklife Youth Centre at Herne Bay was mentioned as a good example of partnership working.
- (3) RESOLVED that the report, and comments made by Members, be noted.

8. 2009/10 Budget Monitoring Exception Report (Item B3)

- (1) The Chairman welcomed Mr Tilson to his first meeting of the Committee. Mr Tilson presented the Directorates initial budget monitoring exception report for 2009/10 which was to be considered at Cabinet on 13th July 2009.
- (2) RESOLVED that the budget variations for the Communities Portfolio for 2009/10, based on the first exception monitoring report to Cabinet, be noted.

9. Turner Contemporary Update (Item B4)

(1) Mr Hill presented a report which set out the latest position regarding the construction of the gallery, operational developments and transition to the Turner Contemporary Trust (TCT). Members were invited to ask questions, and the comments and responses included the following:-

- It was suggested that a jazz band playing on the remainder of the Rendezvous site on a Sunday would be a good use of the site.
- Mr Hill confirmed that the Turner Contemporary Arts Trust had raised £650,000 of the £2.9m revenue required.
- Ms Honey stated that Andrea Pullford had been appointed to the post of Head of Operations and Resources for Turner Contemporary.
- Staff currently employed by KCC would transfer to the TCT in April 2010 under a TUPE arrangement. Staff appointments after that date would be made under TCT's terms and conditions.
- It was explained that KCC was the lease holder for Turner Contemporary and that the Service Level Agreement set out KCC's revenue contribution. There was £1.1m revenue funding in the Medium Term Plan for Turner Contemporary and a sum for the remainder of the Rendezvous site.

(2) RESOLVED that the latest developments on Turner Contemporary, and the responses made to the issues raised by Members, be noted.

10. KCC's Work on the London 2012 Olympic and Paralympic Games

(Item B5)

(1) Mr Hespe presented a report which updated Members on progress with the Kent 2012 Campaign and identified some of the future challenges and direction for Kent County Council's work on the London 2012 Games.

(2) In response to a question, Mr Hespe stated that no decision had been made on whether the Olympic torch would enter the UK at Dover.

(3) Members congratulated Mr Hespe and his team on achieving beacon status.

(4) RESOLVED that the latest developments on KCC's work on the London 2012 Olympic and Paralympic Games be noted.

11. Kent Cultural Strategy Update

(Item B6)

(1) Ms Staples presented a report which updated the Committee on the latest position regarding the development of the Kent Cultural Strategy, in the wake of the recent successful Cultural Strategy Summit. Members were invited to ask questions, and the comments and responses included the following:-

- The importance of making sure that the Strategy had a link with Kent history was emphasised, and Ms Staples confirmed the first Summit had included heritage presentations and that the standing delegates included heritage professionals from English Heritage and the National Trust.
- Creative Margate Strategy was mentioned in connection with the importance of engaging with the local residents of Margate in the context of developing a successful future for Turner Contemporary.
- There needed to be adequate facilities for visitors to Turner Contemporary.
- Regeneration of East Kent was crucial and this was wider than Turner Contemporary. Making a link for visitors between Turner Contemporary and other culture facilities in Kent was essential.

(2) RESOLVED that the latest developments on the Kent Cultural Strategy development, and the comments made by Members, be noted.

12. Kent Children & Young People's Plan 2008-2011: Year One Progress Report

(Item B7)

(1) Ms Slaven explained that the Children and Young People's Plan (CYPP) was central to the work of the Kent Children Trusts and was the overarching strategic plan for the Partnership setting out the priorities for improvement in outcomes for children, young people and families in the area. She presented a paper which contained the first annual monitoring report, covering progress made so far in the delivery of Kent's Children & Young People's Plan 2008-2011, focusing on areas particularly relevant to

services within the Communities Directorate. The report was also going to be considered by the Children, Families and Education Policy Overview Committees.

(2) Members were invited to asked questions, and the comments and responses included the following:-

- In relation to Physical, Social and Health Education, a view was expressed that the youth service and Community Wardens had a role to play as young people often found it easier to discuss these issues outside of the school environment, and for those who were not in school this could be their main opportunity to get advice on these sensitive issues.
- Officers undertook to supply Mr Chittenden with a note on the reasons behind the increase in under 18 conception rates for Maidstone compared to other areas and details of what was being done to address this. Also information was requested, by Mr Chell and Mr Chittenden on how many births there had been compared to conceptions.

(3) RESOLVED that the Children & Young People's Plan Review, and the comments made by Members on the contribution made by Communities' Services, be noted.

13. Kent's Policy Framework for Later Life

(Item B8)

(1) Mr Angell, KCC Older People's Champion, set out the background to Kent's Policy Framework for Later Life – *'Living Later Life to the Full'*. Ms Exall explained that this was about a broader, holistic approach across the County Council and its partners to ensure that in all our work the interests of older people were taken into account. Ms Honey informed the Committee that a workshop was going to be held to look at inter-generation work across the Directorate.

(2) Members were invited to asked questions, and the comments and responses included the following:-

- The mutual benefits of intergenerational working were emphasised, and examples given.
- The Community Wardens' role in supporting older people was mentioned.
- The ability of older people to give advice and support to young people was raised.
- Reference was made to promotional activities sponsored by the Primary Care Trusts which empowered people in the 50+ age range.
- Mr Bainbridge undertook to circulate information on the HandyVan scheme.

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

14. Scrutiny of Crime and Disorder matters

(Item B9)

(1) Mr Bainbridge introduced a report which updated Members on the identification of this Committee as the County Council's "Crime and Disorder Committee", and set out a suggested way forward to establish Protocols for the operation of this part of the Committee's remit. He stated that representatives from the Kent Police and the Kent Police Authority wished to meet with the Chairman, Cabinet Member and officers to discuss how the Crime and Disorder Committee would operate. It was anticipated that this meeting would take place in late September/ early October and that there would be a report back to the November meeting of the Policy Overview Committee.

(2) RESOLVED that the report be noted.

15. Select Committees - update

(Item C1)

(1) The Committee received a report which reminded Members that the report of the recent Select Committee on Provision of Activities for Young People had been very well received by County Council in April. The report also set out the process for identifying a future work programme, and Members were encouraged to put forward suggestions for potential topic reviews.

(2) RESOLVED that:-

(a) the Select Committee on the Provision of Activities for Young People be thanked for their work and that it be noted that an action plan to address the recommendations in the report would be submitted to the September meeting of this Committee.

(b) Members submit any suggestions for Select Committee topic reviews by email to the Democratic Services Officer for this Committee.

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By: Alex King, Deputy Leader

To: Communities Policy Overview Committee – 17 September 2009

Subject: Potential to Refocus and Restructure the Overview and Scrutiny Function

1. Context

This paper represents current thinking from a variety of sources to develop a recommendation to full Council in October. The paper needs to be seen in the context of:

- a) the emerging Strategy for Localism for the County Council and the various models and Frameworks for Localism being established across the County in conjunction with our Partners;
- b) the development of the Member role(s) and County Council's application for the South East Employers Organisation Member Development Charter;
- (c) implementation of the recommendations arising from the Informal Member Group: Member Information;
- (d) the opportunities, working in partnership with Borough/District colleagues that may exist to pool the resources supporting Overview and Scrutiny across the County and to agree shared work programmes on issues which will add value without duplication to the communities which we all serve;
- (e) the emerging scrutiny roles for which legislation/regulations have been published including Scrutiny of the Crime and Disorder Reduction Partnerships; and
- (f) the scrutiny of the public sector bodies advocated in the consultation document "Strengthening Local Democracy".

2. Overview and Scrutiny – the Key Challenges

(1) As the Strategic Authority for Kent the County Council has a unique community leadership role. The challenge to Members is to:-

- Lead the provision of public services in the area;
- Engage with local communities, tiers of local government and stakeholders;
- Define with them the future of the locality; and
- Achieve the strategies and visions which people agree.

(2) That is what the best Councils are doing and their legitimacy for the future will derive from their role as democratic bodies.

(3) All Members of all parties, not just the Executive, have a role in community leadership.

(4) Scrutiny was initially seen to provide challenge to the Council's own service performance. That remains one aspect of the role, but much of the most effective work of scrutiny bodies has involved engagement with the wider community and across all public service issues. It is now incumbent upon the County Council to develop imaginative forms of engagement, to involve local people, service users and others in scrutiny. This is a wider conversation that scrutiny can lead across the county.

3. Challenges

(1) The challenges are as follows:-

- Widening the engagement and understanding of elected Members in effective Partnership working;
- Bringing the knowledge of local issues and communities which elected Members have to service providers involved in Partnerships;
- Holding the leadership of Strategic Partnerships across the public sector including local authorities to account.

(2) Effective Overview and Scrutiny must contribute to effective Partnership working. This can be done through:-

- Using scrutiny projects to bring Partner organisations together to find new ways of working jointly to tackle important local problems (*a good example of this was the work of the Health Overview and Scrutiny Committee in the summer of 2008 which facilitated a discussion between the Acute Hospital Trust, the Primary Care Trust, Dover District Council and the County Council to look at what could be the best outcome for Dover residents in terms of future healthcare provision*);
- Raising the profile of scrutiny and its work priorities to enhance public understanding, and recognition – which has been described as 'championing the people of Kent'; and
- Building alliances with the Executive and other stakeholders to gain support for recommendations (*another good example is the work of the previous Council, the Select Committees on Autism Spectrum Disorder and Alcohol Misuse where all the Partners that had contributed to the recommendations which were not wholly in the gift of the County Council's Executive to deliver, were brought together before the Select Committee report was published to support the recommendations and take ownership for their delivery*).

(3) It is important that the overview and scrutiny process adds value working towards positive recommendations and improvements and ensuring that it concentrates on what only scrutiny can do. It is not about duplicating the work of

Regulators and Inspectorates. It is also about identifying the key issues behind the statistics – *e.g. widening the conversation to engage local people, service providers, neighbourhood users, communities, and the elected Members, verify problems, and develop ideas on how problems can be solved.*

4. Statutory Requirements

The County Council must have:-

- (a) one scrutiny committee responsible for the scrutiny of Cabinet decisions and operating a “call in “ procedure;
- (b) a statutory Health Overview and Scrutiny Committee which encompasses Adult Social Care as well as NHS matters (*in the autumn it is understood that statutory guidance for local authorities and the NHS will be published setting out how overview and scrutiny of health services can be improved*);
- (c) at least one Committee must be designated as the Crime and Disorder Scrutiny on Committee (*these new powers which came into force on 1 April 2009 currently sit with the Communities Policy Overview Committee and are shortly to be the subject of some discussions on how it will operate with the Kent and Medway Police Authority*); and
- (d) statutory co-optees as required, primarily Church Diocesan representatives and Parent Governors who serve on the Cabinet Scrutiny Committee and the education related Policy Overview Committees.

5. Emerging Scrutiny - Scrutiny of the Crime and Disorder Partnerships

- (1) Cabinet Members will be aware that the County Council’s role in the scrutiny of the Crime and Disorder Reduction Partnership is currently in the Communities Policy Overview Committee.
- (2) Ongoing discussions are taking place with partner organisations to identify how this might be delivered effectively across the democratically elected sector.

6. Consultation - “Strengthening Local Democracy”

(1) The first draft of a response to the consultation launched by Local Government Minister John Denham, on Strengthening Local Democracy has been considered earlier in the meeting.

(2) When launching the consultation, Local Government Minister John Denham, made reference to the proposal to give authorities greater scrutiny over:-

- Police strategies in Local Authority areas
- Fire and Rescue Authorities
- Local Authorities’ delivery of high quality education provision
- Probation Authorities
- Job Centres Plus
- Utility companies
- Young People’s education and skills issues

(3) As a consequence, bodies external to the scrutiny authority could be compelled to have regard to the recommendations of the scrutiny committee.

(4) This does present the real opportunity to pool all Overview and Scrutiny resources across the public sector and establish an independent body to scrutinise the decision makers of all these public sector bodies.

(5) The public will have the right to appeal to a scrutiny committee if they do not like the response to a petition

(6) A report on a process for written petitions and electronic petitions is to be the subject of a report to the Selection and Member Services Committee on 13 October and to the County Council on 15 October 2009. Every local authority is required to have a process for e-petitions. It will be important that the Cabinet, Chief Officer Group and the Head of Communications and Media Centre are fully aware of the petitions which have been logged and their closing dates and the mechanisms for responding to the petitioner(s).

(7) There is in a two tier area an opportunity for a petitioner to a Borough/District Council who remains dissatisfied with the response to refer the matter to the County Council. How this can best be organised is to be discussed with Borough and District Council colleagues at a meeting later on this month.

(8) The Strengthening Local Democracy consultation document also suggested:

- (a) duty could be placed on local authority Chief Executives to ensure that Committees have adequate resources to carry out their work;
- (b) that the Chairman of an Overview and Scrutiny Committee might be given the authority commensurate with a Cabinet post - *for example Essex County Council have created a lead role for one of their Scrutiny Chairmen who chairs not only a Scrutiny Committee but also the Scrutiny Board (which comprises all the Scrutiny Chairmen and Area Forum Chairmen). The Scrutiny Chairmen have a designated room and the culture in Essex County Council has shifted to one of parity of esteem for scrutiny with the Executive. It was also evident from a discussion I have had with the Chairman of the Scrutiny Board that the culture of Essex County Council has changed and scrutiny is seen as an effective mechanism by the Council and Executive in adding value and outcomes for the residents of the County. Members may wish to consider whether the new model for Kent's Overview and Scrutiny function should strengthen the role of the Policy Overview Co-ordinating Committee to 'gate keep' and commission work for the Scrutiny Committees; and*
- (c) there is also a suggestion that as part of the support required, Committees may call on expert advice from the public.

7. Cabinet Scrutiny Committee

(1) At the meeting of the Cabinet Scrutiny Committee on 21 July the Committee asked for a report back at its 23 September meeting on a range of issues including:-

- (a) exploring how many authorities undertake pre-scrutiny;
- (b) greater use of the media in helping to inform scrutiny;
- (c) co-opting representatives to add rigour and robustness to the Overview and Scrutiny process; and
- (d) the potential to strengthen the information made available to Members through the Forward Plan of Key Decisions.

(2) A number of local authorities responded to our request for information on pre-scrutiny. The responses indicated that the process we have for operating the existing Overview and Scrutiny structure of Committees is not dissimilar to the process described by other authorities as pre-scrutiny.

Forward Plan of Key Decisions

(4) One issue which may warrant attention is the possibility of strengthening the information in the Forward Plan of Key Decision and ensuring that the agenda setting process for each of the Council's Overview and Scrutiny Committees takes this into account.

Co-optees

(5) One view from Cabinet and the Cabinet Scrutiny Committee is that one of the ways of strengthening an Overview and Scrutiny process might be to have a pool of experts, advisors, representatives of organisations, voluntary sector or the public to call upon to assist the Overview and Scrutiny Committee for a specific issue. If this is decided by the County Council as an appropriate way forward the challenge will be to establish an independent/impartial mechanism on how this can be achieved. Discussions have taken place with the Appointments Commission, Improvement and Development Agency (IDeA) and the South East Employers Organisation to see if they can assist but it seems unlikely. It has also been suggested that other South East county authorities who are also exploring this role to strengthen Overview and Scrutiny may be willing to establish a mechanism to support our respective overview and scrutiny processes.

(6) Members will be aware that the County Council process for establishing a Select Committee already includes consideration of the appointment of a co-opted expert/advisor who will be able to assist the Select Committee.

(7) Members will also be aware that Durham County Council have established from 1 April 2009 an Overview and Scrutiny structure which includes a scheme of co-option. Ongoing discussions will continue with Durham to assess how successful this scheme of co-optees has been.

Rapporteurs

(8) Members have expressed a wish in developing a rapporteur scheme whereby an elected Member(s) with a specific interest takes ownership for a piece of work, undertakes the research themselves and prepares a report. The Health Overview and Scrutiny Committee have expressed a wish to pilot a rapporteur scheme.

Involvement of the Media/Press in Scrutiny

(9) Members will be aware that the County Council has agreed a protocol for publicising and launching Select Committee reports (attached as an Appendix to this report).

(10) However, one of the issues which arose at the Cabinet Scrutiny Committee on 21 July 2009 was utilising the media and press more effectively. Having spoken to the Member who raised the issue the suggestion made is that when the Overview and Scrutiny Committees have identified their work programme then working with the Communication and Media Centre the views of the public should be sought through a formal process.

(11) Taking this one stage further it should be possible for the public to email in questions they would like asked as the meeting is progressing. This is an exciting proposal and would need careful consideration on how it is implemented/moderated. Members views are sought.

8. Policy Overview Committees

Members are reminded that the County Councils current Overview and Scrutiny process gives non executive Members the ability to assist the Cabinet with Policy Development. At agenda setting meeting Members can make use of the Forward Plan to put an item on the POC agenda, also there is the opportunity for Cabinet Members to make the POC aware of developing policy areas which the POC could have an input into. Any Member may give notice that they wish an item to be considered at a POC meeting. It is important that Members make effective use of these powers to add value to the work of the County Council for the benefit of all Kent residents.

9. Duty to Involve

There is a correlation between the legislative framework around the "Duty to Involve" with the "Place Shaping Agenda", the development of the website, the concept of a "Virtual County Hall", (Kent Space- making Kent Work for You) (a concept whereby communities of interest through Social Networking find the County Council), the Citizens Panel, the Consultation Strategy, petitions and e-petitions, the emerging localism strategy which are all mechanisms, sources of information and evidence which can help to inform the Overview and Scrutiny function.

10. Timetable

(1) To meet the timetable for a report on the structure of the Overview and Scrutiny function to the County Council on 15 October 2009 I set out below a list of meetings which would give the opportunity to the majority of Members to contribute to this discussion.

Environment, Highways & Waste POC - **15 September**

Communities POC - **17 September**

C, F & E POCs - **18 September**

Adult Social Services POC - **22 September**

Cabinet Scrutiny Committee - **23 September**

Regeneration & Economic Development POC - **24 September**

Corporate POC - **25 September**

Health Overview and Scrutiny Committee - **2 October**

County Council - **15 October**

11. Recommendation

Members views are requested before Cabinet Members make a recommendation to County Council.

Paul D Wickenden
Overview, Scrutiny and Localism Manager
01622 694486
paul.wickenden@kent.gov.uk

Kent County Council

PUBLIC RELATIONS PROTOCOL FOR SELECT COMMITTEE REVIEWS AND REPORTS

This protocol has been written as a basis for all communications between Select Committee Members and the media. It will ensure that the corporate communications team is able to maximise opportunities for scrutiny to publicise its work and promote the transparency of the Council's decision-making process.

- All actions should be in accordance with the letter and spirit of the DCLG Code of recommended practice on local authority publicity.
- Media activity should be co-ordinated through the corporate communications team who will make arrangements and ensure that the appropriate Members are put forward, rather than Select Committee Members approaching the media direct to discuss the topic review.
- The Select Committee Chairman should be the official spokesperson for the review report, unless another more suitable spokesperson has been identified by the Chairman.
- Chairmen of Select Committees will be expected to attend or have attended media training.
- There is potential, on rare occasions, for conflict between scrutiny and cabinet on issues. Maintaining the professional reputation of the council in the eyes of the public is paramount and conflicting statements may make the council appear inept or divided. Care should be taken, on all sides, to avoid this situation from arising. But in such circumstances Corporate Communications would present factual information to the media fairly representing both the Scrutiny and Cabinet viewpoints.
- The corporate communications team should be advised of any media enquiries received by Select Committee Members to offer guidance and help if required and to monitor responses.
- Press releases for Select Committees will be drafted by a member of the corporate communications team, in consultation with the Research Officer for the review and approved by Select Committee Chairman, in consultation with the Overview, Scrutiny and Localism Manager.
- Press releases will be fair and representative of the views of the Select Committee. They may include the views expressed in minority reports if those views differ from the main report.

- The media are invited to attend all formal meetings of Select Committee unless matters of an exempt nature are to be discussed.
- When the report of the Select Committee is ready to go into the public domain a member of the corporate communications team, in consultation with the Research Officer to the Select Committee drafts a press release. Where possible the press release should include input from a third party who has been involved with the review. The Press release should be approved by the Select Committee Chairman (with the nominated official spokesman, where appropriate) in consultation with the Overview, Scrutiny and Localism Manager. An embargoed copy of the press release should be sent out with an electronic copy of the report, to the media a day before the public domain with an embargo on it. There may or may not be a press conference but the Chairman, relevant members make sure they are available for interviews.
- Corporate Communications officers are permitted to refuse to prepare press releases, deal with media enquiries or arrange media interviews in the following cases:
 - (i) If the press release or enquiry is political in any way.
 - (ii) If the information in the press release is deemed libellous or malicious
- Corporate Communications officers will not organise interviews between media and individual members of the Select Committee unless there is explicit agreement by the Select Committee Chairman.
- Press releases will not be issued as a matter of course after Select Committee meetings simply to record the proceedings. Post-meeting publicity will, however, be given where there is good reasons for doing so e.g. to promote opportunities for public consultation.

By: Mike Hill, Cabinet Member and Amanda Honey, Managing Director
To: Communities Policy Overview Committee, 17th September 2009
Subject: Portfolio Holder and Managing Director's update
Classification: Unrestricted

Summary: This will be an oral update to members of the committee on recent developments within the Directorate

Recommendations: Members of the POC will be invited to note and comment on the latest developments.

FOR INFORMATION AND COMMENT

Topics for Consideration

The Cabinet Member and Managing Director's update will include;

- Turner contemporary
- Capital Programme
- Cultural Strategy
- Sports Leisure and Olympics
- Community Safety
- Total Place
- Future Jobs Fund

Contact:

Jonathon White 01622 221883
Staff Officer to Cabinet Member for Communities

Wayne Gough 01622 694645
Staff Officer to Managing Director, Communities

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By: Mike Hill, Cabinet Member and Amanda Honey, Managing Director
To: Communities Policy Overview Committee, 17th September 2009
Subject: Financial Monitoring 2009/10
Classification: Unrestricted

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 (POCs) consider priorities for the Medium Term Plan (MTP) at their November meetings and the draft MTP and annual budget at their January meetings. To inform discussion, three reports are presented to the Committee on a regular basis:

a) Budget Monitoring reports

A quarterly budget monitoring report is taken to Cabinet, usually in September, December and March and the 'Communities' annex to those reports is on the agenda of this Committee at the next available meeting. This keeps Members informed about current trends, pressures and management actions in advance of the next year's budget setting.

b) Performance reports

Reports are also brought to POCs throughout the year advising Members of performance against national indicators, Local Area Agreement and Towards 2010 targets, operational business activity and any external inspection reports. For example, the draft Annual Report against the Towards 2010 commitments that are led by Communities is a later item on this agenda.

c) Outturn report

Effectively an amalgam of the above two, the outturn report in July summarises financial and performance information for the preceding year.

3 Quarterly monitoring report

- 3.1 Attached is the monitoring report for the first quarter in 2009/10 for the Communities portfolio. The report covers revenue and capital expenditure and is identified as Annex 4 to the report which will be considered by Cabinet on 14th September 2009.

4 Recommendations

- 4.1 Members of the POC are asked to note the projected outturn figures for the directorate for 2009/10 based on the first quarterly monitoring report to Cabinet.

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Appendix: The Communities annex to the 2009/10 quarter one budget monitoring report to Cabinet on 14 September 2009

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COMMUNITIES DIRECTORATE SUMMARY JULY 2009-10 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" i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect the new portfolio structure, a number of technical adjustments to budget and the roll forward of £0.017m from 2008-09, as agreed by Cabinet on 13 July 2009.
- The inclusion of a number of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 of the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Communities portfolio							
Turner Contemporary	1,122	-332	790	0	0	0	
Kent Drug & Alcohol Action Team	17,193	-14,904	2,289	-57	57	0	
Youth Offending Service	6,813	-2,986	3,827	0	0	0	
Youth Services	12,964	-5,829	7,135	334	-334	0	Unbudgeted one-off income - and resulting expenditure - mostly concerning Contactpoint (£111k) and ToGoGo (£152k) projects.
Adult Education (incl KEY)	17,319	-17,530	-211	70	-211	-142	Net variance relates to £160k vacancy management within AE and £19k deficit on KEY that cannot be mitigated in year. Additional LSC & ESF income for Response to Redundancy/ Skills Development & associated costs
Arts Unit	1,407	-91	1,316	0	0	0	
Libraries, Archives & Museums	23,337	-2,861	20,476	-189	189	0	Underachievement of AV & merchandising income targets and further forecast reductions given declining demand, offset by increased income from prisons. Gross variance relates to extended vacancy management/ freeze in order to deliver balanced budget.

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Sports, Leisure & Olympics	2,486	-1,287	1,199	177	-177	0	Additional income from partner agencies to fund new projects, with associated spend on contracts with private/public sectors
Supporting Independence	1,616	0	1,616	0	0	0	
Kent Community Safety Partnership	4,203	-283	3,920	-32	32	0	
Coroners	2,421	-384	2,037	277	0	277	Continuation of 2008-09 pressures on Mortuary fees/long inquests, Pathology costs and new pressure regarding body removal, toxicology & histology
Emergency Planning	807	-168	639	0	0	0	
Kent Scientific Services	1,327	-752	575	0	50	50	Unachievable internal income target
Registration	4,224	-3,140	1,084	-14	14	0	
Trading Standards	3,820	-340	3,480	-90	14	-76	Extended vacancy management policy to contribute to divisional overspends, with view to appoint to posts in 2010-11. Reduced fees due to self verification of liquid fuel measurements
Policy & Resources	1,349	-77	1,272	-14	14	0	
Business Development & Support	650	-220	430	0	0	0	
Strategic Management	997	0	997	0	0	0	
Centrally Managed directorate budgets	811	-1,320	-509	100	0	100	Contribution to Maidstone Museum, in relation to joint working projects and capital cost of extension
Support Services purchased from CED	4,109	0	4,109	-21	0	-21	Reduced charge for KPSN
Total Communities controllable	108,975	-52,504	56,471	541	-352	189	
Assumed Management Action				-100	0	-100	£100k virement requested from Finance portfolio regarding funding for Maidstone Museum pressure
Forecast after Mgmt Action				441	-352	89	

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 Youth Service: £334k Gross and -£344k Income

The Youth Service has received one-off funding of £152k from CFE with regard to the ToGoGo projects and the redevelopment of its website, (the ongoing annual maintenance costs are funded and included within the existing budget). Gross expenditure has also increased accordingly in line with the planned expenditure on the ToGoGo project.

In addition the Youth Service has received an additional one-off contribution of £111k from DCSF in relation to increased expenditure on its Contactpoint project, with the resulting increase in gross expenditure. Other variances on gross and income are below £100k.

1.1.3.2 Adult Education incl. KEY: -£142k net (+£70k gross, -£211k income)

a) KEY Training: £19k Net pressure (+£191k gross, -£172k income)

The KEY training service has made progress with regard to addressing the 2008-09 overspend and has managed all base pressures, as well as making a small contribution to the rolled forward deficit. Part of the 2008-09 deficit was caused by a timing delay in relation to the Entry to Employment programme where costs were incurred in 2008-09 but that income was not received until the first quarter of 2009-10 due to LSC changing their profile of payments mid year.

The remainder of the deficit in 2008-09 was caused by LSC changing to a demand led approach when allocating funding for Apprenticeships and when the maximum contract values were quantified late in the year, this led to reduced income but left little scope for the service to reduce expenditure levels to address the income shortfall in such a short timeframe when certain commitments were already in place.

A management action plan has been drafted to address the underlying 2008-09 overspend and will be delivered over a two year period. Following the overspending last year, the service has been reviewed and has profiled its gross and income budgets, which now include a monthly contribution to reserves based on 5% of annual income target. This reserve is to provide for possible under achievement of performance indicators that are linked to external funding. There is also a monthly contribution to reserves of £7.5k to mitigate any potential future funding changes. However, these contributions, will not be made until KEY is able to deliver a balanced budget.

Although this service is currently forecasting a net pressure of £19k, within this is a gross and income variance of +£191k and -£172k respectively. The main reason for this is additional income of £172k from LSC and ESF (European Social Fund) in relation to new contracts for Response to Redundancy and Skills Development, but there are also matching additional costs of £172k in relation to servicing these new contracts.

b) Adult Education: £160k Net underspend (-£121k gross, -£39k income)

A saving is forecast of £160k in relation to vacancy management of support staff. This strategy was developed in order to provide capacity to make annual contributions to a reserve to meet planned renewals of plant and equipment rather than meet the full cost of these renewals from the annual budget in the year in which they occur.

As the Communities portfolio as a whole is currently forecasting a net pressure, this contribution will not be made until a balanced position is reported.

The £160k gross saving is partially offset by £39k pressures in relation to IT replacement needs in the Skills Plus Centre and an increase in contracts with the private sector.

The income variance of -£39k is due to forecast growth in income with regard to tuition fees. Fees carried forward from the 2008-09 financial year for courses in the 2008-09 academic year (to Aug 09) have exceeded plans and whilst enrolments are lower than expected for the first quarter of 2009-10, they are expected to increase in the second quarter, which is the busiest period for enrolments.

1.1.3.3 Libraries: -£189k Gross and £189k Income

Libraries are forecasting a reduction in their Audio Visual (AV) income streams of £125k (which is supported by the activity indicators in section 2.2) and a shortfall in their merchandising income of £100k. This is partially offset by increased income from access services, which includes prisons. The service has made a compensating saving on gross expenditure through vacancy management in order to balance their budget.

1.1.3.4 Sports, Leisure and Olympics: £177k Gross and -£177k Income

Additional one-off income of £177k was received in relation to the Active Sports programme with both the grant and income from internal clients increasing. Contracts with the private and voluntary sectors have increased accordingly and are the reason for the variance on gross expenditure.

1.1.3.5 Coroners: +£277k Gross

The service continues to experience pressures arising from pathology and Mortuary costs despite providing an additional £150k into the budget in 2009-10. Increased costs arising from the re-tender of the body removal contract are estimated at £70k during 2009-10, and full year costs of £100k will impact in 2010-11.

There is also a pressure on Histology, Toxicology and Mortuary costs arising from increased activity, as more deaths are being investigated, currently forecast at £152k. The pressure is being exacerbated because one of the coroners has opted to use a private sector provider instead of Kent Scientific Services, thus attracting increased costs.

The Head of Service will be meeting with Coroners in an attempt to agree a solution, but Coroners are governed by central government and not the Communities directorate, which makes this budget very difficult to control.

1.1.3.6 Centrally Managed Budgets: +£100k Gross

The Council was approached by Maidstone Borough Council to contribute towards the construction programme at Maidstone Museum and a £100k contribution has been agreed. This is currently showing as an overspend within Communities Centrally Managed budgets, but **Cabinet is asked to approve a virement** from the underspending within the Finance portfolio (as reported in annex 6) to cover this cost. This is currently shown as management action in table 1 and in section 1.1.7.2 below.

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Additional contracts entered into with private and voluntary sectors in relation to Active Sports programme.	+177	CMY	Libraries: staff savings to mitigate reduced income from AV issues and merchandising.	-189
CMY	Additional staff costs and contracts with private sector to service the new contracts commissioned by LSC and ESF within Key Training.	+172	CMY	Additional non recurring funding received from external and internal sources in relation to Active Sports programme.	-177
CMY	Coroners: Mortuary, Histology and Toxicology fees that are not governed by CMY	+152	CMY	New funding secured from LSC with regard to Response to Redundancy contract and from ESF with regard to Skills Development within KEY Training	-172
CMY	Youth: increased expenditure on ToGoGo project and website covered by contribution from CFE	+152	CMY	Adult Education support staff savings.	-160
CMY	Reduced forecast in relation to Libraries' Audio Visual income streams due to declining demand and alternative sources of supply.	+125	CMY	Youth: Contribution from CFE towards ToGoGo project and revamp of website.	-152
CMY	Youth: increased expenditure on Contactpoint covered by increase in funding from DCSF.	+111	CMY	Youth: Additional one-off funding from DCSF towards additional Contactpoint expenditure.	-111
CMY	Libraries: shortfall in merchandising income	+100			
CMY	Contribution to Construction programme at Maidstone Museum	+100			
		+1,089			-961

1.1.4 Actions required to achieve this position:

In order to mitigate the underlying rolled forward deficit on KEY Training from 2008-09 of £454k, the Directorate has reviewed the structure of the service and that of Adult Education in order to achieve synergies and better working practices. A thorough review was undertaken concerning staffing levels and premises costs given the reduction in funding available and a management action plan was enacted which will result in a £199k net saving in year, with the full year effect being £534k. This removes the base pressure facing KEY Training and the service is on schedule to present a balanced position by the end of 2010-11.

1.1.5 Implications for MTP:

The on-going pressures faced by the Coroners Service and the impact of the full year effect of the body removal contract, are medium term financial pressures for the portfolio. Rising costs concerning mortuary fees, increases in the number of long inquests being held and increased fees for pathology, toxicology and histology all present a base pressure for the Directorate.

Other pressures for the Directorate relate to their property portfolio as there is deemed to be inflationary pressures on energy, premises and other property related expenses.

1.1.6 Details of re-phasing of revenue projects:

N/A

1.1.7 Details of proposals for residual variance:

1.1.7.1 Both KEY Training and Adult Education reviewed their structures in an attempt to address the previous year's deficit in KEY so that the service is able to respond more quickly to changes in LSC funding levels. Part of this review included regular annual contributions to reserves as a % of the annual income target of £172.5k and £160k for KEY and Adult Education respectively.

As Communities is currently forecasting a net pressure (mainly in relation to Coroners), these contributions will not start this year as was hoped, but will be factored into the budgets from 2010-11 onwards.

1.1.7.2 The directorate is awaiting approval from Cabinet to a virement from the Finance portfolio to mitigate the £100k commitment relating to Maidstone Museum. This is currently shown as management action in table 1.

1.1.7.3 The directorate will continue to monitor management action on a regular basis and will implement a moratorium on non essential expenditure across the directorate should the position not improve within a reasonable timescale.

1.2 CAPITAL

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

The capital cash limits have been adjusted since last reported to Cabinet on 13th July 2009, as detailed in section 4.1.

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

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
Community Services Portfolio						
Budget	35,341	28,556	11,933	3,282	5,670	84,782
Adjustments:						
- roll forward	-4,099	1,959	2,140			0
- Outturn and pre-outturn changes	-7,674					-7,674
- Ramsgate Library						0
- Dover Big Screen						0
- Renewal of Library ICT						0
-						0
Revised Budget	23,568	30,515	14,073	3,282	5,670	77,108
Variance		-6,316	+8,434	+816	0	+2,934
split:						
- real variance		-21	2,555	400	0	+2,934
- re-phasing		-6,295	5,879	416	0	-0
Real Variance	0	-21	2,555	400	0	2,934
Re-phasing	0	-6,295	5,879	416	0	-0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2009-10 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	Initial Planning Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
CMY	Ramsgate Library	real		+369		
CMY	Moderisation of Assets	phasing	+385			
			+385	+369	+0	+0
Underspends/Projects behind schedule						
CMY	Ashford Gateway Plus	phasing		-3,521		
CMY	Turner	phasing		-1,171		
CMY	Gravesend Library	phasing			-1,000	
CMY	Contribution to Marlowe Theatre	phasing			-1,000	
CMY	Tunbridge Wells Library	real		-391		
			-0	-5,083	-2,000	-0
			+385	-4,714	-2,000	+0

1.2.4 Projects re-phasing by over £1m:

1.2.4.1 Ashford Gateway Plus; -£3.521 million

The latest project cost forecast is based on revisions to the project and its funding both of which have been under negotiation with Ashford's Future and HCA for some months. Assuming the planning application is made this month re-phasing of £3.521m is being reported. The estimated opening date is early 2011 and the total cost of the scheme is now estimated at £7.566m. The Funding of the project has been affected by the economic downturn particularly regarding the expected capital receipts from Associate House and the affordability of prudential revenue borrowing. However, the support from GAF3 that has been noted in previous reports is expected

to be £1.95m and this will be partly matched by other KCC monies, details of which will be set out when Approval to Spend is sought. The revised scheme is as follows:

	Prior Years	2009-10	2010-11	2011-12	FutureYears	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget*	327	4,661	355			5,343
Forecast*	327	1,140	5,499			6,966
Variance	-	-3,521	5,144	-	-	1,623
* excludes £600k funded by KASS and Gateway						
FUNDING						
Budget:						
prudential		1,000				1,000
prudential/revenue		763	355			1,118
developer cont		157				157
grant						-
capital receipts	327	506				833
general cap receipt		1,000				1,000
PEF2		1,235				1,235
						-
Unfunded						-
TOTAL	327	4,661	355	-	-	5,343
Forecast:						
prudential		634	366			1,000
prudential/revenue			660			660
developer cont			157			157
grant			1,958			1,958
capital receipts	327	506				833
general cap receipt			1,000			1,000
PEF2			650			650
						-
Unfunded			708			708
TOTAL	327	1,140	5,499	-	-	6,966
Variance	-	-3,521	5,144	-	-	1,623

1.2.4.2 Turner Contemporary; -£1.171 million

The latest forecast is based on the estimated schedule of payments from the contractor. £1.171m represents 6.7% of the total value of the scheme, however, despite this the project is still on schedule to be completed in 2010 with an official opening in spring 2011. Revised phasing of the scheme is now as follows:

Project: Turner Contemporary

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	2,892	10,512	3,774	222		17,400
Forecast	2,892	9,341	5,167	0		17,400
Variance	0	-1,171	+1,393	-222	0	0
FUNDING						
Budget:						
prudential	2,642	7,962	-2,086	-2,118		6,400
other external	250	2,550	5,860	2,340		11,000
TOTAL	2,892	10,512	3,774	222	0	17,400
Forecast:						
prudential	2,642	7,112	-1,733	-1,048	-573	6,400
other external	250	2,229	6,900	1,048	573	11,000
TOTAL	2,892	9,341	5,167	0	0	17,400
Variance	0	-1,171	+1,393	-222	0	0

1.2.4.3 Gravesend Library; -£1.0 million

There have been a number of issues to resolve with design/listed building consent to this project as the library is a Grade II listed building leading to delays of £1.0m (40% of the project cost). These issues have now been resolved and a planning application is expected to be submitted this month, with the project costs being contained within the overall project budget. It is anticipated that work could start on site in January 2010 with the building reopening Spring 2011.

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	37	1,700	763			2,500
Forecast	37	700	1,125	638		2,500
Variance	-	- 1,000	362	638	-	-
FUNDING						
Budget:						
prudential	37	1,700	763			2,500
						-
TOTAL	37	1,700	763	-	-	2,500
Forecast:						
prudential	37	700	1,125	638		2,500
						-
TOTAL	37	700	1,125	638	-	2,500
Variance	-	- 1,000	362	638	-	-

1.2.4.4 Contribution to The Marlowe Theatre; -£1.0 million

Agreement as to the draw down of this grant has yet to be finalised with Canterbury City Council. The project is underway in Canterbury and this funding will be matched to the cash flow requirements of the project. At present it seems likely that only half the grant will be required in 2009-10. There are no financial implications because it is a City Council project.

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget		2,000				2,000
Forecast		1,000	1,000			2,000
Variance	-	- 1,000	1,000	-	-	-
FUNDING						
Budget:						
capital receipts		2,000				2,000
						-
TOTAL	-	2,000	-	-	-	2,000
Forecast:						
capital receipts		1,000	1,000			2,000
						-
TOTAL	-	1,000	1,000	-	-	2,000
Variance	-	- 1,000	1,000	-	-	-

1.2.5 Projects with real variances, including resourcing implications:

- (a) Canterbury High School Adult Education facilities – ‘under spend’ of £30k expected from the final negotiations with the school on the share of costs to be borne by Communities in 2009-10.
- (b) BLF Physical Education & Sport Programme – ‘under spend’ of £20k arising at the end of the programme in 2009-10. This could result in grant being returned to Big Lottery, this has yet to be confirmed.
- (c) Herne Bay Youth & Children’s Centre – ‘over spend’ of £6k in 2009-10 arising from the need to remedy a problem with the air circulation system. This should be funded from developer contributions.
- (d) Ramsgate Library Betterment – ‘over spend’ £369k overall in 2009-10 as a result of delays during construction, some design changes and additional fees as a result of the higher overall cost. There has also been an extension of time claim by the contractor, which has now been settled. The final cost could be slightly lower, but we await confirmation from the QS of the final fee costs. This extra cost will be funded £36k from CFE and the balance from savings in the Modernisation of Assets budget and the Tunbridge Wells project.
- (e) Dover Big Screen – ‘over spend’ of £45k in 2009-10 arising from the additional costs of piling and archaeology. This cost will be funded from savings elsewhere in the programme.
- (f) Tunbridge Wells Library – saving £391k in 2009-10 with the necessary works trimmed back to meet DDA requirements for the library and AEC, with Tunbridge Wells BC making an appropriate contribution. The saving will be used to fund the over spend at Ramsgate Library.
- (g) The Beaney – is forecasting an overspend over the life of the project of £429k arising in 2010-11 and 2011-12. This has been identified from the additional cost of acquiring

Kingsbridge Villas and the detailed pre-tender estimate recently completed. Further value engineering has been undertaken pending the results of the tendering process. The additional costs will be funded from the forecast underspend on the Modernisation of assets programme.

- (h) Modernisation of Assets – Under spends of £250k in 2010/11 and £179k in 2011/12 from DDA may be needed in the following 2 years to contribute to the disable access costs of the Beaney project.
- (i) Kent History Centre – the revised proposals have an additional cost of £1.332m in 2010-11 and 2011-12. However, the reduced land value at James Whatman Way means additional funding totalling £2.562m will be required, this is shown as unfunded at this stage. Proposals for closing this gap will be brought forward as part of the MTP process.
- (j) Ashford Gateway Plus – higher cost against the original budget of £1.623m in 2010/11. The project has been revised as a result of negotiations with Ashford's Future and HCA. This has resulted in plans now costed at £7.566m with additional funding from GAF3 of £1.95m likely to be approved. There is re-phasing in 2009-10 see 1.2.4.1 above.

After allowing for these funding issues the true underlying variance is -£21k in 2009-10.

1.2.6 General Overview of capital programme:

(a) Risks

- Ramsgate – financial cost of the extension of time agreement now being assessed but is likely to be less than the £200k previously estimated cost.
- Ashford Gateway Plus – GAF3 funding and final agreement to the proposed design requires sign off from Ashford's Future Board in September. If this is not agreed the project proposal cannot be delivered.
- Turner Contemporary – The profile of funding from ACE has altered in line with the project spend profile. The effect is to change further the upfront funding from £3.75m over 2 years to £3.354m over 3 years.
- Tunbridge Wells – there is a possibility that the costs of the proposals may rise as the AEC and library are listed buildings.
- The Beaney – The project cost forecast is £0.858m above the agreed budget with the KCC share of £0.429m. The £0.4m external funding requirement underwritten by KCC if not achieved will add to the extra resources required. The archaeology works have yet to begin and there is the potential for additional cost and delay.
- Kent Library & History Centre - if project does not proceed KCC would be liable for site survey, design and planning expenses incurred by Bouygues (currently being quantified).

(b) Details of action being taken to alleviate risks

- Ramsgate – financial assessment being completed by the QS and a final cost figure is expected very shortly.
- Ashford Gateway Plus – agreement in principle has been reached with the partners on both design and funding and Approval to Spend will be requested in September.
- Turner – the funding agreement is in place with ACE and SEEDA and 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.
- Tunbridge Wells – the plans will be tendered shortly and the detailed works carefully reviewed to minimise costs.
- The Beaney – The additional costs of £0.429m are factored in to the overall Directorate budget. Work is now in hand with Canterbury City Council to develop and implement a funding strategy. The findings from the initial archaeological investigations have been factored into the project.
- Kent Library & History Centre – new proposals have been carefully assessed and contract negotiations are proceeding with Bouygues. It is expected this will be signed off when Approval to Spend has been secured.

1.2.7 Project Re-Phasing

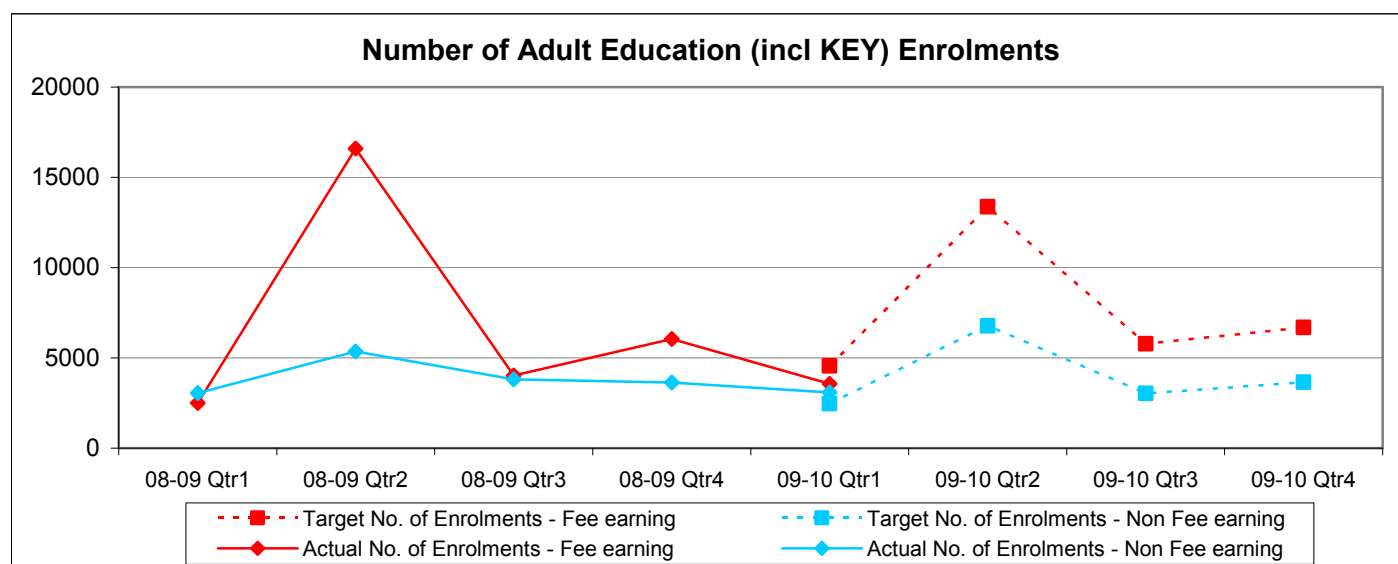
It is proposed that a cash limit change be recommended for the following projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m can be requested but the full extent of the rephasing will have to be shown. The possible re-phasing is detailed in the table below.

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
Modernisation of Assets					
Amended total cash limits	+1,653	+2,400	+1,900	+3,800	+9,753
re-phasing	+385	-385			0
Revised project phasing	+2,038	+2,015	+1,900	+3,800	+9,753
Ashford Gateway Plus					
Amended total cash limits	+4,661	+355			+5,016
re-phasing	-3,521	+3,521			0
Revised project phasing	+1,140	+3,876	0	0	+5,016
Gravesend Library					
Amended total cash limits	+1,700	+763			+2,463
re-phasing	-1,000	+362	+638		0
Revised project phasing	+700	+1,125	+638	0	+2,463
Contribution to Marlowe Theatre					
Amended total cash limits	+2,000				+2,000
re-phasing	-1,000	+1,000			0
Revised project phasing	+1,000	+1,000	0	0	+2,000
Turner Contemporary					
Amended total cash limits	+10,512	+3,774	+222		+14,508
re-phasing	-1,171	+1,393	-222		0
Revised project phasing	+9,341	+5,167	0	0	+14,508
Total re-phasing >£100k	-6,307	+5,891	+416	0	0
Other re-phased Projects below £100k					
re-phasing	+12	-12			0
Revised phasing	+12	-12	0	0	0
TOTAL RE-PHASING	-6,295	+5,879	+416	0	0

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of Adult Education & KEY enrolments:

	2008-09			2009-10					
	ACTUALS			TARGET			ACTUALS		
	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL
Apr - Jun	2,496	3,049	5,545	4,560	2,456	7,016	3,572	3,087	6,659
Jul - Sept	16,590	5,360	21,950	13,377	6,774	20,151			
Oct - Dec	4,024	3,816	7,840	5,776	3,029	8,805			
Jan - Mar	6,039	3,639	9,678	6,689	3,651	10,340			
TOTAL	29,149	15,864	45,013	30,402	15,910	46,312	3,572	3,087	6,659



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. Student enrolments are gathered via a census at three points during the academic year.

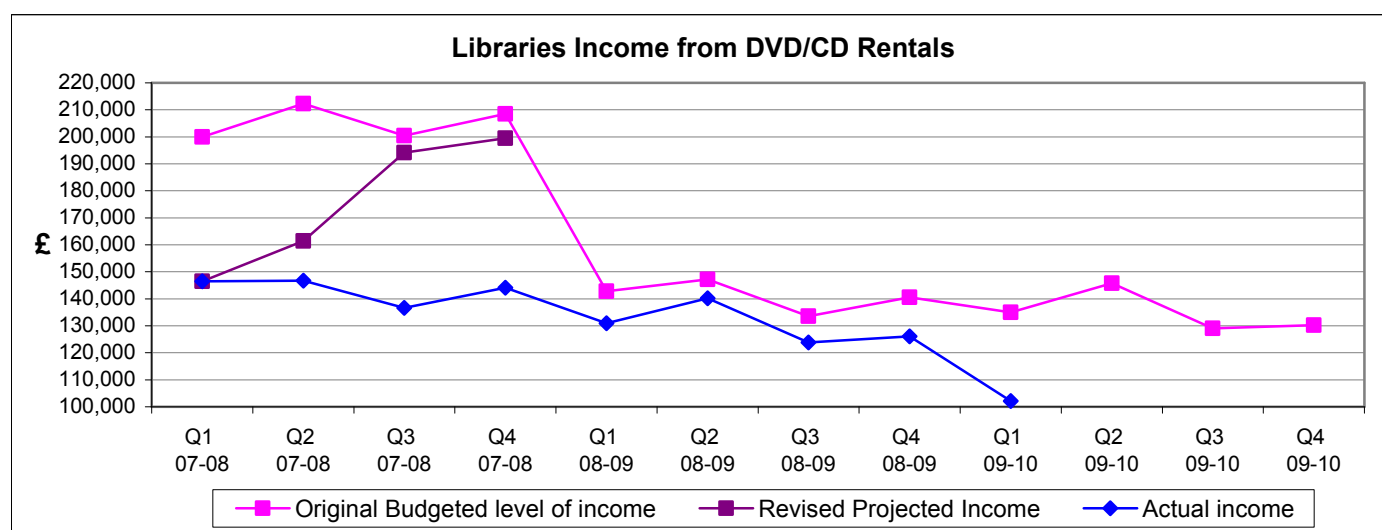
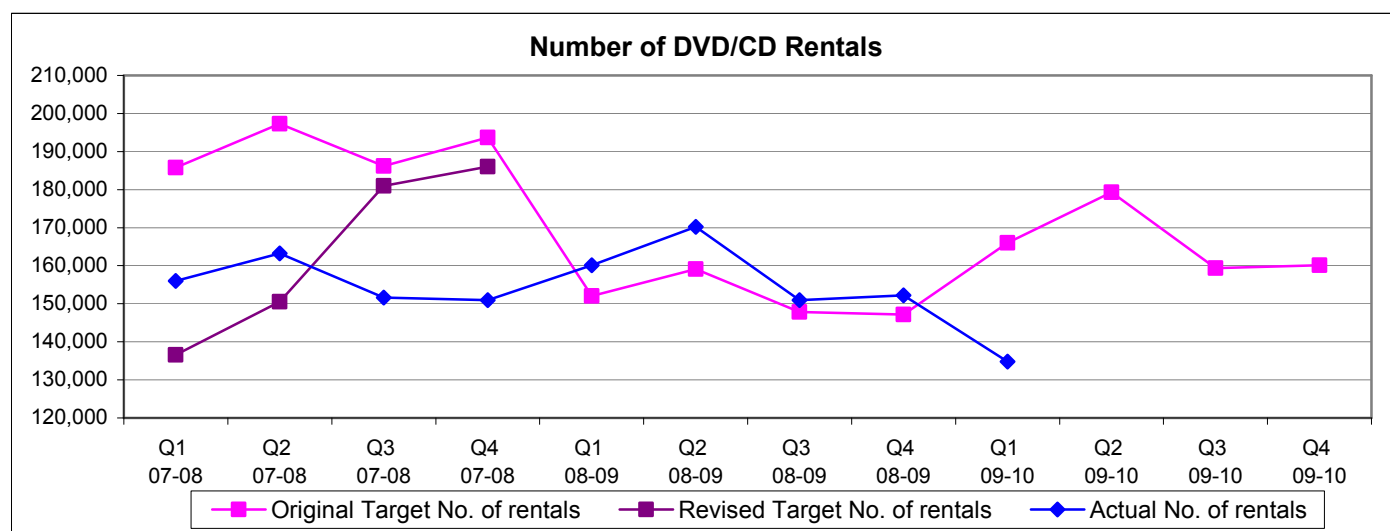
Students pay a fee to contribute towards costs of tuition and examinations. There is a concession on ACL tuition fees for those aged under 19, those in receipt of benefits and those over 60. FE courses are free for those aged under 19 or in receipt of benefits undertaking Basic Skills or Skills for Life Courses.

- The enrolment figures reported this year represent actual enrolments in the quarter rather than enrolments for courses started during the quarter, which is what has previously been reported. This should resolve the issue of previous quarter's figures constantly changing. The figures also now include KEY training enrolments as well as Adult Education enrolments.
- The actual enrolment figures for the year to date are below initial expectations but this is expected to correct itself in quarter two, which is the busiest enrolment period. Should enrolments not increase then the need for budgeted sessional staff will be reviewed to ensure that costs are controlled in line with any projected decline in income.

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

	2007-08						2008-09			
	No of rentals			Income (£)			No of rentals		Income (£)	
	Budgeted target	revised target	actual	budget	revised projected income	actual	Budgeted target	actual	Budget	actual
April–Jun	185,800	136,556	155,958	200,000	146,437	146,437	152,059	160,162	142,865	130,920
July–Sep	197,300	150,500	163,230	212,300	161,390	146,690	159,149	170,180	147,232	140,163
Oct–Dec	186,200	181,000	151,650	200,400	194,096	136,698	147,859	150,968	133,505	123,812
Jan–Mar	193,700	186,000	150,929	208,500	199,458	144,136	147,156	152,249	140,533	126,058
TOTAL	763,000	654,056	621,767	821,200	701,381	573,961	606,223	633,559	564,135	520,953

	2009-10			
	No of rentals		Income (£)	
	Budgeted target	actual	Budget	actual
April–Jun	166,000	134,781	135,000	102,152
July–Sep	179,300		145,800	
Oct–Dec	159,400		129,000	
Jan–Mar	160,100		130,200	
TOTAL	664,800	134,781	540,000	102,152



Comments:

- 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, which has resulted in the forecast reduction in AV income of £125k as identified in tables 1 & 2 and paragraph 1.1.3.3. Demand for spoken word materials and DVDs has remained reasonably stable.
- Research undertaken by the service in order to mitigate this actual and forecast decline, indicates issues can be increased if loans are offered for longer periods at a reduced fee. The service has also identified that it has a niche market for certain genres where demand can be sustained and there is little competition e.g. old TV shows.
- The service has reviewed its marketing strategy and set more realistic levels of rentals both in terms of volume and value. The service reduced expenditure on consumables in 2007-08 to offset the estimated loss of £120k income from the original budget.
- The roll out of the revised strategy in 2007-08 was not as successful as the research indicated and we fell just over 30,000 issues short of the revised target. The service was able to generate additional income from other merchandising in libraries not included in the original or revised budget to offset the £127k shortfall against the revised income budget for 2007-08.
- Targets and income budgets set for 2008-09 were based on a continued decline but these were increased slightly for 2009-10. The service increased income budgets 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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By: **Mike Hill, Cabinet Member for Communities**
Amanda Honey, Managing Director for Communities

To: **Communities POC – 17 September 2009**

Subject: ***Towards 2010 – Third Annual Report***

Classification: **Unrestricted**

SUMMARY

This report sets out the process for finalising the third *Towards 2010* Annual Report prior to approval by County Council on 15 October and attaches a draft of the report (concerning the 17 targets led by the Communities Directorate) for Members' comment.

FOR INFORMATION AND COMMENT

1. Introduction

Towards 2010 was formally launched in September 2006. Annual reports on progress against all 63 targets are discussed and approved by County Council each autumn.

Communities has made good progress against the targets on which it leads and its services are explicitly mentioned in the list of partners for fifteen other targets, and contribute to even more. The reports attached in Appendix One also contain numerous examples of where services within the directorate make a difference to local communities, with Trading Standards Officers, Community Wardens, Librarians, Youth Workers and other staff often working together. KCC's Supporting Independence function transferred to the Communities Directorate from 1st April 2009 and progress against the four targets it leads on features in Appendix One.

Much progress has been made over the past three years, and there is still more to come in the next twelve months. Upcoming events / activity include:

- The 2nd **Kent School Games** will be launched at the end of September 2009, culminating with a Finals event in June 2010, featuring an increased number of sports and competitions and an increased cultural element to the Games.
- A county **Youth Theatre Festival** will be developed with partners and staged in 2010, building on the success of the inaugural event in March 2009, while a **Kent Cultural Strategy** will be launched in Spring 2010, which will provide a manifesto accompanied by clear protocols that enable the maximisation of opportunities for arts and culture in Kent.
- Continuation of the **library modernisation** programme, with several more to be completed in 2010.
- Completion of the building works on the **Turner Contemporary** gallery in Margate.
- **Volunteering**: An online media campaign targeting people with professional skills to aid voluntary organisations, for example by becoming Trustees.

- **Inter-generational work:** Several services are exploring ways to bring generations together in local communities.
- The Community Safety and Trading Standards services have a particularly important role to play in the current economic climate. KCC Community Wardens are developing a new scheme, “**Bluff the Bogeyman**”, designed to help protect elderly or vulnerable people from opportunist criminals and distraction burglars, while Trading Standards will continue to disrupt the activity of rogue traders and focus attention on **loan sharks**, building on the awareness campaign in Spring 2009.
- The Supporting Independence team led the successful KCC bid for the Government’s **Future Jobs Fund** initiative, which will create 1,000 job opportunities across Kent for 18-24 year olds that have been unemployed for 12 months or more – details will be worked up in the coming months and several services within the Communities Directorate are planning to offer opportunities.

2. Format

Separate reports for each target include the following elements:

- Status of the target (either ‘More progress needed’, ‘On course’ or ‘Done and ongoing’);
- List of partners with whom we are delivering this target;
- Outcomes delivered so far;
- What more are we going to do?
- Measurable indicators (where relevant – as agreed at County Council in December 2007).

3. Summary

The Towards 2010 targets relevant to this Committee are shown in the table below together with the relevant status. Two of the seventeen CMY-led targets are currently listed as ‘Done and Ongoing’, thirteen are ‘On Course’ for achievement by 2010, with two listed as ‘More Progress Needed’.

Towards 2010 Target	Status
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits	More Progress Needed
Target 18: Introduce a Kent Apprenticeship Scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors	More Progress Needed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects	Done and Ongoing
Target 20: Build strong business-education partnerships that benefit both employers and schools	On Course

Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas	On Course
Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse.	On Course
Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted	On Course
Target 62: Expand the Kent 'HandyVan' scheme, making the homes of older and vulnerable people more secure.	On Course
Target 60: Support young people to reduce the risk of them offending	On Course
Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics (joint with CFE).	Done and Ongoing
Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes. (joint with CFE).	On Course
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	On Course
Target 63. Promote the Kent Volunteers Programme and work with other partners to attract more volunteers	On Course
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	On Course
Target 25: Promote Kent as a centre for the arts, encouraging the	On Course

development of a network of music and cultural venues across the county	
Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture.	On Course
Target 27: Open the Turner Contemporary gallery, Margate, in 2010	On Course

4. Approval process

Relevant reports in the draft Annual Report will be discussed at the September meetings of all Policy Overview Committees to enable Members to comment prior to its finalisation for Cabinet and County Council meetings on 12th October and 15th October respectively. They are attached as appendix One.

5. Recommendation

Members are asked to NOTE and COMMENT on reports attached at Appendix ONE.

Contact Officer:

*Mark Scrivener, Business Information Manager, Communities Directorate
01622 696055*

Communities

DRAFT as at 25 August 2009

Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Pauline Smith

Status: More progress needed

List the partners with whom we are working to deliver this target:

DWP, Jobcentre Plus (JCP), Primary Care Trusts, Royal British Legion Industries, Learning and Skills Council, central government departments, employers, Kent Economic Board, KCC directorates, Slivers-of-Time, Kent Top Temps, Connexions Kent, Kent Public Service Board, Kent Partnership and the private/business sector.

Outcomes delivered so far:

Delivery of this Towards 2010 target is affected by the current economic downturn being experienced but there have been some enormous successes in delivering this Towards 2010 target to date:

Provided practical help for people who need it, helping individuals to move off benefits and secure employment:

- KCC has successfully tendered and won a contract to manage the Future Jobs Fund (FJF) initiative across Kent. FJF (value £6.5 million over 18 months) will provide the funding to cover the salary costs of 18-24 year olds currently unemployed and claiming Job Seekers Allowance. FJF – which Kent will brand as *Backing Kent Jobs*, will provide job opportunities for a maximum of 1,000 young people for a minimum of 6 months in a variety of job roles. Posts will be paid at the national minimum wage.
- Over 100 individuals secured full time employment and moved off Incapacity Benefit. The financial saving to the public purse will exceed 5.8million (PSA2 Incapacity Benefit report and finding)
- Through a variety of strategies, personalised support was provided to assist individual Incapacity Benefit claimants with very complex needs. Many of these individuals had been out of work for over five years and had lost all hope of ever returning to work.
- Developed the innovative Health, Happiness and Wellbeing Programme of targeted support for long term ill-health welfare benefit claimants which focuses on strategies to empower individuals to return to work and liaison with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The programme started in spring 2008 and is now being revised to include a web-based element. It will be re-launched in October 2009.
- Slivers of Time is a new, flexible way of getting people into work, launched in Maidstone in March 2008. The scheme has been described as being based on the eBay model of an online market place. Through the scheme, people can offer to work at times to suit them by registering and noting the times they are available. Employers enter details of work they need completing and the Slivers of Time database matches these two requirements. It was developed as part of the Supporting Independence Programme (SIP) and now managed by Kent Top Temps.
- Folkestone Forward aims to deliver meaningful projects through sport and culture within the four most deprived wards in east Folkestone. It is project managed by a

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dedicated SIP resource and specific projects will target three of the SIP Archetypes - young people with low attainment and aspiration, welfare benefit claimants and vulnerable older people.

- Motivational Interviewing workshops were organised to help advisors engage more effectively with their clients. Participants included staff from Sure Start, Kent Supported Employment (KSE) and other KCC directorates. Due to the success and impact of this event we are now developing a variety of themed events to support other organisations such as Flexible New Deal (FND) providers.
- SIP supported and advised the development of the content of the Backing Kent People website (see Towards 2010 target 5) which was launched in April 2009.

Developed a deeper understanding of the issues, through focus groups, consultation events and data gathering:

- SIP conducted a number of focus groups with people from all over Kent to help identify the barriers they face in gaining employment. The focus groups were carried out with lone parents, people with learning disabilities, people with drug or alcohol issues, carers and incapacity benefit claimants. The focus groups collected views, opinions and insights which were shared with the organisations who deal directly with them. Plans are underway to co-ordinate focus groups to gain information which will be used in the setting up of the Kent Credit Union.
- We compiled a wide range of robust evidenced-based data and information relating to welfare benefit spend, and welfare reform policy and strategy across Kent and the UK.
- We managed and co-ordinated a wide range of consultation events to explore the views of benefit claimants and the submission of all feedback into the corporate response to the Department of Work and Pensions (DWP) welfare reform consultation
- We co-ordinated a high profile seminar to highlight the specific needs and challenges faced by the long term unemployed and long term ill health individuals for a wide delegate list of employers, partners and stakeholders (DVD produced and procedures designed)

Influenced policy and strategy at national and local levels:

- SIP leads and co-ordinates a range of innovative strategies to embrace and support all aspects of key welfare reform. Expert support and the advice given to the KCC Leader, Chief Executive, Cabinet and Chief Officer Group, internal and external partners and stakeholders to strengthen the effectiveness and impact of associated service delivery to support the welfare reform agenda is a fundamental aspect of the SIP strategic priorities and accountabilities.
- High-level discussions and engagement with government departments have taken place to try to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities, data sharing, and local freedoms and flexibilities.
- KCC was selected as one of only three local authorities to explore the potential release and sharing of a range of DWP and JCP data.
- We have contributed to the early exploration of opportunities related to regional partnerships across the Thames Gateway and north Kent and Swale which have been signed and submitted to central government.
- We support JCP as the lead partner for the outcomes on Kent Agreement 2 (KA2), working with other key partners, to co-ordinate preventative strategies which stop

people moving into a life of dependency with responsive work to support those already on benefits into more independent lifestyles.

- Ensure that individuals and employers are unencumbered by bureaucracy to make the transition to the workplace easier.

Shared best practice and enhanced Kent's reputation:

- A detailed report and case studies were produced to evidence positive outcomes and strategies to develop when working with the Incapacity Benefits client group.
- SIP's strategic contribution, vision and influence was specifically highlighted as exceptional practice within the Authority's CPA corporate assessment in 2008
- The high profile publication of a booklet by the NLGN 'The Local Journey to Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy was managed by SIP across Kent.
- A high number of visits/meetings from central government (Cabinet and Shadow Cabinet), LGA, IDeA, NGLN all provided a platform for the Supporting Independence Team to share KCC's vision and the wide range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. SIP presentations have also been made at national conferences and workshops and articles have been published in a wide range of national publications and journals.

What more are we going to do?

- In partnership with Job Centre Plus (JCP), tackle the current impact of the economic climate and identify local solutions. Hit squads, active response teams and other initiatives to support individuals and organisations are currently being considered.
- KCC's SIP team will be co-ordinating the Future Jobs Fund Programme, matching job opportunities within employer settings to suitable young people.
- Review Flexible New Deal (in Oct 2009) and other countywide JCP provision and outcomes e.g. Pathways to Work. All national and local JCP-commissioned programmes are performing well below agreed targets and the impact on individuals and partners is under review and scrutiny.
- From December 2009 new support centres will be replacing programme centres, aiming to enable JCP staff to call on provider services before a client reaches 12 months on benefit. Flexible New Deal support is available.
- Explore with DWP and JCP local flexibilities required to embrace the development of apprenticeship opportunities for 16 to 24 benefit claimants.
- Continued support and co-ordination of KCC's ongoing priority for devolved responsibilities and accountabilities relating to DWP freedoms, flexibilities and commissioning.
- Manage the roll out of the DWP data sharing pilot, findings and evaluation with central government (Thanet)
- Support the high profile awareness of the range of JCP financial incentives and benefits established to support employers to provide opportunities for benefit claimants.
- Work alongside colleagues in Kent's Integrated Workforce Planning group (Public Sector) promoting good practice and strategy relating to workforce development.

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- Further development of KCC Employability group and local employer engagement forums in addition to the JCP Local Employment Partnership (LEP) initiative.
- Continue to support, develop and co-ordinate KCC's Backing Kent Business campaign and the vision and outcomes within KCC Regeneration strategy
- Increased engagement and involvement of ex or current benefit claimants in SIP welfare reform activities and strategy.
- Greater engagement of Kent Public Service Board and Kent Partnership in all aspects of welfare reform and benefit spend in Kent.
- Work closely with the health authority, other associated agencies and GPs to review how they can help to get people back into work and liaise with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The SIP Health and Wellbeing project commenced summer 2009 and will be rolled out in the autumn.
- Co-ordinate and manage a high level group of stakeholders to agree and develop a Kent Employment Engagement Strategy which will bring about a strategic, joined-up approach for Kent employers. This will enable them to engage more successfully with programmes and initiatives to bring most benefit to people who are furthest away from the labour market.
- Continue the support as a co-lead partner on Working Neighbourhoods Fund developments and management in Thanet.
- Continue the excellent partnership with Swale BC in introducing an innovative employment engagement project for Swale, and Folkestone Forward Project

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	Aug 2009 Target	Feb 09 Actual	Aug 2010 Target
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support)	£5.31m	£5.20m	£5.25m	To reduce	*	To reduce
Number of claimants of key working age benefits (Incapacity Benefit, Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,900	80,400	To reduce	93,130	To reduce
Claimants in statistical category of incapacity, lone parent or other	66,100	66,450	66,230	To reduce	67,040	To reduce
Claimants in statistical category of job seekers	16,930	13,450	14,170	To reduce	26,090	To reduce

* Data no longer comparable due to introduction of Employment and Support Allowance (ESA) which replaced Incapacity Benefit and Income Support for clients with incapacity from October 2008. Data on spend on ESA is not currently available.

Monitoring completed by: Pauline Smith

Date: July 2009

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: More progress needed

List the partners with whom we are working to deliver this target:

Learning and Skills Council (LSC), Connexions, KATO (Kent Association of Training Providers), district councils, Kent Police, Chamber of Commerce, Train to Gain, Business Link, public and private sector employers

Outcomes delivered so far:

Created a popular, high quality apprenticeship scheme in Kent, offering several hundred apprenticeship opportunities to date:

- Kent Success, KCC's innovative Apprenticeship Programme, is now a fully established and formalised employment route of entry into KCC. Apprenticeship placements are being offered across all directorates and departments and young people are undertaking apprenticeships in a variety of different vocational areas. Kent Success provides much more than just an apprenticeship qualification. The apprentices are provided with structured training in confidence building, assertiveness, CV writing, KCC application forms and interview techniques. They are brought together for quarterly Peer Group Meetings offering personal development opportunities and a chance for them to support each other and share their experiences.
- Young people are initially employed on a KCC Apprenticeship contract and are paid £105 per week (increased from £80 in January 2009). Young people are supported and encouraged to secure full time permanent contracts of employment at all stages of their training in addition to the successful completion of the apprenticeship qualification.
- Placement managers play a vital role in the development of the apprentices and the successful integration of the programme. A manager's guidance booklet and other supporting documentation were produced to support and outline their roles and responsibilities within the programme.
- As of March 2009, 228 young people had started on the Kent Success Programme and 70 were still currently studying for their apprenticeship qualification. Of the 89 young people who had completed their qualification, 60 remained employed by KCC and a further 19 found permanent jobs with other public or private sector organisations and the remaining young people were being supported to ensure that they move forward positively into employment and further training opportunities.
- The impact and positive difference made to all apprentices, and the staff and businesses involved in the apprenticeship programme, is clearly demonstrated by the feedback, evaluation and personal statements and case studies. Indicative of our success is the measurement of the ongoing interest and increasing participation and engagement of young people and employers.

Established a strong partnership, focused on shared goals:

- KCC is one of the only local authorities in the country to have already established a high level strategic partnership with the agencies responsible for all aspects of the apprenticeship programme.

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- The Kent Apprenticeship partnership is an exciting development enabling Kent to strategically lead the way in building apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide.
- In addition to the highest quality roll-out of provision, the partnership will be the strategic platform in which Kent can continue to influence, inform and challenge national strategy and policies.
- In June 2008, KCC established an innovative strategic partnership with the two fundamental players in the delivery of apprenticeships in Kent, namely LSC Kent and Medway (National Apprenticeship Service (NAS from April 2009) and KATO (Kent Association of Training Organisations). The main priorities for the partnership are to:
 - Apply leverage to the new NAS, LSC and other key agencies to secure funding and operational flexibilities and a strong strategic influence to work with central government
 - Address the real and perceived barriers to growth by developing and promoting an easily understandable approach
 - Support employers and employees in the current economic climate and train managers of the future ensuring employers remain productive and competitive
 - Ensure that Apprenticeship opportunities are reflective of the local economy and the skills gap where one exists
 - Define roles and responsibilities of all partners to maximise funding, eradicate duplication and bureaucracy and develop a first class apprenticeship service.

Embedded the apprenticeships programme in KCC's workforce development strategy:

- The Kent Success apprenticeship programme is now an integral element of KCC's wider workforce development strategy and the Supporting Independence Programme (SIP) has been working closely with KCC Personnel and Development to ensure that the apprenticeship scheme embraces and influences other strategic priorities and targets. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives.
- Work is ongoing to review the inclusion of apprenticeship and other employment targets within the authorities and wider public sector procurement activities. Work is already underway with the Building Schools for the Future (BSF) initiative to introduce 400 apprenticeship programmes as well as the contractor for the Turner Contemporary project in Thanet.

Enhanced the reputation of Kent – the KCC Kent Success model has success rates that are amongst the highest in the country:

- All Kent and Medway training providers are above the national benchmark for quality of apprenticeship provision and performance and the success rates are above the national average and highest in the south east region.
- Following a comprehensive tendering process, a marketing and PR contract was awarded in November 2008 (ZERO51) and a marketing and PR strategy and campaign has been developed in partnership with KATO and LSC (NAS) ensuring a consistent Kent approach to our shared vision and delivery of the Kent Apprenticeship Programme. A series of events to promote and highlight Kent's strategy, vision, developments and progress ran alongside the national campaign (headed by Sir Alan Sugar) throughout February and March 2009.

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What more are we going to do?:

- We will work towards delivering a ‘step change’ to meet the challenging target of one in five young people accessing an apprenticeship.
- Continued focus, review and detailed monitoring on the impact nationally and locally on the take up of apprenticeships within the current economic climate.
- Priority focus will be given to radically increasing the establishment of apprenticeship schemes across the wider Kent public sector which accounts for 20% of all employment but provides fewer than 10% of all apprenticeship places. We aim for 20% of all apprenticeship places in Kent to be delivered by the public sector by 2014.
- Working with the key strategic partners, we will establish a pre-apprenticeship programme for more vulnerable groups of young people such as those leaving care and young offenders to ensure that they are able to fully access and explore opportunities open to them
- Ongoing promotion of apprenticeships with schools, parents and young people in a campaign managed by the Kent Apprenticeship Partnership. Particular links will be made with the Vocational Education Programme making sure that those undertaking Young Apprenticeships and vocational courses have access to appropriate post-16 apprenticeships.
- Co-ordinate the current review of education, skills and employment with the LSC and other stakeholders and agree a development plan that fully embraces the innovative vision for employment, education and skills for the 21st century.
- Explore different models of delivery, particularly with schools which have identified a real interest in developing ‘school hosted’ apprenticeship pathways.
- Continuation of the review and development of the possibilities to develop new protocols and targets in the wide landscape of public sector procurement.
- Review and explore awaited government decisions relating to employer incentive payments and identify the impact and processes required for Kent employers
- Continue to develop and enhance the ‘map of post 16 opportunities’ for school leavers in Kent, ensure that all young people have access to high quality, impartial Information Advice and Guidance and that pathways to Apprenticeships are made simple and clear.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Kent apprenticeships taken on by KCC (cumulative since October 2006)	60	128	200	228	250
Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)	0	0	400	TBC Sep 09	750

Monitoring completed by: Pauline Smith

Date: July 2009

Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent Safe Schools, Pipeline, CADET, Connexions, Youth Offending Service, KCA, Health, Learning & Skills Council, Catch22 (Looked after Children), the public and private business sectors

Outcomes delivered so far:

Provided practical help based on the needs of the individual – over 100 young people have completed the course so far; and of those 78% were guided into further education, employment and an extended work placement:

- The Kent Community Programme (KCP) has been specifically designed and established for young people aged 16-19 who are Not in Education, Employment or Training (NEET). It is a programme, co-ordinated by SIP, delivered by Kent Safe Schools, that equips young people with the practical skills that they need to continue along a positive path of engagement whilst also addressing their individual needs and providing support to enable them to make the next step in their lives whether that be employment, further education or an Apprenticeship.
- The significant focus on the importance of understanding and embracing the very personal and differing needs of each young person ensures that we fully maximise the impact, effectiveness and positive outcomes for each individual on the programme. This individualised approach helps to support young people in raising their confidence and empowers them to re-engage, re-motivate themselves and helps them to develop the skills and tools they need to succeed further.
- Groups of 8 to 10 young people are enrolled on the programme for a three month period for three days a week working on community-focused projects learning a wide range of practical, hands on skills whilst simultaneously developing their numeracy and literacy skills. For a further day a week the young people complete an accredited ASDAN qualification in Community Volunteering and learning life and employability skills that have been tailored to meet their individual needs.
- The overall average attendance of the young people is 80%, with a number of the young people averaging over 90 %. This emphasises the positive impact of the programme; historically the client group is one of the hardest to reach and work with successfully. These figures show a positive trend where the young people who are becoming involved and inducted onto the KCP are becoming successfully motivated and fully engaged to complete the course and then moving into positive route of progressions at the end of the programme.
- The positive routes of progression for the young people are a priority for the KCP project teams. So far, 78% of the young people involved have been guided and supported into either further education, employment or an extended work placement and out of the NEET group from where they were originally classified.
- At the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent. The main routes of referral have come through extensive

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partnership working to ensure we are reaching the targets and making a significant impact to the NEET and Towards 2010 agendas where possible. Referrals have been received from Connexions, the Youth Offending Service, Children and Adolescent Mental Health Service, E2E (Entry to Employment) and there have also been many self-referrals from young people.

Developed a more positive profile for young people in their local communities:

- KCP helps to raise the positive profile of the young people in their local communities. Ensuring a strong community presence during the projects and maximising the opportunities for positive progression routes for the young people are key priorities within the programme.
- All the community projects are developed and designed closely with residents, partners and local stakeholders and all KCP participants are engaged in all aspects of the project design, planned outcomes and the evaluation and assessment of positive impact and benefit to the community.

Completed a range of valued community projects across the county:

- The success and very positive outcomes of KCP have proved extremely significant for both the young people participating on the programme, and the local projects and communities that continue to benefit enormously from the completed projects delivered by the young people. The specific community projects completed to date include :-

2007/08:

- Maidstone (Boughton Mount Horticultural Project)
- Thanet (Community Bus -(Mechanics and Community Involvement)
- Dover (repair, maintenance and water safety)
- Sittingbourne (design and build of a community centre garden)
- Ashford (construction based project where young people learn practical construction skills and then put them into practice in a community project in their local community).

2008/09:

- Murston (renovation of garden and communal areas in Community Centre)
- Whitfield, Dover (barn project assisting the builder in constructing the stables/barn)
- Dover (improve the look and usability of the garden at Ashen Tree House, a community mental health support centre)
- Ashford – (improve the look and usability of the garden for the clients and staff at Southfields, a community respite and residential centre for adults with severe learning and/or physical disabilities)
- Ashford (improve the look and usability of the garden for the service users and staff at Braethorpe community mental health support centre)
- Dover (Porchlight Allotment Project)
- Dover (Nu-Steps centre - improve the appearance of local public areas and to receive basic training and qualification in construction and tool use.)

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What more are we going to do?:

- KCP is now an established programme of positive engagement and is embedded within the 14 -24 Innovation Unit. Further links will be made in 2009/10 to establish KCP within Kent's NEET strategy and address its sustainability and potential to develop into 16 plus mainstream provision.
- Access and participation in KCP is of particular benefit and interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional barriers and challenges. Links are well established with the Youth Offending Service, 16 plus teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that a higher number of young people can access and engage on to KCP and move positively into more sustainable and long-term opportunities and outcomes.
- The exciting opportunities which can be achieved by the roll-out and mainstreaming of KCP will support, address and embrace a wide range of targets and indicators reflected in a number of local and national strategies and policies.
- Work will continue with the LSC and other relevant stakeholders to identify freedoms and flexibilities that are required to improve support and provision for this very targeted and vulnerable group of young people.
- Further projects will be developed countywide ensuring that KCP develops and enhances its contribution to the reduction of the number of young people NEET as well as strengthening the positive outcomes evidenced by young people's commitment and participation in local projects and initiatives. Local projects being developed include:-
 - Allotment Project, Dover
 - Hereson School, Thanet
 - Chilham Sports Centre
 - Ashleigh Gardens Care Centre
 - Thanet Coast Project
 - Future Life Homes, Rectory House, Harrietsham
 - Folkestone Primary School Sports Day

Significant priority will be focused on the ongoing development and establishment of the exciting Social Enterprise model in collaboration with Catch22. A comprehensive feasibility study into the setting up of the social enterprise has been completed, reviewed and agreed. The finer details and action plan are currently underway and an expected project implementation date is targeted mid-late 2009.

Measurable Indicator (s)	2006/07	2007/08	2008/09	2008/09	2009/10
	Actual	Actual	Target	Actual	Target
Number of young people completing the Kent Community Programme	0	45	120	116	250

Monitoring completed by: Pauline Smith

Date: July 2009

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Target 20: Build strong business-education partnerships that benefit both employers and schools		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: On course

List the partners with whom we are working to deliver this target:

80 secondary schools in Kent including the Alternative Curriculum Programme and SEN; Employers in Kent engaged to deliver work experience and work related learning activity; Local Strategic Planning Forums across Kent; Connexions; Kent Association of Training Organisations (KATO); FE sector; Learning and Skills Council (LSC): Enterprise Kent; Canterbury Christchurch University; University of Kent; University of Greenwich; Local District Councils; Medway Education Business Partnership; Creative Foundation; Canterbury4Business; Gateway Knowledge Alliance; Employ Kent Thameside; University of Creative Arts; Aim Higher; Kent NHS Trust Kent Vocational Training Programme (KVTP) Industrial Trust.

Outcomes delivered so far:

Established a strong partnership between educational organisations and the business sector:

- Kent Works, established by KCC, was awarded the Learning and Skills Council (LSC) contract to deliver quality Education Business Links (EBL) across Kent. The contract has proved exceptionally positive in laying the foundations and framework for the ongoing development of business-education links within the county and year on year Kent Works staff have exceeded the profiled contract targets set by the LSC.
- Excellent progress was made to develop, nurture and sustain relationships and partnerships between education establishments and the business sector which has provided a wide range of high quality and inspirational work-related learning and work experience opportunities across the county.

Kent Works facilitated thousands of work-related learning and work experience placements:

- During the course of the 2007/08 academic year, Kent Works facilitated work-related learning activity for over 7,000 young people across the county. This type of activity included interview days, career awareness activity, and preparation for work experience and enterprise
- Work experience targets for 2008/09 were similar to 2007/08 at 8,000 but work related learning targets increased significantly to 11,000.
- Employers and schools were supported in the development of a wide range of activities which include offering work experience placements, giving talks to schools, hosting school visits, assisting with school-based projects and working with education to develop the curriculum to match and reflect the skills required in the marketplace. Focused activities have provided exciting and motivational opportunities for students to develop their understanding of the world of work.

Introduced other new programmes to help young people get into work, including innovative programmes based away from school sites:

- Specific focus in 2008/09 was dedicated to developing new and innovative work-related learning activity in line with the requirements of the updated government framework.

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New enterprise, employability and risk activities have been developed to assist schools in meeting the student entitlement. Demand from schools for support with work-related learning activities has increased year on year and it is likely that the target will be exceeded.

- In addition to work-related learning events/activities held in schools, an increasing number of innovative programmes that involve students working away from school sites and into the realm of the employer are now commonplace. Construction site visits and visits to other employer premises, walk-about with local authority environmental teams, work shadowing and hospital visits are just some of the outcomes of strong business-education partnerships facilitated by Kent Works
- Kent Works is actively involved with each of the county's 14 to 19 strategic planning forums and has made contributions to the Diploma Gateway bids submitted by each of them. It works with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities.
- Partnerships are now established with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme has raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14 to 19 education reform.

Influenced strategy and policy:

- A comprehensive Kent Work Related Learning Strategy, along with a plethora of guidance and good practice tools have been designed and developed by Kent Works management team to ensure that national indicators and guidelines, is well understood by schools and other stakeholders and that all strategic indicators, guidelines and outcomes are embraced consistently countywide.

What more are we going to do?

- The direction of our plans in Kent will be influenced by changes arising from a national review of work-related learning and EBL.
- The majority of the financial resource identified to deliver and promote EBL and work related-learning (WRL) activities is already delegated to schools. An exercise to review the funding streams and potentially 'marshall the funding' will be an important role for KCC in 2009/10 to ensure that the management and delivery of EBL/WRL is focused and prioritised to successfully maximise resources for greatest effectiveness and outcomes.
- Kent Works will continue to deliver EBL provision until April 2010 when the EBL contract will be integrated within the Connexions contract for Kent. The EBL contract for 2009/10 will build on the excellent standards already established progressing and supporting schools in delivering a re-energised and re-focused relationship with the business sector. Priorities include the following:
 - Deliver a variety of high profile business education events to inform, engage and increase the participation and development of education business partnerships.
 - Deliver sector-related events, developed in partnership with 14 to 19 planning forums linked to the regeneration and skills needs of each area.
 - Work closely with the established infrastructure of local partnerships (14 to 19 Strategic Partnership, 14 to 19 Planning Forums, Local Children's Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, reams and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities.

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- Further explore workforce development initiatives and relevant EBL links with public and private sector employers.
- Ongoing management of EBL provision in the transitional year and delivery of contract commitments, targets and opportunities for young people within the academic year and beyond.
- The development of a longer-term, coherent county-wide strategy, involving all relevant strategic and delivery partners and stakeholders.
- Review and evaluation of current and historic EBL activity, funding and policy and the co-ordination and production of a comprehensive strategy to support learners, schools (and other educational establishments) employers and other key stakeholders.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage satisfaction rate of pupils	75%	80%	88%	86.5%	90%
Percentage satisfaction rates of businesses	56%	68%	70%	70%	75%

Monitoring completed by: Pauline Smith

Date: July 2009

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Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas		
Lead Cabinet Member: Mike Hill	Lead Director: Amanda Honey	Lead Officer: Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

Kent Police, District Councils, Parish councils, Police Community Safety Officers, Kent Fire and Rescue Service, Crime & Disorder Reduction Partnerships

Outcomes delivered so far:

Helped communities to raise and tackle local issues:

- The 101 KCC Community Wardens in 128 communities across Kent have had a real and positive impact and are a vital asset in the development of their neighbourhood policing programme.
- The Community Wardens work closely with Neighbourhood Policing teams including Police Community Support Officers (PCSOs) using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity.
- Where appropriate, wardens are part of PaCT (Partners & Communities Together) panels and by working in partnership they are able to make the best use of their local knowledge and promote the use of KCC services.
- The KCC Community Safety Unit produce regular crime updates which at an operational level assist with identifying issues, making decisions and targeting work. The updates keep Members and senior KCC staff informed.
- In conjunction with the Kent Criminal Justice Board and Kent Police, the Community Safety Unit developed the 'Restorative Neighbourhoods' project which was launched in pathfinder sites in Shepway and Maidstone in January 2009. 'Restorative Neighbourhoods' looks to address issues identified by the local community by bringing victims, offenders and communities together to bring resolution to problems before formal entry into the criminal justice system.
- PaCTs can make a difference in their local communities and in Greenhill, residents can now keep up-to-date with what is going on in the ward after a new website was created by the local PACT panel www.greenhill.btik.com, with the Community Warden playing an integral role. To date the main priorities identified have been speeding, dog fouling, litter and anti social behaviour, and as a result more dog litter bins have been provided, motorists have been stopped and warned about their driving, and problem families are being monitored.
- The Community Wardens have developed a new scheme called 'Bluff the Bogeyman' designed to help protect elderly or vulnerable people from opportunist criminals and distraction burglars.

Enhanced the ways they help and build relationships with local communities:

- KCC Community Wardens, although originally envisaged as a visible uniformed presence to tackle anti-social behaviour, have developed a much broader remit, working with a wide

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range of other authorities and services. Their operations range from walking buses through to providing intelligence to the police which has led to a variety of arrests.

- The Wardens work closely with many KCC services either signposting their service or providing information direct to members of the public. Examples include collation of intelligence for Trading Standards; referrals to Social Services; school talks about road safety and 'stranger danger'; assisting the Emergency Planning function with events and working alongside Trading Standards in emergency situations.
- The Wardens facilitate a number of activities and events within their communities, both big and small, to engage with the local residents, the largest of which has been the countywide 7 a-side football tournaments. KCC Community Wardens work in partnership with Charlton Athletic, Kent Police, Kent Fire and Rescue and others to involve 'hard to engage' young people, both boys and girls, in this positive diversionary activity.
- 'Positive Ticketing' is a 12 month multi-agency pilot scheme aimed at rewarding young people for engaging in positive activities and/or improved behaviour with vouchers for shops or activities. The 'positive ticket' is viewed as an ice-breaker and provides a gateway to better relationships between authority figures and young people.
- During the countywide 7 a-side football tournaments in the summer of 2008, over 1,000 'hard to engage' young people, both boys and girls, were involved in this positive diversionary activity. These events are helping to strengthen communities, receiving support from local residents and retailers, as well as providing a positive outlet for youthful energy.
- Wardens have provided awareness training to over 9,500 people (since 2006) against the dangers of bogus callers, helping the elderly and vulnerable to remain safe and secure in their own homes.

Extended Neighbourhood Policing:

- Wardens also contribute to, and assist in the delivery of the Neighbourhood Policing teams' ward level quarterly newsletters which target perceptions of crime.
- The Community Safety Training Partnership at Boughton Mount continues to work with the Central Neighbourhood Policing team, Kent Police College and the Kent Partnership to develop and deliver training which will enhance neighbourhood policing in Kent.
- The Community Safety Training Partnership has worked closely with the Government Office for the South East (GOSE) over the last 12 months to design and deliver workshops to Crime and Disorder Reduction Partnerships (CDRPs) throughout the south east region. To support delivery of the 'National Standards' the Home Office provided KCC with £12,500 funding to help finance delivery of the workshops.
- The KCC Community Safety Training Partnership provided or delivered training to 750 people during 2007/08, equivalent to 966 training days.
- To date 70 CDRP representatives across the South East Region have attended at least one of the workshops provided by the training centre and feedback has been very positive.

What more are we going to do?

- Adult Education – The KCC Community Wardens are working with Adult Education tutors in areas of high deprivation to encourage residents' engagement which could enhance their lives and create stronger communities.
- Inter-generational work and work with vulnerable people – The Communities directorate including Community Wardens are looking at ways to bring generations together and through 'Dreams Can Happen' the Wardens will be working with a

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variety of organisations to promote the need for local communities and business to involve adults with learning disabilities.

- Football Tournaments – The Community Wardens will continue to work with Charlton Athletic and other partners to deliver the countywide football tournaments.
- Prevent - The objective of Prevent is to focus on dealing with violent extremism through the building of strong local partnerships that deal with anxieties and grievances and build cohesion capacity in communities. The KCC Community Safety Unit is leading on partnership engagement for this important area
- Migration Impact - Subject to funding from the Government Office for the South East (GOSE) the KCC Community Wardens hope to staff a regular mobile information surgery in partnership with other KCC departments and external agencies targeted in areas containing a large migrant population.
- Future Jobs Fund - the KCC Community Wardens hope to recruit 30 Support Wardens aged 18 to 24 who have been unemployed for around 12months, primarily in areas of social deprivation.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an ‘aspirational’ status and progress is measured via qualitative means.

Monitoring completed by: Stuart Beaumont

Date: July 2009

Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse.

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

Kent Police, Crime & Disorder Reduction Partnerships (CDRPs), Kent Trading Standards, Town Centre Managers

Outcomes delivered so far:

By focusing on this target we have helped to:

Create a safer night time economy (NTE) – recorded NTE crime has reduced and people's feelings of safety at night have increased:

- Under the umbrella of the Safer Kent Delivery Group, statutory partners joined forces to establish a managed Night Time Economy (NTE).
- A profile of alcohol fuelled criminal activity in Kent at night is compiled by Kent Police to support Crime and Disorder Reduction Partnerships (CDRPs) and help them to identify 'hot spots' and to target action effectively.
- Various initiatives tackling the issues of night-time disorder have been carried out by CDRPs across the county including Dartford's 'Grabbacab' service. During 2007/08 the 'Grabbacab' scheme contributed to a 25% reduction in NTE crime (*specific crimes occurring between the periods of 8pm and 4am between Thursday night and Sunday morning*) in Dartford compared with the previous year and across the county between 2007/08 and 2008/09 NTE crime (*specific crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday*) has shown a 22.7% reduction making Kent a safer place for its residents.
- The reduction in NTE crime also links with the results of the Kent Crime and Victimization Survey (KCVS) which shows that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety walking alone at night are at their highest for the last three years rising from 55% in 2006/07 to 66% currently.

Tackle alcohol misuse problems via campaigns linked to underage sales:

- Kent Trading Standards undertake targeted underage sales campaigns using intelligence from the KCC community wardens, local licensing officers and the public aimed at reducing the sale of age-restricted goods.
- The Community Safety Training Partnership has delivered Police Accreditation Training on behalf of Kent Police, including the provision of Enforcement Notice training to Trading Standards Officers to enable them to issue penalty notices for disorder.
- In January 2008, KCC held an alcohol seminar to discuss ways to tackle alcohol-related problems in towns and city centres and looked at how to improve treatment and support for people with alcohol problems.

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- In May 2008, the Community Safety Unit worked in partnership with a number of other KCC units to help with Gravesham BC's successful week-long campaign on alcohol. The campaign has since been repeated.
- In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP) was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. The scheme is being piloted in three key areas of the county.
- Over the last few years the targeted underage sales campaigns undertaken by Trading Standards have resulted in a number of prosecutions, penalty notices for disorder, licence reviews and cautions in respect of the sale of alcohol to young people under the age of 18 years.

Encourage domestic abuse victims to report incidents to police:

- KCC funds the majority of the Kent & Medway Domestic Abuse Co-ordinator post, which is responsible for ensuring that actions from the 'Kent and Medway Domestic Violence Strategy Group' (KMDVSG) are implemented with all partners.
- The inter-agency KMDVSG group has established a Delivery Plan for 2007 to 2010 encompassing prevention, early intervention, protection, justice and victim support.
- Between 2006/07 and 2007/08 in Kent and Medway, there was approximately a 6% increase in reported incidents of domestic abuse (but a decrease in repeat victimisation), which can be linked to the drive to encourage domestic abuse victims to come forward and report to the police. In the last year the number of reported incidents has decreased as well as a small decrease in repeat victimisation.
- During an 18 month period, since May 2007, the Independent Domestic Violence Adviser (IDVA) at the specialist domestic violence Court in Maidstone, received 233 referrals and supported clients at a total of 89 domestic violence trials resulting in 56 convictions. Feedback from clients has been positive with comments such as "I felt listened to and safe" and "Without the people at court I would not have been able to have gone through with the case."

Reduce crime and anti-social behaviour – between 2006/07 and 2008/09 there was an approximate 17% decrease in crime across the KCC area:

- Across the county there are a number of initiatives to help reduce burglary and help people to feel safer in their homes, including door step crime/bogus caller awareness training provided by KCC Community Wardens to residents within their communities.
- In response to the concern about anti-social behaviour (ASB), the Community Safety unit has produced an ASB strategy for KCC.
- KCC Community Wardens support the ASB strategy by continuing to act as 'the eyes and ears' of the community with information reports being passed to Trading Standards and Kent Police as well as working with Victim Support to help residents who have been victims of crime or low level anti-social behaviour.
- Between 2006/07 and 2008/09 there has been approximately a 17% decrease in crime across the KCC area, in particular:
 - domestic burglary which has reduced by approximately 23.5%; and
 - car crime which has reduced by approximately 23%.
- In addition to the decrease in crime rates, peoples' perceptions of crime and anti-social behaviour have seen a general improvement across the KCC area since 2006/07, particularly:

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- the percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09; and
- fear of four specific crimes[^] in Kent has reduced from 44% in 2006/07 to 28% in 2008/09
- The percentage of Kent people who consider that one of the seven types of ASB identified in the Kent Crime and Victimization Survey – “teenagers hanging around” is a very or fairly big problem has decreased from 34% in 2006/07 to 20% in 2008/09.
[^] *domestic burglary, car theft, mugging/robbery & physical attack*

What more are we going to do?:

- KCC’s Community Safety Unit will continue to link in with the Chief Constable’s ASB initiative for 2009/10.
- We will implement recommendations from the recent GOSE anti-social behaviour review.
- KCC will continue to lead with the establishment of an ASB multi-agency forum.
- Work with partners to closely monitor and react to changes due to the current economic climate.
- Trading Standards will continue to undertake test purchasing and review of licences.
- Trading Standards will continue with the Kent Community Alcohol Partnership initiative in the pilot areas and look at Standards for an ‘Accredited Partner’ scheme.
- The KCC Community Wardens will initiate a pilot project in the Canterbury area, subject to funding, to set up a series of workshops aimed at adults to raise awareness about the amount of alcohol in the home and how easily it may be accessed by children.
- KMDVSG has set up a steering group to develop a specialist Domestic Violence Court in East Kent over the next few months.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Domestic burglary per 1,000 households	10.7	8.5	Maintain or reduce 2006/07 baseline	7.8	Maintain or reduce 2006/07 baseline
Car crime per 1,000 population	10.3	8.6	Maintain or reduce 2006/07 baseline	7.8	Maintain or reduce 2006/07 baseline

Monitoring completed by: Stuart Beaumont

Date: July 2009

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Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: On course

List the partners with whom we are working to deliver this target:

Trading Standards Alerts are sent to 246 organisations, including Age Concern, Neighbourhood Watch, Help the Aged, Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, Parish Councils, Town Councils. Other partners include Kent Police, KCC community wardens

Outcomes delivered so far:

Alerted local communities to rogue traders and other threats. Trading Standards alert messages reach approximately 250 recipients, reaching thousands of people once cascaded onwards:

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity.
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. For example, prompted by one of our messages, we were called by a meals delivery service because one of their drivers was concerned about some people he saw visiting a client. We became involved, together with other agencies, and were able to stop the client becoming a victim.
- Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 246, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 9,000 co-ordinators in Kent so potentially we can reach 300,000 people.

Responded to information received about doorstep criminals e.g. the Rapid Action Team intervened 57 times in 2008/09, responding to information that doorstep criminals are still on the premises:

- Rogue traders cause detriment and distress to unsuspecting consumers and so significantly disrupting the activity of rogue traders is a core activity for Kent Trading Standards. To do this we use an intelligence-led approach to enforcement and carry out targeted campaigns to identify and deal with rogue traders.
- When we receive information about a doorstep criminal who is still on the premises we respond immediately by sending our Rapid Action Team. In 2008/09 we intervened 57 times and supported 141 'victims'. We also significantly disrupted the activity of 20 rogue traders. The following quotation shows how much people value of this work :
"We would like to extend our special thanks to you for your painstaking investigation

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and work in locating the elusive traders which has resulted in this most satisfactory conclusion” – from a church in Gravesend which received £2,000 compensation after rogue traders had tarmaced their driveway.

- Details about rogue traders and doorstep criminals are often provided by the community wardens and the Community Safety Training Unit has provided awareness training to over 9,500 people since 2006 about the dangers of bogus callers and distraction burglary.

Increased prosecutions and other formal actions:

- Prosecutions and other formal actions have increased during the course of the whole Towards 2010 target period due to improved intelligence and targeting and increasing expertise. The decision to prosecute is based on Trading Standards Enforcement Policy.

Disrupted activities of doorstep criminals with schemes such as ‘Cold Calling Control Zones’:

- The first No Cold Calling Control Zone was set up in Cranbrook. Since then they have been modified to Cold Calling Control Zones and now there are 12 in Kent. Where intelligence has shown there has been a problem with doorstep callers Trading Standards Officers have worked with local councils and CDRP’s providing advice to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well.

Helped to protect vulnerable people, for example the Community Safety Training Partnership has provided awareness training to over 9,500 people since 2006, while a high profile ‘Loan Sharks’ warning campaign was launched in March 2009:

- We have strengthened our relationship with Kent Adult Social Services (KASS) and the manager of the County Duty Team has attended briefings to understand how to get vulnerable people into the system. All our officers have been trained on how on how to deal with vulnerable adults.
- We have looked at new and innovative ways of getting the message about doorstep criminals across to vulnerable people, especially the elderly, and so in 2008 the first doorstep crime awareness poster competition took place for primary school children. Over 280 entries were received and the winning poster has been reproduced to appear in doctors and dentist surgeries, libraries, banks, post offices, chemists, veterinary surgeons, chiropodists and village halls. A quiz has been developed for secondary schools ‘Doorstep Crime – how to keep safe at home’ and we will continue in 2010.
- The Office of Fair Trading estimates that scams cost consumers in the UK an estimated £3.5 billion per annum which would very roughly equate to £80m in Kent so this continues to be an important part of our work. We are launching a new booklet ‘Smart Guide to Scams’ which is aimed at alerting people to rogue trader activity and includes details of how to deal with them and useful contacts. Working with KASS we have developed more links for people to receive alert messages and have used them a number of times particularly when trying to deal with victims of mass mailing scams.

Supported legitimate Kent businesses with initiatives such as the ‘Buy with Confidence’ fair trader scheme:

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder’s Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about

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the scheme. We have 102 approved traders and the most popular hits on the website are for landscape and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers.

- Help the Aged contacted us to find a suitable company to carry out work outside the remit of the Handyvan service. They were so pleased with the work they wrote to thank us and said the electrical contractor had carried out the work well and it was greatly appreciated. The additional security systems had made a great deal of difference and given peace of mind to the older people.

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards Alerts, education initiatives and working with partners.
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards Officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses.
- This work will dovetail with the proposal for a Kent Credit Union and KCC's policy on financial inclusion.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage increase in number of community organisations in Kent receiving alerts about the activities of rogue traders*	New indicator	18%	20%	23%	25%

* Base number of organisations is 200

Monitoring completed by: Ian Treacher/Sue Edmunds

Date: July 2009

Target 62: Expand the Kent ‘HandyVan’ scheme, making the homes of older and vulnerable people more secure.

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

KCC Community Safety, Kent Adult Social Services, Help the Aged, Kent Fire & Rescue Service, Kent Police, Crime & Disorder Reduction Partnerships, District Councils, Primary Care Trusts (PCTs)

Outcomes delivered so far:

Expanded the HandyVan’s range of services to include additional safety items such as hand rails and minor adaptations:

- The HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The scheme began in November 2001 with four fitters and vans covering the whole of Kent and is funded by the Community Safety Unit in partnership with Help the Aged.
- In August 2007 an additional HandyVan vehicle and fitter was introduced to focus in areas of high burglary and/or fear of crime.
- The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations.
- The HandyVan fitters not only install safety and security products but are also involved in a variety of partnership events and campaigns across the county to provide information to the public, raise awareness of the service, as well as promoting good citizen focus and reducing crime and the fear of crime. A recent event was the ‘Safer Autumn’ campaign run by Kent Police which included a week long campaign in an area of Ashford. During the campaign the HandyVan worked alongside the Police to focus on burglary reduction.
- KCC Community Wardens play an integral role in the HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service.

Helped older people feel safer in their homes with 89% of clients feeling very safe after receiving the HandyVan service compared to just 10% beforehand (based on a sample size of 1,079 clients between April 2006 and March 2009):

- Since 2006/07 over 7,700 safety checks have been made and in excess of 24,000 security or safety products installed helping to reduce the fear of crime, the risk of being a victim and improving the general safety of the homes of vulnerable people.
- The HandyVan service can improve people’s quality of life including one client who wrote to thank the HandyVan fitter for the inspection and installation of safety and security products and “for making such a difference to my peace of mind and well-being”.
- The fifth HandyVan has been targeted in the north Kent area since August 2007 and following a number of initiatives and a partnership focused approach domestic burglary in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%.

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- In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09.

Worked more closely with other agencies and partners such as Kent Fire & Rescue, Primary Care Trusts and Kent Adult Social Services to extend the reach of the service:

- A Steering Group was established, consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire & Rescue, District Councils and other partners with the aim of ensuring maximum use/efficiency of the whole service.
- The HandyVan service works closely with the Borough Councils in north Kent providing awareness training to council staff about the service as well as working in partnership to focus their efforts in the areas of greatest need.
- Discussions with the PCT and Kent Adult Social Services have identified opportunities to link HandyVan with hospital discharges, Occupational Therapy and Social Services referrals. These links are provided in a number of ways including leaflet/poster campaign, Warden and other KCC/PCT officer home visits and advertisements in relevant publications.
- Help the Aged has explored with the Kent and Medway Domestic Violence Co-ordinator how the service could engage with domestic abuse sanctuary schemes and discussions have taken place with local authorities. Most districts have referral mechanisms run by the local housing departments and local domestic abuse police officers.
- During 2008/09, the number of self-referrals to the HandyVan service accounted for 35% of all referrals and the community wardens for 13% with the remainder coming from a wide range partners. The Community Wardens consistently support this service and by working in partnership with Help the Aged have helped the elderly and vulnerable within their communities to remain safe and secure.

What more are we going to do?:

- Hold multi-agency promotional safety weeks in each of the districts building on the success of the two campaigns undertaken in the Ashford area in 2008/09.
- Deliver a countywide advertising campaign in various publications both internally and externally.
- Publish promotional material including pop-up banners which will be circulated around KCC and partner premises during the year.
- Deliver 'Operation Castle' an autumn campaign in 2009, focusing on vulnerable individuals. The Community Safety Unit is co-ordinating information/data sharing between Kent Adult Social Services and Kent Fire and Rescue Service.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of safety checks completed by the 'HandyVan' service (cumulative since 2006/07)	2,401	4,769*	8,101	7,765*	10,801

- The changing focus of the service resulted in less checks than forecast because more time is now spent at each location to make people feel safe

Monitoring completed by: Stuart Beaumont

Date: July 2009

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Target 60: Support young people to reduce the risk of them offending		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Glan Hopkin

Status: On course

List the partners with whom we are working to deliver this target:

Most services within the KCC Communities Directorate (including the Youth Service, Kent Drug & Alcohol Action Team (KDAAT), Arts Development Unit, Community Safety Unit and KEY Training), Children, Family and Education Directorate, Police, CDRPs, Health Service, Connexions, Kent Fire & Rescue.

Outcomes delivered so far:

The Youth Offending Service (YOS) strategy aligned to meet Towards 2010 target 60 is now an integral element of a wider preventative strategy led by the Children's Trust Board with significant contributions from Kent Police.

In 2006 a limited number of Youth Inclusion Programmes were established across Kent using a ring fenced-prevention grant from the Youth Justice Board. These initiatives were responsible for the assessment and delivery of interventions to children and young people aged 8– 17 years who had been identified as being at risk of offending and built on some earlier small scale projects such as 'Power' and 'Action 7'.

Outcomes delivered to date are as follows:

Reduction in the number of children and young people entering the Youth Justice System in 2007/08 compared to 2006/07:

- Less children and young people have been entering the Youth Justice System since 2006.
- Other activity commissioned by YOS or with partners in order to address known risk factors for those young people at risk of entering or already in the system includes:
 - Education, training and employment opportunities, which have been improved through links with the Learning & Skills Council (LSC), for example in developing the 'New Skills New Lives' initiative. This aims to improve the employability and employment prospects of post-16 year olds with the potential for working differently to support young people and employers
 - Health services, which have increased their investment in YOS both in terms of staff numbers and in mainstreaming the YOS Dual Diagnosis Project across locations in Kent
 - Accommodation resources, which are being expanded through the links with Supporting People
- Lessons learned from the initial work into 2006 has suggested that small scale interventions have been less useful than the model which promotes wider identification of needs and signposting to services which match those needs. This has resulted in better outcomes for individuals.

Improved partnership working, with raised awareness and wider understanding of the prevention agenda across all partnerships:

- There is raised awareness and wider understanding of the Prevention agenda across all partnerships. There has been improved partnership working through the Local

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Children's Services Partnerships and the links with Kent Agreement 2 have ensured that district council partners have fully supported the Youth Inclusion Support Panels' (YISPs) aim to reduce first time entrants.

- The target has also provided a focus for the development of Targeted Youth Support and the Integrated Youth Support Strategy in which KCC has acted as a catalyst and provided leadership.

Established a prevention-led approach to tackling youth offending:

- In 2007 the Kent County Youth Justice Board endorsed a proposal to refocus the prevention activity funded by the Youth Justice Board from that of an intervention to an assessment model. Successful lessons from the earlier initiatives e.g. the multi-agency management arrangements were applied to the development of YISPs in each of the 12 districts throughout 2008/09. The panels are responsible for:
 - Receiving referrals from children's services (e.g. schools) and community safety (e.g. Anti Social Behaviour teams)
 - Undertaking the assessment of all children and young people (aged 8 to 13 years) to identify where and for what reasons those referred are 'at risk' of offending
 - Co-ordinating the delivery of services to match to the risks and needs identified during the assessment
 - Monitoring the progress of the child/young person during an intervention of between three and six months duration
- The aim of the YISPs is to contribute to a reduction in the number of children and young people entering the Youth Justice System. As well as this Towards 2010 target, this aim is reflected in the Kent Children and Young People's Plan and Local Area Agreement, which has helped raise the profile of the YOS prevention strategy countywide.
- The implementation of the Local Children's Services Partnerships (LCSPs) in 2008, which deliver the priorities for the Children and Young People's Plan, have further improved the means by which the YOS Prevention Strategy and associated activity can be disseminated.

Supported a range of related diversionary activities outside the formal youth justice system:

- YOS has contributed to developing services which have clear links with other targets for example:
 - Delivery of education programmes on drug and alcohol misuse through the Drug Intervention Support Programme (DISP) and the Alcohol Support Programme in support of NI 115
 - Piloting by the Police of Restorative Neighbourhoods with which the YOS victim offender mediation service has become involved in support of target NI 57
 - Accessing and developing activities enabled by the Department for Children, Schools and Families (DCSF) funding of Positive Activities for Young People which is administered by the Youth Service in support of NI 110
- Additional activity and development supported by YOS include:
 - The Challenger Troop offering an Army Cadet type approach to youth activities
 - The Phoenix Programme delivered by Kent Fire and Rescue promoting both personal safety and social responsibility
 - A partnership, recently with the English Rugby Football Union, to increase sports participation amongst those most 'at risk'
 - Use of restorative processes in schools to resolve school based incidents without recourse to the police so avoiding the entry of children and young people into the

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youth justice system and reducing the need for exclusion, itself a significant risk factor for offending behaviour

- Our work has provided an important lever to influence public and police perceptions of young people at risk of offending.

What more are we going to do?

- All partners will progress this work further, working to maintain and fully integrate the role of the YISPs with developments being led by the Children's Trust Board, Kent Police and the district CDRPs.
- Further strengthen the links between CFE and Community directorates on the Prevention Strategy, using monies from the national Youth Justice Board, which is pledged until the end of 2010/11.
- YOS will contribute to the planned multi agency initiative in two wards in Thanet, Margate Central and Cliftonville West, designed to increase community cohesion. The learning from the initiative will be applied as appropriate to the preventative strategy in other parts of the county.
- Work will continue with Kent Police to further increase the reliability of the monitoring of new entrants to the youth justice system, enabling more detailed information to be shared amongst agencies concerned with both community safety and with the planning, commissioning and delivery of children's services.

Measurable Indicator (s)	2006/7 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of new entrants to the youth justice system (per 100,000 10-17 population)	2,020	1,660	1,627	Available Nov 09	1,594

Monitoring completed by: Glan Hopkin

Date: July 2009

Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics		
Lead Cabinet Members: Mike Hill/Sarah Hohler	Lead Managing Directors: Amanda Honey/Rosalind Turner	Lead Officers: Chris Hespe/Danny O'Donovan

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent School Games: 15 x School Sport Partnerships, 15 x Specialist Sports Colleges, 14 x Governing Bodies of Sport, Competition Managers, Facilities (Julie Rose Stadium, University of Kent, Kingsmead Sports Centre, Canterbury High School, Polo Farm Sports Club, Aylesford Rugby Club, Sevenoaks School), Canterbury City Council, KCC Procurement Services (Management Contractor), KCC Arts Development Unit, Performing Arts College network.

Supporting Talented Performers: Over 50 sports facilities across Kent, all local authorities, the three Kent-based Universities, Clubs, Governing Bodies of Sport, Kent County Supplies (and Maudesport), Kent Reliance Building Society, P&O Ferries, the Denne Group.

Outcomes delivered so far:

We staged the inaugural Kent School Games in 2008, involving over 500 schools and 30,000 young people, and acting as a catalyst for additional competitive sport in the county:

- The inaugural Kent School Games, with sponsorship from P & O Ferries, were run from autumn 2007 with finals events in June 2008. Over 500 schools were involved in these first Games with 30,000 young people participating.
- The finals involved 23 different sports, over 50 events, seven venues and were organised across several days. These culminated in approximately 1,200 medalists.
- From the launch event through to the Kent School Games Celebration event, Olympic and Paralympic performers, including Dame Kelly Holmes, Dame Tanni Grey-Thompson Danny Crates and Ian Wynne were involved and supported the Games.
- The 2009/10 Kent School Games will be launched in schools at the end of September 2009 through a pack of posters and DVD for every school to use in assemblies and at other relevant events in the schools. This is being designed to encourage even more of Kent's schools to become involved and to generate maximum media interest.
- Locally, several School Sport Partnerships have already organised competitive activity in summer 2009, as a non-Kent School Games Finals year, in order to build on the momentum from the first year.
- The Disability Archery Event has also benefited from the School Games and is now organised on an area 'hub' basis prior to the finals events, providing an improved structure for the event.
- The organisers of the Kent Tag Rugby festivals (which are 'badged' events within the Kent School Games) have reported that the Games have added significant value to their event, in terms of the welfare structures and plans implemented in 2008.
- Area competitions and trials are being organised by the 13 School Sport Partnerships, 15 Sports Colleges and seven competition managers, throughout the Autumn 2009 and

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Spring 2010 terms, which will lead to schools and teams qualifying for the finals in June/July 2010

- Plans are well underway for the finals events, where there will be an increase in the number of sports involved. Plans are also in place to involve a greater cultural element to the Games, involving the specialist arts colleges and KCC's Arts Development Unit.

Supported over 700 talented sports performers with dedicated programmes, funding and other initiatives:

- District council's have continued to work with KCC in supporting talented performers through the Kent FANS Scheme. This provides Free Access to National-level Sportspeople to over 50 facilities in the county for training, preparation and rehabilitation purposes.
- Over the last three years this scheme has supported over 700 national level sportspeople to access free facilities and these people can obtain discounts on equipment, clothing and physiotherapy services.
- Good links have been established with the three Kent-based universities, which have supported sports science workshops for over 100 coaches, performers and parents.
- Funding for talented performers (including disabled performers) has been secured through a variety of sources, including SportsAid, P & O Ferries, the Denne Group, the Kent Reliance Building Society and Pfizer.
- We have also developed an enhanced tier of support for 20 talented performers, nominated through their Governing Bodies of Sport, including direct funding, dedicated sports science provision and branded clothing. In addition, a 'Rising Stars' webpage has been developed to raise their profile and links are being sought with both a media partner and the Dame Kelly Holmes Trust to provide further profile and support for these performers.
- A Coaches and Officials Scholarship scheme has also provided funding for several coaches who either already coach at a high level or are recognised through their Governing Bodies of Sport as having the potential to coach high levels thereby enhancing the number of top performers in the county
- Several major events, which can inspire future Olympians and Paralympians, have been supported or will be coming to Kent. These include the Tour de France, the World Handcycling event and the World Cup Archery events in 2007, the Margate Masters Beach Volleyball event in 2009, and the Open Golf Championships in 2011.
- 20 top performers have been directly supported with funding, branded clothing and access to dedicated sports science support funded via KCC. In addition, a further five performers have been supported through P & O Funding. This includes 10 disabled/Paralympic performers as well as 15 non-disabled/Olympic performers. All of these performers are currently ranked very highly within their sport and have been recognised by their national Governing Bodies as having true potential to reach the highest levels.
- 13 Coaches or Officials have been supported with funding to attend relevant courses to upgrade their qualifications in order to be able to support higher levels of performers.
- The following achievements have been made by a number of the talented performers supported (others' seasons are only just starting):

Kezia Gore: (Gymnastics - Rhythmic) Represented GB at the Youth Olympic Festival in Australia in January 2009 winning team bronze and individual silver medal.

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Nicholas Boylan: (Swimming) Selected to represent GB at the 2009 INAS Global Games, Czech Republic & IPC Europeans, Iceland.

Alexandra Adams: (Swimming) Won six gold medals in DSE Junior Nationals 2009.

Will Bayley: (Table Tennis) Participated in Beijing Paralympic Games 2008. World Ranking 10th.

Liam Baldwin: (Athletics - Race walking) Achieved third place at the UK Europeans which were also GB trials for the European Cup.

Candy Hawkins: (Athletics) - Achieved qualifying time for Deaflympics 5000m in Taipei in September 2009.

Nathan Milgate: (Shooting) 2009: Achieved gold in the R1 10m air rifle standing SH1 in Poland. Achieved gold at the Canadian Airgun Grand Prix. Achieved team gold medal and individual bronze medal at the IPC Shooting Open Championships Jikji Cup in Korea. Achieved gold in the Falling Target Rifle SH1 mixed competition and silver in the R1 10m air rifle standing SH1 in the Turkish Cup. Achieved Gold in the Wheelpower National Shooting Championships at Stoke Mandeville. Achieved bronze in the R6 50m Smallbore Rifle 60 shot prone SH1 at the International Hessain Trophy in Germany

Vicky Silk: (Athletics) Selected by UKA to compete in Switzerland in the IWAS Junior World Games in July 2009

Lewis Gray: (Table Tennis) Won the 2009 English National Cadet (Under 15) Masters competition. Selected to represent England at the European Youth Championships in Prague, July 2009. Ranked England number 1, National Cadet Boys.

Enhanced Kent's reputation, especially in connection with the London 2012 Games – KCC was one of only five local authorities to achieve Beacon status in this area:

- The Kent School Games formed an integral part of Kent's successful Beacon application.
- Several other counties have expressed interest in finding out about the Kent School Games and it has been promoted at national events such as the LGA conference, as well as a feature on the Games being written for a national leisure industry magazine.
- The Kent School Games was part of a presentation to a Sports Caucus made up of MPs and Non-Departmental Public Bodies and there has been national political interest in seeing similar County School Games across the country.
- 38 of the county's facilities feature as potential Pre-Games Training Camps in the official London 2012 brochure produced for Olympic and Paralympic Associations, including seven specifically designated as Paralympic pre-Games Training Camps - more than any county in England. The Dartford Judo Centre has already attracted teams from Canada, USA, Iceland, New Zealand and France to use its facilities for training, Pegasus Gymnastics Club hosted the Slovenian national Gymnastics team and Meapa Gymnastics club in Gravesend hosted the Ukrainians. These teams trained alongside and inspired young Kent gymnasts. Saudi Arabian and Latvian Sitting Volleyball teams also trained in Kent in 2008 and the Chinese, Hungarian and Dutch Sitting Volleyball teams are involved in an event in the County in 2009.

What more are we going to do?:

- Launch Kent School Games in autumn 2009, with the aim to engage as many of Kent's schools in the Games as possible.
- Run successful Kent School Games finals in June 2010, with increased number of sports and competitions and an increased cultural element to the Games.
- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012.

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- Track those performers provided with enhanced support to ascertain their levels of improvement, hopefully leading into world class programmes and squads, as well as success at major national and international events.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of schools participating in the Kent Schools Games (Academic year)	New indicator	529	*	*	550
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	360	526	570	732	740

* Not applicable - next Kent School Games to be held in summer 2010 (Academic year 2009/10)

Monitoring completed by: Chris Hespe / Danny O'Donovan

Date: July 2009

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Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes

Lead Cabinet Members:
Mike Hill/Sarah Hohler

Lead Managing Directors:
Amanda Honey/Rosalind
Turner

Lead Officers:
Chris Hеспе/Danny
O'Donovan

Status: On course

List the partners with whom we are working to deliver this target:

15 Kent Sports Colleges, 13 Kent School Sport Partnerships, competition managers, Kent sports clubs, Governing Bodies of Sport, Youth Sports Trust and Kent School Sports Associations.

Outcomes delivered so far:

Increased the amount of PE, school sport and competitive school sport in Kent with 88% of pupils now participating in two hours of high quality PE and school sport per week, compared to 64% three years ago. This is 1% above the local PSA stretch target. The proportion of pupils involved in inter-school sport is above national average:

- The same data shows that 44% of pupils are now involved in inter-school sport competitions, which is above national averages for the PESSYP (PE, & School Sport for Young People) survey.
- 121 new or enhanced out-of-school activities on school sites have been funded and delivered both after-school and during the school holidays.
- KCC Sport, Leisure & Olympics Service has also worked with the school sport partnerships, local authorities and extended schools managers to co-ordinate a successful bid for over £1million from Sport England to run a 'Sport Unlimited Programme' as part of the five hour offer for young people to participate in PE and sport per week. In the first year approximately 100 schemes were funded. To date, a further 64 schemes are planned in 2009/10, although this is likely to increase with further funding allocations in the year.
- The Sport Unlimited programme in year 1 provided opportunities for nearly 6,000 young people to regularly participate across Kent in a wide range of sports opportunities. There are plans to increase this number to over 10,000 young people in 2009/10 and 2010/11. This programme, allied to the work undertaken by School Sport Partnerships to increase participation in PE & school sport, will contribute to providing a five hour offer of PE & Sport for young people in the county.
- The trials and heats associated with the Kent School Games (see Towards 2010 target 22) generated over 500 competitions and festivals with over 500 schools actively involved at a local level. The finals events in June 2008 were highly successful with 23 sports, involving over 50 events and around 1,200 medalists. Plans for the Finals events in 2010 are underway, including additional sports and the inclusion of further cultural elements.
- The Kent School Games is becoming embedded within the schools competition structures, with the competition managers playing a key role in ensuring increased competitive opportunities for young people in schools.

Improved co-ordination of activities across the county through specialist posts and networks:

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- The strategic post of County Officer for School Sport and Physical Education has been embedded into the CFE staffing structure, within Advisory Service Kent.
- Key networking groups have been established to form a strategic forum for school sport across Kent to promote and deliver a rolling programme of sporting activities under the leadership of the new county officer.
- A senior competition manager and six competition managers have been appointed since September 2007 using Youth Sport Trust funding. All managers work within the 13 School Sport Partnerships to strategically co-ordinate inter-school competition within their area to ensure there are increased opportunities for young people to compete in a wider range of activities. This network of competition managers is supporting the Kent School Games to embed the work within schools.
- Five Further Education Sports Co-ordinators (FESCOs) have been established in FE Colleges in Kent through Youth Sport Trust funding, aiming to provide additional sporting opportunities for 16 to 19 year olds.
- A countywide website for the collation of fixtures and results of school sport competitions has been developed by the competition managers, to facilitate and promote competitive school sport across all school sport partnerships.

Helped to increase the quality of PE and sport provision – coaching and refereeing accredited courses have been organised and 69 primary schools have had their playgrounds developed:

- Coaching and refereeing accredited courses have been organised through 'Learning Communities' facilitated by Advisory Service Kent, to increase the number of adults with qualifications to improve the quality of provision for competitive sport across schools.
- 69 primary schools have had their playgrounds developed through a combination of Lottery and KCC Performance Reward Grant (PRG) Funding, administered through the KCC Sport, Leisure & Olympics Service.

What more are we going to do?

- Introduce new inter-school leagues and competitions to fill the gaps in competition structures.
- Continue to plan for the 2010 Kent School Games and to develop their format through the expansion of the heats and trials within each school sport partnership area in order to increase participation rates and increase in the number of schools involved.
- Maximise the opportunities of the London 2012 Games to encourage more young people to take part in sport within and beyond school hours through the organisation of a range of festivals and competitions linked to the national strategy for school sport which has been led by Dame Kelly Holmes.
- Introduce a biennial celebration and awards event linked to the Kent School Games to highlight the sporting talents of young people in Kent schools.
- Working within the Building Schools for the Future PE and Sport Stakeholder Group to ensure design input into the development of enhanced sporting facilities on school sites, which through innovative design and use of community assets, leads to a greater range of activities becoming accessible to a wider range of young people and community users.
- Increase opportunities for young people to access sporting opportunities through a range of providers via the Sport Unlimited Programme.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of pupils taking part in at least two hours of high quality PE and out of hours school sport per week	84%	88%	90%	Due in Nov 2009	100%
Percentage of pupils involved in inter-school sport competitions (academic year)	New indicator	44%	46%	Due in Nov 2009	50%
Number of new out of school hours sports programmes (cumulative since 2007/08)	New indicator	63	113	121	163

Monitoring completed by: Chris Hesse/Danny O'Donovan

Date: July 2009

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Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent		
Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Chris Hesse/Judy Edwards

These two Towards 2010 targets are being reported together as they are so interlinked.

Status: On course

List the partners with whom we are working to deliver this target:

Target 28: Sports clubs, governing bodies of sport, all district councils in Kent and Medway Council

Target 63: Local and national voluntary organisations, businesses, local authorities, the Health Services, Jobcentre plus, police, HM Prisons.

Outcomes delivered so far:

Provided practical help for hundreds of sports clubs and groups across the county, for example administering small revenue and capital grants and helping organisations to secure funding:

- Club Connect Card Scheme: This provides a range of discounts and benefits for sports clubs, and was developed and officially launched in October 2007 by the KCC Sport, Leisure & Olympics Service. To date, 292 sports clubs have signed up to the Club Connect Card scheme
- Clubmark Accreditation Work: We support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with Clubmark clubs guaranteeing a safe and friendly environment for young people to play sport. In addition, the KCC Sport, Leisure & Olympics Service became registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. 150 sports clubs across the county now have received Clubmark Accreditation
- Development officer posts: These have continued to support a wide range of Governing Bodies of Sport with new development officers being secured to develop their sport in swimming, archery, athletics, squash and curling. Funding has also been secured to appoint a golf development officer and discussions are well underway with cycling to develop a post at Bedgebury Forest. Funding has also been secured to continue with a netball development officer post until 2013. The KCC Sport, Leisure & Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region.
- The archery development officer post has provided a 'legacy' from the Archery World Cup in Dover in 2007, through which equipment and training is being delivered to Kent's schools and community groups.
- Small Revenue & Capital Grants: The Sport, Leisure & Olympics Service has continued to administer a small revenue and capital grants programme, primarily to support local clubs and voluntary sector sport.
- Training & Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and

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volunteer workforce. This includes working with School Sport Partnerships on a 'Step into Sport' programme for young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations.

- Since 2006, nearly 4,000 teachers, leaders, coaches, volunteers and club officials have attended sports education opportunities, supporting the increased quality of provision in the voluntary sector.
- Securing funding: Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the KCC Sport, Leisure & Olympics service has levered at least £4 of external funding for every £1 spent on the service by KCC.
- 149 awards have been made to voluntary sports clubs and organisations which have benefitted from receiving small grants to run localised community sports projects.

Created a network of volunteers to help at sports and leisure events – nearly 500 volunteers have signed up to the Kent eVent Team and this will grow to 2,500:

- Developed an innovative project to build a network of people, the Kent eVent Team, willing to volunteer for one-off sport, leisure and cultural events and so be ready and experienced to join the volunteer cohort to support the 2012 Olympic and Paralympic Games. We are on target to exceed the aim of having 2,500 volunteers registered by 2010. Kent Volunteers and KCC Sport Leisure & Olympics service launched the Kent eEvents Team project in May 2008, which has been developed jointly with the volunteering networks in the county.
- Over 700 young people have registered on the Step into Sport database as young sports leaders and 432 people have registered on the Kent eVent Team database, with 35 organisations having been supported through this programme. An example of support already provided is for the Margate Masters Beach Volleyball event. Volleyball England were so impressed they are already looking to return to Margate for next year's event.

Strengthened the voice of local sport in Kent, establishing Community Sports Networks in partnership with District Councils:

- We worked with districts to establish 10 local "Community Sports Networks" with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners.

Provided practical help to support the voluntary sector e.g. media training for representatives from 70 voluntary organisations:

- The focus of our programme is to increase the quality of volunteering and the capacity of volunteer using organisations to increase their sustainability through these current challenging times.
- Media skills 'training the trainers' for voluntary organisations to up skill and cascade practical ways to engage with a variety of media sources. The media training was taken into 70 voluntary organisations and was tailored for their use. Feedback showed that press releases, radio interviews and Kent TV have been used. Outcomes include increased volunteer recruitment and increased fundraising. There is a demand for further training by a range of other groups.
- Information about volunteering. Using multimedia e.g. web, local press, radio and Kent TV we have up to date avenues to keep the public informed.

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- Media campaign to highlight the need for volunteers to engage with youth activities and to show how young volunteers enjoy benefit from volunteering.

Built a strong partnership focused on common goals, epitomized by the Kent Volunteers Advisory Group containing representatives from the public, private and voluntary sectors:

- Kent Volunteers works in partnership with statutory, voluntary and business organisations. The partnership (KVAG) is chaired by the Chairman of KCC and members represent a range of influential voluntary organisations such as Kent Council Voluntary Youth Service, Citizens Advice Bureau, Kent Wildlife Trust, St John and Volunteer Centres. With KCC officers and statutory partners including Health and Kent Police, the network is able to identify good practice as well as barriers to volunteer engagement and see ways to work together to increase involvement. Business partners have contributed either with sponsorship such as from Pfizer and Clive Emson Associates or help in kind such as from the Marlowe Theatre.
- Engagement of the Kent Partnership. Involvement in planning a recent voluntary sector summit to consult with a wide range of organisations with the aim of working together to militate against the impact of economic recession.
- The members of KVAG have shown by example that by working together, efficiencies of sharing knowledge and practice can develop sustainable volunteer involvement. For instance, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 330 are engaged with a sizeable waiting list.

Celebrated the contributions and achievements of volunteers – since 2006 the Kent Volunteers Awards have celebrated the achievements of 2,000 individuals and organisations that have benefited the Kent Community:

- Since 2006, the Kent Volunteers Awards for Volunteering Excellence, has identified and thanked 2,000 individuals and organisations representing many more thousands of volunteers benefiting our communities and environment.
- The partnership has shown KCC's recognition of the value of volunteers and enabled business to showcase their corporate community involvement. The volunteer's stories have inspired others to get involved.
- Kent Volunteers Awards for Volunteering Excellence have been held and thousands of volunteers have been recognised and thanked, their stories inspire others.

Enhanced Kent's reputation, with several services achieving the national Investors in Volunteering (IiV) standard:

- The quality of volunteer management in KCC has been recognised. The Youth Offending Referral Panel volunteers and learning champions in adult services have achieved the national IiV standard.
- KCC was the first local authority in England to develop an Employee Volunteering scheme and this continues to grow with 35% of KCC staff volunteering with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example is the Kent Highway Alliance who partnered with young offenders volunteering together on a conservation project. A further outcome was that five young people were offered jobs with the Alliance on their release. Increasingly staff are developing a relationship with their chosen charity to continue the impact.

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- Ongoing contribution to the national strategic volunteering agenda. Our County Co-ordinator is Vice Chair of Volunteering England and KCC is recognised by the LGA as a leading authority in volunteering development.

What more are we going to do?

- Support more clubs to achieve Clubmark accreditation.
- Encourage more clubs to sign up to the Club Connect card scheme and seek to increase the benefits
- Work with Governing Bodies of Sport to secure further development officer posts and to continue to support existing posts with an administrative base
- Provide further small grants to clubs and voluntary sports organisations in order to develop more sports opportunities including links with schools.
- Continue to promote the Kent eVent Team with a view to registering 2,500 volunteers for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers prepare to volunteer for the 2012 Olympic and Paralympic Games.
- Continue to focus on ways to help volunteer using organisations help themselves, by:
 - Working in partnership with Kent Fire and Rescue Service to see how they can best use volunteers and to agree an employee volunteering scheme for their staff
 - Planning a media campaign to highlight the need for people with specialist and professional skills to volunteer. It is scheduled to launch in autumn 2009 and will run for six months to March 2010. We will be encouraging potential volunteers with valuable professional skills and experience to contact their local volunteer centre. A new dedicated section on kent.gov.uk will be introduced and the campaign will be based on research being done with the voluntary sector in Kent. We will be using a mixed-media approach likely to involve media relations, advertising, Kent TV and viral.
 - Following a review of the Volunteer Awards and a wish to continue the scheme in 2010, we are working with the partners to update the process and obtain ownership by the voluntary sector and external funding. KCC will remain involved as a sponsor. This year in response to the impact of the economic recession, we will be making small financial awards to directly benefit a maximum number of organisations.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	75	90	135	149	175
Number of sports clubs receiving services via the ClubConnect Card (cumulative since 2006/07)	0	200	275	285	400
Number of volunteers managed by KCC (excludes schools)	1,500*	2,200*	Maintain or increase	Results due Oct 09	Maintain or increase

* Based on estimates

Monitoring completed by: Chris Hespe / Carole Kincaid

Date: July 2009

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Target 23: Facilitate and enhance the development of Kent Youth Theatre activities		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Sally Staples

Status: On course

List the partners with whom we are working to deliver this target:

Academies and Specialist Arts Colleges (Performing Arts), Advisory Service Kent (ASK), Arts Council England, South East (ACE), Borough and District Councils, ENYAN, Extended schools, Kent TV, Kent Youth County Council, Kent Youth Service, Libraries, Media organisations, National Association of Youth Theatres, National Student Drama Festival, National Youth Theatre, Schools, Sports Leisure and Olympics Unit, Surrey Arts, Theatre leaders, Theatre practitioners and freelancers, Venues and theatres, young people, Youth arts organisations.

Outcomes delivered so far:

We have worked to achieve this target in two ways:

- Encouraging growth and development of youth theatre activity that is sustainable, accessible and which supports professional development
- To develop a county Youth Theatre Festival that celebrates youth theatre in Kent and leads to the county having an improved reputation in this field.

The differences we've made by focusing on this target are as follows:

Helped to create more opportunities for Kent's young people to get involved in youth theatre with over 5,000 young people reported to have attended youth theatre activity in the past year:

- The new inclusive Youth Theatre organisation, started by Theatre Royal Margate as part of the new development, is working with KCC towards a national model of excellence
- Supporting the development of Strangeface Mask Company in their work and engaging more young people in youth theatre activities
- Youth arts contribution to the Kent School Games (see Towards 2010 target 22)
- Delivered opportunities by working with Canterbury Festival for 60 young people to be involved in a professional theatre commission at Canterbury Cathedral
- Worked with Trinity Theatre to create satellite youth theatre with one at Hillview Girls School
- Worked with the new theatre in Folkestone to develop youth theatre
- Developed the youth theatre concept for the New Marlowe with Canterbury City Council
- Development of a rural touring programme, and Young Producers Programme, working with Applause Rural Touring to support delivery

Built momentum and direction to drive further development of youth theatre in Kent, typified by the inaugural Kent Youth Theatre Festival in Spring 2009:

- Kent County Youth Theatre Festival was successfully staged for the first time in spring 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 participants, who enjoyed workshops on stage make-up, TV production,

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stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development.

- Capacity building: The need for better leadership for youth arts and youth theatre was recognised specifically as part of the re-purposing of the Arts Development Unit, with the creation of a post specifically to engage with the creative needs of young people. The reach and networks created by this post, working with KCC Youth Service, mean strong contribution to national indicators 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) and 110 (Young people's participation in positive activities).
- Advocacy and strategic leadership: Youth arts development and the needs of young people now enjoy much-improved profile in policy making and service planning. The Youth Arts Officer post is a major commitment to engagement with youth art in the long-term. It has created the long-awaited capacity to build relationships with youth theatre organisations and key development bodies based on common goals. These are valuable partnerships that will support and enable our future work, and future funding leverage.
- Improved Youth Theatre delivery infrastructure: New initiatives such as the Youth Theatre Hub and Youth Theatre Development Network have brought a structure and strategic thinking to the work of developing youth theatre. These initiatives directly pick up and capitalise on the momentum of the Festival as fed back by a Youth Theatre leader, 'Thanks again, this was such a wonderful opportunity for similar minded people to get together and share our visions. The young people behaved impeccably and had such a good time, encouraging and congratulating each other without any competitiveness. Just shows the power of the arts on young people.'
- Established a Kent-wide Youth Theatre Network (professional development forum), Youth Theatre Hub (creative forum) and development of a Young People's Arts Forum.

Encouraged development of high quality provision for young people in Kent, via organizations such as the National Association of Youth Theatre:

- We have encouraged youth theatre organisations to align themselves with the National Association of Youth Theatres (NAYT), which promotes quality of provision with an emphasis on access for all. The Kent Youth Theatre Festival was key to securing support for development initiatives, in order to build on this first event by developing the capacity and capability of the Kent organisations to raise and realise ambition, and increase profile and opportunity.

Established and shared a deeper understanding of issues and needs of young people and youth theatre organizations by way of research activity and consultation:

- Understanding needs: Consultation of youth theatre organisations about their aspirations, challenges and expectations fed into the design and delivery of the first-ever Kent County Youth Theatre Festival – a customer insight approach that we will continue
- Research: A mapping exercise of youth theatre activity in Kent in 2006/07 gave information on existing activity and how best to meet demand and create new and exciting opportunity. It revealed that while rural areas were well supported there was a lack of investment and diversity in events, poor accessibility to minority and excluded groups, high provision in the north of the county, in the coastal towns and in Canterbury, though overall the nature of activity offered limited challenge.
- Held 'Theatre in the Square' sounding board event for young people on the development of the Kent County Youth Theatre Festival

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Used arts to help communicate and engage with young people on issues that matter to them, such as bullying, smoking and drug misuse:

- Theatre roadshows were delivered by the Arts Development Unit and other arts resources (such as Hextable Dance) on tackling issues such as bullying, smoking and drug misuse.
- Kent Youth County Council supported in using Theatre Arts in their work and engaging members in youth theatre development facilitated by the Unit

Shared good practice and enhanced Kent's reputation by contributing to regional and national events, and creating interest in the Youth Theatre Festival model:

- New capacity with in-depth understanding of the field has enabled advocacy and networking at all levels of the potential benefits from greater youth engagement in creative activity. Kent has contributed to regional and national conferences on youth arts and youth theatre, presented overseas to international hosts (Finland) which has opened up international links for Kent youth theatre. The excellent festival model is now being cited by Surrey local authority as a model of good practice, with potential for roll-out in their area.

What more are we going to do?:

- Build on early links made with Extended Schools through the above portfolio of work
- Continue work with youth theatre network/hub, Young People's Arts Forum and other partners to develop the Kent County Youth Theatre Festival 2010
- Stage regular youth theatre network events to extend people's practice, broaden their reach, offer Continuing Professional Development, and opportunities for collaboration
- Work alongside youth theatre groups, practitioners, theatre companies, youth workers to extend their practice and engage more young people, particularly those who are harder to reach
- Develop a partnership with the National Youth Theatre and support their doing more community youth theatre projects in Kent, thus offering further opportunities for hard to reach young people and raising Kent's profile on the national youth theatre stage
- Develop international links with youth theatre groups
- Develop a Young People's Arts Forum to develop young leaders, ambassadors and organisers
- Work in partnership with Kent Youth Service to offer professional development opportunities for youth workers to enable them to engage more young people in youth theatre
- Work with KCC Sports Development to ensure quality arts elements in Kent School Games 2010
- Ensure the Kent County Show offers more performance opportunities for young people

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of young people reported as attending youth theatre activity *	New Indicator	1,504	1,600	5,321	2,000
Number of youth theatres who are members of the National Association of Youth Theatres (NAYT)	New Indicator	17	18**	19	20**

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* As reported by directly funded organisations, youth theatre groups and targeted schools.
Sharp increase in 2008/09 figure partly due to improved data collection systems. Target to be revised for 2009/10

** Targets revised upwards drawing on data from NAYT on Kent membership

Monitoring completed by: Sally Staples

Date: July 2009

Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Sally Staples

Status: On course

List the partners with whom we are working to deliver this target:

Arts Council England, South East (ACE, SE), arts organisations (Kent-based), Creative and Cultural Skills, Creative Foundation, creative businesses, Creative Margate, Development Trusts Association, East Kent Festivals Cluster, English Heritage, Future Creative, Further and Higher Education Institutions, Greening The Gateway Kent and Medway, KCC Economy and Regeneration, KCC Research and Intelligence, Kent 2012 Arts Sectoral Task Group, Kent Film Office, Kent Tourism Alliance, Kent TV, Kent and Medway local authorities, Liberty Property Trust UK, Performing Arts Network Kent (PANeK), professional and voluntary cultural organisations, South East England Development Agency (SEEDA), Screen South, town and local area development partnerships, Visit Kent

Outcomes delivered so far:

Providing access to greater activity for residents and encouraging visitors to Kent is the focus of this target. Key to its implementation is repositioning the KCC Arts Development Unit and development of a Kent Cultural Strategy to increase opportunity.

We have helped position Kent as a centre for the arts by:

Developing venues and cultural events across the county, working with organizations such as Turner Contemporary, Quarterhouse in Folkestone and the Theatre Royal Margate:

- We offer advice and partnership working in order to broker support that can lever in funding and develop opportunity for arts projects and programme growth and for new arts and public facilities.
- Venue-based organisations with which we work include Turner Contemporary (in construction), Theatre Royal Margate, Quarterhouse in Folkestone (launched this year), and ‘Beeping Bush’ film and media centre in Margate.
- We support the work of Performing Arts Network Kent (PANeK) to increase the amount of theatre and other live performances available, offering professional development, masterclasses, mentoring and specialist business advice to ensure that professional companies are able to survive and thrive. A lead officer is allocated to each funded arts organisation, who works with them to maximise the impact of the grant and support their development.
- Organisations we have supported in this way include: Applause (rural touring), Strange Cargo, Future Creative, Strange Face mask theatre company, Chalkfoot Arts (rural touring), Cohesion Plus (new ethnically diverse arts organisation in North Kent), Broadstairs Folk Week, Canterbury Festival, Deal Festival, Trinity Theatre, Stour Valley Arts, Whitstable Biennial and Meltdowns (art metalwork foundry and workspaces). This represents a broad spectrum of activity and reach, and we have supported many more organisations through advice and information.

Profiling major local events and projects, including supporting the Kent 2012 campaign and events such as the Folkestone Triennial, Whitstable Biennial and Deal Festival:

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- Turner Contemporary is building a momentum and focus for visual arts in Kent and we are working with the team on targeted projects (e.g., teenagers project, visitor economy).
- The Folkestone Triennial was the most significant international art event in the south east in 2008, and the Whitstable Biennial has developed a strong reputation for identifying emerging talent.
- Strange Cargo's 'Other People's Photographs' project achieved national and international recognition, and won six awards.
- Deal Festival is highly respected for its quality programmes, including showcasing and new compositions. The East Kent Festivals Cluster project has levered £50,000 from ACE, SE and SEEDA to support festival development hinging around a new art commission with an international vocal artist.
- We are supporting the organisational development of Strange Face theatre company and SeeThrewMusic, both emerging talents in rural touring, and rural touring network Applause recognised nationally for its astute programming.
- We have partnered Liberty Property Trust (LPTUK) on the refresh of the Rouse Kent Public Art Awards, confidence in which has now resulted in a request from LPTUK to co-ordinate a new £80,000 art commission opportunity so far generating 150 expressions of interest from artists.
- We are developing Artists' Suppers, to support up-skilling, networking, new collaborative approaches, development of new audiences, and engaging with new spaces for events and performance.
- Supporting London 2012 – KCC's Arts Development Unit chairs the Arts Sectoral Task Group of the Kent 2012 campaign and co-ordinate the UK Cultural Festival Kent action plan that celebrates the Olympic and Paralympic Games.
- We work with the arts and cultural sector to maximise take-up of national opportunities, e.g., Artists Taking the Lead, Bandstand Marathon. Our technical advice and project support levered £40,000 into Kent to realise the highly successful 2008 'Light Up, Open Up' event in Dover, for the launch weekend of the Cultural Olympiad in the South East cited as a good model by the SE Creative Programmer.
- We are working with stakeholders, advising on development of the Creation Centre, a large-scale production facility in Chatham, which will give Kent's arts sector the large-scale capability for outdoor events (festivals, street arts) with potential to contribute toward 2012 celebrations. We are delivering the Kent Cultural Baton, a portable arts commission that between now and 2012 will be hosted by communities across the county as part of their own local celebratory events.

Building consensus on the value of culture and cultural development in Kent, using events such as the Kent Cultural summit as a catalyst:

- Our work on the Kent Cultural Strategy Summit secured the engagement of 130 key influencers and decision makers across Kent and the South East, and consensus on the value of culture and cultural planning.
- It has strengthened Kent's position and profile of Kent as a developer of the arts which will be further consolidated via strategy development work, to be tested with the partners at the second Cultural Strategy Summit.
- The Kent Cultural Strategy will be launched in February 2010. An excellent example of this in practice is Creative Margate, a partnership of key cultural agencies focused on the culture-led regeneration of Margate; building on ACE SE recognition of east

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Kent as a 'Priority Place', and formed out of earlier advocacy and advisory work, leveraging in £500,000 from English Heritage to help realise Margate's potential through a project with a workspace and artists' live-work focus.

- We work extensively with partners to advise and assist with the development of strategies, policy frameworks, project proposals, and briefs/plans, to further and realise Kent's ambition as a centre for the Arts. We chair SEPACT (the South East Physical Activity Co-ordinating Team), a key regional forum and network to delivering the Government's vision for a healthy Britain, with good links and opportunities for dance.

Increasing access to the arts in Kent, including a networking event and seminar attended by 130 arts and cultural organisations:

- Kent is one of just 24 local authorities in England that has adopted national indicator 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) for its Local Area Agreement. Its adoption has greatly assisted Cultural Strategy Summit development work, and so far this year we have attracted £110,000 in funding to support our work.
- We staged a networking event and seminar on audience development, attended by 130 arts and cultural organisations. This model has been showcased at a national indicator 11 seminar as an example of good practice. It has stimulated marketing and audience engagement project bids that we are now reviewing, and those that succeed will begin rollout in summer 2009.
- We presented at a Community Safety Conference, making the case for how arts can improve safety outcomes and even save lives.

Incorporating the arts into Kent's tourism and visitor economy, linking in with initiatives such as Creative Margate, Dover 'Sea Change' work and the East Kent Festival's cluster project:

- Our partnership work focuses on maximising opportunities for creative engagement with local communities, and for creative input into broader schemes; it encompasses our work on venue and network development mentioned above, and includes advice that can bring an arts/cultural dimension to public realm schemes.
- Examples include: Creative Margate (Public Realm, Fourth Plinth), Greening the Gateway Kent and Medway (Art in the Public Realm), Ashford Strategic Park (Culture and Outdoor events), and Dover Seachange work (Seafront development and public engagement via the Cultural Audit which we also advised), refresh of the Rouse Kent Public Art Awards (Kent-wide) building on an independent review, which this year secured Independent editor-at-large and architecture-trained Janet Street Porter as chair and a prestigious panel of judges.
- This work also includes our festivals focus, and we have secured £50,000 from SEEDA and ACE toward a pilot East Kent Festivals Cluster project (in progress) to develop quality work, festival marketing and branding. Visit Kent is a stakeholder.
- An innovative arts and cultural tourism pilot 'Culture Coast' levered in £25,000 to support a collaborative approach to place marketing with Visit Kent, focusing on festivals; we are building on the results to explore branding in 2009/10, and options to extend this work into the north Kent sub-region.

Supporting arts organisations in Kent as sustainable businesses, providing a mix of grant support, assistance to attract funding and helping arts organisations to help themselves:

- KCC's Arts Development Unit provides a mix of grant support, development advice, assistance with attracting funding, and sign-posting/putting in place tools and material to enable the arts sector to develop itself, e.g. the Celebratory Outdoor Performance

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Online Resource (COPOR) developed with the University of Kent, and work in train to build the Unit web presence into an online arts resource for Kent.

- In a difficult financial climate and amidst much flux, we are researching and in dialogue with agents that already deliver arts and culture-related skills, marketing, business and organisational development (county and region), to identify need, gaps and opportunity and the Arts Development Unit's role and contribution. Examples include: Kent Higher Education Institutions, ACE, SE, Creative and Cultural Skills, KCC E&R, South East England Development Agency and independent consultants.
- We are working with partners to gauge demand and opportunity for workspace and production facilities to support artists and other creative businesses, recognising their importance as contributors to local communities, and as incentives for graduate retention and inward relocation. A Kent-wide event with national body National Federation of Artists' Studio Providers (NFASP) is in discussion for later this year.
- Examples of partners we have been working with include SEEDA-funded Joiners Shop (Chatham), Crate, Harbour Arm (Margate), Pantiles (Tunbridge Wells), Power Hub (Maidstone), and Creek Creative CIC (Swale). We are also working with KCC Regeneration and Economic Development on a high level 'Creative Kent' prospectus (work in progress).

What more are we going to do?:

- Kent Cultural Strategy – We are leading development work on behalf of the partners, towards a manifesto accompanied by clear protocols that enable maximisation of opportunities for arts and culture in Kent, to be launched in February 2010. Thereafter the focus shifts to strategy implementation with partners.
- Supporting delivery of Turner Contemporary and the development of Margate's cultural offer to help ensure success as well as Theatre Royal Margate development, Applause Rural Touring, Strangeface, the new Marlowe Theatre in Canterbury; and the programming of the Dover Live Site to ensure local content
- Invest for success by investing £205,000 in the arts in Kent, a leverage factor of up to 8 times that value, and continuation of our work to lever in more resources for the arts in Kent
- Advocacy - Continue making the case with public bodies of the value and future benefits of investing in and engaging in the arts.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

Monitoring completed by: Sally Staples

Date: July 2009

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Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture		
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Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Cath Anley
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Status: On course

List the partners with whom we are working to deliver this target:

All district councils and many town and parish councils, KCC Directorates including Gateway and all units in Communities, voluntary sector including CSV, CAB, MIND, KAB, as well as PCTs, BBC Learning, Home Office Prison Library Service, Probation Service, Early Years settings, Children's Centres, FE and HE providers, Moat Housing, Post Office

Outcomes delivered so far:

Improved experience for library customers through the modernisation of a dozen libraries across Kent, leading to increased usage:

- KCC Libraries and Archives have achieved great results over the past three years, both by investing in our modernisation programme and making general improvements to our service. So far we have modernised 12 libraries: Birchington, Coldharbour, East Peckham, Hadlow, Marling Cross, Thanet Gateway, Newington, Ramsgate, Sevenoaks, Staplehurst, Sherwood and Tenterden. To us, modernisation is more than simply refurbishing a building - it is about finding new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers. Examples include the modern and accessible library at Tenterden Gateway, the relocation of Stanhope Library to the Moat Housing Neighbourhood office and the opening of the new Adult Education Skills Plus Centre in Folkestone Library.
- The modernisation programme has continued to benefit customers and the library service is reaching more users. Remote visits to the web site have increased by an incredible 1001%, whilst actual visitor numbers have reduced by only 3.5%. Issues in recently refurbished libraries show an increase e.g. issues at Ramsgate and East Peckham have increased by 67% and 11% respectively compared to 2008.
- The number of young people involved in activities and borrowing books has increased at modernised libraries. Early Years activities involving babies and their parents/carers and primary school children have increased since 2007/08 and Baby Bounce and Rhyme sessions increased by 90.4%. Children of all ages are borrowing more items and developing a love of reading; on average children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/08.
- Work on our capital projects is moving forward, and we've been working hard to progress the Kent Library and History Centre, Ashford Gateway Plus, Gravesend Library and the Beaney in Canterbury. Our joint work between archives and museums is continuing to expand, as demonstrated by the Sevenoaks Kaleidoscope, the Folkestone History Resource Centre and the work that is going on in Canterbury.
- In March 2009 we implemented Spydus, our new Library Management System. Alongside this we installed more energy efficient hardware, bigger screens and a faster internet connection, and as a result we can offer our customers a significantly better IT service.
- We have saved money by using online ordering and supplier selection, which means that we have been able to increase our stock purchasing. In 2009 we were not only awarded

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the Charter Mark again, but also increased the number of criteria achieving best practice from five in 2008 to six in 2009, which reflects our work to improve customer service.

Developed services around our customers and communities through community engagement and working with partners:

- Consultation plays a large part in our modernizations e.g. at Hadlow we consulted users, non-users and key stakeholders using a variety of methods and we also asked for feedback when evaluating our projects.
- Our consultation on the Archives and Local History Service, 'Understanding our Past, Changing our Future', was very successful and over 1,000 respondents took part. Their views will help us to make important decisions about the future of our service.
- Partnership work continues to develop and make libraries a focal point within the community. All refurbished libraries such as Hadlow, Thanet Gateway and Tenterden Gateway have all built new partnerships with the district councils, other KCC partners, the voluntary sector and community groups. Partnership working continues at all levels within the organisation
- The Time2Give project continues to bring added value to the Library and Archive Service, and also benefits volunteers themselves. The project has been recognised as a national example of best practice after being shortlisted for the Libraries Change Lives Award 2008. In 2008/09 the Service benefited from nearly 25,000 hours of volunteering.

Improved access to library services with a number of new projects, some of which have gained national recognition:

- We are continually developing new ways for customers to access our services and Virtual Homework Help is now available to Kent Schools via the Kent Learning Zone. During 2008 we worked in partnership with Children, Families and Education (CFE) to ensure that 98% of children starting school receive two free books through the Booktime Initiative. By co-ordinating the way that we deliver Bookstart we have ensured that looked after children, traveller and home educated children have not missed out. This project has led to national recognition for our approach to working with families.
- Library opening hours have been extended by 11% using existing resources.
- Customers can access our services in many ways, for example, via text or email.

What more are we going to do?

- The building modernisation programme continues in 2009/10. The refurbishment and rebuild of the Beaney at Canterbury is progressing with the work going out to tender very shortly. We will seek planning permission for the designs of the refurbishment/rebuilt Gravesend Library in August. Planning continues to secure the build of the new Ashford Gateway Plus and the Kent Library and History Centre.
- The ongoing Access Services Improvement Programme will continue to explore and develop ways to improve access to customers who cannot visit our static libraries.
- We are building on the great work that took place during National Year of Reading by working with various partners to develop a Reading and Literacy Strategy for Kent.

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- We are using the results of archives consultation to make sure that our new plans for the archive service reflect KCC's key priority areas.
- We will continue to explore ways to improve access to services by planning new services in major growth areas; Chilmington Green, Cheesemans Green, Eastern Quarry and Ebbsfleet. Building work has begun on The Bridge Community Campus where a Library Access Point will provide access to our services.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/9 Actual	2009/10 Target
Number of libraries modernised (cumulative)	5	7	11	12	15

Notes:

- Libraries modernised in 2006/07 libraries were Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks and Staplehurst
- Libraries modernised in 2007/08 were Margate and Sherwood.
- Libraries modernised in 2008/09 were Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross

Monitoring completed by: Cath Anley

Date: July 2009

Target 27: Open the Turner Contemporary gallery, Margate, in 2010		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Victoria Pomery

Status: On course

List the partners with whom we are working to deliver this target:

Arts Council England (ACE), South East England Development Agency, Thanet District Council, Tate, Margate Renewal Partnership

Outcomes delivered so far:

The establishment of Turner Contemporary as a world class gallery is a vital part of the wider programme of regeneration for east Kent that will stimulate job opportunities and ensure that Margate becomes a thriving town once again. The project consists of two major strands – the building of the new gallery and a public arts programme of wide ranging exhibitions, talks and events and out-reach work. Outcomes delivered so far are as follows:

Made good progress with the development of the Turner Contemporary Gallery:

- The gallery building was designed by 2007 Stirling Prize winner David Chipperfield Architects and is currently under construction.
- Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans. The planning application was approved by Thanet District Council in February 2008.
- Kent based contractor, R Durnell and Sons, was appointed in October 2008 to construct the gallery and, following a groundbreaking event in November 2008, work commenced on site.
- Comprehensive funding applications were submitted to Arts Council England (ACE) and South East England Development Agency (SEEDA) resulting in £8.1m of capital funding being approved. The roles of Turner Contemporary in delivering regeneration and developing the cultural infrastructure in Kent were vital in achieving the commitment of the funding partners.
- In July 2008, John Kampfner, former editor of the New Statesman and an award-winning journalist and broadcaster, was appointed Chair of the Turner Contemporary trust, which will hold operating responsibility for the gallery. John Kampfner has energetically led the establishment of the trust which now has a full complement of trustees and had its first Board meeting in November 2008.
- In June 2009 Turner Contemporary was awarded charitable status (charity number 1129974) and is a Company Limited by Guarantee.
- It is anticipated that the gallery building will be completed by late 2010 (and marked by a ceremony to acknowledge this achievement) with a planned opening of the gallery to the public in 2011.

Contributed to the regeneration of Margate and east Kent:

- The regeneration impacts associated with Turner Contemporary include major improvements to the whole of the eastern seafront area. Work on de-dualling Fort Hill began in April 2008 and was completed by Autumn 2008 in advance of the commencement of the gallery building programme.

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Appendix One

- A bid entitled 'Opening up the Eastern Seafront' was successful in securing £850K from ERDF Objective 2 funding in December 2007 to match KCC's spend in the area. This bid combined development and public realm work in the vicinity of the Rendezvous site that would be completed during 2008 and that would pave the way for the eventual development of the site.
- The Turner Contemporary Project Space was opened in the former Marks and Spencer building on Margate High Street in February 2008. The opening of the Project Space has helped to build audience capacity and generated further interest in Turner Contemporary. Increased interest in the new space has also acted as a catalyst for the regeneration of Margate High Street and brought associated benefits for local businesses and the community. Turner Contemporary continues to programme the space which currently houses the first Turner Open, an open submission exhibition that celebrates the creativity of artists based or trained in Kent.
- The start of work on site has created greater confidence in Turner Contemporary and Margate. There have been a number of new shops, cafés and creative spaces open in Margate in addition to developments and improvements throughout Margate Old Town. Many of these developments are directly attributable to the anticipated opening of Turner Contemporary in 2011.

Delivered high quality arts programmes:

- Turner Contemporary developed and continues to deliver a wide ranging artistic programme, engaging with diverse audiences and forging relationships with a broad range of partners across the region and beyond.

Involved and engaged the local community:

- Regular events for teachers linked to the exhibition programme have been established and teachers and group leaders can now download educational packs from the website.
- Participants in the public programme of workshops and events have ranged from the young to older people. A group of young people from a local school has had an input into the gallery design through our Inspiring Spaces scheme which has been supported via funding through 'enquire'. Through their participation in the scheme, the group was awarded Bronze Arts Awards, an Arts Council Qualification equivalent to half a GCSE. In addition to work within the formal education sector, a wide range of creative workshops are also provided to meet the needs of senior citizens, families and often hard to reach individuals.

Enhanced Kent's reputation as a place for the arts:

- Turner Contemporary, Margate and Thanet have continued to be the recipients of positive national press, including articles in the Guardian and the Independent, as well as BBC's 'The Apprentice' that was filmed in Margate with a brief to re-brand the town. Positive PR and improved profile of Turner Contemporary and Margate help to develop and strengthen the brand, support the achievement of visitor numbers and help to deliver the desired regeneration outputs.
- Turner Contemporary has been confirmed as a partner of the Tate through the Tate Connects programme; this is a major milestone in establishing Turner Contemporary as a major national and international gallery. Tate Connects is a UK wide programme, which will seek to strengthen artistic programmes, support artists and help to attract audiences. The partnership with Tate means Turner Contemporary will have improved access to loans from the national collection of British, modern and contemporary art.

What more are we going to do?

- Turner Contemporary continues to focus on the completion and fit out of the gallery building and the development of the public realm. The building will be completed by late 2010 and will be marked by a ceremony to acknowledge this achievement. The Turner Contemporary team continue to undertake considerable planning to ensure that the gallery is ready for public opening in 2011 and that an exciting and varied programme will be in place.
- The Turner Contemporary trust has been established and will develop the necessary systems and processes to ensure that it is ready to assume operational responsibility for the organisation from 1 April 2010. A funding agreement and lease between KCC and Turner Contemporary will be completed and signed prior to April 2010.
- The Turner Contemporary operational team will continue to develop, to support the management of the new building, and the planning for the gallery opening and its ambitious programme
- Turner Contemporary will seek to develop and maximise positive public profile in the period prior to the gallery opening.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Victoria Pomery

Date: July 2009

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By: Roger Gough, Cabinet Member for Corporate Support Services
and Performance Management
Peter Gilroy, Chief Executive

To: Communities Policy Overview Committee – 17th September 2009

Subject: Draft Annual Performance Report 2008/09

Classification: Unrestricted

SUMMARY

This report provides an overview of the draft Annual Performance Report 2008/09 (APR) and attaches a draft of the report for Members' information.

FOR INFORMATION

1. Introduction

Up until this year, KCC was required by central government to produce a Best Value Performance Plan (the "KCC Annual Plan"), reflecting on the previous year's performance and setting out priorities and targets for the following year. This requirement has now been abolished.

In its place, this year KCC is publishing an Annual Performance Report, which summaries key activities and outcomes for 2008/09, in an easily accessible format.

2. Summary

The APR is a short document, built around the themes of *Towards 2010*. It provides highlights of KCC's key activities and outcomes from 2008/09. Detailed performance information is reported elsewhere. Each section of the report outlines KCC's proposed achievements for each T2010 theme, the activity that has taken place during the year towards this and outcome-based case studies that demonstrate what we are achieving on the ground.

The latter marks a departure from the standard format of performance reporting and helps to illustrate where we have made a difference to the lives of people in Kent.

This is a dynamic document and drafts are being continuously updated. You will be provided with the most up-to-date version on the day.

3. Approval process

The draft Report will be taken to each September Policy Overview Committee for information.

The draft Report will be discussed at Cabinet on 12 October prior to being taken to County Council for approval on 15 October.

4. Recommendation

Members are asked to NOTE the attached draft.

Accountable officer:

Robert Hardy, Director of Improvement & Engagement, Chief Executive's Department
01622 221343.

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2008/09

DRAFT

About this document

This Annual Performance Report provides highlights of Kent County Council's (KCC's) key activities and outcomes during 2008/09. It sets out:

- Our key activities in 2008/09
- How we have made an impact in 2008/09
- How we have made a difference to people's lives in 2008/09

It is one of a suite of performance reporting documents produced by KCC this year.

Detailed information on KCC's performance during 2008/09 can be found in the *Business Plan Outturn Monitoring for 2008/09*.

Detailed information on performance against the *Towards 2010* targets can be found in the *Towards 2010 Annual Report*.

Detailed performance information on the work of the *Kent Partnership* is reported to the Kent Public Service Board.

DRAFT

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Section 1: Our Priorities

1.1 KCC's strategic direction

KCC continues to act in pursuit of the county's clearly stated objectives as set out in the *Vision for Kent* (the *Vision*). This document, agreed between Kent's public, private and voluntary sectors, sets out how the county council and its partners will work together to improve the economic, social and environmental well-being of the county over the next 20 years.

Towards 2010, a vital document designed and developed across the council in 2006, defines KCC's priorities in terms of the *Vision* and gives the business strategic direction.

At the heart of *Towards 2010* are the county council's agreed aims. These are designed to achieve:

- Increased prosperity for Kent through business growth and job creation
- Transformation in education
- Reduced traffic congestion
- Improved health and quality of life
- Quality homes in a well-managed environment
- A safer Kent
- Continued improvements in services while keeping council tax down.

The *Kent Agreement 2* is the county's Local Area Agreement (LAA) and Public Service Agreement (PSA) with the Government, signed by KCC and its major partners in Kent.

The Kent Supporting Independence Programme continues to play a fundamental role in achieving the *Vision*, *Towards 2010* and *Kent Agreement 2* targets. Of particular importance is its focus on key dependency groups including young people not in education, employment or training (NEETS) and its multi-agency approach to helping people move from dependency into employment and more fulfilling lives.

To make sure the council's resources align with its priorities, it has a Medium Term Financial Plan (MTFP) that looks ahead to the next three financial years. Its main purpose is to identify and estimate resources available over this period.

1.2 National priorities

One of the key tasks of every local authority is to achieve a balance between national and local priorities. There has been a government drive over the past few years to help councils deliver improvements in services to local people. Initiatives aimed at delivering these improvements have included:

- The Comprehensive Area Assessment (CAA) regime, which was introduced in 2009 as a replacement for the old Comprehensive Performance Assessment (CPA) system. CAA takes an area-based approach to assessment, examining how well councils are working together with other public bodies in their local area to meet the needs of local people

- The Gershon Review, which required local authorities to improve efficiency and reduce bureaucracy
- The Varney report on service transformation, which included recommendations for a cross-government identity management system. This would enable greater personalisation of services and reduce duplication across government by, for instance, only requiring people to make one notification when their circumstances changed instead of notifying each public body separately
- *Every Child Matters*, a radical reform of children's services prompted by the Children Act 2004 aimed at bringing together the work of the health sector and local government and improving the delivery of health and social care for children and young people
- The *Children's Plan* a ten-year strategy to make England the best place in the world for children and young people to grow up, which places families at the heart of Government policy. The Plan aims to improve educational outcomes for children, improve children's health, reduce offending rates among young people and eradicate child poverty by 2020
- *Our Health, Our Care, Our Say*, a White Paper that sets out a radical agenda focussed on the following four overarching goals for health and social care:
 - Providing better prevention services and earlier intervention
 - Giving people more choice and a louder voice
 - Tackling inequalities and improving access to community services
 - Providing support for people with long-term conditions.
- *Putting People First*, the national vision for adult social care, which supports the Government's commitment to independent living for adults and aims to ensure every locality has a single community based support system focussed on the health and wellbeing of the local population
- *Sustainable Communities - People, Places and Prosperity*, a five-year strategy setting out the Government's vision for sustainable communities, with a focus on vibrant local leadership, resident engagement and participation and improved service delivery and performance
- Local Strategic Partnerships (LSPs) are non statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively

1.3 The economy

This year has seen economic turbulence unprecedented in recent years. In April 2008, most forecasters were still anticipating growth in the year ahead, and despite the impact of the credit crunch, economic fears focused on rising commodity prices and the prospect of increasing inflation. Yet by the March 2009, the UK economy had contracted by 4.1%, and interest rates had been cut to a record low in an effort to stimulate demand.

Looking to the future, current average forecasts suggest a further contraction in the national economy of 3.7% in 2009, before a weak return to growth in 2010. KCC's support for businesses and employment through the downturn is reflected in our commitment to Backing Kent Business and the promotion of a closer relationship between the County Council and the business community highlighted in the Regeneration Framework. However, the challenges of recession will also be

reflected in increased pressure on public spending. For KCC, this is likely to mean increased demand on the services that we provide and greater pressure on the budgets available to provide them.

1.4 The duty to involve

The Local Government and Public Involvement in Health Act 2007 sets out measures for local authorities (and other Best Value authorities) to engage their citizens, lead their communities and find new and more effective ways to deliver high quality services with their partners. The changes offer unprecedented opportunities for local leaders to set out their vision for their communities, while empowering local people to help deliver that vision.

Section 138 of the Act contains a new duty to involve local representatives and came into force on 1st April 2009 for all best value authorities. The duty seeks to ensure that local people have greater opportunities to have their say. The aspiration for the new duty is to embed a culture of engagement and empowerment across the authority's functions.

The duty requires authorities to take those steps they consider appropriate to involve *representatives of local persons* in the exercise of any of their functions, where they consider that it is appropriate to do so. It specifies the three ways of involving that need to be covered in this consideration:

- **providing information** about the exercise of the particular function
- **consulting** about the exercise of the particular function
- **involving in another way**

KCC will build on existing engagement mechanisms to ensure that it meets the requirements of the duty from 2009 onwards.

1.5 Personalising services

KCC is committed to personalising services to ensure they meet the needs of the people of Kent. This means continuing to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services
- Ensuring that we continue to improve access through innovative projects such as *Gateways* and the self-assessment website so that services are accessible to all
- Continuing to find new and innovative ways of offering more choice and individual control in order to meet and surpass public expectations
- Making the most of technological innovations to personalise services
- Getting the simple things right first time and ensuring an excellent customer experience for all.

KCC's *Personalisation and Engagement Board*, chaired by the Managing Director of Kent Adult Social Services, supports directorates in meeting these aims by championing improvements in community engagement, identifying and communicating good practice within KCC and maintaining a clear focus on improving the customer experience.

1.6 The older population

People in Britain are living longer than ever before and the population is ageing. This pattern can be found in developed economies worldwide and will have a very significant impact on the future of public services. It is essential that KCC plans for the impact this will have.

This year saw the publication of Kent's Policy Framework for Later Life, *Living Later Life to the Full*, which sets out how people in Kent want to live their later lives and what they want from public and community services and facilities.

Following extensive consultation, seven key priorities have been developed to reflect the issues and concerns that are important to the older people of Kent:

- To ensure communities are designed to be “age proof”, stronger, safer and sustainable.
- To improve transport and accessibility.
- To enable people to lead healthier lives and have better access to healthcare.
- To support people's citizenship, learning and participation in community life.
- To ensure those people who need support to live independently have choice, control and good quality care.
- To encourage people to plan for a secure later life.
- To promote a positive image of later life and dignity and respect for older people.

Key strategic targets have been drawn up under each of these priorities, and are set out in the Policy Framework. A mapping process has been carried out to identify and collate all the action public services in Kent are undertaking and planning for older people. This will publicise the excellent projects already in existence which people may not be aware of, and will also highlight key areas that require strategic and collective actions for the future.

Section 2: What Our Customers Say

Our customers are everyone in Kent, not just the people who directly access our services. We constantly try to listen to what people have to say about KCC and use this feedback to improve our performance.

The views of Kent residents are very important to us. In October and November 2008, Ipsos-Mori carried out a face-to-face survey on behalf of KCC with over 1100 Kent residents, to get their opinion on living in Kent.

The results from the survey were positive, with 89% saying they were satisfied with their local area and 74% saying they felt that they belonged to their local neighbourhood. Both of these are above the national average.

The survey showed that the score for overall satisfaction with KCC increased from 46% in 2006 to 51%, although the different methodologies used mean that direct comparisons should be treated with caution. We will work hard to improve on this in the coming year.

We want to give everyone a first class service, but we recognise that sometimes we don't always get it right first time. That's why this year, following consultation, we have revised our complaints process and leaflet.

This revision is one part of the developing strategy to transform customer service by listening to what our customers want and expect. The aim is to reduce the bureaucracy involved. This strategy includes reducing the number of formal stages and changing the culture within KCC by encouraging staff to deal with complaints speedily and sympathetically, apologising when things go wrong and taking action to resolve the source of complaints by learning lessons from what causes them.

Within KCC we have developed a whole range of forums and engagement processes which enable people to express their views, which are then fed into the appropriate development/delivery processes for services. This provides people with alternative avenues, rather than resorting to making a complaint.

Section 3: Connecting with Communities

3.1 Why it matters

People are at the heart of everything KCC strives to achieve. We have an excellent track record of engaging with our service users in the design and delivery of what we do. However, we have achieved less success in engaging with the wider Kent public, with our decision-making felt to be quite remote from local people.

We need to ensure that in the future KCC connects with local people both as individuals who use our services and as residents and members of local communities. We want residents and service users to know that when they tell us something we not only listen but respond – operating the simple ‘you said; we did’ principle.

3.2 What we want to achieve

- The wider Kent community regularly engaged with by KCC in a meaningful and constructive way, helping to inform all policy and service developments and decision-making
- The most vulnerable and least heard communities in Kent actively engaged in policy and service design
- Joined-up public services which are convenient and easy-to-access for all sections of the community
- Strong relationships between Members and their local communities

3.3 What has happened in 2008/09

Seeking people’s views

Throughout 2008/09 KCC has undertaken extensive consultation with Kent citizens on major policies and service issues. These range from using the views of disabled children and their parents to design a new respite centre to consulting the wider public on the revision of the *Kent Public Health Strategy*.

In partnership with the Kent Messenger Group, KCC has established a new *Kent and Medway Citizens’ Panel*, enabling us to seek the views of a large number of Kent residents aged 16 or over. The Panel marks a first in that it is the only citizens’ panel in the country to be run jointly by a local newspaper and a local authority. So far two surveys have been undertaken, the initial benchmark and recruitment survey and a subsequent snapshot survey. Results from these have been used to inform subsequent policy development, such as the *Backing Kent Business* and *Backing Kent People* campaigns.

Membership of the Panel at the end of March stood at around 700, which is still some way below the intended target of 5000 by 2011. KCC will continue to recruit new members in 2009/10.

Consultation and participation with children and young people continues to develop.

Over 45,000 children and young people participated in the 2008 *Kent Children & People’s Survey*, up from 42,000 in 2007. Findings have been used to inform the planning of children’s services at a county, local and school level and also used in the production of a needs assessment. In early 2009, Ipsos-Mori undertook 16 “mini

focus groups” with young people in Kent to follow up on key issues such as bullying and health that arose from the Survey.

The *Children and Young People’s Plan* was reviewed in 2008 and was subject to extensive consultation with children and young people, including a series of focus groups with seldom heard children and the design and wording of the summary version which was led by a group of young people.

The *Kent Youth County Council (KYCC)* remained highly active during 2008/09 and is well-supported by young people in Kent with 30,921 young people voting in the November 2008 elections. KYCC has continued to play a strong role in giving a voice to young people in Kent and informing the work of KCC, influencing the decision to extend the Freedom Pass and being asked to inform KCC’s Policy Framework for Later Life: *Living Later Life to the Full*.

The *Framework for Participation with Children and Young People in Kent* has been produced, agreed by the Kent Children’s Trust and distributed widely to organisations in the county. An inter-agency workshop in February 2009 identified further actions to progress the work on participation and to revitalise the strategy.

Kent’s Children’s Social Services has actively engaged service users in their recruitment processes.

Personalising services

Through the work of the *Social Innovation Lab for Kent (SILK)* KCC has sought to place the person at the heart of service design, both within KCC and in partnership with others.

The ‘Just Coping’ report on low income families was published in July 2008. It received a national level profile and has informed a number of additional projects in order to address the issues raised.

A partnership was created with the Digital Inclusion team at CLG to explore ways in which technology can better support families at risk. A key theme emerging from this work was that of ‘bulk buying’. This has evolved into a new cross-sector, multi-disciplinary project to create a bulk-buying model in the Parkwood area of Maidstone.

SILK undertook focused work with the Sheerness Children’s Centre to find new ways of engaging fathers in family life. The ‘Engaging Fathers’ report was published in August 2008, which resulted in the appointment of a full-time dads’ worker at the Centre.

In March 2009, SILK worked with *Gateway* frontline staff to co-design ‘Insight to Idea’ – a structured process for groups to reflect on customer needs, map their journey of interaction with the Gateway, and generate creative solutions for improved services. ‘Insight-to-Idea’ is now being used as part of a team building day for the roll out of new Gateways around Kent.

Public access and technology

KCC recognises that public access in the 21st century is changing and that the way we deliver services across the whole public sector needs to change accordingly, particularly the way in which we utilise technology.

Critical to improving the customer experience and physical access to services is the Gateway, which offers increasingly convenient public service points in a retail format in high-street and town centre locations. Gateway delivers this by utilising innovative technologies and working with key public, voluntary sector and private sector organisations to shape services around people's needs.

During 2008/09, KCC began work on simplifying access to public services in Kent via the Gateway Multi-Channel programme. This has seen the expansion of Gateway from a face-to-face project, to a multi-channel project incorporating face-to-face, phone and web. This will deliver joined-up web and telephone access across the non-emergency public sector in Kent. This is being led by KCC, in partnership with district and borough councils, NHS, Fire, Police, Medway council, the voluntary sector and business organisations.

Gateway continued to be rolled-out across Kent in 2008/09 with 3 new town-centre Gateway locations opening in Maidstone, Tenterden and Tunbridge Wells. Services available within Gateway have increased during 2008/09, and currently exceed 40 agencies working in partnership under the Gateway banner. These include Post Office services through the Tenterden Gateway, the successful piloting of health prevention programmes for diabetes and blood pressure at the Ashford Gateway, Citizens Advice Bureau, West Kent College, migrant helpline, and RBLI pathways to work.

"This is a great idea - to have advice, housing advice and general help under one roof, close to the town-centre. Brilliant."
Customer at Tunbridge Wells Gateway

Kent was selected as a Pathfinder for the Department for Work and Pensions-led *Tell Us Once (TUO)* initiative, which aims to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned, enabling Districts staff to fully engage in TUO.

Kent TV, the KCC-funded broadband community channel, underwent a substantial refresh in April 2008 to enhance its usability. The refreshed site has become more interactive, with voting ability, and it has become easier to upload comments and video content. The site is widely used by both Kent residents and businesses to showcase their own content and there are now over 2000 videos available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism. At the end of March 2009, visitor numbers for Kent TV reached 1.5 million, far exceeding the 250,000 target.

During 2008/09, Kent TV engaged with young people in Kent through a variety of competitions. In December 2008 it launched Animate and Create, encouraging school children to create their own animations around the title 'Cleaner, Greener and Safer' and the 'Sound Clash' Battle of the Bands competition, in association with Invicta FM. Sound Clash attracted over 80 entries and over 12,000 people registered

to take part or vote. Animate and Create was run in collaboration with Extended Schools and Clean Kent and attracted 23 entries from 11 different schools.

Member engagement

KCC with its partners continues to pilot a range of models for community engagement. Building on the first successful pilot of *Neighbourhood Forums* in Dover, which was recognised by the Corporate Assessment as a good model, discussions have continued across the county with partners on a range of models of community engagement which is appropriate for each of the partners.

During 2008/09 productive discussions have taken place, which have resulted in the establishment of three Neighbourhood Forums in Gravesham based on the Dover model. In Swale the Borough Council and KCC have established Local Engagement Forums which has created a stronger link to the Swale Local Strategic Partnership. In Tonbridge and Malling and Canterbury, KCC is joining models of community engagement established by the districts which have been in place for some time.

In 2008/09 the *Member Topic Review Programme* included three select committees on: Autism Spectrum Disorder, Provision of Activities for Young People and Passenger Rail Services in Kent. Each review resulted in a number of recommendations designed to address issues identified by the research carried out. Topic reviews have a doubly beneficial effect, both in that the process itself tends to catalyse positive action and the effects of the recommendations themselves. Since the topics chosen for review are often highly significant, cross-cutting and can sometimes involve radical change, the benefits are designed to be far reaching and 'medium to long range' rather than of the 'quick fix' variety.

3.4 How we have made a difference

Engaging Fathers

Seashells, a Sure Start centre in Sheerness, initiated a project with the Social Innovation Lab for Kent (SILK) and Engine to look at what kind of support fathers require and how they could provide it.

To answer this, a user centred approach was adopted that involved actively engaging fathers both inside and outside the Seashells centre. Placing a core group of 12 fathers at the centre of the work made them feel welcomed and encouraged them to participate. Talking to the fathers enabled Seashells to understand their preferences for the way they spend time with their children and how they perceive their role within the family.

As a result of the project, a full-time dad's worker has been appointed at Seashells, to act as a continued advocate for dads and ensure that their views are heard.

Member Grants

Local Members in Gravesend and Dartford have given funds to support the work of mediation in North Kent (MiNK). MiNK is a voluntary organisation that provides a mediation service for the general community, providing a free, impartial and confidential service for people involved in a neighbour or community dispute.

Version 0.5
07/9/09

Through funding from Member community grants in 2008/09, MiNK has recently been training both primary and secondary school children in schools across Dartford and Gravesend in conflict resolution techniques and to mediate between peers, helping to resolve disputes in their own schools. Pupils who have become peer mediators have found it a rewarding experience. A Dartford pupil said: "It is good to know that you are trusted by children and adults. We never tell anyone what is told to us unless it is serious and then we have to tell a teacher. Being a mediator is a great experience".

Gateways

In early 2009 Brett Green and Chelsea Stevens were the very first customers to use the new Housing Plus service at the Ashford Gateway and found it invaluable. They returned to the UK after Brett's building work dried up in Spain and had no idea where to start in terms of building a new life in Ashford. Brett's Dad suggested they visit the Ashford Gateway and through Housing Plus they were able to sort out the majority of their problems, from claiming benefits and using the internet to look for jobs, to finding a Sure Start children's centre just a few minutes walk from their home.

The couple are now much happier and settled in the area and were amazed how much help they received so quickly. Chelsea says: "I don't know where we would have found all this information if it hadn't been for Housing Plus. It seems like they have made sure they are in contact with all the local organisations a person might need and have found out how they can help you. They look at the whole picture not just say, benefits, or job seeking and if Housing Plus can't help you directly it seems they always know someone who can. We can't thank them enough for all their help".

Section 4: Economic Success – Opportunities for All

Supporting business, creating jobs

4.1 Why it matters

Successful local businesses matter to us all. Kent County Council must do all it can to help our business community; the wealth it creates helps pay for good public services and the jobs it provides are key to a happy and successful life.

Kent has a unique opportunity to take full advantage of the busiest 'gateway' to the UK between Europe, London and the rest of the country to bring more employment to the county. We will support school leavers and the workforce to develop the right skills to access the jobs and opportunities that a thriving business sector brings. We will also capitalise on Kent's proven strengths in construction, land-based industries, pharmaceuticals, technology, tourism and biodiversity.

4.2 What we want to achieve

- Long-term sustainable economic growth in Kent
- Long-term regeneration of Kent's coastal towns
- A thriving rural Kent economy
- More jobs created and businesses moving to Kent
- Kent regarded as a premier UK tourist destination

4.3 What has happened in 2008/09

Regeneration

In January 2009, KCC published the draft of *Unlocking Kent's Potential*, KCC's Framework for Regeneration. This takes a long term view of the key challenges and opportunities affecting the county, promotes a closer relationship between the county council and the business community and provides a basis for putting economic development and regeneration at the centre of everything that we do.

KCC has carried out targeted regeneration work in the coastal towns of Margate, Dover and Folkestone. Work this year has been disrupted by the economic downturn affecting partners and funding availability. However there have been some notable successes, including the securing of £7.75m from the CABE Sea Change Programme to deliver substantial improvements to Dover waterfront and Castle facilities.

In Margate the start of work on the *Turner Contemporary* site (see Section 7) has created greater confidence in the future of the town. There have been a number of new shops, cafés and creative spaces opening in Margate's Old Town in anticipation of the gallery's opening, such as on the Harbour Arm, although the full benefits will be realised closer to or post opening. In addition developments and improvements throughout Margate Old Town, such as the de-dualling of Fort Hill, were completed in Autumn 2008.

The University Centre and new Adult Education Centre opened in Folkestone in 2008, and the Performing Arts and Business Centre, which includes business incubator space, opened in March 2009.

The rural economy

In 2008/09 KCC has continued to provide support to rural businesses and communities across Kent. The *Kent Action for Rural Retailers* initiative provided specialist retail advice to 54 independent village retailers in 2008/09 to help them remain in business. The *Kent Rural Access to Services* programme has supported the creation of one community shop at Barham – which has also saved the village post office. This shop is due to officially open in August 2009 and three more community shops are currently in development for next year.

“This is a great day for our community and just shows what can be done by individuals with a common purpose who will work together to effect change. We took up the challenge in Barham and now the shop is open it makes all the effort worthwhile” *Liz Minter, Chair of Nailbourne Community Store*

The *LEADER+*, *Kent Rural Towns* and *Rural Revival* programmes have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects, including the exemplar Whealden Wheels rural

transport initiative and *Funding Buddies*, which was recently awarded over £300,000 of lottery funding to be rolled out to rural communities across Kent.

Tourism

Tourist related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total Kent jobs. KCC has undertaken a number of campaigns through *Visit Kent* to support tourism-related business in Kent and increase visitor spend.

A European campaign aimed at France, Netherlands, Belgium and Germany secured over £1 million Euros worth of bookings to Kent via Dutch Tour operator “House of Britain” during 2008/09. The Other Boleyn Girl campaign, based around the Hollywood film and delivered in partnership with the Kent Film Office brought in around £1m worth of visitor spend and PR in 2008/09.

The value of on-line bookings for accommodation in Kent *Destination Management System* has increased slightly from £300K in 2007/09 to around £370K in 2008/09, although this is below the intended target of £500K. This is partly due to the economic climate meaning people are taking shorter breaks and partly due to an increase in the number of large-scale commercial competitors within this market. In 2009 we will be reviewing our role in this market to see if we can realistically compete and where we add value.

Economic growth

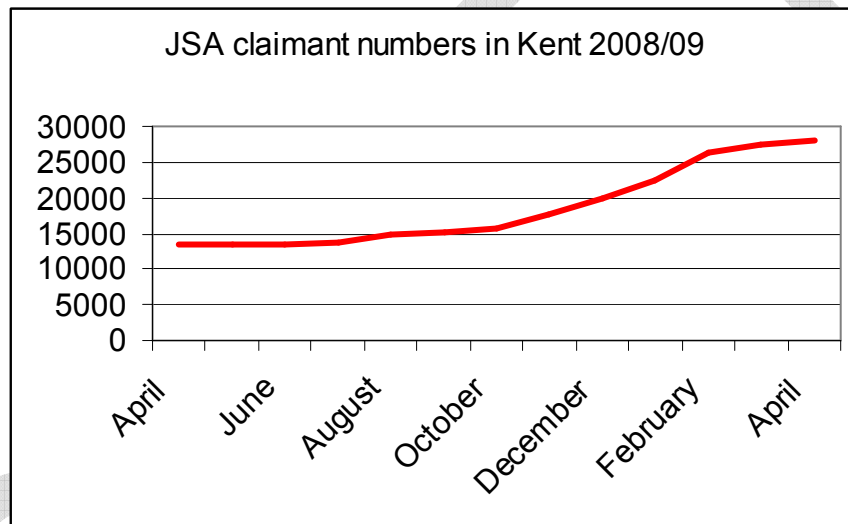
Despite the tough economic climate, *Locate in Kent* (LiK) has exceeded its target set for jobs created/safeguarded in 2008/9 and met the target for new companies investing in Kent. 3,786 jobs were created/safeguarded this year and 70 new companies invested in Kent. LiK remains optimistic that it will reach its targets for 2009/10, even though these were set before the downturn.

KCC’s *Backing Kent Business* campaign was launched in December 2008. This focuses on ten commitments by KCC to help Kent businesses through the recession. These include paying businesses supplying KCC within 20 days rather than 30. So far 78% of businesses are now paid within 20 days, up from 44% previously. We will

look to build on this further during 2009/10. We will look to build on this further during 2009/10.

KCC has continued to provide support to the film and television industry in Kent in line with the *Kent Film and Television Strategy*, mainly through the work of the *Kent Film Office (KFO)*. This year the KFO has managed over 700 filming days, taking the total income generation into the county to £13m since 2006. It has also, with the Youth Offending Service, initiated and supported a local production company, Medb Films in Ramsgate, to run a Film School for autistic children. The KFO has also supported 22 work experience placements this year.

Obviously, all our activity in 2008/09 has been in the context of severe economic turbulence. The effects of global recession have been felt in Kent, as they have across the world. After fifteen years of falling or static unemployment, numbers claiming Jobseekers' Allowance in Kent more than doubled in 2008/09, although at 3.3% remains below the national average (4%).



The coming year will prove challenging for Kent as it recovers from recession. The county will of course continue to be dependent on changes in the national and international economic climate, but the county contains significant structural economic advantages, which we will promote through a continued focus on ensuring the physical, skills and social infrastructure needed to ensure that Kent remains an attractive location in which to live, visit and invest.

4.4 How we have made a difference

Kent Film Office

The Kent Film Office (KFO) has been dedicated in the promotion and development of the creative industries in Kent, which includes the training of young people. The unit has helped local production company Maeve Films obtain funding to set up the *Kent Film Foundation* which aims to give young adults from disadvantaged backgrounds the opportunity to find their way back into education and/or employment through work on their own films. So far the company has hosted a film school for 3 autistic young adults and 3 autistic young offenders and is hosting a further 6 places for young

offenders during summer 2009. It is hoped that they will be able to set up a long term film school for young adults from disadvantaged backgrounds, in conjunction with Thanet Works and Thanet College.

Elaine Wickham, Producer at Maeve Films is grateful for the help she has received from KFO. She says "The Kent Film Office is invaluable, not only because they offer production support and advice, but because they're totally committed to film training in Kent. They are dedicated to creating and collaborating on film initiatives that support college and university graduates, as well as young disenfranchised youth, which I think is commendable".

Marlow Innovation Centre

Marlowe Innovation Centre opened in September 2008. It is the first Innovation Centre in the UK to be located on a school campus, at the Marlowe Academy in Ramsgate and was built there as a key part of the regeneration strategy for Thanet.

The Centre provides space for 6 light industrial units and 19 offices and is already nearly full, with just two spaces left to fill. Tenants are provided with free support, including free monthly Innovation and Business Support clinics and free banking advice as well as the opportunity to network with fellow tenants. One of tenants, Sarah Wallace, the owner of Clinical Litigation Services has found moving into the Centre a real benefit to her business "it's a fantastic interactive place to work, I can't stress that enough, there are all these different businesses in one place, it is very dynamic, and it means that you are forward looking and share experiences".

All tenants agree to some kind of contact with Marlowe Academy students. Sarah mentored a student from the Marlowe Academy, who had a particular interest in law. Asked about the connection with the Marlowe, Sarah said "That is something that I feel quite strongly about and I think it is a very positive thing. I think it is good for the school because there are role models here for the school children. The older pupils can see that there are thriving businesses in the Centre, and work is actually quite exciting if you are doing something that you enjoy. I think that it is a great idea to bring business and education together."

Wealden Wheels

Wealden Wheels is a KCC-funded community transport operation run by volunteers to improve rural access to services in the five parishes of Pluckley, Charing, Egerton, Challock and Smarden.

It provides the opportunity for those usually housebound to get out and socialise, attend medical appointments, or just have a day out. Without Wealden Wheels, these groups would either have to rely on individuals to transport them or as in many cases they would not leave the house.

Users of the service find it invaluable and come from all age ranges. A local care home had this to say: "We have been able to book the transport for all our outings a year in advance. The drivers are always very helpful, polite and professional. The tail lift enables us to take residents whose disabilities do not allow them to sit safely in ordinary seats".

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Alan Davies, the treasurer of Wealden Wheels is grateful for the part KCC has played in keeping this service running during 2008/09. He says "I think KCC should be properly recognised for the major contribution they have made to Wealden Wheels. Last year, after our Leader+ funding ended, KCC made a major donation to support our running costs and it was this that kept us going through 08/09".

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Section 5: Learning for Everyone

Getting it right from the start

5.1 Why it matters

Providing our youngest children with the very best start in life is crucial. Early years/ nursery education has an enormous impact in developing a child's readiness to learn from an early age, along with building essential social skills and good behaviour. With these key skills, a child's appetite for learning is considerably improved.

KCC acknowledges the family and education as the most important factors in ensuring that children grow into adults who are able both to look after themselves and to contribute to society as a whole. The council is convinced that education, skills, learning and well-being are key to personal success and fulfilment and to the future prosperity and quality of life in Kent. KCC is determined to improve the quality of education received by every child in every school and setting and to protect and improve the life chances of the most underprivileged and vulnerable children in our community.

5.2 What we want to achieve

- Higher quality early years education across the whole of Kent
- Key Stage 1 and Key Stage 2 results improving faster in Kent than the national rate
- No disruptive behaviour, bullying or vandalism in any of our schools
- Children in need in Kent, particularly the most vulnerable, fully supported to deal effectively with the problems they and their families face
- Adults in Kent given opportunities to improve their numeracy and literacy skills

5.3 What has happened in 2008/09

Early years

Kent recognises that good quality early years provision is a critical factor in developing a child's receptiveness to learn from an early age, building essential social skills and encouraging good behaviour. Since 2005, KCC has sought to increase access to early years settings through doubling the number of maintained nurseries linked to primary schools to 70, creating over 12,000 new childcare places and establishing 72 Children's Centres with a further 30 planned in areas of deprivation.

The Parklife Centre in Herne Bay, the result of a partnership between Kent County Council, Canterbury City Council and The Gap, was officially opened in January 2009. It features the Poppy Children's Centre for those up to 5 years and the Sparks Youth Centre for 13 to 19 year olds, making it the first of its kind in the county to offer services for residents from birth to their late teens.

At the end of March 2009, the percentage of early years settings with working links to schools was 35%, exceeding the intended target of 30%.

In September 2008 a new Communication, Language and Literacy Development project was established within the Gravesham LCSP, developing collaborative working across schools and early years settings through joint training and exchange

visits. This work has been successful and improvements for children in Kent are above the national and regional averages for local authorities in this project.

There was further improvement in Foundation Stage Profile data in 2008. There are thirteen aspects of learning that are assessed at the end of the reception year and twelve demonstrated improvement in 2008. Kent's performance in the percentage of children achieving the expected level in Foundation Stage was better than nationally in eight out of the thirteen areas. However, overall the percentage was slightly below the national average, at 46% compared to 49%. Work to improve this further will be undertaken in 2009/10.

Getting results

Kent is committed to ensuring that attainment results for Key Stage 1 and 2 in its schools improve faster than the national average.

This year has shown above average increases in the percentage of pupils achieving Level 2 and above in Key Stage 1 for reading and writing, with an increase of 2% from 82% to 84% for reading and an increase of 1% from 79% to 80% for writing. This is in contrast to the national rates, which have remained static at 84% and 80% respectively. This has been helped by initiatives such as the 23 reading recovery teachers trained as part of the *Every Child a Reader* programme. In 2008, accelerated progress in reading by pupils within the programme increased to 77%.

The percentage of pupils achieving Level 2 and above in Key Stage 1 for mathematics remained the same at 90%, in line with the national rate. This year KCC piloted the *Numbers Count* project, as part of the *Every Child Counts* programme, which is aimed to improve achievement in mathematics for 7 year olds. Statistics from that pilot indicate that children's progress was accelerated by average gains of 14.4 months from 20 one-to-one sessions. We will be looking to roll the pilot out across the county from next year.

"Reading Recovery has raised the profile of reading in the school. People are talking about children's reading all the time at every level". *Carole, Kent Headteacher*

The percentage of pupils achieving Level 4 or above for *both* English and mathematics in Key Stage 2 tests increased by 2% from 67% to 69%. This rate of increase is higher

than the national rate of increase, although the overall percentage remains slightly below the national rate of 72%.

From September 2008, a differentiated programme of support was implemented in target schools. 19 schools were engaged in the *Raising Achievement in Your Schools* project, which provides an enhanced package of adviser support and challenge for schools that in 2006 had been below 65% in English and mathematics at Key Stage 2 for four years. Six of these exceeded the government's base line of 65% in at least one subject whilst others improved their performance. 20 schools were engaged in the *Intensifying Support* programme and 57 in the *Ensuring Success* programme. Both programmes showed improved performance, particularly in mathematics. Further differentiated support is planned for 129 schools from September 2009.

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Attainment at GCSE level also continues to improve. In 2008, 49.7% of students achieved 5 or more GCSE A* - C grades including English and Maths compared to the national average of 47.6%.

The improved proportion of young people leaving care with five or more good grades at GCSE was 16%, which is higher than in similar councils (9%) and nationally (11%).

More students in Kent achieved passes at A level or equivalent with 93% receiving 2 or more A -E grades, a 1% increase on last year. The quality of performance by students increased by more than four percentage points – the greatest improvement over the last four years and maintaining a seven year upward trend.

Tackling bullying

Kent Safe Schools has developed, in partnership with the Kent Anti-Bullying Strategy Group, a ground breaking *Anti-Bullying Accreditation Scheme* which is being rolled out across Kent. Currently over 130 schools have or are working towards anti-bullying accreditation, which is set to increase as the scheme expands.

An on-line survey about bullying took place with more than 8,000 children and young people in November 2008. Results from this showed that 85% of pupils felt that their school were good at dealing with bullying (up from 77% in 2007) and only 12% said that they were being bullied, a significant reduction from 25% in 2007.

Supporting families

KCC and its partners continue to focus on preventative strategies, making sure help is available at the earliest possible opportunity to respond to families in need and those who are vulnerable.

Growth in the number of *Children's Centres* in 2008/09 to 72 has enabled improved local access to services and a range of support for families of children from 0 to age 5.

KCC has expended to 240 the number of *Family Liaison Officers* (FLOs) and *Parent Support Advisers* (PSAs) working to support parents and enhance relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies and increased engagement of parents with schools and with their children's learning. Over 12,500 parents accessed advice through their FLO or PSA this year.

In addition, following consultation with parents, KCC is running a pilot programme in Dover, Gravesham and Maidstone,

appointing 3 PSAs to work with excluded children and their families, families of those at risk of exclusion and families with children out of school. These PSAs are currently working with over 30 families.

"Thank you for the wonderful services you give. I had two lovely ladies come to visit me regarding my son who has Aspergers and ADHD which has created behavioural problems. 'X' has been absolutely fantastic, she has guided me and encourages me to have the confidence to manage my son's behaviour and that I can do it." *Parent*

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This year has seen increased participation in family learning and parenting programmes, Kent Adult Education Service has had just under 7,000 learners engaged on family programmes this year, with in excess of another 4,000 through family programmes with *Kent Children's University* and *Children's University in Schools*. Through evaluation parents have reported increased confidence in their own parenting abilities and improved relationships with their children as a result of engaging with both family learning and parenting opportunities.

Supporting vulnerable groups

Protecting children and keeping families together is KCC's overriding priority. We continue to take robust action with our partners and through the Kent Children's Safeguarding Board to protect children and develop a wide range of preventative services, ensuring children are supported in their families and the need to remove children becomes a rarity.

The Safeguarding Board continues to work vigorously to achieve good outcomes for children. The Child Death Review Panel has been put into place and other recent achievements include promoting safe recruitment within the third sector and the broadening of the Kent E-safety strategy to include awareness-raising for parents and carers.

The *Kent Pledge* articulates our commitment to children and young people who become looked after by the local authority to ensure that they enjoy their life and achieve their potential, taking good memories of their time in care into the future. During 2008 we developed the framework for delivering effective corporate parenting in Kent, including the corporate parenting forum and the children in care council. The Kent Freedom Pass was also extended to KCC care leavers up to 21 years of age.

As part of the national *Aiming High for Disabled Children* programme, KCC together with Eastern and Coastal Kent and West Kent PCTs, are developing a range of new services to give children with disabilities the opportunity to experience enjoyable and valuable activities away from their parents and carers and give parents the chance for a break from caring. An example is an overnight activity weekend held at the Bewl/Swattenden centre, which provided disabled youngsters with their first night's stay away from home. As well as activities such as sailing and football the children were responsible for making their own beds to assist them in developing independent living skills.

Windchimes, a new resource centre for disabled children from East Kent was opened in July 2008. Children with the most complex needs can stay there for up to seven nights, providing parents with respite and children the opportunity to undertake a range of fun activities and socialise with other young people.

Adult skills and learning

There are numerous adult learning opportunities offered throughout Kent. The *Skills Plus* initiative is offered free to adults wanting to improve their numeracy and literacy and is available through the Kent Adult Education Service. Courses are run mornings, afternoons and evenings so studies can be fitted around family life and other commitments. They are run at dedicated Skills Plus centres throughout the county and prospective students can join at any time throughout the year. In 2008/9 X,XXX learners enrolled on Skills Plus courses.

5.4 How we have made a difference

Every Child a Reader

Every Child a Reader is an initiative which aims to tackle the literacy difficulties that blight many children's lives – particularly those of children who live in poverty. The initiative part funds the salary and training of highly-skilled Reading Recovery teachers in targeted schools, to provide intensive help to children most in need. Of the 386 lowest attaining children in Kent, who received Reading Recovery programmes during the academic year 2008/09, 300 (78%) successfully caught up with peers and in line with national averages. The remaining children made significant progress, with the majority making at least twice the expected rate of progress.

Pauline, a Kent Reading Recovery Teacher, says: "I've been a successful teacher for 35 years and I didn't know how to teach reading until I did Reading Recovery. To see these children who were always left behind catching up with their peers and going on to make the same progress – that's fantastic."

Anti-Bullying Accreditation Scheme

Kent Safe Schools launched a pilot project two years ago to provide a county wide accreditation for schools in anti-bullying work. The scheme is designed to ensure that all aspects of anti-bullying work are matched in practice, not just the policy but also preventative work and awareness-raising for the whole school community. The work is supported by Kent Safe schools project officers, who provide training in peer mentoring, mediation and restorative approaches. The anti-bullying co-ordinators work with school leaders to ensure that the impact is strategic and impacts at all levels throughout the school.

One school in Dover took part during 2008/09. The school has been formed through a recent merger between two schools and the Year 6 pupils were having difficulty mixing. Kent Safe Schools worked with the Year 6 teachers and pupils throughout the academic year, including intensive work with the whole school during Anti-Bullying week, to great success. Kate Winspear, KCC anti-bullying co-ordinator says "The final test for me was the last week of term. I was invited in to the school to say goodbye to the Year 6 pupils. I watched as they rehearsed their play, full of good fun and enjoyment, all working together. One child, who had won the poster competition, told me that *'Year 6 had just got better and better'*"

Family Support

The Children and Families Project (CAFE) was established in 2006 initially as a 6 month pilot project to develop a service to support the children and families of offenders. Following its success, largely to the involvement of a voluntary sector partner with experience of working with excluded families on a London housing estate, the project was continued with funding from KCC and Canterbury Community Safety Partnership and expanded to other areas. Positive outcomes from the project include stable accommodation, parental employment and enhanced family relationships and parenting skills.

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The project has helped young women such as BW develop a stable family relationship. BW was referred by her partner's Probation Officer when she had a 2 year old child and was expecting another shortly. She was living in unsuitable accommodation and facing eviction. Her partner had an older son with ADHT who lived with them and they had severe finance and debt problems. The CAFE project worker helped them to negotiate with their debtors to resolve the benefit issues. She also helped them to liaise with the older boy's school to recognise his special needs. With CAFÉ's support, the family moved into more suitable and stable accommodation and BW started as a volunteer with a young families group last summer. Her partner's elder son is more settled at school with considerable improvement in his attitude and behaviour. BW believes that the CAFE support has "kept them together and made them stronger as a family".

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Section 6: Preparing for Employment **Making education relevant to all our young people**

6.1 Why it matters

Although Kent's overall GCSE and A level results are significantly above the national average and the county is a national leader in improving secondary education, too many students leave school with insufficient careers advice to fulfil their potential or make the right choices for entry into employment, post-16 education or university. Too many students drop out because they make ill-informed choices and too many businesses say there is a significant skills deficit in the young people they employ. Vocational courses that are tailor made to the needs of industry, matching skills to market requirements, and the provision of first-class careers guidance for young people are pivotal to our vision.

All school and college leavers should display the hallmarks of employability – knowledge, discipline, motivation, reliability and respect.

6.2 What we want to achieve

- An increase in the number of young people gaining relevant vocational skills and using these to gain employment
- A reduction in the amount of young people who are NEET
- More young people being awarded apprenticeships through the Kent Success programme

6.3 What has happened in 2008/09

Vocational learning

Kent's *14-24 Innovation Unit* has enjoyed great success in 2008/09 engaging with young people through its range of skills and training programmes. These include vocational masterclasses in partnership with the Royal Ballet and the Fifteen Foundation, employer-led masterclasses, industry specific 'taster' sessions and large skills masterclass conferences. These have given pupils aged 14-16 an insight into the world of work and employment and the skills they will need to be employable.

The number of young people actively engaged in the 14-16 vocational programme continues to increase. In September 2008 over 5,000 learners opted to join a vocational course, and most courses are over-subscribed. Of those attending a vocational course during 2008/09, 98% felt that it was having a positive effect on their lives.

NEETs

KCC runs a number of specific programmes aimed at young people who are, or are in danger of becoming, NEET (Not in Education, Employment or Training). From April 2008, KCC has commissioned the delivery of Connexions Services to the Connexions Partnership Kent & Medway.

The *Skill Force* programme provides innovative courses for young people aged 14-16 who feel disengaged and uninspired by the traditional school curriculum. The Institute of Education at the University of London has evaluated Skill Force as providing "a unique service to schools (and is) successful in meeting the needs of

many disaffected students, improving their motivation and social skills. It has reduced exclusions, improved behaviour and attendance, and provided students with a range of vocational qualifications". In September 2008, 400 young people enrolled on Skill Force. Also in September pilot courses for post-16 students started. The Skill Force Leadership Award is designed to engage Year 12 students who traditionally have been in danger of becoming NEET. The pilot has been highly successful and will be expanded into a full programme from September 2009.

KCC ran two *Brand You Experience* sessions during 2008/09, in Dover and Maidstone. This five-day 'out of school' programme is aimed at supporting vulnerable students who are in danger of becoming NEET. It is designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. 84% of those that attended these sessions stated that they had found them "potentially life changing" and more are planned for 2009/10.

"I didn't realise until now that anything is possible", *Brand You Experience Participant*

The Kent Community Programme (KCP) is a 3-month programme for those who are already NEET, which combines community-based voluntary work with learning life and

employability skills. At the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent, undertaking projects such as renovating Murston Community Centre gardens and assisting in the build of a barn in Dover. The positive routes of progression for the young people are a priority for the KCP project teams. So far, 78% of the young people involved have been guided and supported into either further education, employment or an extended work placement.

The County has taken a strategic approach to preparing groups of particularly vulnerable young people for post 16 pathways. The NEET County Strategy Group has representation from the Youth Offending Service, Alternative Curriculum, Looked After Children, Unaccompanied Minors and Children's Social Services. In 2008/09 the percentage of those aged 16-19 who were NEET and were disabled or had a learning disability was 8.2%, reduced from 10.3% in 2006. In 2008-9 the percentage of young offenders in employment, education and training was 69.8%.

Overall, the percentage of those aged 16-18 within Kent who are NEET decreased from 5.2% to 4.7% in 2008/09, significantly ahead of the national average of 6.7%.

Careers guidance

High quality impartial careers advice and guidance is vital for school children to ensure that they make the career choices that suit them. Providing this information is a priority for KCC. During 2008/09, KCC has worked with leading careers advice teachers to develop a Kent Careers Education Curriculum Framework, due to start in schools in September 2009 and funded the development of nine lead teachers to focus on Careers, Education and Guidance developments, who were appointed in January 2009.

84% of secondary schools have completed the Information, Advice and Guidance careers library check and 64% of schools have reached the green standard.

Fostering good relationships between schools and the local businesses is a key way of raising students' awareness of job opportunities and helping them to understand what type of career they would be interested in pursuing. Through *Kent Works*, KCC facilitated work-related learning activity for over 7,000 young people across the county in the 2007/8 academic year. This type of activity included interview days, career awareness activity, and preparation for work experience and enterprise.

Apprenticeships

The *Kent Success* apprenticeship programme has enjoyed another successful year. The programme is now a fully established and formalised employment route of entry into KCC. It is regarded as an integral element of KCC's wider workforce development strategy and KCC recruitment procedures have been re-designed to enable the easier employment of apprentices into permanent posts, in line with KCC's wider strategic workforce goals of employing more young people.

"After spending 7 months on Job Seekers Allowance, I honestly believe completing a Kent Success Apprenticeship was the best life choice I've made to date."
Alex Ellis, former Kent Success apprentice

In June 2008, KCC established an innovative strategic partnership with the Learning Skills Council Kent and Medway and the Kent Association of Training Organisations to strategically lead the way in building

apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide.

As at March 2009, 228 Kent apprenticeships had been taken on by KCC. Of those that have completed the programme, around 70% have remained permanently employed by KCC, 20% have found employment with other private or public sector organisations and the remainder are being supported to ensure that they move forward positively into employment and further training opportunities.

In 2009/10, priority focus will be given to radically increasing the establishment of apprenticeship schemes across the wider Kent public sector and work is already underway with the Building Schools for the Future (BSF) initiative and the contractor for the Turner Contemporary project in Thanet to provide apprenticeship placements.

6.4 How we have made a difference

Kent Success

Kent Success is KCC's internal Apprenticeship Programme, which enables young people aged 16 to 19 to achieve an accredited qualification in a supported work placement across a wide range of vocational skill areas. In addition, the programme provides young people with an extensive range of life and employability skills.

Chris Mitchell found out about Kent Success at his local job centre. "I got fairly average results at school, so I was finding it hard to get into work and to get into the work mode. I had a few part time jobs, like working in the local chip shop. Then at the job centre I saw the KEY training services leaflet and I thought the scheme sounded quite good."

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Chris is now in a finance assistant job role at KCC, having realised during his apprenticeship that finance was the area he was interested in. Summing up his experience as an apprentice Chris says, "it was a good stepping platform, I made some friends through it, and it was a good move forward."

Swale Skills Centre

The Swale Skills Centre opened in September 2008 and is funded by Kent County Council, the Kent and Medway Learning Skills Council and Department for Communities and Local Government.

This unique state-of-the-art Vocational Centre is designed to deliver training in construction, engineering and green sustainable technologies to all those 14 years and above. The Centre has a strong ethos of work environment and has been purposely positioned on the Eurolink Business Park to be in the heart of industry.

120 students from schools across the borough attend the skills centre one day a week as part of their GCSE option or vocational training. The number of young people taking part in a construction or engineering course there is expected to double in September 2009. As well as school age students, the centre also caters for post-16 studies and employers use the facilities to train their apprentices.

Master Classes

In 2008 Kent Works joined with Brand You to facilitate a series of Master Class conferences across Kent, aimed towards year 10 and 11 students, nearing the end of compulsory education. These events are designed to introduce young people to key employability skills ranging from teamwork to business & customer awareness. They also ran Master Class Taster days aimed at year 9 pupils, which were industry specific sessions run by enthusiastic professionals, covering sectors such as engineering, media and retail.

Feedback from young people and teachers attending these events has been very positive. One teacher said "They enjoyed the environment and conference facilities, it was out of their comfort zone, but raised their aspirations". Student feedback included: "I think this could really help someone who is not sure what they want in life" and "Today has inspired me".

Section 7: Enjoying Life

Kent, a great place to live and work

7.1 Why it matters

How we spend our leisure time is crucial to enjoying life in Kent. Kent has a unique heritage, beautiful countryside and great choice of leisure activities. Opportunities are all around us and there is a huge variety to suit all interests.

We must ensure that residents and visitors can discover what this county has to offer and can participate in enjoying life in Kent.

7.2 What we want to achieve

- Kent established as a centre for the arts
- Continued growth in local sport across Kent
- A modern library service fit for the 21st century
- More young people engaged in cultural activities across Kent
- A network of volunteers to support sport and cultural events across the county

7.3 What has happened in 2008/09

Culture

KCC has worked hard to support arts and culture across Kent in 2008/09. The first *Kent Cultural Strategy Summit* was held in February 2009 and was attended by over 130 partners from across the county. The event helped to establish consensus on the value of culture and cultural planning and strengthened Kent's position and profile of Kent as a developer of the arts. Following the summit, a Kent Cultural Strategy is being developed, to be launched in early 2010, which will align with the KCC Regeneration agenda, in terms of recognising culture as a driver or contributor to area regeneration and community cohesion.

KCC supported several nationally-recognised arts events held in Kent during 2008/09, including the *Folkestone Triennial* and *Whitstable Biennial*. It also helped to secure £40,000 of investment for the *Light Up Open Up* event held in Dover to launch the Cultural Olympiad in the South East.

Opportunities have been created for more young people to get involved in theatre activity across Kent. The *Kent County Youth Theatre Festival* was successfully staged for the first time in March 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 participants and the resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development.

Considerable progress has been made 2008/09 in preparation for the completion of the *Turner Contemporary* Gallery in Margate by 2010. Kent-based contractor Durtneils were appointed in October 2008 to build the gallery and work at the site began in November 2008. The gallery building programme has made noted improvements to the whole of the eastern seafront area of Margate, such as the de-dualling of Fort Hill, completed in Autumn 2008.

The Turner Contemporary Project Space occupied the former Marks and Spencer building on Margate High Street from February 2008 to September 2009, helping to build audience capacity and generate further interest in the project. A varied artistic programme will continue in the period prior to the gallery opening.

Sport & Leisure

Local sport across KCC has been helped to grow through practical help and support, including administering small revenue & capital grants and helping organisations to secure funding. During 2008/09 KCC's Sport, Leisure and Olympics Service levered over £4 of external funding for every £1 spent on the service.

KCC has continued to support sports clubs in gaining nationally recognised accreditation through the *Clubmark programme*. KCC's Sport, Leisure & Olympics Service become registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the

“Clubmark identifies the club as a flagship within our community and for parents to see that we are safe and accessible” *Sheppey Rugby Club*

accreditation process. So far, 150 sports clubs across Kent have received Clubmark accreditation.

We have worked with district councils during 2008/09 to establish

10 local *Community Sports Networks* with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners. This is below the target of 13, due to a lack of interest in some parts of the county and reduced emphasis from Sport England, but more work will be done to further this in 2009/10.

Kent's work to secure a legacy from the Olympic and Paralympic Games was nationally recognised in 2008 and awarded Beacon Status. Through the *Kent Free Access to National-level Sportspeople* scheme, during the last 3 years over 700 national level sportspeople have had access to free sports facilities across the county as well as discounts on equipment, clothing and physiotherapy services. In 2008/09, 20 top performers, both disabled and non-disabled, have been directly supported with funding, branded clothing and access to dedicated sports science support funded via the County Council. In addition, a further 5 performers have been supported through P & O Funding.

This is starting to show real results for Kent sportspeople, including bronze and silver medals in Rhythmic Gymnastics at the Youth Olympic Festival in January 2009, 6 swimming gold medals in the DSE Junior Nationals 2009 and a top 10 world table tennis champion who participated in the Beijing Paralympics Games in 2008.

Kent also accommodated squads for training from USA, Canada, Iceland, France, New Zealand, Saudi Arabia, Ukraine, Slovenia and Latvia.

As part of our *Kent Pledge* to children and young people who become looked after by KCC, arrangements have been established for free access to certain leisure facilities in 5 districts in Kent: Ashford, Dover, Maidstone, Thanet and Tonbridge and Malling.

KCC has sought to improve the user experience through its *Library Modernisation* programme, with libraries in Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross undergoing modernisation during 2008/09. The programme seeks to find new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers, such as locating libraries in the new Thanet and Tenterden Gateways. This has helped the service reach many more customers, with issues at the newly-refurbished Ramsgate and East Peckham libraries increasing by 67% and 11% respectively compared to 2008.

The number of young people involved in activities and borrowing books has increased at modernised libraries. On average children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/8.

"Love the look and feel of the new library.
Peaceful and welcoming."

"Lovely, bright, modern. Loads of new books"

Customers at Hadlow Library

In Kent, the National Year of Reading was launched in April 2008 under the banner, *Kent: a Great Place to Read.*, It has acted as a catalyst for numerous projects and initiatives such as the *Doorstep Library* in Sheerness, where volunteers from Seashells Children's Centre read stories to children in streets and in their homes.

Volunteering

KCC has sought to build a strong partnership with statutory, voluntary and business organisations to support volunteering across the county. The *Kent Voluntary Advisory Group* is able to identify good practice as well as barriers to volunteer engagement and seek ways to work together to increase involvement. For example, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 330 are engaged, with a sizeable waiting list.

KCC launched the *Kent eVents Team* (KET) project in May 2008, a network of people willing to volunteer for one-off sport, leisure and cultural events, ready to support the 2012 Olympic and Paralympic Games. This has been developed jointly with the volunteering networks in the county. At the end of March 2009 just under 500 people had registered with KET as volunteers and 29 sports events had been supported. We will look to build on this next year to ensure we meet our intended target of 2,500 ahead of the 2012 Games.

Ashford Volunteers are located in the Tenterden Gateway, and have seen a significant upturn in the number of people applying for volunteering projects since its opening.

KCC Employee Volunteering continues to grow. 35% of KCC staff have volunteered with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example was the work conducted by Kent Highway Services Staff from Gravesend, who took part in volunteering days at the Rare Breeds Centre near Woodchurch. The Centre is run by the Canterbury Oast Trust, which changes the lives of people with learning and physical disabilities,

creating opportunities for those who would not be able to look after themselves outside a safe and supportive environment.

7.4 How we have made a difference

Supporting future Olympians

KCC is working in partnership with a number of other organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games.

This year KCC has provided enhanced support to 20 of the county's top performers. These sportsmen and women were selected across a range of sports, and include disabled and non disabled performers. The ambitions of all of the performers include selection for GB at future Olympic and Paralympic Games and International events

One beneficiary is Alek Makucewicz a 17yr old international fencer from Dartford. KCC funding has enabled Alek to work closely with a sports scientist at the University of Greenwich, a nutritionist and a sports psychologist. Whilst through FANs Alek has made regular use of his local Sports Centre to train. Alek's coach recently contacted KCC to say: "all this support over the last few months has made a significant improvement in Alek as a fencer, he is fitter and a lot more confident, and this is reflected in a significant improvement in his results over recent months. Once again thank you for all your help and support".

Kent Youth Theatre

Kent County Youth Theatre Festival was successfully staged for the first time in March 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 young participants, who enjoyed workshops on stage make-up, TV production, stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development. Another event is planned for 2010.

Hadlow Library

Hadlow Library is one of the latest KCC Libraries to undergo refurbishment as part of the Library Modernisation programme and the transformed building opened in April 2008. As Hadlow was set in a rural location, it has a fairly restricted customer base and visitor numbers had been in decline. Since the modernisation, visits are up around 13%, adult issues 13% and children's issues 52%.

As well as transforming the building, KCC has sort to change the way in which the library is used by the local community, including setting up a new reading group, arranging author visits and allowing the library to be used out of hours by local community groups. Caroline Wetten, one of Hadlow library's regular users, said "I think the modernisation is a good idea. People tend to view libraries as stuffy places, but it is now light and airy, and is easy to walk around. It helps that the staff are always friendly too, even though they haven't changed. There are new things going on that you wouldn't see in older libraries. I use the computers at the library now as well as the books."

Section 8: Keeping Kent Moving

Tackling congestion

8.1 Why it matters

Traffic congestion is the bane of everyone's life, whether they travel by car, bus or train. It causes frustration and pollution in equal measures, slows down economic development and hampers efforts to bring inward investment into Kent.

Further investment is needed for Kent roads and the council will continue to press the Government to give Kent its fair share of funding for new roads and improvements. KCC will also press for the building of a third lower Thames crossing and to reduce the impact on Kent of *Operation Stack*.

8.2 What we want to achieve

- High quality public transport available for all
- Better journey times and less congestion around Kent's major towns
- Greater public satisfaction with Kent's roads and pavements

8.3 What has happened in 2008/09

Improving public transport

KCC has an excellent record of working with bus providers to improve public transport in Kent. This is reflected by year on year increases in the number of people using Kent bus services. There was a 6.8% increase in 2008/09 over the previous year's figures to 55.2 million passenger journeys.

The *Ashford Quality Bus Partnership* was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded through a KCC *Kickstart* grant, with Stagecoach providing additional funding and marketing to increase patronage. Around two thirds of the total bus fleet in Kent are now easy access, low floor entry.

KCC provides financial support to around 200 bus services and seven *Kent Karriers*. Kent Karriers provide 'dial-a-ride' accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2009.

KCC is providing additional funding to the *Kent and Medway Concessionary Travel Scheme for over 60s*. This has enabled the scheme's start time to be returned to 9.00am and for disabled companion passes to be valid across Kent.

During 2008/09 the *Kent Freedom Pass*, where for £50 per year young people in academic years 7-11 can travel for free on public bus services in Kent, was rolled-out to schools beyond the original pilot areas of Canterbury, Tunbridge Wells and Tonbridge. In June 2008 the scheme was extended to Maidstone, Malling, Dover and Shepway and in January 2009 to schools in Swale and Thanet. The pass will be offered Kent-wide from June 2009.

The scheme has proved immensely popular, with 12,800 passes having been issued by end March 2009.

As well as the obvious benefits for young people, the scheme has had a positive effect on congestion, with KCC surveys indicating a 2-6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass.

On the rail front, lobbying of *Eurostar* by KCC and others was successful in getting services between Ashford and Brussels restored. A new timetable for domestic passengers comes into operation in December 2009 which will improve connections between Kent and London with more trains running from most towns in Kent. Overall, Southeastern will be operating 200 more services from mid-December – a 5% increase in capacity.

Reducing congestion

Through the *Traffic Management Centre*, KCC has enabled improvements in the management of traffic to reduce congestion in Maidstone. Average peak journey times on key routes in Maidstone have reduced and the situation is being monitored.

A series of health checks at key locations in the network were carried out throughout 2008/09. These have resulted in a programme of over 50 “quick win” improvements ranging from adjusting traffic signal timings to renewing white lines, which have helped to improve traffic flows.

During 2008/09, Kent Police agreed to devolve some powers to ‘congestion busting’ teams, known as *Kent Traffic Officers (KTOs)*, who will be able to deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. Extensive training has taken place throughout the year and all those participating have passed the required examination in order to receive the delegated powers. The KTO scheme is due to be officially launched in June 2009, once it has received approval from Kent Police.

Improving roads

This year Kent Highways Services (KHS) has made improvements to the way in which it repairs roads and pavements across the county.

We are providing twice as many road patching crews as we were in April 2008 and this will be sustained throughout 2009/10.

Extra funding of approximately 35% has been provided to enable a significant increase in carriageway surfacing schemes, with nearly 1,000,000 m² of road intended to be resurfaced in 2009.

The cold weather in early 2009 caused havoc on the county’s roads, with frost creating major damage and potholes. To cope with this KHS provided additional crews for repair, peaking at 70 at the end of February 2009. During this cold spell approximately 3,000 potholes a week were being repaired by KHS. In the period

January to March 2009 over 12,000 potholes were repaired.

“I would like to thank Kent Highways for how fast they responded to a request for service. Within 30 minutes of the problem being reported to the police, Kent Highways came out and fixed the problem. I was so impressed with how polite the engineer was and how quickly Kent Highways sorted this problem out to stop any danger.” Mrs A, Margate

These improvements are having a positive impact on our customers. Net

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satisfaction of residents with the condition of roads in Kent has steadily increased from 5% in 2006/07 to 19% in 2007/08 and 29% in 2008/09.

This is a significant improvement and compares very favourably with national surveys by Ipsos-Mori, which show net satisfaction with road maintenance remaining static at around 6% since 2006/07. KCC will look to build on this momentum into 2009/10 and beyond.

Closer links are now in place with all Parish/Town Councils and KCC Members, who all have a designated named Liaison Officer. Good relationships are being built and we are engaging positively with local communities.

8.4 How we have made a difference

Kent Freedom Pass

The Kent Freedom Pass (KFP) arose out of the views expressed by the Kent Youth County Council that young people needed better access to buses. The KFP was introduced as a pilot in 3 areas and following its success is now being rolled-out across the county.

Achieved through a partnership between KCC, Kent's bus operators and Kent schools, the KFP allows young people in academic years 7–11 to travel free at the point of use, on any public bus in Kent, at any time of the day, week or year, for a one-off annual fee of just £50. Due to the KFP young people across Kent now have the independence to travel to and from school or evening and weekend activities, as well as throughout the school holidays.

We undertook a questionnaire survey of young people in May 2008 in conjunction with the Kent Youth County Council. Responses demonstrate the range of benefits the project brings. These included:

"It has helped me to get to school early and I have been able to see my friends at weekends" *Katrina Rootes, Angley School*

"It gives me freedom to have a social life beyond school" *Thomas Ashby, Herne Bay High*

"I have used it to get to school and I have started to use it to help to get to my part time job" *Stuart Smitherman, Herne Bay High*

Keeping Kent Moving through the Snow

The 20 October marked the beginning of winter for Kent Highway Services. From that date our winter service plans came into effect and we were ready to work to ensure that Kent's roads were kept safe during the winter months.

The planning that had taken place enabled the 'ice-busters' to respond quickly and efficiently when the snow arrived in early 2009. More than 20,000 tonnes of salt had been ordered and was stored throughout Kent in preparation for the severe weather.

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The 53 salting crews worked throughout the nights to keep the main roads safe and passable, covering about a third of the county's road network, over 1500 miles.

Residents across Kent got in touch with KHS to express their thanks at the way in which the roads were kept clear during the winter. These included Mr E from Meopham who said: "Thank you for your excellent response to my request to grit our road. I phoned your service desk reporting that our road was like a skating rink. Within 2 hours our road and the road leading to us had been gritted. I was very impressed with this level of service, especially in the very inclement weather we have experienced over the past week".

Traffic Management Centre

The Traffic Management Centre (TMC) was designed and built to enable Kent Highway Services (KHS) to more effectively manage the road network within the Maidstone area. The successful development and use of systems such as Automatic Number Plate Recognition, closed circuit television cameras, variable message signs, vehicle detectors and a KHS database called 'Cutlas' enable the TMC operators to provide 'hands-on' management of Maidstone's traffic systems.

This has enabled the TMC to ensure that when large-scale public events are held in Maidstone, such as the Radio 1 "Big Weekend" in July 2008, minimal disruption is caused to traffic and roads. The TMC has had a positive effect on congestion and journey times in and around Maidstone. A 5.6% reduction in travel time into Maidstone was recorded from Summer 2008 through to December 2008.

Section 9: Environmental Excellence & High Quality Homes

Future generations will judge us by the quality of the environment they inherit

9.1 Why it matters

At the heart of our approach will be a renewed pledge to protect and enhance the beauty and diversity of our countryside. The housing growth agenda enforced by central government presents enormous challenges for Kent. Our challenge is to manage this growth sensitively so that it results in the construction of quality housing with the minimum environmental impact. KCC will continue to ensure that new and existing public buildings (such as schools and offices) are as environmentally friendly as possible.

9.2 What we want to achieve

- A clean and protected natural Kent
- All people in Kent able to access and enjoy the Kent countryside
- Sustainable new housing growth across the county
- Long-term empty properties brought back into use across Kent

9.3 What has happened in 2008/09

Enjoying the environment

The *Kent Countryside Access Improvement Plan* sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside and won the prestigious "most innovative and enterprising improvement plan" in the country in March 09.

"Thank you for getting the bridleway sorted out. For the first time in years I am able to enjoy hacking out without worrying about having to turn back because of badly hung gates. Because of my disability, I am unable to mount if I have to get off to open gates and it was bliss to go round Dry Hill the other day and really enjoy the ride"
H Owen – Crippenden

This includes new design standards to improve the quality of the furniture on the *Public Rights Of Way network* (gates, stiles, bridges etc). The standards were recognised in "Country Walking Magazine" as leading the way nationally in improving access to the countryside.

Four new walks in Faversham have been promoted this year in

partnership with Faversham Enterprise Partnership and Shepherd Neame Brewery.

In 2008/09 15 routes to schools were substantially improved and are now providing a facility for *walking buses* of school children to use, relieving traffic congestion at peak times in those areas.

A new *Countryside Education Pack* was launched in February 2009 and distributed to all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children. They cover topics like travel to school, the Countryside Code, public rights of way, and who looks after them.

This year, KCC has also worked hard to improve our popular *Country Parks*, and new play areas were installed at four sites which all received very positive customer feedback.

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We sought to protect and enhance Kent's valuable man-made heritage and in 2008 the *Historic Fortifications Project*, supported by Interreg funding, was completed. In the last four years this has helped deliver £2.5m for conservation and promotion projects including accessible trails, interpretation panels, audio-visual displays and educational projects.

Housing

Housing growth in Kent must be sustainable, with the right level of infrastructure in place to support it. Through the Kent Partnership, KCC is involved in the development of a new *Kent Housing Strategy*, which is reviewing evidence on housing need and mix in terms of type, size and tenure and how planning policies might be deployed to address imbalances in the type and size of housing accommodation.

KCC is committed to ensuring that where feasible new housing development is carried out on previously developed land. Housing completion rates and the contribution of previously developed land to this remained high until early 2008. However the severe downturn in the housing market associated with the credit crunch is affecting both the level of new development and its composition in the short term.

With regards to existing property, the *No Use Empty* Initiative continued to enjoy success during 2008/09, with 728 long-term empty properties brought back into use in East Kent, exceeding its target figure of 511 properties by around 40%.

A key achievement was the enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with No Use Empty and Thanet District Council to bring the property back into use as affordable housing, with the first unit becoming occupied in January 2009.

Following success of the Initiative in East Kent, it was rolled-out across the rest of the Kent districts in Spring 2008.

9.4 How we have made a difference

Faversham Walks

2008 saw the launch of a ground-breaking Leader+ funded project to develop Faversham as a 'centre of excellence' for walking.

KCC and the Faversham Enterprise Partnership established a new partnership with Swale Borough Council, the Faversham Area Tourism Association, a consortium of local businesses, including Shepherd Neame Brewery, and local volunteer groups.

Together they developed and promoted 4 new co-branded (Faversham and Explore Kent) circular walks, supported by a voucher scheme offering visitors discounts at many local businesses. Significant investment was made in improving Faversham's public rights of way network

Laurence Young, Faversham Enterprise Partnership Manager says: "The Faversham project has made a tangible, positive difference to the local area. Businesses such as

eateries and B&Bs are reporting increasing numbers of walkers using them, good news for the local economy. Local people have also been using the routes for leisure, health and education benefits”.

Linda Harrison the leader of the walk group in Faversham regularly uses sections of the Faversham Walking Project routes. She says: “Many of my walkers have completed the four walks and are full of praise for their excellent presentation. I know that the project has inspired people to make more of their surroundings, and to benefit their health by walking on a more regular basis, and I feel that the Walking Project has been tremendously valuable in this respect.”

The Shorne Archaeology Project

The Shorne Archaeology Project began as part of a Heritage Lottery Fund (HLF) funded Project in 2006, to identify, investigate, interpret and conserve some of the many different archaeological sites within Shorne Woods Country Park. Extended for two years until 2011, the Project has focused in particular on the remains of Randall Manor. To date four seasons of community archaeological excavations have been carried out on the site. Starting as a one week community dig, for the last two summers this has been extended to a three week excavation, with events tied into the nationwide Festival of Archaeology.

The project specifically set out to engage local communities and in 2008 involved hundreds of people from a wide age range, including local primary schools, archaeology clubs, brownie groups and a school for children with special needs. The open nature of the site enables people to get up close to and be inspired by their local heritage. Feedback from people who took part has been very positive. Comments included: “Thank you for the open day on Sunday which my children greatly enjoyed, my 6 year old daughter has now decided that she's going to dig up bones and other old stuff and find treasure when she's a grown up!” and “the archaeology weekend was brilliant, many thanks to whoever organised it”.

Empty Property Initiative

The Empty Property Initiative is a partnership between KCC and district councils, which aims to improve the physical urban environment in Kent by bringing empty properties back into use as quality housing accommodation.

This year the Initiative has supported the renovation of a Victorian warehouse situated in Dover Town Centre, which had been derelict for 10 years. The Initiative provided an interest-free loan to meet the cost of turning the building into 8 residential units, which were due to be marketed in June 2009. Owner of the property, Philip Bigio, said: “The No Use Empty Initiative has been a tremendous support in facilitating the re-development of the building. We have been able to move quickly, carry out the renovations in under a year, and the net result is a cluster of new apartments in a prime location in the centre of town, which I'm sure will be sought after.”

Section 10: Improved Health, Care & Well-Being: Staying Healthy **An essential part of life is staying healthy**

10.1 Why it matters

Good health matters to all of us. Obesity, teenage pregnancy and smoking can all result in poor health and a lower quality of life. At Kent County Council we have a responsibility to give people support to make 'healthy lifestyle' decisions.

10.2 What we want to achieve

- More adults and young people taking part in regular physical activity
- All Kent schools achieving Healthy Schools status
- Young people in Kent supported to make healthy lifestyle decisions
- Reduction in health inequalities between the best and worst wards in Kent

10.3 What has happened in 2008/09

Keeping Fit

The Kent Healthy Weight Strategy promotes the key messages of more physical activity in everyday life and healthy travel through walking and cycling.

Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils. There was a 1% shift to sustainable modes of travel to school in 2008/9 (against 2006/07 school census base data). In addition, as of March 09 114,000 school-run journeys had been saved through walk to school initiatives. In 2008/09 The Sustrans *Bike It* project in Ashord, that is part funded by Kent Highway Services, saw a 7.8% increase in the number of children who cycle to school every day and a 14.6% decrease in the number of children who never cycle to school.

Naturally Active and *Walking for Health* programmes are delivering hundreds of country walks within Kent's country parks. *Naturally Active* has attracted well over 400 people in Dartford and Gravesham

There are now 30 *Activmobs* across Kent, extending the fitness of people through a variety of different activities ranging from dancing to gardening and even dog training.

The number of Kent adults who participate in sport for at least 30 minutes 3 or more times a week has increased slightly in 2008/09 to 21.2% from 20.5% last year but still remains just below the national average (21.5%). More work will be carried out in 2009/10 to increase this.

KCC has had more success in increasing activity levels of young people during 2008/09, with the percentage of pupils taking part in at least 2 hours PE and school sport per week increasing from 87% in 2007/08 to 88%. In addition, the number of out of school hours sports programmes stood at 121 at end March 2009, up from 113 a year earlier.

KCC has worked with the School Sport Partnerships, local authorities and Extended Schools Managers to co-ordinate a successful bid for over £1million from Sport England to run a *Sport Unlimited Programme* as part of the 5 hour offer for young people to participate in PE and sport per week. In 2008/09 approximately 100 schemes were funded, providing opportunities for nearly 6,000 young people to

regularly participate across Kent in a wide range of sports opportunities. There are plans to increase this number to over 10,000 young people in 2009/10 and 2010/11.

The finals of the *Kent School Games* took place in June 2008, involving over 500 schools and 30,000 young people taking part in over 23 different sports. The Games have acted as a catalyst for additional competitive sport in the county are becoming embedded within the schools competition structures, with the Competition Managers playing a key role in ensuring increased competitive opportunities for young people in schools.

Healthy Eating

The *Kent Healthy Schools* programme has had a 100% sign up in Thanet, which is our most deprived area, and is on target to reach 100% of all Kent schools by December 2009.

Further work has been undertaken in 2008/09 to help children and families with healthy eating and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals. Funding has been provided for two *community chef* programmes in Swale and Dartford, launched in May and July 2008 respectively.

“The fruit and veg scheme encourages them to eat good meals, not takeaway; they reckon everyone’s obese don’t they. It’s nice for children to have a home cooked dinner and enjoy it. It’s all fresh” *Parent, Vale View Community School Dover*

Lack of access to fruit and vegetables has been identified as a barrier to healthy eating and as a result four *fruit and vegetable bag schemes* were launched in areas of Kent with accessibility problems. The first bag scheme was launched at the Riverside Centre, Gravesend

in May 2008 in conjunction with Gravesend Borough Council. It runs weekly on Wednesdays and bags are sold for £3. After just 4 weeks of operation an impressive 100 bags were being sold weekly before the scheme had been formally promoted.

The latest available data shows that obesity levels in children (in years R & 6 combined) have reduced from the initial baseline set in 2006/07. Whilst this is cause for optimism the coming years will establish the trend as the data is gathered from different cohorts of children each year.

10.4 How we have made a difference

Kent School Games

With its partners KCC held the first Kent School Games Finals in June 2008 over a two week period.

There is great enthusiasm for the establishment of the Games, mirroring the County’s commitment to building a long-term legacy for young people from the London 2012 Olympic and Paralympic Games.

During the finals there were 52 separate events held resulting in 12,000 medal winners. The finals went down well with the pupils taking part in the Games. Didi Enonuya, a medal winner said: “I started as a girl who wanted to try something new

and ended as a gold medallist. I was representing Dartford Grammar School for Girls, which was a huge honour and an even bigger honour was representing Team Dartford. I started the shot putt competition just hoping it was enough and in the end I found out that I had won. It was an amazing feeling. I am so happy that I tried something new which has brought me so much success.”

HOUSE campaign

HOUSE is a set designed as 4 rooms of a house in a series of temporary shops in 12 town centres. The set includes a dance machine, Wii, music, internet access and is a friendly, informal and safe place for young people to hang out. The environment was designed by young people to create a space conducive to them listening to health information and receiving help and support on their own terms.

HOUSE is hugely popular with young people with average attendances of over 50 young people per day – sometimes as many as 170 young people in a single day. Many of those who attend are young people who are not currently known to our services and young people are reporting a positive change to lifestyle attitudes and behaviours as a result of HOUSE. In 2008 a young man of 16 visited the first House in Gravesend. After about a week or so he started telling the HOUSE staff about a range of problems he had – drinking, smoking. The friendly and informal way that HOUSE operates, where no one is “forcing” help or services on people, led to this young man coming back again and again until he felt able to explain what was happening in his life and get the support he needed to find a better place to live, training for employment and eventually a job.

Community chef

In May 2008, a Community Chef was recruited to the Isle of Sheppey Healthy Living Centre to work with families and children to give them confidence about food skills and cooking, a better understanding of nutrition and improve their health and diets.

Ten different targeted groups, including young people and one-parent families have had the opportunity to take part in an eight-week cooking and food skills programme, which is based on the British Nutrition Foundation’s basic life skills cooking programme.

Mike Spackman, a trained chef, stated “you have to get involved with them- how to cook, share and eat good food that’s affordable. Give people the confidence that cooking for yourself can be fun. They need to be able to stand on their own two feet, and look after themselves well.”

One of the ladies attending the class said “we thought kebabs tasted nice, but coming here and tasting cooked food from fresh ingredients is so much better. My favourite dish to cook is chicken curry I never knew how to cook anything like that before. Knowing that it hasn’t come out of a jar and that we made the sauce ourselves, made it taste so much better”

Section 11: Improved Health, Care & Well-Being: Maintaining Independence

Helping older people and those with disabilities to be independent

11.1 Why it matters

People are living longer. This provides major opportunities as well as challenges. KCC will encourage people to plan for their health, social and economic well-being in old age and champion senior citizens. We will lead by example to promote a positive image of older people and the value their contribution makes to community life.

The majority of older people want to live independently in their own homes for as long as possible and this is also true for younger people with disabilities or mental health problems. We will move away from traditional care models towards providing greater choice and control, giving people the support to lead their lives as they want, in their own homes.

11.2 What we want to achieve

- More older people and people with disabilities living independently
- Fewer avoidable admissions to hospital
- Carers of all ages supported
- More people, and particularly older people, in receipt of Direct Payments

11.3 What has happened in 2008/09

Promoting independence

In 2008/09 the number of people supported by community based services provided by Kent Adult Social Services to live independently rose to just over 35,000, an increase of around 2,500 from the year before.

In partnership with Eastern Kent and Coastal PCT, the Directorate was successful in bidding for the £1.5 million Partnerships for Older People Project. Out of this has sprung the *Independence through the Voluntary action of Kent Elders* project. The project is designed to give older people greater independence, enhance self-management through choice and control and reduce hospital admissions. Feedback and initial research suggests that the project has been a success to date. East Kent

"We were very grateful for the way you respected my father's dignity and treated him with such dedicated care and compassion throughout", P Family, Newham

is about to extend the project with six additional Care Navigators to work as brokers for self directed support.

KCC was one of only 3 authorities selected by the Department Health to be a *Whole System Demonstrator*

(WSD), which was officially launched in April 2008. The WSD project has enabled KCC to offer to more people its innovative preventative technology services *TeleHealth* and *Telecare*, enabling them to remain in their own homes. The intended outcome is for 1,000 extra people to be offered Telecare and 1,000 extra people to be offered TeleHealth by the programme end date of July 2010.

A key feature of enabling people to continue to live independently is to ensure they have choice and control over the support they need. The development of Direct Payments has made a significant contribution to this. In March 2009, 2342 people

were in receipt of Direct Payments. Over 740 of these are for older people compared to only 9 older people in 2002. A range of innovative actions has supported the increasing take up of Direct Payments, including the *Kent Card*, which was being used by 831 people as at end March 2009.

Promoting independence continues to be the overall objective which will be driven by *Active Lives for Adults*. This is a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is *Self-Directed Support*, whereby people can self manage their support or, if they choose to, have somebody else manage it for them. KCC is currently in the middle of implementing this major programme and it will be progressively rolled out during 2009/10.

Supporting carers

KCC is working to strengthen support available to people caring for relatives or friends. A *Kent Adult Carers Strategy* was due to be launched in July 2009, to be delivered by via multi-agency joint commissioning plans.

The *Kent Carers Emergency Card Scheme* was launched in December 2008. The scheme aims to provide carers with peace of mind when away from the person that they care for by offering them as much support as necessary to complete their emergency plan. Currently there are over 750 carers signed up to the scheme and the number is growing steadily and the feedback regarding the scheme has been positive.

A young carers strategy *Invisible People* was launched in June 2008. As part of the strategy, Children's Social Services allocated £20,000 to each of the 5 Young Carers projects across the county to enable them to work directly with local schools. Young carers are increasingly identifying themselves as a result of targeted work in schools and more are taking part in local projects. A range of support is being developed in mainstream and specific settings to meet young carers needs. In 2007/08, through the voluntary sector we were supporting 600 young carers across Kent. At the end of 2008/09 this figure had increased to 950.

Awareness has been raised, particularly within schools, of the needs and the support required by young carers who have caring responsibilities within their families. A group of young carers have assisted in producing a DVD that highlights their caring responsibilities and the physical and emotional impact on them. The DVD is being used as a training aid to raise the awareness of young carers. 160 young carers were funded to join leisure centres in their locality, others attended residential camping weekends. The Young Carers Provider organisations have increased their out of school activities for young carers through services commissioned by the Local Children Services Partnerships.

11.4 How we have made a difference

Voluntary Action Maidstone

As part of the KCC-funded Brighter Futures Group project, VAM operates a supported shopping service for older people, working with a local major supermarket which includes transport, lunch and staff support to complete supermarket shopping.

This service helps people to maintain their social contacts, good nutrition and mobility and is available to individuals who do not meet eligibility criteria for care management intervention.

Mrs H came to use the service after her husband died, as she could not get to the shops on her own. Through the service Mrs H was able to remain independent and go out shopping on her own. It also enabled her to socialise and not become isolated at a time when she was very vulnerable. Mrs H said “that the scheme makes you feel ‘part of something’ and you don’t realise what a great comfort this is to someone when they are alone”.

Thanet Day Opportunity Service

Thanet Day Opportunities Service aims to support people with learning disabilities to lead full and purposeful lives within their own communities and develop a range of friendships, activities, relationships, skills and experience.

The service works with the Job Centre and with parents and carers to help each individual fulfill their aspirations and promote their independence within the community. The service offers job profiling and job coaching to service users and to the employer. Giving this support helps to encourage service users become independent individuals.

Steven works in the Day Opportunities Centre kitchen. He attended Thanet College where he gained his certificate in food hygiene. Steven came to the team to help him find employment. With help from the Job Centre and job coaching from Thanet Day Opportunities Service Steven now works part time at La Joules Cafe in Broadstairs.

Steven says; “I’m happy to be working, I meet lots of people and I’m learning all the time. I feel good and I’m being paid”. Steven, a resident of Cleveland House in Broadstairs, manages his own flat and pays rent. Working has made him more independent. The manager of Cleveland House said “it’s fantastic Steven was given the opportunity to work. It has made him feel he is a valued member of the community”.

Kent Young Carers Kearsney

This year, 88 young carers aged 6 – 11 years old took part in an overnight camp at Kearsney campsite near Dover. A total of 2640 respite hours were provided for the young carers, many of whom had never been away from home overnight and several who had never been camping before. Activities included arts and crafts, sports, team games and challenges, scavenger hunt, face painting, drama and an African drumming workshop.

The weekend was a great success, with positive feedback from all who attended. Comments included “It was really cool and very funny” and “I really enjoyed meeting new friends”. The most important aspect for the young carers themselves was being able to make new friendships and having the opportunity to develop social skills and access activities and social lives outside of their caring roles.

Section 12: Stronger & Safer Communities

We must make sure that everyone feels safe in their communities

12.1 Why it matters

Although there is much less crime in Kent than in most parts of the country, the 24-hour society, high and increasing traffic volumes and lack of confidence in the criminal justice system have all brought concerns to the people of Kent. Our work with Kent Police, the Kent Community Partnership and Local Crime and Disorder Reduction Partnerships (CDRPs) are key to solving these issues.

Crime and antisocial behaviour is often worse in areas that are economically deprived, isolated or in need of regeneration. Vandalism, graffiti, litter, abandoned cars and fly-tipping all degrade communities. Alcohol and drug-related crime is also rising. It is important to promote a strong sense of pride in local communities as well as working with the police to provide services to reassure local people and reduce the fear of crime.

KCC is committed to helping to maintain Kent's low level of burglary and car theft and to working with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, antisocial behaviour and domestic abuse. The county council will work with the police to tackle crime and with local people to create stronger communities.

12.2 What we want to achieve

- Continued reduction in levels of crime and anti-social behaviour across Kent
- People in Kent feeling safe and less fearful of crime
- Less alcohol-fuelled anti-social behaviour, particularly amongst young people
- Fewer young people entering the criminal justice system

12.3 What has happened in 2008/09

Reducing crime and fear of crime

Crime and anti-social behaviour across Kent remains at a relatively low level and is reducing. Between 2006/7 and 2008/9 there was an approximate 17% decrease in crime across the KCC area. In particular, domestic burglary per 1,000 households has decreased to 8.2% from 8.5% in 2007/08 and car crime per 1,000 population has reduced from 8.6 in 2007/08 to 7.8 in 2008/09.

People's fear of crime in Kent has also reduced. The percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09 and fear of 4 specific crimes - domestic burglary, car theft, mugging/robbery & physical attack - in Kent has reduced from 44% in 2006/07 to 28% in 2008/09.

Kent has worked with statutory partners such as Kent Police to establish a managed and safe *Night Time Economy*. Across the County between 2007/08 and 2008/09 Night Time Economy crime (*crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday*) has shown a 22.7% reduction, making Kent a safer place for its residents. This is reflected in the Kent Crime and Victimisation Survey (KCVS) which shows that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety

walking alone at night are at their highest for the last three years rising from 55% in 2006/07 to 66% currently.

KCC has worked with its partners to help raise awareness of and disrupt the activities of rogue traders. Kent Trading Standards *Rapid Action Teams* attended a property where they are made aware of a rogue trader still being on the premises. In 2008/09, we intervened 57 times and supported 141 'victims'. We also significantly disrupted the activity of 20 rogue traders. Kent Trading Standards operates an alert system to local communities to bogus trading practices, which is sent to 246 local partners, including parish and town councils. These messages are used as articles in newspapers / parish magazines. In 2008/09, 94% of recipients found the messages 'useful' and 86% found them 'easy to understand'.

KCC also supports legitimate Kent businesses through the *Buy with Confidence* scheme and there are now 102 approved businesses across Kent.

The *HandyVan* scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations. At end March 2009, 7,765 safety checks had been made by the service since 2006. This is slightly below the 2008/9 target of 8,100 due to the changing remit of the service and the greater focus on spending more time with people to make them feel safe, although the service is on course to achieve the 10,800 target over the 2006-2010 period.

"Thank you for making such a difference to my peace of mind and well-being"
HandyVan client

The 5th *HandyVan* has been targeted in the North Kent area since August 2007 and following a number of initiatives and a partnership focused approach, domestic burglary in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%. In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09

Dealing with drug and alcohol problems

The multi-agency *Kent Community Alcohol Partnership* was launched in November 2008, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. Local community groups are also being engaged to get their point of view and youngsters are being educated about the dangers of alcohol and diverted into alternative activities. The scheme is currently being piloted in Canterbury, Edenbridge and Thanet and is intended to be rolled out across the county at a later date.

In May 2008, KCC supported Gravesham Borough Council and North Kent Police's high profile week-long campaign to increase awareness of the role alcohol plays in health problems, crime and anti-social behaviour. It aimed to spread the word about drinking, especially under-age drinking – and encourage a safe, sensible and social approach. Trading Standards Officers undertook a series of enforcement measures across the borough during the week,

The *Kent Drug and Alcohol Action Team* (KDAAT) multi-agency partnership works to deliver the national drug and alcohol strategies at a local level in Kent. KDAAT **achieved a 13.5% increase in the numbers of problem drug users in effective treatment for the 12 months to the end of December 2008, the highest in the south-east region.**

Building strong communities

KCC Community Wardens continue to make a positive impact in their local areas. The 101 Wardens in 128 local areas were originally envisaged as a visible uniformed presence to tackle anti-social behaviour, but have developed a much broader remit, working with a wide range of other authorities and services. Their operations range from walking buses through to providing intelligence to the Police which has led to a variety of arrests.

The Wardens facilitate a number of activities and events within their communities, both big and small to engage with the local residents. The largest of this is a countywide 7-a-side football tournament, the finals of which were held in summer 2008. Over 1,000 'hard to engage' young people, both boys and girls, were involved in this positive diversionary activity. The event was a great success and another one is being planned for next year.

Since 2006, Wardens have provided awareness training to over 9,500 people against the dangers of bogus callers, helping the elderly and vulnerable to remain safe and secure in their own homes.

The environment which people live in makes a big difference to their quality of life and their perception of their local area. The multi-agency *Clean Kent* programme has encouraged citizenship and environmental responsibility with, for example, the *Street-Wise Educational Project* being nationally recognised as good practice.

With our partners, KCC has taken a firm enforcement line against fly-tippers, which has seen 17 people receive a criminal conviction and over £12K of fines imposed.

Since last year, four of the then top 20 fly-tipping hot spots across Kent have been resolved and are no longer subject to fly-tipping. This list is dynamic with sites being added as they become a target for fly-tipping and KCC will work hard over the next year to tackle the existing hot spots.

Tackling youth offending

The *Youth Offending Service* and its partners have worked hard to establish a prevention-led approach to tackling youth offending. This has resulted in fewer first time entrants to the youth justice system from 2020 per 100,000 10-17 population in 2006/07 to 1660 per 100,000 10-17 population in 2007/08. Current estimates show that this is on course to drop again to around 1480 per 100,000 10-17 population in 2008/09, although final figures will not be available from the Department for Children, Schools and Families until November 2009.

In 2008/09, a refocus of prevention activity led to the creation of *Youth Inclusion Support Panels* (YISPs) in each of the 12 Districts. The aim of the YISPs is to contribute to a reduction in the number of children and young people entering the youth justice system, which they will achieve by receiving referrals about young

people thought “at risk” of offending and co-ordinating relevant services to match their needs and risks.

KCC and its partners have also engaged young people in a range of diversionary activities during 2008/09. These include the Challenger Troop, offering an Army Cadet type approach to youth activities and a partnership, with the English Rugby Football Union to increase sports participation amongst those most “at risk”.

Increasing road safety

Kent Highways Services has continued to work to improve safety and reduce the number of people killed or seriously injured (KSIs) on Kent roads. KCC’s approach has been to integrate the known benefits of education, enforcement, engineering and evaluation. A programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers has proved effective, as has the drinking and driving campaign in the run up to last Christmas, which contributed to the lowest recorded number of road crash fatalities in December for over a decade.

KCC’s approach appears to be working, as the 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008

12.4 How we have made a difference

Streetwise

The multi-agency Clean Kent Campaign aims to make Kent a cleaner county. It takes a bold and creative approach to communication and education in order to positively influence behaviour across all sectors of society and has forged strong links with Kent schools.

Street Wise is an innovative theatre-in-education project for year 8 and 9 pupils delivered in schools, which centres on the issues of anti-social behaviour and restorative justice as its main themes. It uses actors, including a serving prisoner from a re-settlement prison, to demonstrate through theatre how relatively small acts of anti-social behaviour such as littering / graffiti can escalate to criminal activities.

A teacher at Queen Elizabeth's Grammar school in Faversham, who experienced one of the sessions stated: “I don’t think it came across really as a way of giving information. There was an information exchange. It didn’t seem the children thought they were having something done to them. There were some really dramatic moments when Sean came in, the whole hall was quiet and still and it was really quite dramatic and powerful”.

Feedback forms from the school showed that session had a good impact, with pupils stating that it had made them aware that “small things can have big consequences” and that they were less likely to drop litter or set rubbish on fire in the future.

Buy with Confidence

Kent Trading Standards has joined with the other local authority Trading Standards Services in the South East to set up a scheme called Buy with Confidence (BWC). The scheme helps protect consumers from rogue traders and promotes legitimate local businesses.

Trading Standards Officers vet applicants for trustworthiness and to make sure they comply with consumer protection laws. Only traders that pass stringent checks are accepted on to the scheme and are able to display the Buy with Confidence logo. Approved businesses are constantly monitored by Trading Standards to ensure their standards remain high.

Vicky Marks and her husband Darren run Headway Doors & Windows Limited and recently joined the scheme. Vicky says: "When we applied to the scheme we had no idea how vigorous their vetting procedures would be. It ranged from contacting many customers for references and criminal record checks, to checking our complaints procedures and internal systems. After many months we were accepted and can now proudly say we are approved and recommended by trading standards, a real achievement with no better recommendation."

The scheme has grown to over 100 businesses and more and more consumers are using the scheme and feeding back favourable comments through customer feedback cards.

Peer-led Support Groups

Gravesham Addiction Striving 4 Progress (GAS4P) is a peer-led support group supported by the Kent Drug and Alcohol Action Team (KDAAT), in partnership with its commissioned service providers.

In 2005, GAS4P was the first peer-led support group of its kind in Kent, since then its success has led to two other groups forming in Sheerness and Folkestone.

All of the GAS4P team have experienced problems with substance or alcohol misuse. This allows them connect to members on a personal level which is vitally important as many vulnerable people can be intimidated by professional staff.

The group offers advice and support for anyone with drug or alcohol misuse problems, while also providing information on local treatment services.

Zena Watson, Team Leader at service provider Turning Point, supports the peer-led support groups and finds the benefits and energy within the groups inspirational. "It's amazing to see the impact these groups have within their local communities. GAS4P helps those who may not be ready to access professional services and allows them to still have access to important information. For people currently in treatment the group provides a safe haven and new social or supportive networks."

Section 13: The Finances of Kent County Council

During 2008/09, Kent County Council (KCC) has faced significant challenges and it is pleasing to record that Kent is the only County Council to score 4 stars for four years in a row in the Comprehensive Performance Assessment (CPA) undertaken by the Audit Commission. They have said, "Kent County Council is improving strongly," and "the Council continues to provide excellent value for money. Strong leadership and capacity, coupled with a consistent and effective approach to performance management and improvement planning, ensures the Council is well placed to sustain its strong track record and deliver future improvements."

Our annual financial statements for 2008/09 have been approved by our external auditors the Audit Commission.

The net underspend of £7.5m (excluding £16.2m delegated schools overspend) will be added to future years' budget to help the Council's to achieve key priorities and service improvements.

The finances of a large authority like KCC are complex and are complicated by the uncertainties surrounding future government funding. One of the key issues is the growth of demand for services such as adult social care because of the growing elderly population. There is also pressure in children's social services resulting from the tragic events in Haringey.

What follows is a summary of our financial statements. The table below shows that the Council is spending more each year on improving front-line services, with efficiency savings contributing significantly to the funding of these improvements.

Income & Expenditure Account for 1 April 2008 to 31 March 2009:

Service	Gross spend	Income	Net spend in 2008/9	Net spend in 2007/08
	£million	£million	£million	£million
Regulatory Services and Emergency Planning	10.3	-3.3	7.0	6.6
Court Services	3.1	-0.4	2.7	2.9
Arts & Libraries	32.9	-3.0	29.9	26.7
Waste Management	62.7	-5.0	57.7	55.3
Environmental, Planning and Other Services	55.1	-27.7	27.4	42.8
Children's and Education Services (including schools)	1,487.3	-1,300.1	187.2	119.9
Highways, Roads and Transport Services	113.8	-8.5	105.3	92.4
Adult Social Care	471.9	-140.9	331	286.5
Corporate and Democratic Core	26.1	-15.3	10.8	12.7

Non-distributed costs	32.0		32.0	17.3
Net Cost of Services	2,295.2	-1,504.2	791.0	663.1
Loss (gain) on the disposal of fixed assets			-6.1	65.2
Precepts and Levies			0.6	0.6
Surplus on trading activities			-6.4	-4.6
Interest payable			56.3	55.6
Interest and investment income			-14.8	-16.4
Impairment on Icelandic Investments (1)			10.6	0
Interest Receivable on Icelandic Investments			-2.5	
Other			31.9	9.7
Net Operating Expenditure			860.6	773.2
Funded by:				
Government grants			-268.4	-228.7
Area Based Grant			-61.6	0
Council tax funds			-536.6	-513.1
Net General Fund surplus (-) deficit (+)			-6.0	31.4
Amount required by statute to be debited/(credited) to the General Fund (2)			6.0	-31.4
Increase in General Fund balance for the year			0	0
General Fund balance brought forward			-25.8	-25.8
General Fund balance carried forward			-25.8	-25.8

Note to the Income and Expenditure account

1. The impairment loss of £10.6m has been calculated by discounting the assumed cash flows at the effective interest rate of the original deposits in order to recognise the anticipated loss to the authority until monies are recovered. The 'real' loss to the Council is currently calculated to be around £4.5m. The situation is still very fluid and there have been developments since the 31 March 2009, however, these are not material to the accounts and therefore no adjustments have been made.
2. This figure comprises the reversal of items of spend which must not impact council tax, e.g. depreciation charges and transfers to and from reserves.

The balance of our general reserves of £25.8m represents the amount of money the Council has set aside to deal with unexpected events that otherwise might cause the budget to be overspent in any future year(s). The amount reflects 'best practice' guidance for local authorities and is equivalent to less than two weeks spend on services, excluding schools.

In addition to general reserves, the Council has a number of earmarked or specific reserves. These sums have been set aside to fund projects that are known to be happening in the future. This avoids uneven changes in council tax levels each year. These reserves are clearly shown in the notes to the full balance sheet, from which the extract below has been taken:

Kent County Council Balance Sheet as at 31 March 2009:

	31 March 2009		31 March 2008	
	£million	£million	£million	£million
Operational assets (1)	2113.8		2041.7	
Non-operational assets (2)	434.2		345.3	
Other fixed assets	3.6		3.6	
Long-term assets (3)	159.2		194.9	
Total fixed and long-term assets		2,710.8		2,585.5
Current assets (4)		473.9		447.0
Current liabilities (5)		-462.7		-375.1
Total assets less current liabilities		2,722.0		2,657.4
Long-term liabilities				
- Long-term borrowing (6)	-998.4		-1017.2	
- Pensions liability (7)	-742.1		-571.7	
- Other long-term liabilities	-262.5		-264.9	
Total long-term liabilities		-2,003.0		-1,853.9
Total assets less total liabilities		719.0		803.5
Reserves and provisions:				
- Cash reserves		-191.2		-191.7
- Notional reserves (8)		742.1		571.7
- Capital accounting reserves (9)		-1,269.9		-1,183.5
Total reserves and provisions		-719.0		-803.5

Notes to the Balance Sheet

- 1 Operational assets includes land and buildings, roads, and vehicles, plant and equipment, worth a total of £2.1 billion
- 2 This is mainly due to capital projects that were 'work-in-progress' at the year-end

- 3 Money owed to KCC that will not be repaid within the next 12 months
- 4 Includes cash and bank balances, investments, and debts that will be paid to the Council within the next 12 months
- 5 Mainly represents amounts owed by the Council to service providers, most of which will have been paid within 30 days of the year-end
- 6 This is the amount outstanding from monies the Council borrowed to fund capital expenditure. Funding to repay most of these loans is part of the Government grant settlement each year. The Council has also borrowed other money (included in the £998.4m) under the 'prudential' scheme based on its ability to repay the debt
- 7 The figure of £742.1m is a notional valuation provided by the Council's pensions actuary
- 8 This balances the pension liability as detailed in note 7
- 9 The capital accounting reserves figure includes some notional reserves such as the revaluation reserve which holds the value of the change in property valuations and capital receipts reserves which hold grants, contributions and income from sales of property to fund capital expenditure in future years.

The people of Kent are entitled to know about the financial position of the County Council, but the full Statement of Accounts is a detailed and complex document. This summary is designed to give you an insight into how much we spend (income and expenditure account) and our assets and liabilities (the balance sheet).

For further information, or if you would like to comment or make suggestions on how we can improve the understanding of the Statement of Accounts, please contact Cath Head on 01622 221135 or email cath.head@kent.gov.uk. Alternatively, you can view the full Statement of Accounts at <http://www.kent.gov.uk/financialpublications>.

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

To: Communities Policy Overview Committee - 17th September 2009

Subject: Communities Directorate Annual Report on consultation activity 2008/09

Classification: Unrestricted

Summary: This report provides Members with information about Communities Directorate's activities and outcomes relating to consultation and survey activity during 2008/09

1. INTRODUCTION

The Communities Directorate is a combination of a wide range of services and their links with the people of Kent are both rewarding and complex. A chart identifying the services in the Directorate is attached at Appendix One.

Some services are universal such as libraries and archives, consumer advice and the births, marriages and deaths registration service. Some are more directly targeted towards client groups who are vulnerable, for example the Youth Offending Service (YOS), and some manage both of these relationships, for example the Youth Service, Community Wardens and the Adult Education Service.

Others such as Trading Standards and YOS also have a regulatory role and, whilst working on behalf of everyone in the county, their day-to-day relationships include offenders and their victims.

There are also teams whose role is strategic or involve commissioning external providers and whose day-to-day contact with people in the county is limited e.g. Emergency Planning, Arts Development and KDAAT but who nonetheless need to ensure that the views and aspirations of residents and service users are well understood.

This report provides an insight into the scope of this activity in terms of reach into the county; summarises the consultation and survey activity carried out during 2008/09 and indicates the outcomes of this work.

2. TYPES OF CONSULTATION AND INVOLVEMENT OPPORTUNITIES

The Directorate provides a number of different opportunities for residents, service users and other interested groups to influence decision making and service delivery. The main ones used in the Communities Directorate are:

- Surveys and questionnaires (e.g. satisfaction surveys)
- User groups and forums (e.g. Library User Groups)
- Special interest networks, groups and forums (e.g. Sports Sectoral Groups)
- Workshops and focus groups (e.g. Kent Youth Theatre Network consultation)
- Feedback cards (e.g. "You Choose" cards in libraries)
- Complaints, Compliments and Comments (all units)
- Formal consultation documents (e.g. Archives Service Consultation)
- Stakeholder events (e.g. Cultural Summit)
- Collaborative working and partnerships (e.g. Folkestone Forward)
- Participation (e.g. youth service interview panel)
- Civic engagement (e.g. Local Boards and Kent Youth County Council)
- Delegated decision making (e.g. Youth Opportunities / Capital Funds)
- Market research (e.g. Adult Health and Fitness courses)

3. ACTIVITY DURING 2008/09

During the past year Communities services have been actively seeking the views and participation of residents, service users and non-users. Appendix Two identifies the programme for 2008/09 and it is presented in five categories: user satisfaction; consultation on proposals for strategic developments; consultation about local service developments or specific projects; involvement and participation in other ways and general research. The following sections identify the main findings and subsequent action in each of these categories.

3.1 User satisfaction

An important part of the Communities Directorate's consultation activity is to track levels of satisfaction with services and the way they are delivered.

- Registration and Coroners customer satisfaction indicators have satisfaction scores in the 90% - 100% range.
- Over 92% of adult customers rate Kent's library service as 'good' or 'very good', according to the latest Public Library User's Survey (PLUS) while 87% of children and young people surveyed rated their library as "good".
- 89% of Talking Books Postal Loan Service users surveyed thought that the materials received were good or very good
- 91% of Open Access Customer Survey users surveyed thought that the choice of materials available in libraries was good or very good.
- A recent study showed that 96% of the young people in Kent who participated in the survey did not want to change their Youth Offending Team worker for somebody else. 92% rated what they did with the Youth Offending Service as "50% good" or over.
- Trading Standards customer satisfaction indicators ranged from 82% to 99% (consumers) and 94% to 99% (businesses) satisfaction.
- Sports Leisure and Olympics satisfaction indicators ranged from 86% to 98%.
- Positive responses received from victims of youth crime to their participation in restorative justice processes

Overall, customer satisfaction ratings for Communities Directorate services are typically in top quartile (75% – 100%), with most services achieving ratings in the 90% to 100% range.

3.2 Consultation on proposals for strategic developments

Strategy and vision for the Archives and Local History Service

“Understanding Our Past, Changing Our Future” was a formal consultation process seeking views and opinions on a new vision for the County Council's Archive and Local History Service. The consultation began in October 2008, and finished in May 2009. People were asked to feedback their comments, experiences and ideas to help shape the future vision for the Service. Comment cards were available with the consultation booklet or people could email direct using a dedicated email address. Because all sorts of people live in Kent, a mix of different types of people were asked for their views - from school children and teens to historians and shoppers. Around 1,000 people took part in the consultation.

Nearly all the participants liked the Service's ideas to help more people to use the collections it provides. 69% of people who had not used the services before said they wanted to find out more about the history of their family or their local area, and 76% said that history is important to bring families & communities together. Children said that they would like to hear stories from the past that were enjoyable, exciting or even horrible! Many also wanted better access to collections at a variety of different venues, more of the materials available online and more support for community history groups. Overall, nearly everyone thought that the approach suggested in the ‘Understanding Our Past, Changing Our Future’ document would help more people to find out about the past. Further information is available at www.kent.gov.uk/archives.

Kent Cultural Strategy

The Arts Development Unit consulted all those involved in the strategic development of culture in Kent including a wide range of stakeholders and interested groups at a major Cultural Summit event held in February 2009 and in subsequent correspondence. Further details, including presentations and feedback reports, are available at www.kent.gov.uk/culture.

Arts Investment Framework

Arts Development undertook a consultation of Kent and regional partners, artists and arts organisations around the future operation of the Kent Arts Investment Fund. That yielded valuable customer insight, which has shaped future plans for managing the Fund, and the future support material and services that are offered.

East Kent Festival Cluster Initiative:

Qualitative consultation was undertaken with key players in the region's festivals sector about the establishment of a festival cluster, which would be aimed at providing the best cultural offer for East Kent. This consultation has helped create the foundation for partnerships and future curatorial work, and inform the best approach to addressing the ‘real’ needs of organisations.

Kent Youth Theatre

The Kent Arts Development Unit's (KDAU) consultation with youth theatre groups across the county led to a carefully-tailored pilot Youth Theatre Festival. That exercise helped create a platform from which to develop a network for these groups. The Youth Theatre Network started its development in September 2008, with the Professional Development element of its work launched at the Festival in March 2009. The Network is managed by KADU and provides four to six networking, personal development events and workshops a year. It will also play an active role in the planning and delivery of future festivals. This consultation and the resulting festival laid the foundations for KADU to identify ways to support the development of youth theatres and excellent practice in this field. Festival evaluation has also informed KADU's future approach to this and similar events with and for youth theatre organisations. Feedback reports are available at www.kent.gov.uk/youththeatre.

Sports Development

The Sports Leisure and Olympics Service consulted stakeholders and partners during 2008/09 on the development of the Strategic Framework for Sport 2008-2012, priorities for the 2009/10 Business Plan and the second phase of the Kent Strategy for the 2012 Games. The views gained were fed into development and priority setting processes.

3.3 Consultation on local service development and specific projects

Modernisation of libraries

Consultation with the public is always embedded in the service's approach to modernising its libraries and services. For example at Hadlow the user group was consulted and staff targeted the public locally in key locations to capture user and non-user views. Now the modernisation is complete feedback will be collected and to help evaluation. During the Envision IT implementation project customers have been asked to give comments and in particular visually impaired customers are being invited to comment on the new software that is available.

Folkestone Forward

This programme, taking place within East Folkestone is helping to make adult education and library services as well as sports and arts activities more accessible to communities. A major characteristic of the programme is the involvement of local people in the work and projects taking place. The East Folkestone Film Project is finding out the views of East Folkestone residents – what it is like for them living there and what they would like it to be like – who are choosing the film maker they want to work with and are being involved in the whole process. The Wood Avenue Gardening Project was suggested by the local residents' group as members wanted to see people tidy up and make use of their gardens in order to improve the appearance of the area and to learn how to grow fruit, vegetables and flowers for their own use. Further information about these and projects is available at: www.kent.gov.uk/folkestoneforward.

Olympic and Paralympic Sectoral Task Groups

The Sport, Leisure & Olympics (SLO) Service of the County Council works in partnership with a wide range of other organisations and agencies to deliver services for Kent residents. These partners include district councils, school sport partnerships, governing bodies of sport and regional sporting agencies, such as Sport England and

the Youth Sport Trust. They also include non-sports partners, particularly in relation to the service's Kent Strategy and 2012 Games strand. Consultation through the sectoral task group network enables the Service to keep up to date with any issues and/or consult on matters as they arise. More information about Kent and the 2012 Games is available at: www.kentsport.org/london2012.

Community Wardens

Community Wardens complete an annual area assessment with their local communities. The appraisal highlights the priority areas for action and the individual Wardens developed an action plan to address key issues in their area. Wardens also help the police-led Partners and Communities Together (PACT) process in their local area.

Maths Through Pattern

Resources for schools created by Turner Contemporary, in partnership with other organisations, are piloted and tested by teachers and their classes and their responses are used in future work. For example, in 08/09 Turner Contemporary created a resource for primary schools entitled "Maths Through Pattern" which was piloted by six primary schools. Teachers then attended a feedback session and their responses used to update and improve a resource which will be available free from September 2009.

Adult Education Health and Fitness Courses

Kent Adult Education Service's (KAES) Adult Health and Fitness Market Research identified a steady decline in enrolment, especially amongst younger adults who are tending to prefer private health clubs and fitness gyms. However the research revealed that older people are increasingly recognising the importance of continuing to keep their mind and body active – living more active, healthier lifestyles. Fitness for the over 50s is an important growth area. The research also showed that the traditional course fees structure is a barrier to new learners taking up these sorts of courses, who would prefer more flexibility. An introductory "pay as you go" offer is being piloted by KAES to help overcome this and attract more people onto the courses. The research has also prompted KAES to look at other aspects of their fitness classes to make them more relevant, accessible and affordable to older learners.

Improving the KAES enrolment process

During the year the KAES Learner Representative Group and the KAES Planner Forum met to provide feedback and views on customer enrolment processes. The sessions were very informative and most suggestions for changes in the way learners enrol and are recorded have been extremely helpful and taken on board. The timing and structure of language provision has also been thoroughly discussed with plans introduced to meet both the needs of learners and the rigors of Learning and Skills Council funding requirements.

3.4 Involvement and participation in other ways

Kent Youth County Council (KYCC)

KYCC meets regularly throughout the year and during 2008/09. It was actively involved in developing strategies for young people's volunteering and helped to select the agency to be used on the London 2012 campaign in Kent. KYCC has also been

involved in recruitment and selection for a number of KCC departments, meets with County Councillors through a joint Cabinet meeting, and in 2008/09 supported Select Committee processes regarding Democracy and Activities for Young People. Various joint Senior Officer meetings have also been held with KYCC input. Internally, KYCC has also been exploring how it can ensure that its representation of young people is more consistent with the diversity of the population of young people in Kent. More information on KYCC and its activities is available at: www.kent.gov.uk/kycc.

Local Boards and Neighbourhood Forums

Communities Directorate staff attended around 20 Local Board meetings during 2008/09, engaging with local communities on youth services, community safety, libraries and reading and substance misuse. Full details of topics and Boards attended are included as Appendix Three.

Kent Youth Service - involving young people

The Youth Service conducted a review of youth participation in 2008/09 and results of this review are being put into practice now, with the emphasis on getting a more consistent approach to young people's participation across the Service, and at all levels of involvement. A cross-departmental group has also agreed in principle to the involvement of children and young people in all customer-facing appointments, and are currently working on agreeing joint quality and training standards for this work.

The membership, function and operation of the Service's Young People's Strategy Group is being reviewed with a view to devolving up to 5% of KCC's budget for youth services to young people's influence in 2010/11. Young people – as Service users – have an increased role in decision-making with regard to youth work provision in Kent. Young people who use its services joined the Youth Service's in-house inspections of youth provision in Thanet and Dover, as part of the service's rolling programme. The process is currently under review so it can more closely mirror the new national inspection framework.

Youth Opportunity Fund (YOF) and Youth Capital Fund (YCF)

A panel of young people evaluate applications for grants from the Youth Opportunity and Youth Capital Fund and make decisions on spending. The Opportunity Fund supports the development of positive activities and things to do for young people and seeks to widen their role as decision makers, grant givers and project leaders. Both funds aim to give a voice to young people, particularly disadvantaged young people, about improving things to do and places to go, conveying a powerful message to young people that their needs and aspirations are important.

Turner Contemporary User Groups

Turner Contemporary continued to run its Access Group which provides opportunities for people with disabilities to discuss floor plans, materials and access issues related to the new gallery building with representatives from ARUP Accessible Environments, David Chipperfield Architects and Turner Contemporary.

Members of Turner Contemporary's Senior Citizens group said that they want "more" from projects. But participants said that "more" includes many different types of experience: discussions with artists, contact with young people, practical making of art and craft have all been suggested. In response to members of the group asking to meet

our young people's group, Turner Contemporary developed a new intergenerational project entitled Time of Our Lives which enables older and younger people to explore the idea of being a teenager together. This will feed into a major exhibition when the gallery opens in 2011. Members of the senior citizens and young people's group were on the interview panel that recruited an artist to run this project.

The young people's group is also led by the interests of participants, with an idea that the group had in 08/09 leading to an event organised and managed by them entitled Youth Got Talent which took place in July 2009.

Turner established local working groups for specific projects made up of local people and organisations who may contribute to or have an interest in Turner Contemporary projects. Through Turner's Generate families programme, for example, 8 arts workshops were ran in the community in 08/09 funded by Safer Stronger Communities Fund. The emphasis of this project is to celebrate the creativity of adults and children, and to encourage them to work together. Several of the adult participants in these sessions expressed an interest in getting more involved in the arts and other training. Turner has taken this interest to a new phase in the Generate project, and this element is a possible part of a wider collaborative project led by Thanet College and funded by Thanet Works.

Kent Adult Education Disability Group

Through its Disability Group and feedback channels, KAES has developed a better understanding of what is important to disabled users and what sort of things they need from the service. This feedback is being considered by the newly formed Equality and Diversity Forum which advises Senior Managers on action to be taken. The sorts of issues raised included:

- People with learning disabilities would like more information made available in the easy-read format
- Staff and disabled students would like clearer and easier processes for assessment and applications for examination entries.
- Reasonable workplace adjustments are not always put in place as quickly as they could be
- There needs to be better consideration of adjustments for disabled people in selection and recruitment tests
- Staff want greater clarity about available funding for reasonable adjustments for disabled students.
- Some deaf people are reluctant to enrol of our courses as high quality signing support (Level 3 – 4) has not been available.

KDAAT user involvement

KDAAT works with service users to inform and shape services to meet local need. Meaningful participation at all levels will continue with representation through to KDAAT Board level. In 2008, as part of the overall Kent Annual Needs Assessment, KDAAT consulted with service users in Kent and Medway. A questionnaire was designed to ask current service users and substance misusers not accessing treatment about blocks/barriers, perceived or encountered, surrounding accessing treatment services. The questionnaire also asked what they thought the solutions to the blocks/barriers could be and what could treatment services do differently to attract people in to treatment. For those accessing treatment, they were also asked what they would tell a

new service user to expect. The consultation report was presented in the Kent and Medway Needs Assessments 2008/09 and assisted in the treatment planning process which set out the priorities of Kent and Medway DAAT's over the coming years.

Kent Libraries - "You Choose"

Customers are using the "You Choose" facility to suggest items for stock in ever increasing numbers, with 5,914 suggestions received by card and e-mail this year (2008/09) – an increase of 80% on 2007/8. Of the suggestions made 3,074 items were purchased. Those not purchased were either already in stock, on order or out of print, and some requests related to general subject suggestions rather than specific titles.

3.5 General research

As well as consulting and involving on particular issues, the Directorate also draws on research and studies commissioned elsewhere in KCC, by partners and by other organisations. The main things in use are:

- Kent and Medway Citizens Panel Survey (KCC, 2008)
- The Place Survey (KCC and districts, 2008)
- The Children and Young People's Survey (CFE, 2008)
- Kent Crime & Victimization Survey (Kent Police)
- Segmentation and profiling studies (e.g. MOSAIC)
- Tell Us Survey (Ofsted 2008)
- Active People Survey (Sport England, 2007)

A range of other reports, studies and papers are also used by staff across the Directorate to help gain a better understanding of issues, communities and service users. This sort of activity, and the Directorate's broader Customer Insight Programme, will help influence decision making and service development.

3.6 Complaints, Compliments and Comments

During 2008/09 the Directorate received 799 complaints. We also received 1,361 compliments and 521 comments. This sort of unsolicited customer feedback is an important part of the Directorate's approach to customer involvement, and is the subject of a separate report (see: Communities Directorate Annual Complaints Report 2008/09).

4.0 CONCLUSIONS

This report demonstrates the Directorate's commitment to effective consultation and involvement, and highlights some of the work already being done. There are always opportunities to further improve what we do and how we do it and to ensure value for money from the various programmes that are underway. These will be reviewed as part of the forward planning and budget process, and the implementation of the new Duty to Inform, Consult and Involve which came into force on 1st April 2009.

5.0 RECOMMENDATIONS

Members of the Policy Overview Committee are asked to NOTE the contents of this report.

By:

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Communities Directorate*

Contact Officer:

*Andrew Bose
Public Involvement and Communications Manager
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Communities Directorate



Appendix Two - Table of the Directorate's consultation and involvement activity 2008/09

Consultation and Involvement Activity 2008/09	Target Participants	Purpose of activity	Type / Methods used	Unit(s)
Customer Satisfaction				
Library Service Satisfaction Surveys (Public Libraries User Survey, adult's and children's, Talking Books Postal Loan Service, Open Access Customer Survey)	Customers and service users	To gauge level of satisfaction with services and identify opportunities to improve	Quantitative surveys	L&A
R&C Satisfaction Surveys (registrations and ceremonies)	Customers and service users	To gauge level of satisfaction with services and identify opportunities to improve	Quantitative surveys	R&C
Trading Standards Satisfaction Surveys	Customers and service users	To gauge level of satisfaction with services and identify opportunities to improve	Quantitative surveys	KTS
Sports Leisure and Olympics Satisfaction Surveys	Stakeholders and partners	To gauge level of satisfaction with services and identify opportunities to improve	Quantitative surveys	SLO
YOS Satisfaction Surveys (Viewpoint)	Service user	To gauge level of satisfaction with services and identify opportunities to improve	Service User interview	YOS

Consultation on proposals for strategic developments				
Archives Service Consultation - Understanding Our Past, Changing Our Future	Archive Service users and interested groups	To inform the strategic vision for the Archives Service.	Formal public consultation	L&A
Sports Leisure and Olympics Strategy Qualitative consultation	Sports stakeholders	To gain views of stakeholders on strategic direction and priorities for the service and sector.	Qualitative consultation	SLO
Youth Theatre Consultation	Youth Theatre Groups in Kent	Inform the development of a professional youth theatre network	Qualitative workshop event	KADU
Kent Cultural Strategy Consultation - Consensus, Commitment and Collaboration	those involved in the strategic development of culture in Kent	To gain views and perspectives on the about the need for a Kent Cultural Strategy	Summit event	KADU
Arts Investment Fund - customer care consultation	Previous applicants	To shape future plans for managing the Fund, and the future support materials and services that we offer our customers	Questionnaire	KADU
East Kent Festival Cluster Initiative	key players in the region's festivals sector	To create the foundation for partnerships and future curatorial work, and inform the best approach to addressing the 'real' needs of organisations	Qualitative consultation	KADU

Consultation on local service development and specific projects				
Hadlow Library modernisation consultation	Library users / local community	To gain views to inform certain decisions involved in the library modernisation	User group, on-site displays and post note boards	L&A
Folkestone Forward	Local community	To learn from communities what it is like to live in East Folkestone and what they would like it to be like	Community involvement	FF
Olympic and Paralympic Sectoral Task Groups	2012 Games Stakeholders	To keep up to date with any issues and/or consult on matters as they arise	Qualitative consultation and involvement	SLO
Community Warden Area Appraisal	Local residents	To identify the priority areas for action that matter to local residents	Area Appraisal	CS
Teacher Feedback (<i>Maths through Pattern</i>)	Local primary school teachers and their pupils	Test out / pilot new projects and resources	User testing, with feedback focus group	TC
Adult Health and Fitness Market Research	Local Residents	To understand market needs around health and fitness courses	Market Research	KAES
KAES customer enrolment process (Consultation with KAES Learner Representative Group and the KAES Planner Forum)	KAES Customers	To help improve the enrolment processes	User Forum	KAES
Adult Health and Fitness Market Research	Local Residents	To understand market needs around health and fitness courses	Market Research	KAES

Involvement and participation in other ways				
Kent Youth County Council	Young people in Kent	To provide a forum for young people to engage in democratic process and have a voice on issues that matter to them	Participation	KYS (and various other parts of KCC)
Interview Panels	Young People	To gain Young Person's perspective on recruitment decisions for position working directly with young people.	Participation	KYS
Peer Inspections	Youth Service users	To gain Young Person's perspective on the performance of the Unit	Participation	KYS
Youth Capital Fund / Youth Opportunity Fund	Young People	Give a voice to young people about improving things to do and places to go, conveying a powerful message to young people that their needs and aspirations are important	Participation (young people make the decisions about which projects get funded)	KYS
Turner Contemporary User Groups (Access, Older People and Young People)	Local residents	To understand the views of specific types of users	User Forum	TC
Turner Contemporary Working Groups	Local residents	To involve local people in the development of certain projects	User Forum	TC
KAES Disability Group	KAES customers with disabilities	To help understand what is important to disabled users and what sort of things they need from the service	User Forum	KAES
KEY Training Equality and Diversity	KEY Training	To identify and understand	Survey and	KEY

	customers	the needs those from equality groups	Management information analysis	
<i>You Choose</i> , stock selection scheme	Library users	To give library users the opportunity to request items for stock	You Choose card (also now online).	L&A
Customer Comments Card	Library Users	To give library users the opportunity to feedback on any aspect of the service	Comment Card	L&A
KDAAT Needs Assessment User Consultation	current service users and substance misusers not accessing treatment	to understand blocks / barriers, perceived or encountered, surrounding accessing treatment services	Survey	KDAAT
KDAAT Service User Involvement	Service Users	Meaningful participation at all levels continued with representation through to KDAAT Board level	Participation	KDAAT
Kent Scientific Service, Client Contact	KSS clients	To ensure clients' needs are being met, and what other needs they could have	Regular contact with its clients through review meetings and an annual client forum	KSS
DIUS Information Learning May 2008 (national consultation)	KAES Customers	Gave Kent learners a voice in this national consultation	User forum	KAES
Sports Leisure and Olympics Strategy Qualitative consultation	Sports stakeholders	To gain views of stakeholders on strategic direction and priorities for the service and sector.	Qualitative consultation	SLO
Local Boards – Communities Services attended at least 20 Local Board meetings to talk about issues and services. Main topics were around youth services and	Local residents (Ashford, Dartford, Dover, Gravesham,	To give local residents a say about issues that affect them and their communities	Public meetings	L&A, CS, KYS, KDAAT

facilities, community safety, National Year of Reading and substance misuse)	Sevenoaks, Thanet, Tunbridge Wells)			
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General Research				
Volunteering in Kent Survey (as part of the Kent and Medway Citizens Panel Baseline Survey)	Kent Residents	To help understand volunteering in Kent	Quantitative Survey	KV
National segmentation studies (Sports and Arts participation)	National population	to help develop a better understanding of attitudes and behaviours	Third party published study	SLO, KADU
Complaints (see also Communities Directorate Annual Complaints Report 2008/09)	Customers and service users	To identify and respond to issues raised by customers and service users	Complaints Procedures	All units
KCC Surveys (Children and Young People Survey, KMCP Survey, Place Survey)	Residents, children and young people	To identify trends or issues that affect or could affect CMY, its services or its customers	Quantitative surveys	All units
Kent Crime & Victimization Survey	Kent Residents	To measure and understand perceptions around crime and antisocial behaviour	Quantitative surveys	CS (led by Kent Police)

**Appendix Three
Communities Directorate at Local Boards and Neighbourhood Forums**

Date	Topic	Area
20 March 2008	Community Safety	Dartford
7 April 2008	Community Safety	Dover (West)
22 April 2008	Young People's Services	Dover (Town)
28 April 2008	Progress report on Ramsgate Library	Thanet
21 May	Alcohol and drug misuse	Shepway
27 May 2008	Young People's issues	Dover (North)
29 May 2009	Domestic Violence	Ashford
May 2008	National Year of Reading	Tunbridge Wells
16 June 2008	Youth - provision of services	Dartford
30th June 2008	Libraries – National Year of Reading	Swale
June 2008	Libraries – National Year of Reading	Sevenoaks
10 July 2008	Engaging Youth & Young People's Services	Dover (West)
15 July 2008	Libraries – National Year of Reading	Shepway
16 July 2009	Engaging Youth and Young People's Services	Dover (North)
21 July 2008	Libraries – National Year of Reading	Thanet
6th October 2008	Libraries – National Year of Reading	Canterbury
7 October 2008	Community Safety	Dover (North)
11 February 2009	"What's on Your Mind?" session run by and for young people	Dover (Town)
13 November 2008	Libraries – National Year of Reading	Dartford
18 March 2009	Libraries update	Dartford
31 March 2009	Facilities for young people	Gravesham (Rural)

NB: information relating to the Maidstone Board was not available at time of writing. Tonbridge does not currently have a Local Board.

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By: Mike Hill, Cabinet Member and Amanda Honey, Managing Director
To: Policy Overview Committee – 17 September 2009
Subject: Annual Complaints Report 2008/09
Classification: Unrestricted

FOR INFORMATION

Summary: This report provides Members with information arising from the operation of the Communities Complaints Procedure for 2008/09

1. Introduction

1.1. Handling complaints appropriately, and using them as a source of feedback about services, is an important element of the Communities approach to community engagement and understanding. This report provides information on complaints received during 2008/09 and gives examples of where analysis has led to service change. The main focus is on complaints, but for the sake of completion, statistics are also included about compliments and comments as all three categories represent 'unsolicited' feedback which, although not statistically representative, is nevertheless very valuable in service development.

2. Statistics

2.1. The numbers of complaints, compliments and comments received in 2008/09 is shown in Table 1, Appendix One. The total number of complaints was 799 compared with 521 recorded as having been received during 2007/08. A contributing factor to the increase in 2008/09 has been a better understanding amongst staff about what constitutes a complaint that should be recorded. It is generally recognised that an increase in the number of complaints does not necessarily mean poorer service and vice versa but even so, this information is taken seriously and service unit managers have reviewed it with their teams, alongside more formal satisfaction survey information. Trends will be closely monitored at 6 monthly intervals.

2.2. 34 complaints were made initially to the Managing Director during the year, but in 24 cases (76%) the unit concerned had not had the opportunity to resolve the complaint themselves and the complaints were referred back for local resolution (known as Stage One in the Authority's complaints procedure). 8 complaints (1%) were raised formally with the Managing Director (Stage Two in the procedure) and 1 complainant escalated matters to the Local Government Ombudsman (LGO). It resulted in a finding of 'no maladministration' and the case was closed in July 2009. A complaint about CMY during 2007/08 was also closed during the 2008/09 reporting period when the LGO determined that there were insufficient grounds for investigation.

2.3. The high number of compliments (1,361) is encouraging, with Libraries & Archives, the Youth Service, Community Safety and Registration Services, in particular, all receiving high numbers of positive comments from customers

3. Methods of communication

3.1. Email is the most popular method for submitting a complaint with 39% of complaints being submitted this way, followed by phone (31%) and letter (25%). The remaining complaints were received in person and by fax (less than 1% combined). Most people prefer to put their complaints in writing (64%) but a significant minority use the phone. The range of methods used for complaining indicate that units must be able to provide the same high level of customer service and complaints handling no matter how the complaint was received.

4. Compliance with standards

4.1. The majority of the Directorate's units achieved 100% compliance to 2008/09 standards for sending out acknowledgements and responses to complainants. Reference Table 2 in Appendix One. The compliance rate for the Directorate as a whole (based on figures where data is available) is 96% for acknowledgements and 74% for responses. The latter rises to 94% if Libraries is excluded (see paragraph 4.2 below).

4.2. The low compliance level found in Libraries has been investigated by senior managers and was traced to inconsistencies in how complaints are recorded and reported by some front line members of staff. This has been addressed and early indications for 2009/10 data show that improvements are already being made.

4.3. New corporate standards for complaints handling have been introduced in 2009/10 as follows: 3 working days to acknowledge a complaint (reduced from 5 days) and 20 working days to give a formal response (reduced from 25 days). Future annual monitoring reports will be against these new standards which ensure KCC meets the standards recommended by the Local Government Ombudsman.

5. Equalities Monitoring

5.1. The Communities Directorate received 3 completed equalities monitoring forms from complainants in 2008/09 and clearly this is insufficient to draw any meaningful conclusions. It is a statutory requirement to carry out this monitoring and low response rates are the rule rather than the exception. Good progress has been made in encouraging a higher response rate with 40 forms returned this year to date.

6. Reasons for complaints

6.1. The main grounds for complaints during 2008/09 are categorised below. Capturing systematic information under these headings is a possible development for introduction in 2010 to enable better targetting of responses at service level.

- Timings or delays involved in delivering services or responding
- Price or pricing of services
- Availability of services (including accessibility and eligibility)
- Quality of the experience
- Physical location, buildings and facilities
- Dissatisfaction with services or products received

- Administrative errors and operational mistakes
- Disagreement with decisions or policies made
- Staff conduct
- Poor communication or information
- By association or about a third party

7. Service improvements

7.1 Examples of the ways in which services have already responded and introduced changes after analysing complaints and other feedback are given below:

7.2. Improved communications

The Community Safety Unit improved communications with Parish Councils and the public about the role of the Community Wardens. KEY Training simplified its induction booklet and other information that is given to service users. Turner Contemporary's website, communications and publicity messages were all made clearer to ensure that the public and local residents are kept well-informed and up to date about the project.

7.3. Improved service experience and quality

Libraries and Archives have made 226 local changes in response to comments from customers. Feedback is given to tutors if dissatisfaction has been expressed about Adult Education classes and they have been supported in making improvements. KEY Training has introduced a centralised 0800 contact number to help assure a quick response and better partnership working. Kent Youth Service's togogo website has been changed since its launch in response to feedback gained from users and a new version is scheduled for release winter 2009/10.

7.4. Increased convenience or reliability

If courses have had to be cancelled as a result of late notice of tutor unavailability, KAES has recruited new tutors and re-instated some courses. Car parking issues at some KAES centres have also been resolved by investigating local alternatives and telling students about alternative parking. The Registration service has speeded up certificate issue by simplifying the process. Kent Scientific Service has removed a 2MB maximum size filter set on the email system to speed up transfer of documents to clients.

7.5. Involvement in decision making

The Sports, Leisure and Olympics Service considered complaints about some of the rules during the Kent School Games and amended them as a result. The event specification will also be sent out earlier than previously. KEY Training has re-introduced a focus group to help share good practice and further identify areas where services could be improved.

7.6. Improved complaints management processes

The priority for improvement to the process during 2008/09 has been to consolidate consistent recording and reporting across the whole Directorate and implement new corporate requirements. Communities' staff are based in more than 200 different locations, and many are part time, so this has been a big undertaking over the last three years and will continue to be so.

A number of practical improvements to the process are also being introduced by individual units this year including:- giving front line staff an opportunity to give feedback about some "low level" expressions of dissatisfaction which may not warrant the application of formal complaints procedures; developing joint processes with other agencies to cover complaints that involve two or more organisations; incorporating analysis of complaints into future service and workforce development planning; and implementing complaints management training – reference para 11 below.

8. Staff training and information

8.1. The following training and information needs were identified during 2008/09 as a result of complaints monitoring and are being met during 2009/10:

Togogo data quality training for Youth Service HQ staff and Youth Centre staff

Library Management System training for all staff in Libraries

Tutor development and customer care for some frontline Adult Education staff

Development programmes for individual members of staff

Training on a new complaints management and reporting system in Turner Contemporary, especially for front of house staff.

Improved training for staff registering work in Kent Scientific Services.

Introduction of a package of targeted training for staff in KEY training including customer service.

Ensuring that any issues arising from complaints are fed into the workforce development programme for YOS staff.

9. Conclusions

9.1 All units' complaints handling procedures seem to be working well at a local level (Stage One), as only 1% of complainants took matters further. Positive action is being taken to respond to lessons learnt through complaints monitoring – through service development, training and through improvements to the complaints process itself. There is always room for improvement but Communities is regarded as well managed in this respect.

10. Recommendations

10.1. Members are asked to NOTE this report

Contact officers

Andrew Bose, Public Involvement and Communications manager

Andrew Swan, Information Governance officer

APPENDIX ONE

Table 1 Numbers of complaints, compliments and comments 2008/09

Unit	Complaints	Compliments	Comments
Libraries and Archives	600	605	372
Adult Education Service	31	9	16
KEY Training	29	11	0
Arts Development Unit	2	21	0
Sport, Leisure & Olympics	4	37	0
Youth Service	56	190	106
Youth Offending Service	3	0	0
KDAAT	10	2	0
Community Safety	9	107	7
Trading Standards	9	40	18
Registration & Coroners	8	180	0
Kent Scientific Services	28	10	1
Emergency Planning	0	0	0
Turner Contemporary	4	29	1
SIP (<i>including Kent Works</i>)	6	68 (+52)	0
DIRECTORATE TOTALS	799	1,361	521

Table 2. Compliance with acknowledgement and response time standards

Unit	Acknowledged	Responded to
Libraries and Archives	<i>No data</i>	68%
Adult Education Service	100%	100%
KEY Training	76%	72%
Arts Development Unit	100%	100%
Sport, Leisure & Olympics	100%	100%
Youth Service	100%	98%
Youth Offending Service	100%	100%
KDAAT	100%	100%
Community Safety	100%	100%
Trading Standards	<i>No data</i>	100%
Registration & Coroners	100%	75%
Kent Scientific Services	100%	100%
Emergency Planning	n/a	n/a
Turner Contemporary	100%	100%
SIP (<i>Kent Works</i>)	100%	100%
TOTALS	96%	74%

By: KCC Environment Board Chair and the Managing Director of Communities Amanda Honey, Cabinet Member for Communities, Mike Hill

To: Communities Policy Overview Committee, 17 September 2009

Subject: A summary of progress in delivery of KCC's Environment Policy, including climate change and an overview of next steps for KCC and the Communities.

Classification: Unrestricted

Summary: The Kent County Council Environment Policy was agreed by Cabinet in December 2007. As part of that process KCC committed to reviewing progress on implementation on an annual basis. This report highlights what significant progress has been made to date on delivering the Environment Policy (including climate change) and sets out priorities for the next 3 years (2009-2012), together with the specific role and contribution of the Communities Directorate.

Recommendations: That Members:

- a. Note progress to date and the general shape of the 'Sustainability and Climate Change Action Plan' going forward;
- b. Agree the proposed next steps for the Communities Directorate.

1. Introduction

- 1.1. In December 2007 Kent County Council agreed a new Environment Policy (Annex 1). It was agreed by Cabinet that progress in implementing this policy would be reported annually together with any recommendations for amendments. The co-ordination and overall management of KCC's Environment Policy is led by the Environment Board supported by the Environment and Waste Division.
- 1.2. In addition to this, in September 2008, the Cabinet Working Group on Climate Change took papers to each of the five Directorate Policy Overview Committees (POCs) that summarised progress to date in each directorate in response to climate change, and sought support for and commitment to next steps. All five papers were approved by the respective Committees in their entirety and have become the basis for continued programmes of work in each Directorate, with ongoing support from the central climate change programme team. Each Directorate is required to report progress to their POC on a six-monthly basis commencing March 2009.
- 1.3. This paper will seek to combine these two processes providing one update for 'sustainability and climate change' as well as fulfilling requirements of the KCC ISO14001 reporting process.

1.4. Included in this report are recommendations as to strategic priorities for KCC for the next three years, together with an indication of the specific role of the Communities Directorate and any potential changes needed to the existing KCC Environment Policy.

2. Changing Policy Context

2.1. Since agreeing the KCC Environment Policy a number of new policy drivers have arisen.

2.2. The Climate Change Act 2008 creates a platform to increase momentum both internally and externally for mitigation of, and adaptation to, climate change. It includes a new target of an 80% reduction in emissions by 2050 (26% by 2020) compared to 1990 levels which will require a review of current KCC policy (we currently have a 60% target). This translates to a 4% reduction per year.

2.3. The Carbon Reduction Commitment is a new, legally binding climate change and energy saving scheme affecting all large businesses and public sector organisations. KCC will be required to submit annual data statements on a self-certified basis and purchase carbon credits to cover our total annual emissions. It is currently anticipated that the purchase of Carbon Allowances will cost KCC around £1.3 million per annum, plus our performance will be listed in a league table each year, which will effectively determine whether we are 'refunded' or not (*or equivalent explanation*)

2.4. Kent Agreement 2 includes two targets related to climate change NI 186: CO₂ emissions within Kent and NI 188: Preparing to adapt to climate change. These targets are being delivered through a pan Kent partnership with the public and private sectors.

2.5. The Comprehensive Area Assessment (CAA) replaces the Comprehensive Performance Assessment (CPA) from 2009. CAA is a new approach that will provide the first independent assessment of the prospects for local areas and the quality of life for people living there and include Kent performance on environment and climate change

2.6. The Kent Framework for Regeneration 2009-2020 highlights the climate challenge and potential opportunities as a central cross cutting theme.

3. Overview of KCC's Environment Policy

3.1. The agreed vision of KCC's Environment Policy is *'to stabilise and progressively reduce our environmental footprint: to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change: and to contribute positively to Kent's character, local environmental quality and natural environment.'* Significant progress has been made. Highlights are given below under each of the Environment Policy headings. Annex 2 gives more detail and assessment against the targets.

- 3.2. Our Decisions
- Achievement of ISO14001 accreditation for all of KCC - April 2009.
 - Sustainability and climate change included in every Directorate's induction and business planning process.
- 3.3. Our Estate
- 5% decrease in office carbon emissions since 2004.
 - Over £1 million pounds invested or committed to energy efficiency measures giving lifetime savings of £1.1m and 6695 tonnes of CO₂
 - Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers
 - 50% recycling rate at County Hall
- 3.4. Our Travel and Transport
- On course to achieve a reduction in business miles across KCC for 2008-9
 - 642 tonnes of CO₂ saved through Kent Car Share
- 3.5. Our Procurement
- Achievement of Level 3 on the flexible framework.
 - Environmental business support programme set up to assist KCC's supply chain
- 3.6. Our Construction
- Development of a sustainable construction policy
 - Almost all KCC buildings are designed to BREEAM Very Good
- 3.7. Our Workforce
- Over 200 green guardians across KCC, a 100% increase in 2008, with several 'Green Teams' set up and almost 100 staff attending a cross KCC 'Good Deeds Grow' event.
- 3.8. Our Community Leadership
- More than half of Kent schools with some form of Eco Schools Award
 - Approximately 8803 tonnes of CO₂ saved and £278,568 of economic benefits achieved as a result of the Low Carbon Communities pilot programme.
- 3.9. The Environment Policy also contains a number of specific targets: 10% reduction in carbon, 7% reduction in water use; 10% reduction in waste and a 50% recycling rate, all by 2010. Currently all targets are on track apart from carbon reduction which remains rated red with the last annual Towards 2010 monitoring showing only a 3% decrease.

4. Emerging Priorities for KCC over the next Three Years

- 4.1. The sustainability and climate change agenda is broad and far reaching in terms of both risk and opportunity for KCC. Five key Themes and a number of objectives are therefore proposed for the next 3 years to progress and integrate the delivery of the Environment Policy and climate change challenges:

- Leadership and Environmental Management
- Meeting the Climate Challenge
- Water Wise and Efficient
- Towards Zero Waste to Landfill
- High Quality Landscapes

4.2. Annex 3 provides a summary of the Five Themes. A draft Sustainability and Climate Change three year plan is currently being put together for consultation. This will incorporate issues and concerns raised by Members at this Committee meeting. The remainder of this paper focuses on action the Communities Directorate has been involved in and it is proposed should contribute to in the future.

5. Progress on specific action owned directly by the Communities Directorate

5.1. **Our Decisions** – All 15 Services of the Communities Directorate are now accredited to ISO14001, following audit of the second batch in April. The specific Communities Environment Policy, announced in July 2008, triggered a series of advisory workshops and procedures, and a high-level risk assessment. These resulted in Annual Operating Plans adopting, from April 2009, a range of directorate and service-specific commitments on sustainability and climate change. Services are now developing and implementing these, within current budget constraints, and progressively reducing their environmental impacts. Hence, at the recent Communities external audit, the assessor was able to note that:

- Commitment environmental improvement was clear, and Communities were able to demonstrate a wide range of initiatives aimed at sustaining progress and exploring new ideas
- There was strong management commitment to improving environmental impact.

5.2. **Our Estate** – Significant savings have been realised through the introduction of a new IT system in the Libraries & Archives Service. Potential savings are about £450k. Installation of energy efficiency measures within Communities buildings has included installation of energy efficient lighting fixtures however because of the age and condition of most buildings and the cost of undertaking such works roll out of this has been relatively slow. Further invest-to-save measures are being investigated, and the results of the Display Energy Certificate Surveys will aid decision making. The Sustainability and Climate Change Team in KCC continue to work with Communities in improving energy and water efficiency, and installation of renewable energy measures where possible. The Internal EMS Audit programme is continuing its visits to examine premises and workplace practices, aided by two staff from Communities who have taken auditor training. Within 2009 a total of 32 audits across the Communities directorate will be completed. In addition work is underway to trail a joint Health and Safety and Environment Audit programme, with due consideration to adopting this across KCC.

5.3. **Our Travel and Transport** – Communities Directorate have established baseline data on business miles, showing the third highest business mileage in KCC. Last year Communities achieved a reduction in business mileage of

2.85%, or 80 000 miles. The number of staff entitled to 'essential' mileage rates has been reviewed and reduced. A business miles target for 2009-10 is being considered. Managers and many staff increasingly monitor car use for business purposes and actively seek alternatives.

5.4. Our Procurement/Our Construction – Communities Directorate are beginning to demonstrate best practice in sustainable construction through their buildings programme. Examples include the Turner Contemporary gallery, whose design, construction and expected operation incorporate many low carbon features. The directorate's schemes for new premises over the next few years include appraisal of higher BREEAM specifications; and encouragement of fresh approaches to service delivery so that capital assets will remain in sustained and economic use. Medium- and long-range planning for new premises, under Local Development Frameworks in conjunction with district councils, has begun to weigh sustainable issues and adaptability to climate change. The Whitstable and Ashford North Youth Centres are both in the process of formally adopting the Eco-Centre status which incorporates working with young people in developing environmental initiatives and actions. Procurement of office consumables is responding to constant pressure to "reduce, re-use and recycle" – for both sustainable policy and financial efficiency reasons. However, switching from paper-based and face-to-face communications to electronic communications is increasing the burden on IT infrastructure. The directorate supports efforts to obtain better quantitative data on waste and recycling from office-based operations, as well as on energy and water usage in premises, in order to fine-tune future initiatives.

5.5. Our Workforce – The aspirations in Service Operating Plans to environmental improvements are reflected, where relevant, in Personal Action Plans. Staff in most Divisions, Services and major premises are setting up 'green teams' (with various levels of scope, formality and inter-service coordination). Such teams of green champions and guardians stimulate and will sustain local actions that are relevant to their abilities, premises and clientele. The directorate has over 60 Green Guardians who actively participate in local sustainability and climate change improvements. Several representatives from Communities contributed enthusiastically in the cross KCC event 'Good Deeds Grow' in February. Almost 300 members of Communities have taken online training. The directorate's nineteen EMS contacts were recognised as 'Environmental Champions' at the Quality Service Awards ceremony in March, and they applied the prize to add solar panels to Whitstable Youth Eco-Centre. These contacts continue to meet quarterly to both drive local improvement, share good practice and report on local targets.

5.6. Community Leadership – Through its many links with Kent residents, Communities Directorate helps to drive the KCC sustainability and climate change agenda across the county. Communities are working with the KCC Energy Team in a trial of an 'Energy Meter Loan Scheme' for residents to monitor electricity usage. The Library and Youth services work with the Sustainability and Climate Change Team to promote and support the development of low carbon communities. Local initiatives such as litter cleanup, waste recycling and gardening continue across Youth and Youth Offending services. The Environment Clubs of Hythe and Ashford North Youth Centres recently helped create an outdoor classroom for environmental

education at Swattenden Residential Centre. In their advice to many event organisers and venue developers, the Arts Development and Sports, Leisure and Olympics Services urge consideration of sustainability and adaptability to climate change. Trading Standards Officers and Community Wardens are alert to such issues in their close contact with the public, and are responding with inspections and advice, supported by Scientific Services.

5.7. Climate Change Adaptation – Consideration of the risks, vulnerabilities and opportunities from climate change is being stimulated by an ongoing series of workshops across KCC. Following preliminary presentations in 2008, Communities have held four workshops to date in 2009, and covered all services. The resulting analyses by Services will be reflected in their next annual operating plans and risk registers, aided by a cross-Community workshop scheduled for early autumn. These adaptive responses will be reviewed as new national climate change scenario predictions emerge.

6. Future Challenges and Opportunities for Communities

6.1. The main challenge and opportunity for Communities will be continuing to tackle carbon reduction, especially through energy efficiency within the buildings estate. To date Communities have not been able to take much advantage of 'invest to save' opportunities. Through using the results of the Display Energy Certificates Surveys the Sustainability and Climate Change Team will work with Communities to help realise savings.

6.2. Communities will continue to promote and look for opportunities to increase the amount of waste being reused and recycled. Work is ongoing to ensure all divisions adopt the KCC facilities managed waste contract or where possible locally equivalent waste provisions. This will result in increased recycling streams and better reporting against waste reduction targets.

7. Conclusion

7.1. Kent County Council has made good progress towards the implementation of the KCC Environment Policy and achievement of KCC's Climate Change Commitments. However, the Towards 2010 10% carbon reduction target remains rated RED, and in the face of increasing policy, economic and regulatory drivers a significant proportion of activity for KCC and the Communities Directorate over the next 3 years it is recommended should focus on this area.

7.2. Though there will be a need to revise the KCC Environment Policy and the KCC Climate Change Policy in light of new Government Climate Change targets, it is recommended that this is the focus in 2010 when more information is available.

8. Recommendations

Members are asked to:

1. Note progress to date and the general shape of the Sustainability and Climate Change Action Plan going forward, in particular the progress of Communities Directorate at **Section 5**
2. Agree the proposed next steps for the Communities, in particular as outlined at **Section 6**.

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Director of Policy & Resources
Communities Directorate
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Background Papers:

- *Communities POC Paper – September 2008*

Annex 1: KCC's Environment Policy

Kent County Council Environment Policy

At Kent County Council, elected members and staff alike recognise that protection and enhancement of the environment is the key to sustaining a high quality of life in Kent. We recognise that our own activities have an impact on the environment, that we have a responsibility to ensure that these impacts are positive, and that our use of natural resources is minimised.

Our vision

To stabilise and progressively reduce our environmental footprint; to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change; and to contribute positively to Kent's character, local environmental quality and natural environment

We will do this by applying an evidence led approach to sustainability, identifying the potential for cost savings wherever possible and committing to environmental policies and standards in the following areas:

Our decisions

We will:

- Expect every manager and decision-maker in KCC to demonstrate how they comply with this Policy
- Integrate environmental considerations into our strategic and day-to-day decision-making processes, and give significant weight to them where they conflict with other objectives
- Assess key decisions for their environmental impact, taking a pragmatic whole-life-cost view, and use such assessments to fully inform decision-making
- 'Climate proof' decisions to ensure they reduce our contribution to climate change and help us prepare for the impacts and opportunities of unavoidable climate change, including where appropriate enabling biodiversity and coastal areas to adapt to climate change in line with the KCC Climate Change Action Plan
- Continue to comply with all relevant environmental legislation and statutory duties
- Seek to embrace new environmental technology and methodologies to ensure we are at the leading edge of developments and solutions, within a well-managed risk-analysis and cost-benefit framework

Our estate

We will:

- Reduce energy use within our estate to meet carbon reduction targets of 10% by 2010 and 20% by 2015
- Increase the proportion of the energy needs of our existing estate met from renewable sources
- Reduce water use by 7.5% by 2010 across our estate
- Reduce waste generation across our estate by 10% by 2010, and increase the proportion of our corporate waste which is reused or recycled to 50% by 2010

- Maximise the efficient use of land in our Estate by reusing previously developed land and buildings wherever practical, before using greenfield land.
- Protect, enhance and restore biodiversity, the natural and historic environment within both our buildings and open space, including measures that support climate change adaptation
- Minimise light, noise, air and other forms of pollution arising from our estate
- Ensure KCC-owned highways comply with the relevant parts of this Policy

Our travel and transport

We will:

- Reduce our members and employees' need to travel, including through our estate strategy, locations selected for council events, use of public transport, teleconferencing and other sustainable solutions
- Achieve reductions in total business mileage travelled by employees, encourage greater car sharing and other sustainable solutions, without adversely affecting end-user service delivery
- Promote the use of fuel efficient vehicles and technologies through our vehicle fleet and lease car scheme

Our procurement

We will:

- Increase the proportion of goods and services sourced locally where there are environmental or employment benefits and in compliance with broader UK and EU purchasing legislation
- Work with our suppliers to ensure that they are taking action to reduce the environmental impacts of their businesses
- Identify those goods, including timber and paper, which can be obtained from certified sustainable sources and ensure that these supplies are used
- Work with suppliers to develop markets for environmental technologies, goods and services

Our construction

We will:

- Meet high standards of sustainable construction in all new KCC buildings and refurbishments, and in all developments on KCC-owned land. The BREEAM 'very good'/Code for Sustainable Buildings level 3 or equivalent standard is required as a minimum
- Require all new KCC buildings and refurbishments to assess the feasibility of developing on-site renewable energy to help meet energy needs
- Ensure that our estate and roads are planned and managed in ways which minimise the risk of flooding and do not increase the risk of flooding elsewhere
- Seek to avoid adverse impacts on biodiversity and comply with policy and legislative requirements

Our workforce

We will:

- Ensure that our members and employees understand the implications of environmental legislation and regulation, and exceed minimum environmental standards where possible
- Ensure that environmental awareness is raised and good environmental behaviour encouraged through our corporate training, performance appraisal and reward strategies

- Raise awareness of how to comply with all relevant environmental legislation and statutory duties

Our leadership role in the community

We will:

- Lead Kent's communities to a better understanding of the importance of our environment and help them value and enhance the environment locally and globally
- Set out and deliver a vision of environmental excellence with our partners in the Kent Partnership through regular review and implementation of the Kent Environment Strategy

We will set out detailed action plans and guidance for delivery of these commitments, so that colleagues across KCC have a clear basis for decision-making.

This Policy is owned by the KCC Environment Board who may choose to call decision-makers to account for compliance with these commitments and escalate as necessary to the Leader and Chief Executive. Any proposed exceptions to this Policy will need to provide a sound business case based on whole-life economic, social and environmental costs and benefits.

Kent County Council's Corporate Environmental Performance Group will oversee provision of advice and support, monitoring and reporting. In particular, the Group will lead embedding of these commitments in ISO14001 accreditation for the County Council as a whole by 2010. The Group will report via the KCC Environment Board to the Leader and Chief Executive.



Paul Carter
Leader

Peter Gilroy
Chief Executive

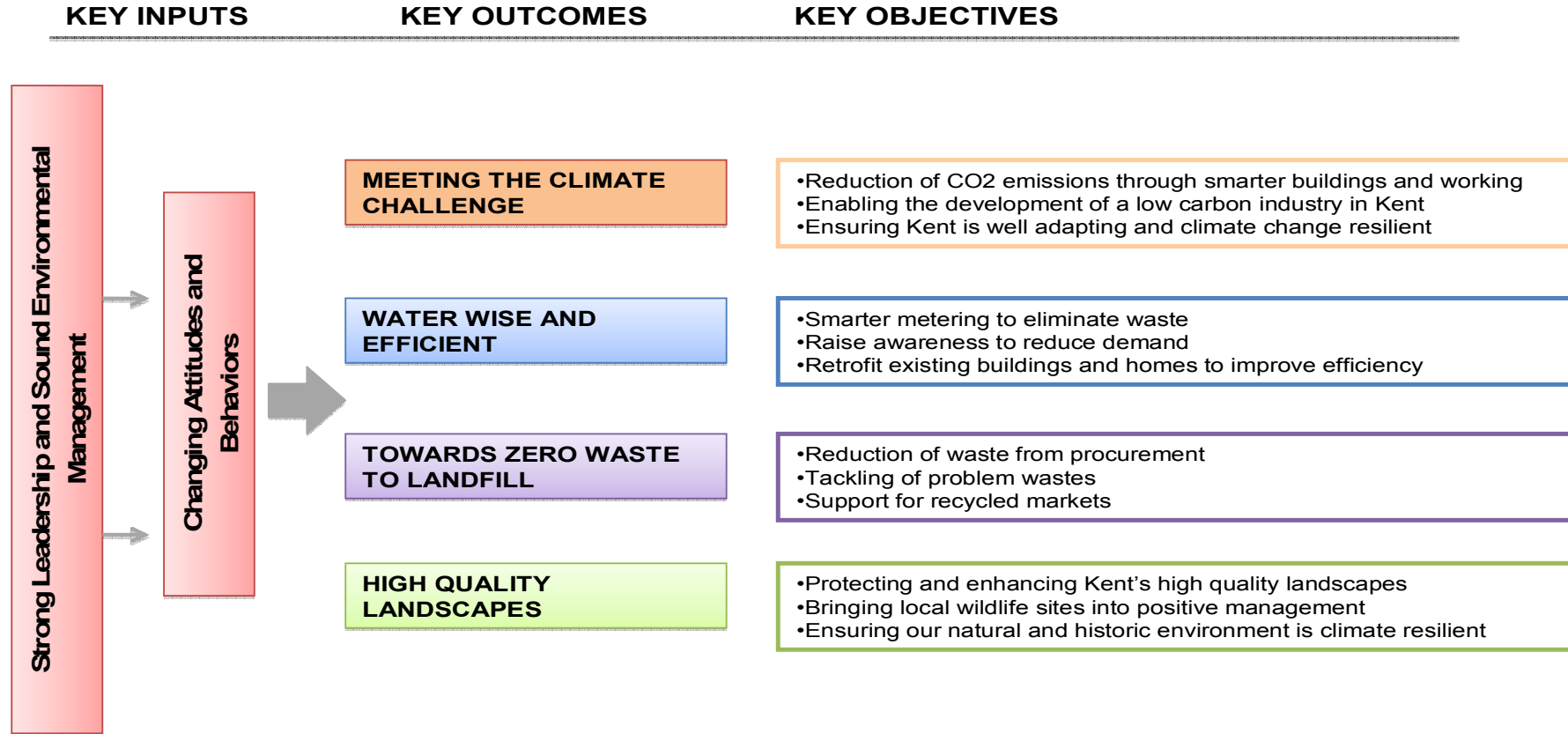
Published December 2007. This Policy and its successful implementation will be reviewed annually by the KCC Environment Board, escalating any changes as necessary to the Leader and Chief Executive.

Theme	ANNEX 2 - Progress Against the KCC Environment Policy	KCC Policy	Future Challenge
Our Decisions	<p>Achievement of ISO14001 accreditation for all of KCC by the end of April 2009.</p> <p>Sustainability and climate change included in every Directorates induction and business planning</p> <p>Sustainability Appraisal Guidance for Key Decisions</p>	AMBER	AMBER
Our Estate	<p>5% decrease in office carbon emissions since 2004.</p> <p>56 energy projects, £1 million+ invested or committed with £1.1m and 6695 tonnes of CO₂ saved over the project life time</p> <p>Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers</p> <p>50% recycling rate at County Hall</p>	AMBER	RED
Our Travel and Transport	<p>On course to achieve a reduction in business miles across KCC for 2008-9</p> <p>642 tonnes of CO₂ saved through Kent Car Share</p>	GREEN	RED
Our Procurement	<p>Achievement of Level 3 on the flexible framework.</p> <p>Environmental business support programme set up to assist KCC's supply chain</p>	AMBER	AMBER
Our Construction	<p>Development of a sustainable construction policy</p> <p>Almost all KCC buildings are designed to BREEAM Very Good</p>	GREEN	AMBER
Our Workforce	<p>Over 150 green guardians, 100% increase includes Several 'Green Teams'</p> <p>QSA Environment Categories planned for every Directorate</p> <p>Environment 'Way to Success'</p>	GREEN	AMBER

Our Community Leadership	<p>More than half of Kent schools with some form of Eco Schools Award</p> <p>Almost 8803 tonnes of CO₂ saved, £278,568 of economic benefits from Low Carbon Communities</p>	GREEN	AMBER
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Annex 3: Sustainability and Climate Change – Five Key Themes

FIVE KEY THEMES - OVERVIEW



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

To: Communities Policy Overview Committee, 17 September 2009

Subject: Provision of Activities for Young People (PAYP) Action Plan, July 2009

Classification: Unrestricted

Summary: The action plan arising from the select committee on PAYP is presented to Members for approval

FOR INFORMATION AND APPROVAL

1. Introduction

- 1.1. The 'provision of activities for young people' was incorporated into the Authority's Select Committee work programme on 23 May 2008 and the Committee held its inaugural meeting on 29 August 2008.
- 1.2. The aims of the committee were to determine what activities existed for young people and how these are communicated; discover explanations for what might prevent young people participating in activities and to examine whether the Youth Service is experiencing best value with regard to its current funding streams and partners.
- 1.3. The Committee's full report was presented to Communities POC on 25 March 2009 and the Terms of Reference and recommendations are attached at Appendix 1 for ease of reference.

2. Recommendations:

Members of the Communities Policy Overview Committee are asked to:

- 2.1. **NOTE** the Terms of Reference and Recommendations of Report (Appendix A).
- 2.2. **APPROVE** the Action Plan (Appendix B).

Contact officer

*Nigel Baker
Head of the Youth Service
01622 696569*

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Appendix 1

Select Committee on Provision of Activities for Young People: Membership, Terms of Reference and Recommendations

1. Membership

Mr Alan Chell - (Committee Chairman and Conservative Member)
Mr Jeff Curwood - (Conservative Member)
Mr Godfrey Horne MBE - (Conservative Member)
Mr Michael Northey - (Conservative Member)
Mr Geoff Rowe - (Liberal Democrat Member)
Mrs Elizabeth Tweed - (Conservative Member)
Mr Terry Birkett – (Non-Committee member, but held a Supporting Role.
Labour Member)

2. Terms of Reference

- 2.1 To explore national and local policies and strategies in relation to the provision of (leisure-time) activities for young people.
- 2.2 To examine recent consultations and consult with young people during the review, with an emphasis on young people who may not currently engage with services, and motivational aspects.
- 2.3 To explore how the range of activities available to young people is communicated to them and whether there are opportunities to make this communication more effective
- 2.4 To examine collaborative and partnership work taking place between KCC and other organisations particularly through Youth Advisory Groups, and any opportunities to develop this further.
- 2.5 To examine whether existing funding streams for provision of activities for young people could be used more creatively to benefit young people and communities.

3. Recommendations

- 3.1 Recommendations run in numerical order with the committee's priorities shown in bold text. The Chairman will also be consulting with young people to find out which recommendations they feel will make the most significant difference in Kent, given the financial constraints which currently prevail.
- R1 That, as part of the comprehensive review of community library services, Libraries and Archives consider the role of mobile libraries as a means of engaging more young people in positive activities, and whether a change of timetable is a practical way of facilitating this.
- R2 That KCC particularly through the Kent Youth Service and Extended Services continue to encourage and support schools in**

their efforts to develop extended services that compliment and supplement those already available in their local communities as an essential part of Integrated Youth Support in Kent. To facilitate this, the Extended Services Team should explore how available funding could be utilised to ensure that schools are supported in their efforts to develop up to and beyond the core level of extended services.

R3 That KCC together with district and borough councils should:

- a. **proactively engage with rail travel providers in Kent to determine the feasibility, cost and business benefits of incorporating off-peak rail travel into the Freedom Pass to enable more young people to make use of existing activities and facilities.**
- b. **proactively engage with bus travel providers to determine the feasibility, cost and business benefits of adding integrated (perhaps specific nights of the week) later bus services to enable more young people to make use of existing activities and facilities.**
- c. **consider the benefits and potential cost savings of combining the Freedom Pass with any (future planned) Leisure Card and for example, Library card. This should be considered alongside the concept of rewards for positive activities (e.g. encouraging use of healthy activities).**

R4.

- a. **That to fully utilise available transport KCC directorates should co-operate to produce a register of passenger carrying vehicles (minibuses) that could potentially be shared with the youth service and/or voluntary sector organisations for individual trips or on a more regular basis and that guidelines be produced for the use of such vehicles.**
- b. **That the Youth Service liaise with the Rural Regeneration Officer to determine whether links could be made to existing community transport schemes to provide assistance with transporting young people to leisure activities, or to investigate whether any joint funding arrangements could be of benefit.**
- c. **That there be a drive to recruit certified PC V drivers employed by KCC and partner organisations in Kent to register for occasional voluntary driving duties (subject to satisfactory CRB disclosure being in place) to assist the Youth Service's provision of sports/leisure activities to young people. Once established the Youth Service should assess the viability of extending the scheme to include affiliated and non-affiliated voluntary organisations.**

R5 That the Youth Service and in particular the Diversity Team should liaise with the Analysis and Information Team to determine how Mosaic could enhance their work in terms of community profiling and targeting information. That the Analysis and Information Team determine whether Mosaic could incorporate data on Traveller communities.

R6 That KCC (Youth Service and others) should work with district partners including those in the voluntary and community sector to build upon the success of events such as Gifted Young Gravesham, those organised by Blade and Youth of Generation and explore opportunities to hold similar events elsewhere in the county.

R7 That KCC adopts a policy of promoting positive language, perceptions and expectations of young people in all KCC publications and communications and encourages and engages with partners and the media to further this aim.

R8

- a. That meetings which are to involve young people are planned and structured in a young person-friendly format.
- b. That Youth Advisory Groups focus on strategic planning in their districts and extend invitations to, and renews efforts to engage, private and voluntary sector facility and activity providers as well as potential funders, in order to create opportunities for mutually beneficial discussions at YAG meetings.
- c. That KCC Members be encouraged to contribute towards local young people's transport funds from Members' Community Grants (and other available sources) to finance organised trips for young people from their local area, focusing on those who attend youth groups and projects.

R9

- a. That projects with an intergenerational theme should receive a high priority in decisions about funding in Kent in order to break down barriers and build community cohesion.
- b. That KCC should consider how intergenerational activity could be supported in other ways such as through the Staff Club and Staff Discount schemes.

R10 That there should be increased opportunities for well motivated young people to shadow community leaders in order for them to gain experience of political life and leadership and that Members of Kent County Council should take a lead in facilitating this.

R11 That Kent TV continues to provide young people with the opportunity to broadcast their interests and concerns and gain experience of TV and film production through the apprenticeship programme and the development of a dedicated broadcasting unit.

R12 Development of Togogo could include: Clear links to leisure listings for specific areas of interest such as cycling, parks, sports venues and meeting times. How to contact local Kent Youth County Councillor and Local Members of the County Council (by postcode look-up), and the facility to vote on youth-related proposals.

- R13 That KCC Innovations Team works with young people, supported by professional advisers to produce a policy and guidelines for the safe use of social networking sites (Facebook, Bebo etc) by young people, and that KCC work towards developing protocols for effective and appropriate use of social networking sites by youth work practitioners, other KCC staff and Members as well as members of Kent Youth County Council.**
- R14 That KCC should investigate the implementation of an SMS texting service to notify young people of discounts and offers of free access to leisure activities.
- R15 That KCC should consider providing support to Oi! (provided there is a sustainable business plan) to enable more young people to benefit from the work experience and personal development it offers and for the magazine to reach and involve a greater number of young people across the county. This support might take the form of a regular advertising slot paid for by the Kent Youth Service and other directorates/service (particularly CFE Extended Services) to: publicise activities and the availability of other local youth provision, and get across important messages e.g. links to advice on internet safety.**
- R16 That the Youth Service increases its engagement with the diverse range of services provided by the voluntary and community sector to ensure that the contribution of this sector can be fully acknowledged, mapped and taken into account in planning positive activities within an area.**
- R17 That KCC, with its partners, considers how to increase the proportion of activities, as well as information advice and guidance, provided to young people in young-person centred surroundings, in locations accessible during evenings/weekends.

**SELECT COMMITTEE REPORT ON THE PROVISION OF ACTIVITIES FOR YOUNG PEOPLE IN KENT :-
REPORT RECOMMENDATIONS ACTION PLAN AUGUST 2009**

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
1.	<p>R2 That KCC particularly through the Kent Youth Service and Extended Services continue to encourage and support schools in their efforts to develop extended services that compliment and supplement those already available in their local communities as an essential part of Integrated Youth Support in Kent.</p> <p>To facilitate this, the Extended Services Team should explore how available funding could be utilised to ensure that schools are supported in their efforts to develop up to and beyond the core level of extended services by, for example:</p> <ul style="list-style-type: none"> ▪ making extended school co-ordinators or community youth tutors available in more schools ▪ with colleagues in the Youth Service, developing expertise among School Governors and Head Teachers by providing training/presentations on extended service development and community engagement ▪ ensuring that information about extended services within Local Children’s Services Partnerships (LCSPs) is gathered, recorded and made available to the public through various media (as outlined elsewhere in this report) and taken into account as an integral part of the Youth Strategy in every district ▪ with Youth Service Colleagues, encouraging and assisting schools to ensure there is effective and ongoing consultation with local communities (beyond the immediate school population) about 	<p>Sean Carter</p> <p>Extended Services Lead Manager</p>	<p>To develop set of opportunities which will continue the 14-19 learning agenda which would include the following:</p> <p>Extended Services and Youth Service to develop a set of models for joint working to be presented to Local Children’s Services Partnerships (LCSPs) and Extended Services Managers. This will allow LCSP/Extended services to make funding decisions in order to appoint more staff able to deliver extended services.</p> <p>Continue to develop a series of information-sharing opportunities to increase skills and confidence levels amongst Governors and Head Teachers whilst offering school governing bodies bespoke training to promote how Extended & Youth Services can add value to a local offer.</p> <p>Training will be offered to extended schools co-ordinators and service providers in uploading information to Togogo and the Kent Resource Directory.</p> <p>To combine the ongoing support of KYCC and other local forums with the development of Youth Advisory groups becoming more closely linked to LCSP structures in order to regularly consult on service planning and development.</p>	<p>October 2009</p> <p>November 2010</p> <p>January 2010</p> <p>October 2009</p>

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>the development of extended services</p> <ul style="list-style-type: none"> ensuring that the allocation and distribution of funding for extended services (routed LCSPs) is clearly recorded and made available to assist with planning for service provision within local communities. 		<p>Extended Services Development managers are collating and publishing details of recipients of funding via the LCSPs.</p>	
2.	<p>R3 That KCC together with district and borough councils should:</p> <p>a. proactively engage with rail travel providers in Kent to determine the feasibility, cost and business benefits of incorporating off-peak rail travel into the Freedom Pass to enable more young people to make use of existing activities and facilities.</p> <p>b. proactively engage with bus travel providers to determine the feasibility, cost and business benefits of adding integrated (perhaps specific nights of the week) later bus services to enable more young people to make use of existing activities and facilities.</p> <p>c. consider the benefits and potential cost savings of combining the Freedom Pass with any (future planned) Leisure Card and for example, Library card. This should be considered alongside the concept of rewards for positive activities (e.g. encouraging use of healthy activities).</p>	<p>David Hall Head of Transport and Development</p> <p>IYSS Sub-Group</p>	<p>Previous attempts to include rail travel in the Freedom Pass have been unsuccessful, further approaches will be made, whilst this will keep the profile high success remains unlikely.</p> <p>A scoping exercise in order to examine what extra provision is required and what potential costs would be involved.</p> <p>Engage with District Council Leisure providers to develop specific provision for young people. Whilst a Leisure Pass may not be easily achievable some steps towards to improved access may be possible.</p>	<p>October 2009</p>
3.	<p>R4. a. That to fully utilise available transport KCC directorates should co-operate to produce a register of passenger carrying vehicles (minibuses) that could potentially be shared with the youth service and/or voluntary sector organisations for individual trips or on a more regular basis and that guidelines be produced for the use of such vehicles.</p> <p>b. That the Youth Service liaise with the Rural Regeneration Officer to determine whether links</p>	<p>David Hall Head of Transport and Development</p>	<p>Development of a register of vehicles which is available online.</p> <p>Engage providers in scoping what extra</p>	<p>March 2010</p>

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>could be made to existing community transport schemes to provide assistance with transporting young people to leisure activities, or to investigate whether any joint funding arrangements could be of benefit.</p> <p>c. That there be a drive to recruit certified PC V drivers employed by KCC and partner organisations in Kent to register for occasional voluntary driving duties (subject to satisfactory CRB disclosure being in place) to assist the Youth Service's provision of sports/leisure activities to young people. Once established the Youth Service should assess the viability of extending the scheme to include affiliated and non-affiliated voluntary organisations.</p>	Carol Kincaid County Co-ordinator Kent Volunteers	<p>provision is required and possible options for funding.</p> <p>Kent Volunteers and existing district based Volunteer Driver Networks will explore the development of further volunteering opportunities and the recruitment of minibuss drivers.</p>	October 2009
4.	R6 That KCC (Youth Service and others) should work with district partners including those in the voluntary and community sector to build upon the success of events such as Gifted Young Gravesham, those organised by Blade and Youth of Generation and explore opportunities to hold similar events elsewhere in the county.	Nigel Baker Head of Youth Service	<p>Explore opportunities to develop, promote and deliver local events where young people have expressed an interest in performing arts.</p> <p>Undertake the development, alongside a range of voluntary and statutory sector partners, of an arts and cultural Summer Diversity Festival free to access for all young people in Kent.</p>	December 2009 August 2009
5.	R7 That KCC adopts a policy of promoting positive language, perceptions and expectations of young people in all KCC publications and communications and encourages and engages with partners and the media to further this aim.	Jane Clarke Head of Communications & Media Centre	Work with the KCC Media Centre to establish a code of good practice to ensure the promotion of positive images and perceptions of young people.	March 2010
6.	<p>R8 a. That meetings which are to involve young people are planned and structured in a young person-friendly format.</p> <p>b. That Youth Advisory Groups focus on strategic planning in their districts and extend invitations to, and renews efforts to engage, private and voluntary sector facility and activity providers as well as potential funders, in order to create opportunities for mutually beneficial discussions at YAG meetings.</p> <p>c. That KCC Members be encouraged to contribute</p>	Nigel Baker Head of Youth Service	<p>Develop a Young Persons Charter to which organisations sign up and agree the methods they will use to engage young people.</p> <p>Develop and launch a toolkit of effective participation methods.</p> <p>The findings of the YAG review will be finalised and published and the recommendations therein will be acted upon.</p>	March 2010 March 2010 October 2009

No	Recommendation	Lead Officer	Comments/ Proposed Actions	Timeframe
	<p>towards local young people's transport funds from Members' Community Grants (and other available sources) to finance organised trips for young people from their local area, focusing on those who attend youth groups and projects.</p>		<p>Funding guidance notes which identify how Member's Grants can support local work with young people will be developed by Community Liaison Managers for all KCC Members.</p>	<p>October 2009</p>
7.	<p>R12 a. Development of Togogo could include:</p> <ul style="list-style-type: none"> - Clear links to leisure listings for specific areas of interest such as cycling, parks, sports - Times dates of meetings/venue contacts - How to contact local Kent Youth County Councillor and Local Members of the County Council (by postcode look-up) - The facility to vote on youth-related proposals - Continually providing the opportunity for and proactively seeking out private and voluntary providers to invite listing - Interactive local maps showing private/voluntary/LA provision - Requesting that schools signpost Togogo on pupil VLEs (virtual learning environments screensaver and enabled in favourite sites) thus reaching every schoolchild - Advertising Togogo on the Freedom Pass/Kent Travel Card/Library Card - Allowing additional and selected advertising on the website (directly leisure related) to generate revenue and show discount offers. - Liaising with the Children's Disability Register co-ordinator to ensure that views and experience of disabled young people and their families help to make the site informative and relevant. <p>b. Following an initial reluctance by young people</p>	<p>Nigel Baker Head of Youth Service</p>	<p>The Youth Service is currently developing a strategy for the development of the Promotion of Positive Activities which includes the redevelopment of the togogo website to be more interactive and offer more routes of engagement for young people, this will be developed in consultation with young people.</p> <p>Mosaic can be used to define the marketing groups of particular postcodes and could</p>	<p>December 2009</p>

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	to engage with Togogo its effectiveness in reaching a range of young people from different areas and backgrounds should be measured before and after development of the site by using Mosaic to analyse users registering on the site with a postcode.		therefore give an indication of general areas if not individual users with suitable development f Togogo.	December 2009
8.	R13 That KCC Innovations Team works with young people, supported by professional advisers to produce a policy and guidelines for the safe use of social networking sites (Facebook, Bebo etc) by young people, and that KCC work towards developing protocols for effective and appropriate use of social networking sites by youth work practitioners, other KCC staff and Members as well as members of Kent Youth County Council.	Nigel Baker Head of Service Hollie Snelson Internal Communications Manager	A review and refresh Kent Youth Service's existing Use of Internet Policy is currently underway and is taking into consideration the need to provide safe opportunities for young people to learn positive use of social networking sites. Clear guidelines are being prepared in order to ensure safe staff usage of social networking sites. Processes are currently being established in order to develop a coherent corporate KCC presence through social media sites.	October 2009 October 2009 November 2009
9.	R15 That KCC should consider providing support to Oi! (provided there is a sustainable business plan) to enable more young people to benefit from the work experience and personal development it offers and for the magazine to reach and involve a greater number of young people across the county. This support might take the form of a regular advertising slot paid for by the Kent Youth Service and other directorates/service (particularly CFE Extended Services) to: publicise activities and the availability of other local youth provision, and get across important messages e.g. links to advice on internet safety.	Jane Clarke Head of Communications & Media Centre	The KCC Media team will develop processes and consider opportunities for supporting local publications created by young people and for young people. Various departments across KCC have met with SO! (relaunched name for Oi!) and are to consider how can be used to promote local activities and key messages and also where the resource to do so can be identified.	March 2010 September 2009
10.	R16 That the Youth Service increases its engagement with the diverse range of services provided by the voluntary and community sector to ensure that the contribution of this sector can be	Nigel Baker Head of Youth Service	Through the current development of the Youth Advisory Groups the Youth Service will ensure the engagement of Voluntary Sector groups at a District Level and therefore represented	October 2009

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	fully acknowledged, mapped and taken into account in planning positive activities within an area.		within the District Youth Offer. Through the CWDC Management Development programme the Youth Service will offer learning and development focussing on Integrated Youth Support Services to staff from the KCC Children's Workforce and the Voluntary Sector Workforce.	January 2010
11.	R1 That, as part of the comprehensive review of community library services, Libraries and Archives consider the role of mobile libraries as a means of engaging more young people in positive activities, and whether a change of timetable is a practical way of facilitating this.	Janet Davies Family & Lifelong Learning Services Manager	Ongoing consultation with young people is helping the libraries team to understand how they prefer to receive services, including developments in the use of new technologies. This intelligence will be used to inform continuous improvement of library services for all the people of Kent, and to understand where joining up of service delivery with partners is the best direction to take. Service provision via mobile library vehicles is one of many areas that is being considered; other areas being considered that are of particular relevance to young people include improved on-line access and rolling out of the CafeIT/ Headspace model. Intelligence gathered through direct participation in the HOUSE initiative will also inform the service's plans, as well as research into good practice in other local authorities.	March 2010
12.	R5 That the Youth Service and in particular the Diversity Team should liaise with the Analysis and Information Team to determine how Mosaic could enhance their work in terms of community profiling and targeting information. That the Analysis and Information Team determine whether Mosaic could incorporate data on Traveller communities.	Nigel Baker Head of Youth Service	Some mapping of mosaic areas and catchments of Youth Clubs has already taken places – one of these pilot areas will be expanded in order to carry out a more comprehensive mapping exercise to ascertain the value of Mosaic to planning processes.	September 2009
13.	R9 a. That projects with an intergenerational theme should receive a high priority in decisions about funding in	Intergen Working Group	A pilot scheme between Youth Service, Libraries and Community Wardens is being	November 2009

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	Kent in order to break down barriers and build community cohesion. b. That KCC should consider how intergenerational activity could be supported in other ways such as through the Staff Club and Staff Discount schemes.	Colin Miller Reward Manager	developed in order to deliver an intergenerational project based on shared life experiences. The Reward team will examine options for promoting intergenerational activity through discounts and offers.	March 2010
14.	R10 That there should be increased opportunities for well motivated young people to shadow community leaders in order for them to gain experience of political life and leadership and that Members of Kent County Council should take a lead in facilitating this.	Peter Sass Head of Democratic Services	A work-shadowing programme will be developed in order to allow young people to work alongside county and district council leaders.	November 2009
15.	R11 That Kent TV continues to provide young people with the opportunity to broadcast their interests and concerns and gain experience of TV and film production through the apprenticeship programme and the development of a dedicated broadcasting unit.	Tanya Olliver Kent TV	Ongoing work with Kent TV will continue in order to develop a Youth channel in consultation with young people and to offer opportunities for young people to learn and develop new skills.	March 2010
16.	R14 That KCC should investigate the implementation of an SMS texting service to notify young people of discounts and offers of free access to leisure activities.	IYSS Sub-group	A scoping exercise will be carried out to determine which services can be promoted, what discounts/offers are available and what resources can be used to make use of existing ISG texting software.	November 2009
17.	R17 That KCC, with its partners, considers how to increase the proportion of activities, as well as information advice and guidance, provided to young people in young-person centred surroundings, in locations accessible during evenings/weekends.	Nigel Baker Head of Youth Service	Existing weekend working which already takes place through current Youth Service projects will be enhanced and developed and include: The mapping of voluntary sector provision available during these times. An examination of the role and deployment of Connexions PA's out of normal office hours.	August 2009 February 2010 October 2009

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By: Overview, Scrutiny and Localism Manager

To: Communities Policy Overview Committee
17 September 2009

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the process for approving a Select Committee topic review work programme.

Select Committee Topic Review Work Programme

1. (1) As part of the July cycle of POC meetings Members were asked to submit suggestions for topics for Select Committee topic reviews.
- (2) The suggestions received will be subject to an assessment process, part of which will include seeking the comments of the Directorate and Cabinet Members, in order to assist the Policy Overview Co-ordinating Committee (POCC) in agreeing a work programme that adds value for the residents of Kent. The POCC will be meeting on 16 October 2009 to consider all suggestions for topic reviews and the proposer will be invited to the POCC meeting to put forward their suggestion supported by officers from the Directorate and if appropriate the Cabinet Member. Any Member who would like to have more information about the assessment process or requires a copy of the form should in the first instance contact Denise Fitch who supports this POC.
- (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 for each review will be developed by a cross party Member Group (one from each Group) for approval by the Select Committee.
- (4) Currently the only topic put forward which falls partly within the remit of this POC is a topic review on Extended Schools (which would be a joint review with C, F & E).
- (5) Following the meeting of the POCC on 16 October 2009 Members will be informed of the agreed Select Committee topic review programme and specifically progress with any topics included which fall within the remit of this POC.

Recommendations

2. Members are asked to note the process for agreeing a Select Committee topic review programme.

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Background Information: *Nil*

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