



AGENDA

CABINET

Monday, 13th October, 2008, at 10.00 am Ask for: **Karen Mannering /
Geoff Mills**
Darent Room, Sessions House, County Hall, Maidstone Telephone **(01622) 694367/
694289**

Tea/Coffee will be available 15 minutes before the meeting.

UNRESTRICTED ITEMS

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

1. Declaration of Interests by Members in Items on the Agenda for this meeting
2. Minutes of the Meeting held on 15 September 2008 (Pages 1 - 8)
3. Update from Chief Constable, Mike Fuller and Chairman of the Kent Police Authority, Anne Barnes
4. Revenue & Capital Budgets Monitoring Exception Report/Revised Capital Programme to Address Funding Shortfall arising from Current Economic Situation (Pages 9 - 20)
5. Towards 2010 Annual Report (Pages 21 - 196)
6. Comprehensive Area Assessment (CAA) Consultation (Pages 197 - 208)
7. South East Plan: Consultation on Secretary of State's Proposed Changes (Pages 209 - 250)
8. Decisions from Cabinet Scrutiny Committee - 24 September 2008 (Pages 251 - 254)
9. Other items which the Chairman decides are relevant or urgent

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 Gilroy
Chief Executive
Friday, 3 October 2008**

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

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 15 September 2008.

PRESENT: Mr P B Carter (Chairman), Mr N J D Chard, Mr M C Dance, Mr K A Ferrin, MBE, Mr G K Gibbens, Mr R A Marsh, Mr P M Hill, OBE, Mr A J King, MBE, Mr K G Lynes and Mr L B Ridings

IN ATTENDANCE: Peter Gilroy (Chief Executive), Mr G Badman (Managing Director of Children, Families and Education), Ms A Honey (Managing Director Communities), Ms L McMullan (Director of Finance), Mr O Mills (Managing Director - Adult Social Services) and Ms M Peachey (Kent Director Of Public Health)

UNRESTRICTED ITEMS**1. Minutes of the Meeting held on 4 August 2008**
(Item 2)

The Minutes of the meeting held on 4 August 2008 were agreed and signed as a correct record.

2. Revenue & Capital Budget, Key Activity and Risk Monitoring
(Item 3 - Report by Mr Nick Chard, Cabinet Member for Finance, and Ms Lynda McMullan, Director of Finance)

(1) Mr Chard said that there had been a number of virements and changes on the revenue budget and these were detailed in paragraph 3 of the report. He highlighted the allocation of £5.1m contingency which had been set aside from the 2007/08 roll forward under spend as agreed by Cabinet on 4 August 2008. He also said that there had still not been a settlement of the Council's claim for reimbursement of some £4m on Asylum. Mr Carter said that the County Council was continuing to pursue his claim through the LGA together with the other authorities who had also had outstanding claims.

(2) Mr Chard also spoke about the possible impact on the Budget and Medium Term Financial Plan of the significant pressures within the Kent Adult Social Services Older Persons Budget, as detailed in the table on page 43 of the report and this would be subject to a future report to Cabinet. It was also agreed that there would be future reports to Cabinet on the reasons underlying the growth in provision on SEN transport and also what measures the County Council was taking in order to reduce its energy costs.

(3) Cabinet:-

- (a) Noted the latest monitoring position on the revenue budget together with the intention to overspend the Kent Highways Services budget by £1.4m on invest to save schemes in order to produce future savings to assist with meeting the Medium Term Plan inflation issues within

the Environment, Highways and Waste portfolio.

- (b) Cabinet also noted that a revised capital programme, to address the impact of the current economic situation would be reported to Cabinet at its meeting in October.
- (c) Agreed the re-alignment of budgets within the Kent Adult Social Services portfolio as detailed in Sections 1.1.1 and 1.1.2 and Annexe 2 of the Cabinet report; and
- (d) Noted that there would be report to a future meeting of Cabinet on SEN Transport and another report on what the Council was doing in order to reduce its energy costs.

3. Autumn Budget Statement

(Item 4 - Report by Mr Paul Carter, Leader of the Council, Mr Nick Chard, Cabinet Member for Finance, Mr Peter Gilroy, Chief Executive and Ms Lynda McMullan, Director of Finance)

(1) This report set out the context at both the national and local level within which the County Council's Medium Term Financial Plan would be framed over the next three years.

(2) The report highlighted the three critical issues facing KCC and the rest of local government at the moment as follows:-

- (a) the totality of resources between now and 2011 that are available at a national level for Council services which were set out in the Comprehensive Spending Review 2007;
- (b) how the Council balances increasing demands on its services due to demographic and wider socio-economic change, government imposition of new burdens, climate and environmental change, rising customer service expectations and the Council's own aspirations for continued innovation and improvement in services at a time of nationally and locally constrained resources; and
- (c) how the Council responds and reacts to the "credit crunch" and the more recent rapidly escalating rises in inflation which was now above the target set for the Bank of England by the Government.

(3) Mr Chard also highlighted the issues set out on page 2 of the Cabinet report which detailed the areas of most concern for KCC and its partners. Cabinet noted in particular pressures arising from the way the Dedicated Schools Grant was allocated and Post 16 funding was also highlighted as an area which needed careful consideration and discussion. Also, should the responsibilities of the Learning and Skills Council be transferred to KCC then that would also create a financial pressure.

(4) The report further highlighted concerns arising from the continuing grey area in responsibility between the NHS and Local Authorities for the provision of some aspects of health and social care. The transfer of functions from health to KCC

needed to be properly funded as failure to do so would present the County Council with a major risk. There was a particular risk associated with the costs arising from the transfer of responsibility for the long term disabled to local authorities and this would have to be included as a specific pressure in the Medium Term Financial Plan. With regards to reserves the report said that the Director of Finance and the Council's external auditors have as required, considered the level of general reserves which currently stand at £25.8m to be sufficient to meet the balance of risk.

(5) Following further discussion Cabinet:-

- (a) noted the key conclusions from the report as set out in the summary;
- (b) that KCC had developed and strengthened its policy-led budgeting still further in order to ensure that it optimised the allocation of constrained resources to meet local priorities;
- (c) noted the financial planning risks for KCC as set out in paragraph 92 onwards of the Cabinet report;
- (d) agreed that as part of the development of the Medium Term Financial Plan the responsibility for the long term disabled would be included as a specific pressure.
- (e) the proposed Medium Term planning milestone dates set out in Appendix 1 of the Cabinet Report be noted.

4. Annual Audit and Inspection Letter

(Item 5 - Report by Mr Paul Carter, Leader of the Council and Mr Peter Gilroy, Chief Executive)

(1) The Annual Audit and Inspection Letter issued by the Audit Commission in late March 2008 was presented to the County Council's Governance and Audit Committee on 30 June 2008. The Annual Audit and Inspection provides an overall summary of the Audit Commission's assessment of the Authority, drawing on Audit, Inspection and Performance Assessment work.

(2) Mr. Carter said that the key message identified by the Audit Commission was that the County Council was improving strongly and continued to make significant improvements against local priorities. The Council could therefore be rightly pleased with the outcomes of the Annual Audit and Inspection Letter and he placed on record Cabinet's thanks to officers for the part they had played in the Council achieving such a strong and positive report.

5. National Indicator Set

(Item 6 - Report by Mr Paul Carter, Leader of the Council and Mr Peter Gilroy, Chief Executive)

(1) This report provided an update on the new National Indicator Set and gave the name of those officers who would be leading on the areas covered by the indicators. Mr Gilroy said although the number of targets which local Government

has to work towards had been reduced through the new streamlined arrangements for Local Area Agreements, nonetheless the amount of information which local authorities still had to collect placed a significant load on local authorities in the way they had to manage and produce this information. He said he was also concerned that some of the indicators were very subjective and he wondered whether they could be reliably collected and measured on a like for like basis with other authorities.

(2) Following further discussion Cabinet noted the list of national indicators.

6. Select Committee: Accessing Democracy

(Item 7 - Mrs C Angell and Mr D Brazier were present for this item)

(1) Mrs Angell as Chairman of the Select Committee said that its work had found pockets of good practice but more needed to be done. She said it was important to build on what was already around and look at different ways of doing things. Localism and how people accessed democracy had to be at the top of the agenda and people needed to know that the opinions which they expressed would be listened to and acted upon. Mrs Angell said that the Select Committee also discovered that KCC employees were not always aware of the role of Members or what they needed in the way of support in undertaking their constituency duties. Also consideration needed to be given as to how local people would like to take the democracy agenda forward – one size did not fit all – and therefore Kent County Council and elected Members needed to use innovation and be flexible in order to achieve best outcomes. Mrs Angell said the Select Committee also believed that secondary schools should be encouraged to embrace democracy and to help achieve this school councils should be encouraged to operate through out the age range and therefore this should also include primary schools. The Select Committee also believed that all elected Members should be involved in Schools Democracy week and links between school councils, KCC and district, town and parish councils should be promoted. Mrs Angell also highlighted the Select Committee's recommendation that the opportunity for participatory budgeting from devolved discretionary funds should be provided within the next budget year, with delivery mechanisms to be determined, and a sum of underpinning monies be provided to enable local people to determine how the resources should be spent.

(2) Mr Brazier said the researches of the Select Committee had shown that there was a significant proportion of people who did not understand democratic structures. He said some of the recommendations may appear well worn but they nonetheless remained relevant and valid. Mr Brazier said that whilst the report contained some recommendations related to the Localism Agenda that was not because this was fashionable but because it was essential for the healthy future of democracy. Mr Brazier also said that if the administration was willing to accept that elected Members, with appropriate training where that might be necessary, were capable of exercising significant devolved powers and resources and could co-operate with other tiers of local government then may be the current failure of engagement could, to some extent, be corrected. Mr. Brazier also said that the Council for all its emphasis on communication was still misunderstood and considered remote. That view needed to be dealt with by having more better trained, motivated and diverse elected Members who were able to say yes to people on matters of local issues. Mr Brazier also spoke about the possibility of

having a dedicated Member of Cabinet promoting the Democracy and Localism agenda and who could work with a permanent Committee of Members to ensure KCC was seen as being in the vanguard of local engagement and activity. In conclusion, Mr Brazier said he hoped the recommendations within the report would be acted upon and taken forward. Both Mrs. Angell and Mr. Brazier paid thanks to the Members of the Committee, to its officers and also to those witnesses who had given evidence.

(3) Mr King said that when he had met with the Select Committee he had been impressed with its energy and depth of research which had been undertaken. He said he did not think it would be possible to immediately implement all the recommendations but the report was central to a range of other activities and formed part of a jigsaw of other work aimed at improving the role of Members and improving local engagement. Other Members who spoke also welcomed and endorsed the report and it was said all 84 Members of the Council had to be committed to taking findings forward. It was also said that it was important to note that the County Council was already undertaking a range of measures to improve communication through innovations such as web casting and Kent TV. There was a need to look at how Members are supported in their role and what training they may need and this very much tied in with other strands of work.

(4) In concluding the discussion, Mr. Carter thanked the Select Committee for its work and said that this had to be seen as part of a wider picture which included the work being currently undertaken through the Informal Member Groups on Member Development and Member Information. All these streams of work needed to be brought together and discussed collectively so that Members of the Council could have the opportunity to consider the total picture and how these matters should be taken forward.

7. Review of Specialist Unit and Designated Provision in Mainstream Schools - Update. Leader School Implementation

(Item 8 - Report by Mr Mark Dance, Cabinet Member for Operations, Resources and Skills, Mr Leyland Ridings, Cabinet Member for Children, Families and Educational Standards and Mr Graham Badman, Managing Director for Children, Families, Health and Education)

(Joanna Wainwright, Director Commissioning (Specialist Services) was present for this item)

(1) This report provided an update on the progress of the implementation of Lead School Provision and sought approval to proceed to consultation on the delegated funding proposals. The report also asks Cabinet to note the capital implications for some provisions.

(2) Joanna Wainwright said that the implementation of Phase One of the Review would commence in September 2008 in the Local Children's Services Partnerships in Ashford, Shepway, Dartford, Gravesham and Swanley. The emphasis of this provision was very much on the multi-agency integration and co-ordination of services and provision for children and young people, including drawing on the valued expertise of special schools. In addition to the evaluation of Phase One, an ongoing process to evaluate all lead schools and informal development plans would

be put in place.

(3) Work would now commence in supporting lead schools in Phase Two and officers would continue to meet with those identified to ensure implementation takes place smoothly.

(4) Following further discussion, Cabinet:-

- (a) noted the progress of the Unit Review and the timetable as detailed in paragraph 5 of the Cabinet report;
- (b) noted the schools identified as lead schools in Phase Two;
- (c) noted the outcome of the Phase One lead schools self-assessment of state of readiness;
- (d) noted the additional revenue and capital implications for Phase One and Phase Two would be addressed through the Medium Term Financial Plan;
- (e) agreed to proceed to consultation on the funding formula in the Autumn Term; and
- (f) agreed to the implementation of Phase Two subject to further review as part of the Medium Term Plan process.

8. KCC Strategy for Early Education and Childcare (0-5 Years)

(Item 9 - Report by Mr Mark Dance, Cabinet Member for Operations, Resources and Skills, Mr Leyland Ridings, Cabinet Member for Children, Families and Educations Standards and Mr Graham Badman, Managing Director for Children, Families and Education)

(1) This report presented to Cabinet the draft Strategy for Early Education and Childcare (0-5 years) and also reported on the positive outcomes of the consultation on the strategy and sought formal approval.

(2) Following discussion, Cabinet noted the progress being made and approved the strategy.

9. Excellent Homes for All - Kent Housing Private Finance Initiative (PFI)

(Item 10 - Report by Mr Graham Gibbens, Cabinet Member for Adult Social Services and Mr Oliver Mills, Managing Director, Kent Adult Social Services)

(Mr David Weiss, Head of Public Private Partnerships and Property Team was present for this item)

(1) This report updated Cabinet on the new Kent Housing (PFI) Project that KCC was leading on in partnership with 5 district councils.

(2) Mr Gibbens said that the project was to develop up to 212 units of additional social housing across Kent, including up to 160 extra care apartments for older

people, up to 36 apartments for vulnerable homeless people, and 16 flats for people with mental health problems. He said that the project was fully funded and he commended the recommendations to Cabinet. Mr Lynes said that the initiative provided many benefits and he paid thanks to officers for the way they had taken this work forward. Thanks was also placed on record to the district councils and other partners for the part they had played in taking this initiative forward .

(2) Cabinet then approved the submission of an outline business case for the project and agreed the recommendation to progress with the procurement of the project, as detailed in the Cabinet Report. Cabinet also approved the signing of a development agreement with the District Councils in order to undertake the procurement in partnership.

10. Decisions from Cabinet Scrutiny Committee - 23 July 2008
(Item 11 - Report by Head of Democratic Services and Local Leadership)

(1) This report set out the decisions arising from the Cabinet Scrutiny Committee and invited a response from Cabinet.

(2) In noting the report, Mr Ferrin said that arrangements were now quickly moving forward to establish the proposed Informal Member Group established to consider in more detail the contract involving KCC for the management of motorways and trunk roads in Kent, Surrey and Sussex.

11. Excellent Homes for All – Kent Housing Private Finance Initiative
(Item 12 - Report by Mr David Cloake, Head of Emergency Planning)

The Chairman declared consideration of this item to be urgent on the grounds that following the recent incident in the Channel Tunnel, Members needed to be advised as to the current situation and Kent residents advised on what actions were being taken by the County Council in response to the ongoing situation.

(1) Mr Cloake gave Members a detailed account of the facts as far as they were known resulting from the substantial fire on board a France bound Eurotunnel Freight Train on 11 September 2008. The report stated that the damage caused by the fire was more extensive than which had occurred in 1996, with several hundred metres of tunnel lining and infrastructure being severely damaged. The estimate was that this would take many months to repair. By good fortune, the train did not come to a halt near a “crossover” and so it was expected that it would be possible to use the other tunnel for two way traffic. As a result of the fire Operation Stack had been invoked to safely manage freight traffic affected by the incident and to ensure that the extra burden on Dover Harbour could be managed in a safe and controlled manor. Additionally, Operation Stack may be required when there was a partial return to service, depending on how limited the service provision was and the level of consumer demand. Mr Cloake said that the County Council would continue to play its part in resolving any ongoing issues or difficulties as needed by its partners.

(2) Mr Ferrin said that the fire had emphasised yet again the need to have a

permanent solution to Operation Stack. He said the County Council was taking forward the initial work at its own expense but it could only carry out the development with funding from the Government. In response to a question about what safety improvements had been undertaken, as a result of the recommendations following the 1996 fire. Mr Cloake said he would follow that up and advise Members separately.

(3) In concluding the discussion, Mr Carter said the situation needed to be closely monitored, especially if repairs to the tunnel were to in fact to take several months. He said the fire had highlighted the need for the Government to fund a permanent solution to Operation Stack which when brought into use always had a serious impact not only in terms of vehicle movements but in acting as a drag on the Kent economy. The County Council would therefore continue to press the government on that and do all it could to find a permanent solution.

(3) Cabinet then noted the report and thanked Mr.Cloake and his team for the work that they had put in as part of the overall response to the fire.

To: CABINET – 13 October 2008

By: Nick Chard, Cabinet Member – Finance
Lynda McMullan, Director of Finance

- 1) **REVENUE MONITORING EXCEPTION REPORT**
- 2) **REVISED CAPITAL PROGRAMME TO ADDRESS FUNDING SHORTFALL ARISING FROM CURRENT ECONOMIC SITUATION**

1. Introduction

- 1.1 The first full monitoring report for 2008-09 was presented to Cabinet in September. This exception report highlights the main movements since that report. There are a number of significant pressures that will need to be managed during the year if we are to have a balanced revenue position by year end. Further details are provided in section 2.
- 1.2 The review of the whole of our capital programme to address the funding shortfall arising from the current economic situation is ongoing. In the meantime, in order that the programme reflects a more realistic funding position, revised capital cash limits are proposed reflecting the outcomes/recommendations reached so far from the review, but it is envisaged that further changes will be required to this programme once the review is complete. Further details are provided in section 3.

2. 2008-09 REVENUE MONITORING POSITION BY PORTFOLIO

- 2.1 The current underlying net revenue position by portfolio after the implementation of assumed management action, compared with the net position reported last month, is shown in **table 1** below.

Table 1: Net Revenue Position after Proposed Management Action

Portfolio	Gross Position £m	Proposed Management Action £m	Net Position after mgmt action £m		Movement £m
			This month	Last month	
OR&S (CFE)	+1.043	-	+1.043	+1.043	-
CF&EA	+2.645	-2.250	+0.395	+0.395	-
KASS	+1.619	-1.619	-	-	-
EH&W	-	-	-	-	-
R&SI	-	-	-	-	-
Communities	+0.365	-0.365	-	-	-
Public Health	-	-	-	-	-
Corporate Support & External Affairs	-0.178	-	-0.178	-0.178	-
Policy & Performance	-0.030	-0.041	-0.071	-0.100	+0.029
Finance	+0.134	-0.751	-0.617	-0.617	-
Total (excl Asylum & Schools)	+5.598	-5.026	+0.572	+0.543	+0.029
Asylum	+4.002	-	+4.002	+4.002	-
Total (incl Asylum & excl Schools)	+9.600	-5.026	+4.574	+4.545	+0.029
Schools	-	-	-	-	-
TOTAL	+9.600	-5.026	+4.574	+4.545	+0.029

- 2.2 **Table 2** shows the forecast underlying gross position **before** the implementation of proposed management action, compared with the gross position reported last month.

Table 2: Gross Revenue Position before Management Action

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Operations, Resources & Skills (OR&S) (CFE)	+1.043	+1.043	-
Children, Families & Educational Achievement (CF&EA)	+2.645	+2.645	-
Kent Adult Social Services (KASS)	+1.619	+1.663	-0.044
Environment, Highways & Waste (EH&W)	-	-	-
Regeneration & Supporting Independence (R&SI)	-	-	-
Communities	+0.365	+0.299	+0.066
Public Health	-	-	-
Corporate Support & External Affairs (CS&EA)	-0.178	-0.178	-
Policy & Performance	-0.030	-0.059	+0.029
Finance	+0.134	+0.134	-
Total (excl Asylum & Schools)	+5.598	+5.547	+0.051
Asylum	+4.002	+4.002	-
Total (incl Asylum & excl Schools)	+9.600	+9.549	+0.051
Schools	-	-	-
TOTAL	+9.600	-9.549	+0.051

- 2.3 The gross underlying revenue pressure (excluding Asylum) is currently £5.598m as shown in table 2 above, but this is expected to reduce to £0.572m (excluding Asylum) by year end, after assuming the implementation of management action, as shown in table 1.
- 2.4 Table 1 identifies that even after management action, residual pressures remain forecast within the CFE portfolios of Operations, Resources & Skills and Children, Families & Educational Achievement. However, discussions are continuing within the CFE SMT on options to manage this residual pressure of £1.438m by year end and firmer proposals will be provided in the next monitoring report. If successful, this will reduce the overall KCC revenue position after management action to an underspend of £0.866m (excluding Asylum).
- 2.5 With the inclusion of the Asylum pressure of £4.002m, the overall KCC revenue position after management action is currently forecast at +£4.574m as shown in table 1, although KCC fully expects Government to meet the full costs of this national pressure. The Home Office has given an undertaking that no authority will be out of pocket in 2008-09, but until we have received something in writing clarifying the levels of income and what costs will be reimbursed for the Asylum service, we will continue to forecast this pressure.
- 2.6 Table 2 shows that there has been a small increase of £0.051m in the overall gross pressure before management action this month. Although this is only a small movement, there are some compensating changes. The main movements, by portfolio, are detailed below:

2.7 Kent Adult Social Services portfolio:

The latest forecast indicates a pressure of £1.619m, which is a small reduction of £0.044m since last month, however within this there are some larger offsetting movements which are detailed below. The forecast assumes that the savings identified in the MTP will be achieved, however in the future the forecast may need to be adjusted on a monthly basis to reflect any savings that are not achieved as predicted, although at this stage it is expected that these savings will be achieved. The Guidelines for Good Financial Practice, previously referred to as Management Action Plans were reported to Cabinet last month. Through these guidelines, the KASS directorate is wholly committed to delivering a balanced outturn position by the end of the financial year. The range of innovations implemented by the Directorate will also help to achieve this, for example telehealth and telecare, through the successful investment of the 'Whole Systems Demonstrator Programme', and extra care sheltered housing in the latter part of the year.

The movements over £0.1m this month are:

- 2.7.1 Older People -£0.323m – an increase in the underspend from £0.852m to £1.175m. The main movements are:
- 2.7.1.1 +£0.370m Residential Care – this has moved from an underspend of £0.042m to a pressure of £0.328m. Although the number of clients in a permanent placement has increased by 18 to 2,919, what is more significant is that normal residential placements have decreased by 10 but Older People Mental Health placements have increased by 28. These placements are more expensive so the impact on the financial forecast is exaggerated. The increasing number of people with higher needs or dementia is also impacting on the domiciliary budget as these clients are less likely to be able to remain at home.
 - 2.7.1.2 -£0.257m Nursing Care – an increase in the underspend from £0.220m to £0.477m following a reduction of 14 permanent placements since last month and a minor reduction in the average cost per week.
 - 2.7.1.3 -£0.331m Domiciliary Care – an increase in the underspend from -£0.142m to -£0.473m following review of actual costs and activity to date. Although the number of clients receiving packages of care from an independent sector provider has marginally increased from 6,696 to 6,708 the forecast remains well below the level afforded within the cash limit thus giving rise to the underspend. It was estimated that the number of clients in residential care would fall, with clients instead remaining in their own homes and receiving a domiciliary package, and as a consequence budget was transferred from residential care to domiciliary. However it may be the case that increasing numbers of clients with higher levels of need, particularly those with dementia, have no option but to go into residential care. The Domiciliary Care service remains the most volatile and difficult to monitor.
- 2.7.2 Learning Disability Care +£0.417m – an increase in the pressure from £1.759m to £2.176m. The main movements are:
- 2.7.2.1 +£0.204m Residential Care – an increase in the pressure from £1.624m to £1.828m. This includes estimates of costs for clients known to be coming into residential placements during the year ahead. The increase in the pressure this month is due to three new clients being forecast as well as increases in non-permanent/respite care and the average cost per week. Alongside demographic growth within this client group, there is increasing pressure relating to new and existing clients whose needs are becoming more complex. This is particularly true for those clients coming through transition from childhood. It should be noted that a significant amount of savings are still anticipated against this service line, predicated on clients moving to supported accommodation. This target will be monitored closely each month through the monitoring process.
 - 2.7.2.2 +£0.178m Direct Payments – an increase in the pressure from £0.067m to £0.245m as the number of clients in receipt of a direct payment has increased from 365 last month to 388, which has had a very significant impact on the overall variance.
 - 2.7.2.3 -£0.138m Supported Accommodation – this has moved from a pressure of £0.054m to an underspend of £0.084m. There continues to be discussion at a national level on what constitutes supported accommodation as there are many similarities with domiciliary care. This reduction should therefore be offset against an increase of £0.053m in Learning Disability domiciliary care. The reduction in the forecast is also related to the increase in Direct Payments as clients opt for a Direct Payment instead.
 - 2.7.2.4 +£0.120m Other Services – this has moved from an underspend of £0.103m to a small pressure of £0.017m and results from revised estimates for daycare, supported employment and payments to voluntary organisations.
- 2.7.3 Physical Disability -£0.020m – a small overall reduction in the pressure from £0.548m to £0.528m but there are some larger offsetting movements:
- 2.7.3.1 +£0.208m Residential Care – an increase in the pressure from £0.711m to £0.919m following an increase to the forecast for non-permanent/respite care weeks. As reported to Cabinet last month, the residential budget has been adjusted with funding transferred to domiciliary, direct payments and supported accommodation to support current levels of clients and/or expected growth in these services.

2.7.3.2 -£0.142m Domiciliary Care – an increase in the underspend from -£0.068m to -£0.210m. This budget remains very difficult to forecast with great accuracy as it remains the most volatile activity line within the Directorate. As with Older People the forecast has been revised following a review of actual costs and activity to date. The adjusted budget gives an affordable level of activity which is currently in excess of actual demand. It is expected that this underspend will reduce over the course of the year as the Directorate tries to keep clients out of residential care.

2.7.4 Adults Assessment & Related (excluding Mental Health) -£0.108m – a reduction in the pressure from £0.607m to £0.499m following further savings through vacancy management.

2.8 Environment, Highways & Waste portfolio:

Although there is no change in the overall forecast for this portfolio, with a balanced position still reported, there are offsetting movements:

2.8.1 -£0.9m Waste Management – the predicted waste underspend has increased by £0.9m to £2.5m this month. This is partly due to expected increases in income (£0.44m) mainly from the sale of recyclable materials, which has improved as a result of the higher prices for raw materials currently being experienced in the general economy, and partly from the Allington waste to energy plant not being operational for part of July and August. The Allington saving, as discussed in previous reports, results from the differential between the current disposal costs at waste to energy plant and those for landfill. This differential is currently a saving of approximately £16 for every tonne that is diverted to landfill, but this option is not sustainable in the long run due to increasing landfill taxes and restrictions in the allowances.

2.8.2 +£0.9m Kent Highways Services - As discussed in last month's monitoring report, it is proposed to use the net savings declared for the portfolio to fund invest to save schemes within KHS. These are needed to help address the MTP inflation issues within the portfolio (for waste, highways maintenance, energy and transport inflation). Current schemes under investigation are streetlighting and paying off coastal protection loans to save on interest payments. The savings expected to be generated from these projects over the medium term will be reported once these schemes have been developed sufficiently, and formal virement of the funding from Waste to KHS will be requested. It is proposed that the new £0.9m saving declared on the Waste Management Group above, is added to the £1.4m agreed by Cabinet last month for invest to save proposals so that further savings and efficiencies can be developed to assist with the significant inflation issues, thus avoiding service cuts where possible.

2.9 Communities portfolio:

The gross pressure on this portfolio has increased by £0.066m this month from £0.299m to £0.365m as a result of a continuation of pressures within the Coroners Service in respect of long inquests and analytical tests, specifically within the Mid Kent and Medway area as a consequence of investigating more cases and incurring higher charges. *(Costs are recharged to Medway Council based on a fixed percentage of total cost of service rather than costs directly attributable to the Medway area as it is not always possible to separately identify these)*. The pressure on the Coroners service is now forecast at £0.293m. It is expected that the increase in the pressure this month will be offset by management action elsewhere across the directorate, from vacancy management and reducing non essential, non staffing expenditure.

2.10 Chief Executives Directorate and Financing Items budgets:

2.10.1 Policy & Performance portfolio:

- +£0.029m Democratic Services – this is due to increased transport costs. This will be offset by the over recovery of income as a result of increased internal and external demand previously reported within Legal Services, thus reducing the overall underspend on this portfolio.

2.11 Operations, Resources & Skills portfolio – Schools Delegated Reserves update:

- 2.11.1 CFE finance consulted the Schools' Funding Forum regarding the levels of school reserves and agreed with them that they would challenge those schools that have had consistently high levels of revenue reserves over the past 5 years. The 60 schools with the largest reserves were identified and they were required to explain why they are holding reserves at these levels and it was made clear that they may be subject to recovery of some of their accumulated balances. Meetings with 35 of these schools took place in early July. Any reserves recovered will need to be re-distributed amongst Kent schools' (as per DCSF regulations) and we will discuss this with the Schools Funding Forum at their October meeting.
- 2.11.2 The 35 schools that attended the meetings in early July discussed their level of reserves with one of 3 panels, all of which included representatives from the Schools Funding Forum, CFE Finance and Advisory Service Kent (ASK). In light of the panel views, CFE Finance have now written to those schools advising them of the panel decision. In the case of 10 we have stated that we will claw back a total of £1.3m and for a further 8, up to £0.7m subject to production of further evidence. A total of 8 schools have formally logged an appeal against the decision. Of these, 6 schools attended an appeals meeting on the 12 September 2008. The appeals panel upheld the majority of the original decisions to recover reserves. So far a total of £0.988m will be recovered, commencing in the October 2008 bank advance, with two further appeals still to be heard.
- 2.11.3 The remaining schools attended similar joint meetings in mid September. In light of the panel views CFE Finance have written to those schools advising them of the panel decision. In the case of 5 schools we have stated that we will claw back a total of £0.37m and a further £0.06m subject to the production of further evidence. The next formal appeals panel meeting has been arranged for October.
- 2.11.4 This exercise has raised a number of issues that we and the Forum need to consider for the future:
- There is evidence that some schools have moved revenue into capital to avoid any possible clawback
 - A number of schools are planning to use a large proportion of revenue reserves to fund capital projects with a medium/long term risk of moving into deficit
 - A number of the Heads/Governors we met were surprised at the explicit link we made between standards and their budget reserves. This raised some significant concerns among Panel members
 - The need to do more on training, especially with Primary head teachers and do more work to brief and train School Improvement Partners
 - An emerging view that our Balance Control Mechanism may be too generous

3. 2008-09 CAPITAL POSITION

- 3.1 As previously reported, a review of the whole capital programme has been required to address the funding shortfall arising as a result of the current economic situation and the impact this has had on property prices and our ability to raise capital receipts. The funding of the original 2008-11 capital programme was reliant upon £186.802m of capital receipts, but this level of receipts is no longer realisable in the short term.
- 3.2 This collapse in capital receipts realised could have resulted in a major downsizing of our capital programme. However, the recent approval of PEF2 means that we have a much more manageable situation. The consequence of PEF2 is that we have been able to keep £85m of capital projects in the programme that would otherwise have had to be cut due to lack of funding. Whilst there are some projects re-phased or removed, we still have a very ambitious modernisation, innovation and improvement programme that is in excess of £1bn over the next three years.

- 3.3 The current economic situation has also given rise to a supplementary inflationary cost, of an average of £6m per year of the MTP, as a result of the increase in building tender price inflation since the budget was set and a pressure on the highways maintenance budget in the current year of £2.4m, all of which needs to be absorbed by reducing budgets elsewhere. It is proposed that the inflationary impact on the highways maintenance budget in 2009-10 and 2010-11 of £2.9m and £3m respectively is addressed through the 2009-12 MTP process.
- 3.4 The review of the whole capital programme is continuing, but in the meantime, in order to reflect the outcomes reached from the review so far, it is recommended that we:
- Continue to dispose of assets for which negotiations are already at an advanced stage and/or the sale proceeds are not substantially reduced from the value assumed in the MTP.
 - Defer a range of capital projects to later years but within the 5 year MTP period (details provided in appendix 1)
 - Remove, defer beyond the 5 year MTP timeframe, or find alternative funding sources, a range of capital projects (details provided in appendix 2)
- In addition, there has been an increase to the programme since the 2008-11 capital programme was set, which is mainly the result of the roll forward of the re-phasing from 2007-08, as well as additional approvals made via PAG and the Leader and additional external funding streams. The resulting revised capital cash limits are provided at appendix 3, which Cabinet is asked to approve. This incorporates all of the changes shown in appendices 1 and 2 and the roll forward from 2007-08 and other adjustments. If approved, these revised portfolio capital cash limits will be used as the basis for the next monitoring report, but it is likely that there will be further recommendations for changes to the programme in the next report(s), once the review of the whole capital programme is completed.
- The revised budget book pages for each portfolio will be available on KNet on 8 October, on the assumption that all of these changes are approved.

4. RECOMMENDATIONS

Cabinet is asked to:

- 4.1 **Note** the latest forecast revenue budget monitoring position for 2008-09.
- 4.2 **Agree** that within the Environment, Highways & Waste portfolio:
- a) the additional £0.9m waste management underspend reported this month can be added to the £1.4m net underspend reported last month and used for invest to save proposals within Kent Highways Services.
 - b) if there is any further underspending on waste management throughout the remainder of 2008-09, that this can also be redirected to invest to save proposals within the portfolio, to assist in meeting the inflation issues over the MTP.
- 4.3.1 **Agree** the revised capital cash limits, as detailed in appendix 3, which address the funding shortfall arising as a result of the current economic situation and the impact this has had on property prices and our ability to realise capital receipts;
and
- 4.3.2 **Note** that further changes to the capital programme are likely to be required once the review of the whole capital programme is complete.

CAPITAL PROJECTS DEFERRED BUT WITHIN THE 5 YEAR MTP PERIOD

	Later Years					
	2008-09 £'000	2009-10 £'000	2010-11 £'000	2011-12 £'000	2012-13 £'000	2013-14 £'000
<u>ORS</u>						
BN - N Dartford Prim - The Bridge	-5,292	5,292				
Dartford Girls Sports Hall	36	-36				
BN Sheppey Review 3 to 2	-1,049	-1,501	1,050	1,500		
BN Templar Barracks	-800	-800		1,600		
BN Ryarsh	-169	169				
BN Goat Lees	-100	-1,100	1,200			
BN 09-10 Dunton Green		-800		800		
BN 09-10 Lansdowne PS		-500	-1,000	-500	1,000	1,000
BN Leybourne			-100	-1,900	100	1,900
BN Ebbsfleet				-1,020	-2,040	3,060
Mod Boughton Under Blean	22	-22				
Mod Crockenhill	-364	364				
Mod 06-8	-331	331				
Mod 08-9	-351	351				
Mod Sissinghurst	-124	124				
Specialist Schs	55	-55				
Dartford Campus	533	-533				
Greenfields	-30	30				
Astor of Hever (Dev Opp)	39	-39				
Childrens Centres	-736	736				
Ashford Oaks	47	-47				
Castle Hill	-1,400	1,400				
Sheppey Academy	-4,812	-24,188	19,250	9,750		
Marsh Academy	-8,023	-657	8,680			
Spires Acadmey	-2,059	-5,041	7,100			
Longfield Academy		6,640	-3,640	-3,000		
Longfield Sponsorship	-500	500				
Maidstone Academy	-7,966	3,350	4,616			
Sure Start, Early Yrs and Childcare	-4,705	4,705				
BSF Wave 3	-40,829	11,884	28,945			
Primary Pathfinder	1,850	-1,850				
	-77,058	-1,293	66,101	7,230	-940	5,960
<u>CFEA</u>						
Transforming Short Breaks	-284	284				
<u>KASS</u>						
Rephasing of programme	-3,215	-7,577	7,895	2,265	632	
<u>EHW</u>						
Preliminary Design Fees		-50	50			
Swanley HWRC	-300	300				
Sheerness HWRC	-300	300				
KHS Co Location	-3,525	-475	4,000			
Natural Burial Ground	-1,000	750	250			
Dartford Heath HWRC		200	800	-1,000		

	Later Years					
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	£'000	£'000	£'000	£'000	£'000	£'000
Lydd/New Romney HWRC	-500		500			
Maidstone/T Malling HWRC	-200	-350	-700	1,250		
EK Waste Facilities Development	-250	-5,000		250	5,000	
EK Ashford Trf Station		-2,500	2,500			
Sittingbourne NRR		-9,409	-500	9,909		
Rushenden	-11,899	8,797	3,102			
EKA Ph 2	-1,000	-2,447	3,555	4,392	-4,500	
Maidstone Bridge Giratory	-300		300			
KTS Stratgeic Transport Programme	-75	741	5,511	8,991	27,832	-43,000
	-19,349	-9,143	19,368	23,792	28,332	-43,000
<u>RSI</u>						
Empty Property Initiative	-680	680				
Eurokent Spine Rd	-440		440			
	-1,120	680	440	0	0	0
<u>CMY</u>						
Tunbridge Wells Library		-600	600			
Ashford Library Plus	-846	846				
Community Facility at Edenbridge	-918	918				
Kent History Centre	-3,060	-540	3,200	400		
Library Modernisation Programme	-219	219				
Gravesend Library	-690	103	587			
Turner	157	508	-886	221		
	-5,576	1,454	3,501	621	0	0
<u>CSEA</u>						
Gateways	-102	470	117	-150	-335	
Sustaining Kent	455	-255	-200			
	353	215	-83	-150	-335	0
TOTAL	-106,249	-15,380	97,222	33,758	27,689	-37,040

**PROJECTS REMOVED, DEFERRED BEYOND THE 5 YEAR MTP TIMEFRAME,
OR REQUIRING ALTERNATIVE FUNDING**

<u>Projects Deleted or Reduced:</u>	Later Years					Total £'000	2013-14 £'000
	2008-09 £'000	2009-10 £'000	2010-11 £'000	2011-12 £'000	2012-13 £'000		
<u>ORS</u>							
BN Harrietsham	-240						
Mod Temple Ewell	-240						
Mod Chilton Primary	-249						
Crokenhill Primary		-106					
	-729	-106	0	0	0	-835	
<u>CFEA</u>							
Family Support & ARC	-40	-50					
Preventative Strategy for Children	-97	-50					
Modernising Services - Grovehill	-76						
Improving Public Access Lowfield Rd	-123						
	-336	-100	0	0	0	-436	
<u>KASS</u>							
Modernisation of Adult In House Services			-430				
	0	0	-430	0	0	-430	
<u>EHW</u>							
Landfill Gas and Leachate	-100	-100	-100	-100	-100		
	-100	-100	-100	-100	-100	-500	
<u>CMY</u>							
The Hub, Southborough*		-3,050					
Village Halls & Community Centre Grants - reduction	-87	-100	-100	-100	-100		
Tunbridge Wells Library - reduction		-200					
	-87	-3,350	-100	-100	-100	-3,737	
<u>FIN</u>							
Capitalisation of Works on Capital Programme	-753	-762	-782	-803	-829		
Works to Properties for Disposal	-2,569	-331	-1,465	-1,500	-1,500		
	-3,322	-1,093	-2,247	-2,303	-2,329	-11,294	
* Nb. Full cost of scheme taken out, however impact on KCC funding is only £0.5m							

Later Years

	2008-09	2009-10	2010-11	2011-12	2012-13	Total	2013-14
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projects Rephased to 2013-14 or Alternative Funding Required:							
ORS							
Sheppey Review (3 to 2) - To be funded from PCP		-1,049	-2,550	-1,500			
Implementation of Primary Strategy - To be funded from PCP	-1,000	-944					
BN John Wesley Rephased to 2013-14			-500	-1,000	-1,500		1,500
Mod Kennington - rephase to 2013-14	-1,800						1,800
Northfleet Embankment East** rephase to 2013-14					-900		900
Northfleet Embankment West - rephase to 2013-14				-600	-2,400		3,000
Special School Review - to look at phasing of projects	-1,725	-10,146	-1,761				13,632
BN Rushenden - rephase to 2013-14***			-600	-1,200	-600		2,400
	-4,525	-12,139	-5,411	-4,300	-5,400	-31,775	23,232
EHW							
Waste Programme - prudential replaced by grant	-2,468	-2,474	-614			-5,556	
RSI							
Empty Property Initiative - prudential replaced by PRG	-1,383	-617				-2,000	
CMY							
Cheesemans Green Library - rephased to 2013-14***		-350				-350	350
TOTAL	-12,950	-20,329	-8,902	-6,803	-7,929	-56,913	

** Full cost of scheme rephased, however impact on KCC funding is only £0.45m

*** Full cost of scheme rephased, however nil impact on KCC funding

	2008-09	2009-10	2010-11	2011-12	2012-13	Total	2013-14
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Managed Projects to be Self Funded:							
Bromstone		-2,600	-488				3,088
Headcorn	-1,150	-38					1,188
Highworth		-1,347					1,347
Istead	-100	-2,900	-800				3,800
Paddock Wood		-900					900
Sevenoaks	-100	-6,500	-525				7,125
Towers	-200	-940					1,140
Whitehill	-100	-850					950
	-1,650	-16,075	-1,813	0	0	-19,538	19,538

REVISED CAPITAL CASH LIMITS

	2008-09	2009-10	2010-11	Later
	£'000	£'000	£'000	Years
				£'000
<u>ORS</u>				
Total per Budget Book	255,149	299,382	146,627	165,821
Projects deferred within 5 year MTP (App 1)	-77,058	-1,293	66,101	12,250
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-6,904	-28,320	-7,224	33,070
Roll Forwards from 2007-08 and other adjustments	46,421	4,044	-3,987	-34,895
REVISED CASH LIMITS	217,608	273,813	201,517	176,246
<u>CFEA</u>				
Total per Budget Book	1,295	3,129	250	500
Projects deferred within 5 year MTP (App 1)	-284	284	0	0
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-336	-100	0	0
Roll Forwards from 2007-08 and other adjustments	1,370	0	0	0
REVISED CASH LIMITS	2,045	3,313	250	500
<u>KASS</u>				
Total per Budget Book	60,587	29,442	27,071	26,670
Projects deferred within 5 year MTP (App 1)	-3,215	-7,577	7,895	2,897
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	0	0	-430	0
Roll Forwards from 2007-08 and other adjustments	-556	599	414	0
REVISED CASH LIMITS	56,816	22,464	34,950	29,567
<u>EHW</u>				
Total per Budget Book	83,810	106,010	102,018	237,190
Projects deferred within 5 year MTP (App 1)	-19,349	-9,143	19,368	9,124
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-100	-100	-100	-200
Roll Forwards from 2007-08 and other adjustments	13,933	-912	500	7,056
REVISED CASH LIMITS	78,294	95,855	121,786	253,170
<u>RSI</u>				
Total per Budget Book	11,639	5,735	2,235	0
Projects deferred within 5 year MTP (App 1)	-1,120	680	440	0
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)				
Roll Forwards from 2007-08 and other adjustments	3,520	1,849	-255	0
REVISED CASH LIMITS	14,039	8,264	2,420	0

	2008-09 £'000	2009-10 £'000	2010-11 £'000	Later Years £'000
<u>CMY</u>				
Total per Budget Book	15,038	30,683	6,594	5,520
Projects deferred within 5 year MTP (App 1)	-5,576	1,454	3,501	621
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-87	-3,700	-100	150
Roll Forwards from 2007-08 and other adjustments	1,303	1,139	60	0
REVISED CASH LIMITS	10,678	29,576	10,055	6,291
<u>CSEA</u>				
Total per Budget Book	5,488	2,397	1,310	1,600
Projects deferred within 5 year MTP (App 1)	353	215	-83	-485
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)				
Roll Forwards from 2007-08 and other adjustments	175	0	0	0
REVISED CASH LIMITS	6,016	2,612	1,227	1,115
<u>P&P</u>				
Total per Budget Book	500	500	500	1,000
Projects deferred within 5 year MTP (App 1)				
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)				
Roll Forwards from 2007-08 and other adjustments	26	0	0	0
REVISED CASH LIMITS	526	500	500	1,000
<u>FIN</u>				
Total per Budget Book	6,264	5,279	4,372	8,882
Projects deferred within 5 year MTP (App 1)				
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-3,322	-1,093	-2,247	-4,632
Roll Forwards from 2007-08 and other adjustments	1,709	0	0	0
REVISED CASH LIMITS	4,651	4,186	2,125	4,250
<u>TOTAL</u>				
Total per Budget Book	439,770	482,557	290,977	447,183
Projects deferred within 5 year MTP (App 1)	-106,249	-15,380	97,222	24,407
Projects Deleted, Rephased to 2013-14 or Alternative Funding Required (App 2)	-10,749	-33,313	-10,101	28,388
Roll Forwards from 2007-08 and other adjustments	67,901	6,719	-3,268	-27,839
REVISED CASH LIMITS	390,673	440,583	374,830	472,139

By: Paul Carter, Leader of the County Council
Peter Gilroy, Chief Executive

To: Cabinet – 13 October 2008

Subject: *Towards 2010* Annual Report

Classification: Unrestricted

Summary:

In September 2006, KCC set itself 63 challenging and ambitious targets in the *Towards 2010* plans for Kent. This report attaches the current draft of the second *Towards 2010* Annual Report for comment and consideration by Cabinet prior to its submission to County Council for approval.

FOR INFORMATION AND DECISION

1. Introduction

In September 2006 we launched our priorities for the next four years (2006- 2010). *Towards 2010* sets out how we will achieve the following overarching goals over this period:

- Increased prosperity for Kent through business growth and job creation
- Transformation in education
- Reduced 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.

Delivery of many of the 63 *Towards 2010* targets requires cross-directorate and partnership working. Each of the *Towards 2010* targets is accompanied by a public action plan on KCC's website that sets out how it will be met, and which is updated on a twice yearly basis.

The second Annual Report against *Towards 2010* is attached for Cabinet to consider prior to its presentation to Council for approval on 16 October 2008.

Annual reports on progress are discussed and approved by County Council each autumn. At this stage we are half way through the term of *Towards 2010*.

Progress has been made since the last annual report in 2007 and the current status of the 63 targets is as follows:

- 2 (3%) ‘Done and ongoing’
- 54 (86%) ‘On course’
- 7 (11%) ‘More progress is needed’.

These three statuses are the same as we used for reporting progress against the *Next Four Years* (2002 – 2006) targets.

Those targets deemed ‘More progress needed’ are subject to more frequent progress meetings to get them back on track.

2. Format of the report

Feedback from members from last year has been taken into account in finalising the layout of this year’s Annual Report and the separate report for each target includes 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
- Progress to date
- Work planned between now and 2010
- Measurable indicators (where relevant – as agreed at County Council in December 2007).

3. Approval process

Lead officers completed their draft reports in July for discussion and agreement with their managing directors and portfolio holders. The reports have been quality checked by Performance Management Group, Chief Executives Dept, and discussed and agreed with the Leader.

The draft Annual Report will be sent to County Council for approval at the meeting on 16 October. Once approved, it will be published on KCC’s website.

The draft report was discussed at each of the Policy Overview Committee (POC) meetings during September to allow Members to have a chance to comment prior to County Council. NB The minutes of the POC meetings will be circulated to members at County Council for their information.

4. Performance indicators

A shake-up of the performance indicator process has been undertaken since the *Next Four Years* process was completed in 2006. The Towards 2010 Annual Report now includes outcome-based indicators where needed, which are underpinned by data quality procedures. The report contains around 70 indicators, a vast reduction on the number we reported for the *Next Four Years*.

5. Major outcomes so far

Set out below are some examples of achievements to date:

- The successful launch of the Kent Freedom Pass
- Helping to prepare our young people for employment and further development of alternative education opportunities including expansion of the vocational programme
- Improved primary school results
- The success of the healthy schools and healthy eating target
- Kent being part of the Whole Systems Demonstrator programme to examine the effect of Telehealth and Telecare, enabling over 2,500 more recipients of this assistive technology
- Development of the INVOKE project to give older people greater independence and self-management through increased choice and control
- Brighter Futures successfully sustained with new sources of funding identified through the social care grant, helping more older people to remain independent
- Bringing a large number of empty properties back in to use as homes
- Master planning and regeneration of Ashford town centre
- A package of schemes in Kent Thameside including a new Fastrack route
- The impact on reducing fly tipping
- The huge success of Kent School Games which involved over 500 schools throughout the county participating in 515 local area heats, competitions and festivals culminating in 52 separate finals events in June and July
- Introducing the new targeted Handyvan in Gravesham in August 2007, one of a number of partnership initiatives that has led to a 40% reduction in domestic burglary since 2006/07
- Securing 8.1m funding from SEEDA and the Arts Council for the Turner Contemporary project.

6. Recommendations

Cabinet is asked:

To NOTE progress against the 63 *Towards 2010* targets and the arrangements for publishing the Annual Report.

To RECOMMEND the final draft of the first *Towards 2010* Annual Report to County Council for approval on 16 October 2008.

Contact officer:-

*Sue Garton, County Performance and Evaluation Manager, Chief Executives Dept
Tel 01622 22(1980)/Email sue.garton@kent.gov.uk*

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Towards 2010 Annual Report
October 2008

DRAFT as at 3 October

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<p>Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding</p> <p><u>AND</u></p> <p>Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services</p>		
<p>Lead Cabinet Member: Kevin Lynes</p>	<p>Lead Managing Director: E&R MD post currently vacant</p>	<p>Lead Officers: Theresa Bruton/Mike Bodkin</p>

Status: On course

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

Locate in Kent
 District Councils
 Local Regeneration Partnerships
 Area Partnerships
 South Eastern Economic Development Agency
 Department of Communities and Local Government
 Department for Transport
 English Partnerships
 Kent Foundation
 Kent Economic Board

Additionally, we work with key stakeholders from other private, public and voluntary sectors on specific projects.

Progress to date on delivering this Towards 2010 target:

These two Towards 2010 targets are being reported together as they are so interlinked. Developments to date are set out under specific headings below:

KCC's Regeneration Strategy

KCC's Regeneration Strategy is in its final stages of drafting, and will go out for wider consultation during early November 2008.

Locate in Kent

We continue to work with Locate in Kent (LiK) whose marketing and lead generation activity has included attendance at the Property Forum and the Thames Gateway Kent Chamber of Commerce event. LiK is Kent and Medway's inward investment agency. Established in 1997, LiK is a company limited by guarantee, funded and supported by KCC, SEEDA, Medway Council, local councils and Kent Developers, a partnership of the area's leading commercial property developers and partners from the private sector.

In the last quarter, LiK has launched its new property portal to its main website. The property portal brings together in one place details of commercial properties in Kent and Medway. It enables interested investors in Kent to register on-line and undertake interactive searches for commercial property throughout Kent including offices, industrial and land opportunities. By registering on-line, LiK are able

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

to contact possible investors for follow up interviews. Performance figures show that 27% of successful projects have originated through the portal.

LiK's jobs target set for the period 2005 to 2008 has been exceeded and the company is dealing with over 275 active projects. In 2007/08 LiK exceeded its job and project targets and the subsequent impact assessment indicated that many of the jobs being created were high value and sourced from within the local Kent work force.

A "perception study" of Kent as a place to invest and establish a business was undertaken in July. This is the third study of its kind commissioned by LiK with previous surveys undertaken in 2003 and 2006. The results are used to structure future marketing messages and help evaluate the impact of past marketing expenditure. During the 2008 study, 270 interviews were held involving companies that have considered coming to Kent, companies that have not considered coming to Kent, companies with overseas parent companies, and with journalists and advisors. The final results and report are due to be reported to the LiK Board in October.

A protocol for future joint publicity has been agreed and LiK now profiles KCC's financial and political commitment to LiK on its printed and web-based material.

Current joint projects with LiK include:

- London Array – see detail later in this report.
- Pfizer - LiK is co-ordinating efforts to support Pfizer's future land requirements at Sandwich. This includes assessing and approaching companies which might be attracted to the site for manufacturing and pharmaceutical/biotech research and development purposes. It also includes consideration of KCC's and Dover District Council's role in developing Pfizer's aspiration to develop a Science Park around its own research and development facilities.
- Finance Initiative – This project is developing well and is beginning to attract interest from Kent's existing Finance cluster and companies are being targeted as potential inward investors. Even though the sector is experiencing a turbulent trading period Kent will be well placed to accommodate business looking for more cost effective locations to London when the high speed domestic services are introduced next year.
- Ashford's Future – LiK continues to work closely with Ashford's Future on marketing and inward investment promotion. For the past two years LiK has managed the budget for the implementation of this work.
- Attracting greater levels of Foreign Direct Investment – Progress is being made after this was made a priority last year. A campaign targeting North West Europe, building on Kent's rail link connections, has commenced and a lead-generating agency is in the process of being commissioned.
- Aviation/construction sectors – These sectors have been incorporated into LiK's target sectors and both have been evaluated in some detail. Within a very short timescale the 'credit crunch' has begun to impact on the construction sector and fuel price increases and new tax levies have had an impact on the aviation sector. LiK is now re-evaluating the medium term prospects and will work closely with Manston and Lydd airport operators to identify emerging opportunities.

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URBAN programme

All the projects have been agreed in the URBAN programme and are set to finish in December 2008. The programme is rated as best in the UK has been an excellent source of seed core funding for training, economic and environmental initiatives.

Enterprise Gateways

KCC also continues to support Enterprise Gateways including workshops specifically aimed at women and promoting entrepreneurship among Kent school students. KCC has part-funded a training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses.

Trading Up initiative

The Trading Up initiative has helped over 300 people in deprived communities to complete skills training courses. KCC has secured support for funding to provide business incubator space at the Folkestone Performing Arts Centre and provided support for Kent businesses to enable them to take advantage of opportunities offered by the Olympic Games preparations.

Sittingbourne

Kent Science Park is a key economic driver for Kent helping to increase the number of new jobs by attracting new companies to the county or accommodating growing local companies who are involved in the knowledge based industries. Of the companies based at the Science Park, near Sittingbourne, nearly a third (32%) are science-based businesses. The park's tenants provide employment for 850 people, 54% of whom live within Swale.

In October 2007, a new Kent Science Resource Centre opened to help to address a skills gap in the Kent economy. Currently 10 students are working at the centre supporting scientific activities undertaken at the Kent Science Park and providing a continuing resource of high-skilled jobs which also helps to support Towards 2010 Target 6 on graduate retention.

KCC has supported an Economic Impact Assessment report on the Kent Science Park which provides useful background for identifying and assessing future expansion taking into account best practice from other science and business parks across the UK. It will also help inform future KCC policy in the light of the growing importance of this sector following the Sub National Review.

Additionally, as part of the work being undertaken to produce a KCC Regeneration Strategy, there is potential for KCC to play an important role in developing an Innovation Strategy for Kent to give shape and direction to all Kent-based business and science parks.

Other developments have taken place in Sittingbourne with KCC supporting the development of an Innovation Centre to provide business incubator units and support linked to the emerging Enterprise Gateway. We also assisted completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access. KCC is also involved in the masterplan for the town centre for completion by September 2008.

Thanet

We are continuing negotiations and receiving enquiries in relation to land at Manston and EuroKent. Successful resolution of issues relating to the EuroKent Spine road scheme has given impetus to the

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masterplanning process and this is moving forward. The receipt of Residential and Employment land reports prepared by Savills will help this by giving a clearer picture of the possible configuration options for each site.

Working with Thanet District Council (TDC), KCC has agreed a business plan to ensure the long-term financial security for our investment at the EuroKent and Manston Park business sites. Delivery work on a strategy to bring in investment to the sites has started and progress made on Joint Venture arrangements with TDC, which has now been signed. The planning process for both sites is underway.

Kent International Airport (KIA) at Manston currently employs more than 100 people to support the operation of the airport and its freight and charter passenger services. Currently passenger charter flights serve eight destinations from Kent and the 2008 season saw the start of services to Croatia, Las Palmas and Jersey. Owner, Infratil, the New Zealand infrastructure and investment company, is working with a number of airlines with the aim of establishing scheduled passenger services from Kent and realising the airport's medium term goal of increasing passenger numbers to 1 million by 2013. Infratil has strong commercial foundations and has just broken into the NZX 10 index, the largest and most frequently traded share in New Zealand companies.

The airport has announced it had handled 32,624 tonnes of freight during the 2007/08 financial year, up 26% on the previous year, with all scheduled carriers showing an increase in performance.

Infratil is working on a master plan that will set out the planned development of the airport. KCC is represented on the KIA Consultative Committee and through its ownership of Manston Park has discussed land use issues with the airport owners. A consultation draft should be available in the autumn. International Air Transport Association (IATA), a trade organisation representing and serving the airline industry world wide estimates 4,000 jobs are created for every million passengers using a European airport. The Leader of KCC has also been in discussion with the new Mayor of London about KIA's potential as a further airport to serve the London and south east markets.

A new website for the airport was launched in May and contains an on-line survey to gather information for the development of further business and tourist routes.

After working with KCC, the airport is currently considering plans to operate a dedicated equine facility within its existing Border Inspection Post to facilitate the movement of horses for sale or competition in and out of the country. The prospect of equine transport being catered for at KIA provides opportunities for the equine industry in Kent and opportunities associated with the 2012 Olympics and the Detling Downs Project.

London Array/Off-shore wind farms

Planning permission for the sub-station at Graveney for the off shore windfarm in the Thames Estuary has been granted. The sub-station is an essential element of infrastructure needed for the project. All other consents are in place.

LiK liased directly with wind farm suppliers Siemens and Vestas (and others), following Shell's decision to withdraw from the project. The objective is to help identify the future role and opportunity for Kent following the government's recent announcement to increase the amount of energy generated through this sustainable power source.

German power firm E.On and Danish utility Dong have since bought Shell's stake in the London Array wind farm. E.On and Dong were originally Shell's partners in the 341 turbine project and each will now

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own half of it. The project strategy group, comprising KCC, Thanet DC, SEEDA and LiK continues to meet and has undertaken a review of the future direction of the project. In the meantime, discussions are underway with the operators of the existing Kentish Flats wind farm and the Thanet wind farm which is about to commence construction about their needs especially from an operations and maintenance perspective including how best to develop the local skills base to meet future demand.

Ashford

The establishment of a Special Purpose Vehicle (SPV) to lead the delivery of the growth agenda in Ashford has been progressed. All legal documents for the company, limited by guarantee, are completed and revised partnerships arrangements for Ashford's Future Delivery Board have been prepared. KCC Cabinet and Ashford Borough Council have agreed the proposals subject to further detailed assessment. The company will be fully operational by September 2008.

The SPV will be able to acquire land, develop assets and deliver infrastructure. The board will have representation from public and private sectors. The Managing Director is Judith Armitt. The draft business plan includes a programme management function on behalf of the wider partnership and the lead on the delivery of a number of projects including town centre regeneration. The key workstreams are development, economic development and transport.

Developments have also taken place in Ashford as part of the growth agenda. The first phase of Ashford Ring Road restructuring was completed in 2007/08 and a two-way flow is in operation.

KCC has helped prepare a Smartlink bid for submission in 2008/09 to significantly improve public transport in Ashford. A Community Infrastructure Bid has been prepared to support work at Victoria Way to open up land for investment and access to car parking supporting Elwick Road that will make the area more attractive to investment. Design options are due in October 2008.

Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout and a bid for additional Regional Infrastructure funding is with SEEDA.

With the approval of Ashford's Core Strategy work is starting on the development of Area Action Plans for Chilmington Green. Discussions are also taking place with landowners in a number of regeneration projects such as Green and Blue Grid, the strategy for which has now been completed to inform the Local Development Plan as a framework for green infrastructure development in Ashford.

In terms of environmental improvements work is ongoing to develop proposals for waste recycling and water transfer stations, water quality issues and flood risk strategy, the latter being led by the Environment Agency.

KCC is leading on the Gateway Plus project to develop a joint new library, adult education and registrar building. The aim is to complete the work by December 2009.

Kent Thameside

Agreement has been reached with Government and local partners on a package of eleven schemes totaling £185m of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A new *Fastrack* route A (by The Bridge) has been opened. The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008.

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The Thames Gateway Kent Partnership has received a report analysing current sector activity within the area and identifying key sectors with potential for future growth. The board is developing and agreeing a strategy to take the report's findings forward.

Dover

KCC has developed a proposal for consideration by the Dover Collegiate (Planning Forum for Dover District). The aim is to involve local schools offering construction vocational diplomas to provide students with construction experience at the Aylesham housing development.

Swale

At Queenborough and Rushenden ideas are emerging from the partnerships to improve skills and training opportunities building on the current good work at the local Gateway Centre including the potential to set up an apprentice training programme linked to the existing Further Education Centre at Sheerness.

SUSCON Centre

KCC input to the development of the outline delivery plan for the SUSCON sustainable construction skills centre. A £1.5m bid is being submitted to the Higher Education Funding Council for England for curriculum development. £3.5m of capital funding has been secured with decisions on revenue funding pending. Following discussions with the landowner, the original site for the centre at Springhead is no longer viable but a new site options analysis has identified a second possible site at The Bridge, Dartford. The programme plan for the capital project is currently being reworked in conjunction with partners. Work is ongoing to finalise revenue funding of £1.5m to run the centre.

Additionally, we have worked with Business Link Kent to pursue two INTERREG bids amounting to £13m to support the development and "getting to market" of environmentally friendly products and technologies. We are also mapping the top 300 companies in North Europe providing environmentally sustainable products, to showcase and promote their products to the supply chain. An example is Carbonate, a Kent-based company that provides carbon neutral building materials to the construction industry.

Kent Foundation

We have supported the Kent Foundation in producing a report examining the attitudes of young people towards enterprise, self-employment and starting businesses. Kent Foundation is a KCC charity, part-funded by KCC.

Kent Business Awards

KCC was among the sponsors of the Kent Business Awards, directly sponsoring two awards for the social care and creative industries.

Work planned between now and 2010:

Across the county

- With the Kent Foundation, KCC will be involved in delivery of enterprise training programmes targeted at young people. Also, subject to funding, work will continue with disadvantaged communities to improve skills levels to enable greater opportunities for employment. We will also work with Kent universities to develop a response to graduate retention (links also to Towards 2010

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target 6). This will include collaborative working on utilising the universities global alumni network to highlight Kent as a place for investment making it more attractive to graduates.

- We will continue to identify opportunities for workspace provision for small and start-up companies including at flagship developments at Manston Park/EuroKent, Folkestone Performing Arts and Business Centre, Kent Science Park at Sittingbourne and potentially at Queenborough.
- In partnership with Kent Economic Board, KCC will assist development of an Innovation Strategy with a focus on Kent's businesses. Other initiatives to help businesses include help to achieve "fit for tender" status so that Kent businesses are able to win contracts arising from the 2012 Olympics. We will continue to support and promote Kent Business success including Kent Innovation Challenge, Kent Business Awards and Kent Ambassadors Programme.
- We will also be taking forward the objectives in KCC's Regeneration Strategy.

East Kent and Thanet

- Working with Dover District Council, KCC has assisted development of proposals for a construction training facility related to housing development at Aylesham, which will provide regeneration and job opportunities for the former coalfield community.
- We are working with partners to secure investment in Ramsgate to support the off shore wind farm developments to develop a base from which to attract complimentary business activities and supporting long-term sustainable jobs linked to the essential operations and maintenance functions for the existing and planned off-shore windfarms in the Thames Estuary.
- With Thanet District Council, we will finalise incorporation of a Joint Venture for the Manston Park/EuroKent development and commence operations. This will involve working with a preferred developer to assist build-out of sites including strategic land disposals, obtaining planning permission, infrastructure assessment and joint working with other site operators to enhance future development programmes aimed as facilitating job opportunities. The EuroKent spine road, a key element for unlocking the site's potential, is currently underway and expected to complete in November 2008.

Ashford

- We are supporting Ashford's Future Partnership in establishing a Special Purpose Vehicle and to projects which will bring forward infrastructure and town centre regeneration and employment opportunities including Eureka Business Park, Conningbrook and Chilmington Green.

Kent Thameside

- KCC will be submitting a business case and green book appraisal for funding to Department for Communities and Local Government and Department for Transport to deliver improvements for:
 - A package of strategic transport infrastructure improvements (Homes and Roads) in Kent Thameside. This will deliver a total of £74m of Government funding towards the eleven identified schemes in the Kent Thameside Transport Strategy.
 - Improvements to Dartford and Northfleet railway stations; potentially £5m for each scheme. Subject to the success of the bid work will commence in the next 12 months. The redevelopment will contribute to the vision for the wider town centre as expressed through the forthcoming masterplan process.

Swale

- In the Swale area, KCC will also be leading design work to enable work on the Sittingbourne Northern Relief Road and the Sittingbourne Southern Relief Road to proceed.

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- Working with partners, we are developing a training plan for Sittingbourne to improve training provision and access to training opportunities.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Number of jobs created/ safeguarded in Kent (cumulative since 2005/06)*	5,729	9,068	12,226**	15,716**
Number of new companies investing in Kent (cumulative since 2005/06)	111	177	238	302

* Excluding Medway

** Actual Locate in Kent, Kent and Medway targets minus 17.5% for Medway (the average over the period 2005-06 to 2007-08)

Monitoring completed by: Caroline Lwin, Theresa Bruton, Mike Bodkin

Date: 10 July 2008 (Updated in August and September 2008)

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Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officers: Theresa Bruton/Mike Bodkin

Status: On course

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

Dover: Network Rail, Dover District Council, Dover Pride, London & Southeastern Railway Ltd (LSER), East Kent Partnership and SEEDA.

Margate: Margate Renewal Partnership, Thanet District Council, GOSE (European Regional Development Fund (Objective 2), Turner Contemporary Trust

Folkestone: Shepway District Council, English Partnership, SEEDA, and The Creative Foundation.

Progress to date on delivering this Towards 2010 target:

The particular focus of this Towards 2010 target is Dover, Margate and Folkestone and the developments are set out below. Work in other areas of the county is also outlined in this report.

Dover

KCC provides chairmanship of Dover Pride partnership that oversees and promotes regeneration in Dover town centre. The partnership has an agreed long-term strategy and action plan to deliver its vision to regenerate Dover.

In collaboration with the Lead Artist and Jacobs, we are developing the detailed designs for the Dover Priory Station Approach project. The work is aligned to the introduction of CTRL services in 2009. Latest forecasts from Southeastern show a 100% increase in the number of rail passengers from 400,000 per annum to 800,000 at Dover Priory station. Most of the £2.8m capital funding has been secured from a range of partners/sources. There is currently a shortfall in funding of £400k from Network Rail's original contribution of £1.6m which needs to be plugged before we can proceed with the tender and award the contract to deliver on all the original objectives including uplifting the area (in a deprived ward within Dover) and improving connectivity to the Town Centre.

KCC is also a leading partner in the development of the Dover Sea Sports Centre, contributing £250,000 from its regeneration fund towards the £2.5m project, which started construction in July 2007 and should be completed by September 2008.

Scoping work is also underway for the development of an integrated passenger transit system where KCC is a lead partner. The development is aimed at linking together the town centre, port and heritage assets.

The expansion of the Western Docks, Terminal 2, scheduled to take place between 2010 and 2013 will provide local job opportunities in construction, maritime and cruise sectors. KCC will be involved as a statutory consultee in shaping the development. We are also involved in a project-working group to deliver related waterfront regeneration at the adjacent Grenville Dock. The project is intended to deliver a mix of commercial, retail and residential development to complement the port expansion.

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KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks. Schemes which are supported include the de-dualling of A2 Lydden to Dover, A2/M2/A229 Brenley Corner and an additional crossing of the Thames downstream from Dartford (Lower Thames Crossing - see Towards 2010 target 36).

KCC is supporting Dover District Council's bid to Government for Growth Point Status mainly focused on Whitfield and is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield. The initial phase is the design of route options to provide a relief route to Whitfield. This work is due for completion in autumn 2008.

£3.9m has been secured from partners for regeneration projects in Dover and KCC has led on preparation and submission of a £4m match funding bid to the CABE Sea Change Programme. If successful, work will be commissioned on a feasibility study for a cable car system that connects both Dover's main tourist attractions (castle and other fortifications, White Cliffs, waterfront and town offer) and areas of proposed major housing growth (Connaught and Whitfield), public realm projects on the waterfront, Bleriot's monument sites, and an outreach programme and four projects within Dover Castle.

Through its representation on the board of South Kent College, KCC is working with the College to review its current performance and delivery across its three sites in order to raise the profile of the skills agenda in the area.

Margate

In order to improve connectivity between the Old Town and the seafront and to make this key regeneration area more pedestrian friendly, the scheme for the de-dualling of Fort Hill has been finalised and approved. Ringway commenced the work in April 2008, which will take approximately five months to complete. Land will be released at the bottom of the hill for an improved public realm and at the top to ensure proper linkages with developments on the Rendezvous site.

A bid entitled "Opening up the Eastern Seafront" was successful in securing £850k from ERDF (European Regional Development Fund) Objective 2 in December 2007 to match KCC's spend in the area. This bid packaged development and public realm work in the vicinity of the Rendezvous site and is due to be completed during 2008. It will pave the way for the eventual development of the Rendezvous site.

The downturn in the construction industry has led to Gleasons Developments pulling out of the mixed-use development on the eastern end of the Rendezvous site. This is a strategic regeneration site adjacent to the Old Town on the seafront and next to the Turner Contemporary site. The partnership is now looking for a new development partner and alternative ways to take the project forward. The de-dualling of Fort Hill will mean that the preparatory work will continue, as is work on transport movement studies and Public Realm Strategy so that we are ready when the market becomes more viable again. Construction of the Turner Contemporary is scheduled to start in October 2008.

We are still expecting to receive a planning application for the Dreamland site and potentially another for the Arlington Site.

Facilities and lighting on the Harbour Arm are being improved and its animation in the summer became the responsibility of a private sector company, Pineapple.

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Folkestone

The programme is focused on the eastern side of Folkestone Town Centre where recorded deprivation is high. The University Centre and new Adult Education Centre have just been opened, and a Performing Arts and Business Centre is under construction. Public realm improvements are planned to support these.

A new concept design for Tontine Street has been completed and funding for capital works is being sought from a number of non-KCC sources including a £1m bid to CABE Sea Change Programme which was submitted in July. A final decision is expected in October.

Kent Wide: Empty Homes

The majority of investment to date made through the scheme has been targeted at urban areas in east Kent, particularly Dover, Margate and Ramsgate. From the interest being received, this is likely to remain the case, though the roll-out of the project will see investment across the whole of Kent. There is also continued liaison between the project leader and other regeneration project leaders to identify potential properties for inclusion in the scheme. For a fuller report on this initiative see Towards target 39.

Swale

KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough. At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Sheerness is now being pursued as a priority by Swale Local Strategic Partnership. This has long been an objective for KCC and a joint Member/Officer visit is being arranged to the Port Authorities on potential expansion plans and to identify possible community, tourism and heritage benefits that can be derived.

Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building. Phase 1 works are commencing including the completion of ground floor refurbishment to incorporate the community café/bar and commercial kitchen. Essential health and safety work to the portico will also improve the "street appeal" of the building. Securing the principal revenue generating activity (the bar) within phase one will increase the sustainability of the project in the longer term, generate additional footfall, provide cost savings to the original plans and provide improvements to the wider public realm. A bid for Heritage Lottery Funding is being submitted in September 2008, with confirmation expected in December 2008. These funds will be the funding package for the phase 2 works - the upstairs rooms and function rooms.

Work planned between now and 2010:

Dover

- KCC will award a contract for the Dover Priory Station Approach. On-site construction is estimated to take approximately 9 months.
- KCC's Children, Families and Education Directorate are leading the work on a Marine Skills Centre and will undertake a feasibility investigation.
- With partners, we are working to improve the schools offer through the Building Schools for the Future Programme (Dover is in the first wave) and through the introduction of vocational diplomas.

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- KCC will be providing input to the masterplanning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes; public realm projects in York Street and the town centre; and environmental improvements to the Port area at Whitfield through to Channel View Road.
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover District Council are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

Margate

- Working with partners, we will progress work at the Eastern Seafront to create a pedestrian friendly area connected to the Old Town. This will provide an improved public realm and complement/assist the development at the Rendezvous site through the release of land from the de-dualling of Fort Hill and better connections to the Turner Contemporary site.
- Specific projects include completion of the de-dualling of Fort Hill, creation of a chalk garden, public realm work at Harbour View and preparatory work on the Rendezvous Site. We are already finding alternative approaches and development partners to deliver the development of the Rendezvous site.

Folkestone

- Supported by our partners, KCC is seeking a funding package for Tontine Street that will enable completion of detailed design work for stage 1 works totaling £1.5m. The scheme will support Shepway District Council's vision to create a cultural quarter in the town by reducing unnecessary road space, enhancing footway and parking areas and improving traffic circulation around the town.

Ashford

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site.

North Kent

- KCC will input to the masterplanning and projects work in Sittingbourne, Queenborough and Rushenden, Sheerness, Swanscombe, Dartford, Gravesend, Lower Ebbsfleet Valley and Northfleet Embankment alongside local districts, local regeneration partners and private sector developers ensuring that plans contribute to the wider vision for each area in terms of retail, leisure and housing development. We will seek Section 106 developer contributions from housing developments to secure high-quality community services provision. (See target 40 for more details).
- In Gravesend, we are ensuring that the Gravesend Old Town Hall projects will contribute to the wider vision for the town centre.

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: Caroline Lwin, Theresa Bruton, Mike Bodkin

Date: 10 July 2008

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Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Stuart Gibbons (now left and new lead officer being nominated)

Status: On course

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

We are working with a plethora of rural stakeholders to take forward this target. Key partners include:

Action with Communities in Rural Kent
 Business Link Kent
 Church in Society
 Country and Land Business Association
 District Councils
 GOSE
 Kent Association of Local Councils
 Kent Downs Area of Outstanding Natural Beauty
 Kent Federation of Small Businesses
 Kent NFU
 Kent Wildlife Trust
 Produced in Kent
 SEEDA
 Emerging Local Action Groups of new LEADER bids
 Partnerships for the Mid Kent LEADER + and Kent Rural Towns Programme

Progress to date on delivering this Towards 2010 target:

We have worked with partners to develop the Kent Rural Delivery Framework, which sets out the 15 key actions necessary to ensure Kent’s rural economy, communities and environment continue to thrive. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent’s economy.

To help mitigate the impact of recent post office closures in Kent, we launched a targeted business advice scheme for co-located retailers. This has been set up in partnership with Business Link Kent and Action with Communities in Rural Kent with the aim of helping affected retailers to adapt and diversify their businesses. In addition, KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. Best practice models from other parts of the UK have been researched to inform potential workstreams in Kent.

KCC has also worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through.

Through Produced in Kent we have run a number of training sessions for local food producers to build marketing expertise and provide businesses with further skills around e-commerce and accessing public sector contracts. Through “Meet-the-Buyer” events with supermarkets and networking opportunities for

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local producers we are continuing to create new opportunities for producers to develop their businesses and markets.

Given the growing importance of the local food agenda, KCC has set up a joint venture with Hadlow College to take the Produced in Kent initiative to a new level. The new collaboration will provide new training, business support and market development opportunities for Kent's food and drink producers and actively lobby the public and private sectors to stimulate the market for Kentish products.

KCC has worked with a range of partners to develop three detailed funding bids for the European Union's new LEADER programme and secure two new programmes. The Kent Downs and Marshes and West Kent LEADER programmes will bring in over £4million of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years.

In addition to developing the bids for future rural funding, we have also worked with a range of partners to deliver existing rural grant schemes. LEADER +, Kent Rural Towns Programme and Rural Revival have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects.

Through partnership working, KCC secured £350,000 of additional funding for rural communities under a new regional Rural Access to Services Programme. The scheme, which becomes live in the autumn, will provide new opportunities for rural communities wishing to set up community shop enterprises. The programme will also look at innovative and entrepreneurial ways of supporting rural community transport initiatives across the county.

Work is underway to find markets for the products of the coppice industry. The Kent Downs AONB has been active in supporting the development of a wood fuel industry in Kent and has supported small scale projects which utilise wood fuel through wood chip boilers. KCC has been considering the use of wood fuels from local coppice woodland in primary schools.

Work planned between now and 2010:

- To strengthen Kent's rural economy by:
 - Undertaking further research to quantify the health, contribution and potential of Kent's rural economy.
 - Applying the findings of the research to ensure that key business support schemes and new policy developments meet the needs of rural businesses.
 - Working with partners to ensure that Kent's land-based sector has access to the new funding opportunities created through the new Rural Development Programme for England (2008-2013).
- Further develop the Produced in Kent initiative to:
 - Create more networking opportunities for local producers to grow their business through meeting food service companies, hospitality and retail multiples.
 - Improve supply chains and distribution mechanisms for small producers to further grow the market for Kentish produce.
 - Continue to build upon successful initiatives e.g. the Taste of Kent awards, the Kent Food and Drink festival and the food trail walks leaflet series to further promote Kent's local producers.
- Conduct further research into the impact of the recent post office closures and work with a range of partners to support rural communities affected by recent post office closures who want to develop entrepreneurial, community-led solutions such as community shop schemes (based on the Oxfordshire best practice model).

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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 Gibbons

Date: 10 July 2008

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Target 5: Ensure KCC uses its significant purchasing power to allow fair and open competition		
Lead Cabinet Member: Paul Carter	Lead Managing Director: Lynda McMullan	Lead Officer: Nick Vickers

Status: On course

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

Working across the whole of KCC and thus engaging with our supplier base.

Progress to date on delivering this Towards 2010 target:

KCC spends £860m per annum on goods and services with 90% of this spend in seven categories: Adult Social Care, Property, Highways, Waste, Information Technology, Buses and Taxis.

Each of these categories has been subject to an external review to look at the effectiveness of the overall approach taken to procurement and this has identified lots of examples of best practice and highly effective procurement. Given how much our service provision depends upon procurement this is a very positive affirmation of the quality of the procurement work in the council.

These procurement reviews also reinforce that our service provision depends upon our relationship with external suppliers and that our model of service delivery exemplified in Adult Social Care and Highways is based upon delivery of services by the private sector. Overall, we work with over 10,000 suppliers. Our analysis of spend shows that 67% of spend is with local Kent based companies and that 65% of total expenditure is with Small Medium Sized Enterprises (SME's).

A key to achieving this Towards 2010 target is to get better engagement with SME's. There are two major projects underway in the council to achieve this:

- Making Micros Matter – Micro companies are those employing fewer than 10 employees. A project with the Federation of Small Businesses is approaching completion looking at how micros can more effectively work together to compete for public contracts and the broader issue of how our procurement practices can be more SME-friendly.
- Small Community Services – Kent is one of two pilot areas in the country to identify the needs of existing and emerging micro-providers of care. The pilot is being managed within Kent Adult Social Services.

Work planned between now and 2010:

The main areas where we have identified more work to do are as follows:

- SME supplier workshops – we are looking to run a number of workshops, with support from the Federation of Small Businesses, so that potential suppliers can better understand our business needs and procurement processes.
- Promoting good procurement practice within KCC – our procurement practices can be seen as being bureaucratic. We will be improving the understanding of the publication 'Spending the Council's Money' through a large-scale training programme.
- Reviewing tender documentation – looking to both simplify and standardise it to help suppliers in their responses to tenders.

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- Category specific procurement – this will focus on tendering 20% of the highways contracts outside of the Alliance contracts and the re-let of a range of property-related framework contracts.
- Implementing a county wide eTendering facility – building upon the supplier portal to allow for fully electronic tendering.

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: Nick Vickers

Date: 23 July 2008

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Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/Mark Dance	Lead Managing Directors: E&R MD post currently vacant/Graham Badman	Lead Officers: Sue Dunn/Jim McKenzie

Status: On course

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

Kent Higher Education and Further Education (HE/FE) sector
Higher Education Funding Council
Department for Innovation and Skills

Progress to date on delivering this Towards 2010 target:

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy, which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meet the needs of Kent business to enable innovation and growth. To achieve success, however, requires a broad ranging approach which deals with providing learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace, developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent.

In effect, there is a journey of ambition which consists of three core strands:

- Schools and colleges developing the aspirations and positive attitudes of young people and providing appropriate work-oriented learning and skills, leading through to graduate level qualifications either through Kent universities or elsewhere.
- Capturing and retaining these graduate skills through a dynamic Kent economy where the graduate skills on offer meet business needs, and the business sector values what graduates can bring to business growth.
- Development of a supportive, creative and attractive environment in Kent where graduates want to live and work and can realise their professional and personal ambitions.

KCC and its partners are delivering these strands through a variety of interventions:

Schools Agenda

Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important in developing young people who understand business and the high level skills that are required to support innovation and growth. In this context KCC has been instrumental in the development of the following:

- The Marlowe Innovation Centre, adjacent to the new Marlowe Academy, which is providing light industrial workshop and office accommodation for small and micro-business starting up. Specialists in innovation will manage the centre, with the engagement of leading universities and successful companies to provide expert advice such as marketing and finance.
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda.

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- New innovative Vocational and Technical training programmes are being developed by the KCC 14 to 24 Innovation Unit in a wide range of occupational sectors which will provide alternative progression into Higher Education. These are being developed by Kent and Greenwich Universities and include Advanced apprenticeships.
- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and Higher Learning

The HE sector, of course, has a vital role to play in the provision and retention of graduates in Kent and KCC has pursued a number of issues with the sector:

- Meetings have taken place with Kent Universities to discuss graduate retention within the county. The universities are already responding to the issues, e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention.
- The Film Office continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of the creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs.
- The KCC 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice.
- Negotiations have taken place with Portsmouth universities to provide Foundation Degrees in Local Government for September 2009 with a target group of 20 within KCC. This would provide a progression route for people in working in KCC to reach graduate level qualifications.

Creating Dynamic Environments for Graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation. A key regeneration programme upgrading the urban fabric and providing workspace for the creative sector.
- KCC is leading on the development of the Turner Contemporary, which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels.
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider East Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This following the successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet District Council incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

Creating Graduate Job Opportunities

The creative sector is one of the most highly educated with 49% of the workforce currently in the creative sector educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million employees at

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graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Performing Arts and Business Centre (PABC) at Folkestone is providing workspace units adjacent to the new University College. The college and the PABC are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and the PABC is well placed therefore to provide them with business accommodation and start-up business support.
- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector.
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. University College for the Creative Arts (UCCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC.
- We also continue to work with Locate in Kent (for more details see Targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs.
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2009 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in Maritime trades are major partners in this project.
- National Skills Academies in the construction and nuclear sectors where KCC will become partners in two academies. This will deliver a range of degree equivalent courses within the work place including Foundation Degrees.
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich which is one of Pfizer's four key global research and development sites and employs substantial numbers of graduates. This is an important part of Kent's knowledge economy. KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills.

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Work planned between now and 2010

- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2008 in the report for target 18
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered at the Suscon Centre in Kent.
- The Film Office is developing the concept of a ‘Kent Creative Academy’ in association with Kent HE/FE sector to develop a single ‘front door’ entry for potential students of the creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs.
- A project with Locate in Kent and University of Kent is to explore the potential of the university’s global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy.
- Investigate alternative progression routes into HE by developing an advanced apprenticeship programme e.g. an Open University for Apprentices.
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,672	3,730	3,877	4,000

Monitoring completed by: Jim McKenzie/Sue Dunn

Date: September 2008

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Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Fran Warrington

Status: On course

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

The stakeholder groups with whom Visit Kent works to achieve the target of 'premier tourist destination' include: Visit Britain; Enjoy England; Tourism South East; SEEDA, Locate in Kent; Attractions in Kent; Kent County Council, East Kent Partnership; Kent Tourism Alliance Investors (Public and Private sector), Tourism South East members (Districts, accommodation and attractions); Tour operators; Tourist Information Centres; Carriers; Media; Mid Kent College; Canterbury College; Thanet College; University of Kent; Canterbury Christ Church University; Medway Council; Business Link; UK Inbound; Other counties such as Lincolnshire, Essex, Norfolk, Suffolk; Tourism for All; Destination Performance UK; Tourism Management Institute; Interreg partners from Flanders and Nord Pas de Calais; Springboard; Chambers of Commerce; People First. This list is not exhaustive.

Progress to date on delivering this Towards 2010 target:

Kent Tourism Alliance and Kent Tourism launched as VisitKent at the 2020 Event in April 2007. The new name demonstrates a more co-ordinated approach and links to the national organisation, VisitBritain. It also aims to make it easier for the tourism industry to engage and get the business support they need.

Niche Marketing Campaigns

In addition to VisitKent's core marketing activity and London campaign we have worked with new partners and launched a range of niche campaigns to reach new audiences. This has included, "The Other Boleyn Girl" campaign, which in partnership with the Kent Film Office involved the development of a movie map to encourage filmgoers to visit the locations, featured and connected with the Hollywood Film. We have also worked with KCC Art Development Unit on a new cultural tourism initiative for the coast to support the Folkestone Triennial, Whitstable Biennial and Turner Contemporary. In conjunction with the European Golf Championships we launched the start of a golf campaign which aims to put Kent on the golf tourism map in the lead up to the Sandwich Open in 2011.

Pride in Kent

The aim of this programme is to recognise and raise standards of customer service to give visitors an unforgettable welcome and to remind all businesses and residents what fantastic assets the county has to offer. In 2008, the programme delivered free training courses with 75 participants, 10 Out and About familiarisation trips with 407 participants, four People Awards with 25 customer care winners, the first greeter programme in Thanet and Kent's Second Big Day Out.

London Campaign

Kent Tourism Alliance (KTA), with support from KCC, worked in partnership on a co-operative marketing campaign with Southeastern rail and other key investors during the summer of 2007 to encourage London residents to visit Kent by rail for day trips and short breaks, particularly during the railways off peak operating hours. Adverts were displayed across London in the following areas - Posters in central London;

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London buses zones 1 to 3; London underground stations; Victoria rail station. In addition leaflets were distributed throughout cafes, hotels and stations as well as posters on Southeastern and VisitKent websites.

Research demonstrated that:

- 41% of respondents recalled the campaign.
- Kent was the highest prompted county destination recalled.
- 35% of those who saw the advert said they would consider visiting Kent.

Building on the success of this campaign, KCC worked again in partnership on a co-operative marketing campaign with Southeastern rail, Enjoy England and other investors to encourage London residents to visit Kent by rail for day trips and short breaks, particularly during the railways off peak operating hours.

The first stage of the campaign was launched in February 2007 to raise the county's profile in the lead up to Easter holidays and the second stage was launched in July to capture the summer holiday market. The campaign has four themes - heritage, outdoors, events and shopping. Advertisements were displayed across London bus zones, underground stations and main rail stations.

Love Kent Live

In response to the increasing number of high-quality and international events and festivals hosted in the county at a range of unique and special locations, VisitKent launched a dedicated events campaign which included leaflet distribution in London and displaying Southeastern platform posters for example.

Kent's Big Day Out

The first Big Day Out took place on 30 March 2007 with the aim of encouraging Kent residents to discover the attractions on their doorstep. 25% of those visitors coming to Kent stay with friends and family so their enthusiasm and recommendation are vital. The first event involved 88 attractions, engaged 6,500 residents and achieved £250,000 worth of local PR and £65,000 in secondary spend. 83% of the participants rated the Big Day as excellent, 93% would recommend the attractions to family and friends and 94% said they were proud to live in Kent.

The second Big Day Out took place on 29 March 2008. 130 different leisure businesses took part offering over 16,000 tickets an increase of 6,000 compared to 2007. The website received 95,202 visits compared to last year's 27,955 visits. Ten media partners were signed up to support the event securing over £45,000 worth of PR coverage. Thanet, Canterbury and Mid Kent colleges incorporated the event into their curriculum with students working on attractions on the day. 85% of residents that took part in the day rated it as excellent, 93% would recommend the attraction to family and friends and 98% were proud to live in Kent.

First European Greeters Programme

The Thanet Greeters programme, launched in Spring 2007 as part of a partnership between Kent Tourism and Thanet District Council, was the first of its kind in Europe. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and attractions as well as providing specific information about visitors' personal interests such as architecture, local history, or children's entertainment. Kent Tourism will expand the Greeters programme across the county as part of its Pride initiative, which also includes familiarisation trips to the industry and people awards.

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Coastal Kent

In July 2007 Kent Tourism led the way in establishing a new Coastal Kent tourism initiative. The Coastal Kent Visitor Economy project has enabled the coastal districts to work together for the first time on joint research, development and marketing strategies to maximise on the regeneration investment in the area and ensure that key transformational projects like Turner Contemporary bring a real sustainable economic benefit to the area.

Work planned between now and 2010:

- Investment in the VisitKent website will continue with new developments including foreign language sites, other products bookable such as attractions and events and new microsites to generate traffic.
- More niche marketing campaigns will be introduced in 2009 including Food and Drink, Watersports and The Cinque Ports.
- The New Tourism Development Strategy, launched in spring 2008, will take an overview of the wide-ranging and transformational developments happening in Kent and will examine the role that tourism will play in the economic, environmental and social regeneration agenda. The strategy will capture current proposals and identify the type of products that Kent and Medway needs over the next 10 to 20 years in terms of new tourism, cultural, leisure and sports facilities to ensure the area remains a pre-eminent competitive tourism destination. It is currently undergoing consultation with partners.
- One of the key objectives for Visit Kent in 2008 is to secure European INTERREG match funding to develop key projects. We are already working with our French and Belgium partners on bids regarding Quality, Coast, Marketing and Research and plan to submit three bids.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£25,000	£305,503	£500,000	£1m
Number of jobs in the visitor economy in Kent. (Source Cambridge Model)	49,555*	49,870	50,669	50,185	50,500
Number of visits to <i>Visit Kent</i> website	975,000	1,150,000	977,473	1,325,000	1,500,000

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 10 July 2008

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Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: On course

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

Screen South, district and borough councils, Maidstone Studios, Medb Films, National Trust, English Heritage, Visit Kent, Courtyard Studios.

Progress to date on delivering this Towards 2010 target:

Using Kent as a location for filming brings real advantages both economically and in raising its profile as a tourist destination. The UK film industry is worth £4.3 billion to the UK economy each year and the Kent Film Office aims to get a larger proportion of this expenditure in Kent.

In its second year, the Kent Film Office has secured the following productions:

The Calling starring Brenda Blethyn; Half Broken Things, ITV Drama starring Penelope Wilton; Is there Anybody There, movie starring Michael Caine; Eon's Winds of Change advert; Waitrose's 'Local' campaign; Morrisson's Christmas campaigns (starring Lulu amongst others); single days on Spooks; Hancock and Joan, period drama for BBC 4; Great Garden Detectives with Chris Beardshaw; Titty Titty Bang Bang Series 3; Big Barn Farm, pre-school. The Writers' Strike in America had a negative impact on the industry as a whole in the UK.

The biggest success for the Kent Film Office however was pulling together "The Other Boleyn Girl" Campaign. Partners included Universal Pictures, Kent Tourism Alliance, National Trust, English Heritage, Penshurst Place, Hever Castle, Knole House, Screen South and Heart of Kent. March 2008 saw the Kent preview in Kino Cinema in Sevenoaks secured by the Film Office and Visit Kent. A website and movie map were developed (visittheotherboleyngirl.com). See also Towards 2010 target 7. This is a key step in the drive to put Kent first on the filming map and secure Kent's fair share of the "set-jetting" trend with 40% of people saying they are "very likely" to book a holiday or trip based on a location they have seen on a film or television programme.

Meridian, BBC, Radio Kent, Invicta FM, KMFM, Newsshopper, Kent on Sunday, Kent Messenger and Kent TV have all covered the Kent Film Office and/or "The Other Boleyn Girl" and they have all been very positive and supportive of the role of KCC.

The Kent Film and Television Strategy has been developed, pulling together all the aspirations and targets for the Kent Film Office including working with the independent sector, increasing training, skills and employment, maximising the benefits of the link with tourism and developing a Kent Development Fund in partnership with SEEDA, the EU and the private sector in order to put Kent on a level playing field. "The Calling" acted as a pilot for this fund, with an investment of £75k securing a total spend in east Kent of £500k and retaining the presence of a local production company, Medb Films in Ramsgate. This money funded various trainees and apprentices and local employment.

The national vocational qualification (NVQ) system in Kent cannot provide for the film industry whose working patterns are too unpredictable. As a result, we have developed alternative systems:

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- Medb Independent Film Focus funded six trainees (one now in employment after two years of not being able to secure employment). One has applied for camera assistant with Foundation based at Maidstone Studios, one has secured a university place, another three have been placed with visiting companies as runners and the feedback from the television companies has been very positive.
- KCC initiated talks around a Kent Film Academy, to show the full range of film and media education opportunities in the county. A booklet is being produced and visits to all colleges are taking place to find an effective way to place people in work experience/trainees and function as a link. The BBC, corporate production companies and Warner Bros have already participated in this.

Partnerships have been developed and/or strengthened with all those involved, including a successful seminar with all Kent district and borough councils.

Work planned between now and 2010:

- Continue to deliver the Kent Film and Television Strategy.
- Secure more high profile filming in the county.
- Develop more joint campaigns with Kent Tourism Alliance, following the success of “The Other Boleyn Girl” in order to maximise the follow-on benefits from filming.
- Pull together, in partnership, a Kent Development Fund in order to secure more filming in the county (we lost some high profile television productions from Kent owing to the fact Kent does not have a development fund).
- Continue to work with all partners to ensure Kent is a film friendly county.
- Finalise details for the Kent Film Academy.
- Secure more training and apprenticeships in the industry in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Direct spend into Kent via the Film Office * (cumulative since 2006/07)	£1.2m	£3.0m	£2.7m	£4.5m	£6.0m

*Data revised following an audit to narrow the data down to confirmed known direct expenditure. Figures for pre- and post-production to be added in the future. It is estimated that total economic benefits including knock-on benefits to the wider economy may be double the above quoted direct spend figures, although wider benefits are not precisely quantifiable.

Monitoring completed by: Tanya Oliver

Date: July 2008

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Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Peter Gilroy	Lead Officer: Pauline Smith

Status: On course

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

Jobcentre Plus, 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.

Progress to date on delivering this Towards 2010 target:

Over 100,000 people in Kent claim one of three major welfare benefits (see indicator table below) with some wards having over 40% of working age people on benefits and caught in the benefits trap. KCC's Supporting Independence Programme (SIP), with the strategic lead for welfare reform, continues to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

KCC's Supporting Independence Programme (SIP) has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 Incapacity Benefit claimants with very complex needs have been supported in this way over the last two years, either into work or to take significant steps back towards meaningful, progressive employment. Many of these individuals had been out of work for over five years.

We have worked with local, regional and national partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the top of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners.

We have also managed to bridge the gap between preventative work with young people and responsive work with adults ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

This target links with other Towards 2010 targets including target 18 - Apprenticeship scheme.

Preventative focus

The establishment of KCC's 14-24 Innovation Unit in September 2007 has created a focused and strategic team with a dedicated and determined vision to review, improve and manage KCC's commitment to ensure that we provide an education service that delivers a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and

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improvement are being established with all key partners. Towards 2010 targets 15-20 are integral to the outcomes and vision we have for all young people in the very important transitional stages from education into further education, skills training or employment.

Consultation and feedback from young people, partners and stakeholders is ongoing and is positively influencing, developing and shaping our vision, strategy, policy development and delivery of opportunities and exemplary provision of services to young people.

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally.

It is imperative that we continue to place a priority on the preventative strategies and approaches required to drastically reduce the number of young people not in education, employment or training (NEET) and develop a system that inspires and empowers young people into making positive decisions regarding their personal education and employment choices.

Responsive focus

Our responsive approaches are focused on individuals who are trapped in a cycle of dependency. We are committed to providing support, advice and tangible solutions to enable individuals to improve and maintain a new approach to increase their independence and life opportunities. A visit by the Shadow Minister for work and pensions in January 2008 provided a platform for the Supporting Independence Team to share KCC's vision and wide range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. Specific areas of progress include:

- Positive engagement with the Department for Work and Pensions (DWP), Local Government Association (LGA) and New Local Government Network (NLGN) to explore national policy on welfare reform as well as a range of freedoms and flexibilities that Kent requires to truly provide services that fulfill the needs of Kent residents.
- Ongoing delivery and involvement with Kent Agreement 1 (KA1) target 15 and PSA 2 target with long term Incapacity Benefit Claimants.
- Working with Kent Jobcentre Plus providers and stakeholders to bring about substantial results through the Pathways to Work programme.
- Work in partnership with NLGN in the publication of a pamphlet entitled 'The Local Journey To Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy managed by SIP across Kent.
- High level discussions and engagement with government departments 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, local freedoms and flexibilities.
- Work with the Kent Public Service Board (incorporating the major public sector agencies in the county) and the Kent Partnership (incorporating a range of public, private and voluntary organisations) to look at new ways in which all sectors can explore and develop opportunities for improving and increasing employment opportunities for the unemployed and those from vulnerable or marginalised groups or communities. An action plan is currently being developed.

Work planned between now and 2010:

SIP has established a well publicised and nationally recognised strategic advocacy role in ensuring that Kent residents, partners and stakeholders are positively included and represented in the implementation and

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roll-out of any national policy or operational delivery on welfare reform education and skills. Key priorities of planned work include:

- Co-ordinate and contribute to the publications of a number of high level Kent strategic documents focusing on our exciting and innovative vision for employment, education and skills for the 21st century.
- Continue to manage and review the impact of national welfare reform changes on Kent and our residents.
- Facilitate a number of consultation events to explore the views of benefit claimants and include the feedback into the corporate response to the Department of Work and Pensions (DWP).
- 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.
- Work closely with Jobcentre Plus (JCP) to make sure our services are delivered in the best way to maximize the benefit for the people of Kent.
- 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 to bring together 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.
- Plan and develop the outcomes for Kent Agreement 2 (KA2) which will support and enhance activities related to this target of reducing welfare benefit spend.
- Support and contribute to early exploration and opportunities related to regional partnerships and Multi Area Agreements (MAA).
- Act as a co-lead partner on Working Neighbourhoods Fund (a central government initiative) management in Thanet. This is preventative work with young people and responsive work with benefit claimants in Thanet's more disadvantaged wards with Thanet District Council, Jobcentre Plus, Connexions Kent and other local agencies.
- Continue the excellent partnership with Swale Borough Council, in introducing an innovative employment engagement project for Swale, and KCC Communities Directorate, in their inspirational and unique project development in Folkestone.
- Further engage and influence Pathways to Work and Local Employment Partnerships through relationships with JCP, Royal British Legion Industries and other Pathways providers.
- Engage with local strategic partners (LSPs) on the Local Employment and Skills Board.
- Continue to lead on the devolution agenda with central government and the LGA.
- Support the delivery of innovative programmes such as Slivers-of-Time to give individuals a stepping stone to returning to permanent, sustainable jobs.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2010 Target
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support and Job Seekers Allowance)	£6.21m	£5.91m	To reduce
Number of claimants of key working age benefits (Incapacity Benefit, lone parents on Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,860	To reduce

NB Aug 2008 figures available in 2009

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Monitoring completed by: Pauline Smith/Nick Moon

Date: July 2008 (updated October)

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Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school		
Lead Cabinet Members: Mark Dance/Leyland Ridings	Lead Managing Director: Graham Badman	Lead Officer: Carol Parsons

Status: On course

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

Educational Psychology Service
Libraries Service
Adult and Family Learning Service
71 Schools and 177 settings in the Surestart areas of Swale, Gravesham and Dover
15 schools and 35 settings in the areas of Dover and Maidstone.

Progress to date on delivering this Towards 2010 target:

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. In the last four years, Kent has doubled the number of maintained nurseries linked to primary schools to 70, created over 12,000 new childcare places and established 20 children's centres with a further 52 planned in areas of deprivation, aimed at reaching over 42,000 children under five. The Kent Local Area Agreement target, focused on increasing the percentage of children accessing early years education, was reached a year early (the figures being 89.6% of three year olds and 95% of four year olds). Kent has continued to focus on improving the take-up of places and has done this by listening to those groups where take-up is low and then feeding this information back into settings. A successful approach has been to develop relationships with minority communities using outreach workers in Children's Centres.

KCC has a key role to play in supporting young children to be nurtured and to develop effectively both educationally and emotionally. KCC approved its Strategy for Early Education and Childcare (0 to 5 years) in September and its development puts in place a framework for the authority to achieve this. This strategy has been subject to widespread consultation, including all party Members and the full range of early years providers.

Kent continues to work with internationally renowned experts to develop new ways to improve the quality, well being and engagement of young children and has extended the 'Leuven Project' to 71 primary schools in the Swale, Dover and Gravesham. The extension of the project, to include local schools as well as pre-schools/nurseries, is enabling the authority to strengthen the links between schools and settings through joint training, network meetings and shared resources. This training is enabling schools to use the Leuven approach, already successful in the settings and will provide improved continuity for children.

Twenty-three early years advisory teachers and 25 special educational needs co-ordinators (SENCOs) in pre-school settings, have been appointed to work within their clusters to provide links between pre-schools/nurseries and schools. These teams are supported by a team of 75 designated leading early years practitioners from a range of pre-schools and nurseries. These colleagues are employed by schools and pre-schools/nurseries. They are quality assured by the Early Years (EY) team and receive training to provide limited additional capacity at 'cluster' level to deliver specific and targeted support to pre-schools/nurseries where there is a clear need to improve quality.

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Inspection outcomes for the periods June 2006 and June 2007 illustrate the gradual improvement in settings, with a 6% increase judged good or better and a reduction from 12% to 6% in the number judged 'inadequate'. This improvement continues with only 2% of inspections during the period July 2007 to December 2007 being graded inadequate.

Progress was also evident through the improvement in Foundation Stage Profile data in 2007. There are thirteen aspects of learning that are assessed at the end of the reception year and all demonstrated improvement in 2007. 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.

The percentage of settings with working links to schools is on track to reach the target of 15% (109) this year. Key work that strengthens the links between schools and settings is the Kent Record of Transfer document, which is shared and discussed when children move from setting to school. This record is completed for all children, including those with specific needs and includes parent's contributions.

A further project focusing on, including observations of, children younger than three will build on the current Kent Record of Transfer and has involved pre-schools/ nurseries and schools in the Shepway and Tonbridge and Malling clusters.

The Communication, Language and Literacy Development project has been expanded in the Dover and Maidstone areas to include the 35 main feeder settings that link to the 15 schools in the project. Joint training on developing children's early phonological skills has strengthened links between the schools and settings.

Work is underway to develop new ways of working to share good practice and expertise in partnerships with private, voluntary and independent pre-school providers to improve the quality of early years provision through Local Learning Network newsletters. Settings and schools in the clusters of Thanet, Dover, Tunbridge Wells, Malling, Shepway 2, Tonbridge, Deal and Sandwich have undertaken a project entitled 'Seeing is Believing' which focuses on having a shared understanding of observing children and linking this to assessment and children's individual progress.

Work has also been undertaken on developing a single comprehensive data set for every pre-school nursery which incorporates OfSTED outcomes, a local authority alert system, records of visits and outcomes of the Early Childhood Environmental Rating Scale (ECERS) quality audit. Settings have been given feedback on the ECERS audit and supported in developing a focused action plan that utilises key issues from OfSTED, the ECERS audit and priorities already identified by settings.

Development of the Kent Quality Mark (KQM), currently being piloted in maintained nursery classes and settings, builds and incorporates key documents and programmes in use in Kent. KQM utilises the tools of ECERS and the Leuven Scales of Involvement and links these to the 'Every Child Matters outcomes' and the statutory Early Years Foundation Stage requirements (due for implementation from September 2008). This process will support settings in becoming more confident in their self-evaluation and to focus their development on effective improvement.

Work planned between now and 2010:

Evaluating and disseminating work from the cluster projects and Kent projects including:

- Further improving take up of free early education by vulnerable and minority groups by raising awareness of settings and schools

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- Increasing multi-agency engagement between settings and schools to help secure rapid and sustained improvement and narrow the variation between clusters
- Beginning to set cluster-specific targets for improving quality in pre-schools and nurseries
- Further reducing the number of 'inadequate' Ofsted settings
- Continuing to expand the Leuven project and support practitioners in pre-schools/nurseries and schools to implement the Early Years Foundation Stage for implementation in 2008/09
- Undertaking a study visit with practitioners in schools and settings to Leuven to strengthen the expansion of the Leuven project into area working.
- Expanding the Communication, Language and Literacy Development (CLLD) project with settings and schools linked in further areas where attainment is low.
- Expanding and building on the Early Years Forum cluster groups providing shared training and facilitating joint working.
- Further improving quality through the phased implementation of the setting improvement partner role.
- Building further capacity in clusters by developing a process to accredit practitioners in settings as SIPs.

Measurable Indicator (s)	2006 Actual	2007 Target	2007 Actual	2008 Target	2010 Target
Percentage of early years settings with working links to schools	5%	15%	17%	28%	30%

NB: There are 744 settings in total plus 20 Children's Centres

Monitoring completed by: Jennie Landsberg, Principal Adviser, Early Years and Childcare

Date: June 2008

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Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate		
Lead Cabinet Member: Leyland Ridings	Lead Managing Director: Graham Badman	Lead Officer: Carol Parsons

Status: On course

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

Kent schools and clusters

Progress to date on delivering this Towards 2010 target:

Key Stage 1- The provisional results for Kent in 2008 for 7 year old children improved in both reading and writing and the performance in mathematics compared to previous years was sustained. The rate of increase for both reading and writing was greater than the national and for mathematics it was the same as the national.

The implementation of the Communication, Language and Literacy Development pilot in ten schools has resulted in gains of 5% in reading in 2007 and this has now been extended to an additional 15 schools and settings serving deprived areas in Maidstone. During the year, the capacity of clusters to improve reading has been enhanced by training 23 reading recovery teachers as part of the 'Every Child a Reader programme' and a further 24 Reading Recovery teachers are currently being trained. This development is already improving reading progress for those struggling to develop basic skills. Ten schools are participating in a pilot programme, Every Child Counts, which is aimed to improve achievement in mathematics for 7 year old children.

Key Stage 2 - The provisional Level 4 performance in English by pupils aged 11 improved by two percentage points in 2008 and is within 1% of the 2008 target. The rate of increase was greater than the national. Mathematics improved by just over 1%, the same as the national rate.

The proportion of pupils achieving Level 4 in both English and mathematics in Key Stage 2 (NI 73) increased by 2%, a rate of improvement greater than the national.

Thirty schools received challenge visits during 2007/08 from principal advisers who met with headteachers and representatives of governing bodies to accelerate the rate of pupil progress and the majority of schools visited did secure improvements. Schools receiving intensive and substantial support from Advisory Service Kent participated in regular meetings to check progress and several completed monthly joint evaluation reports with their school improvement partner. The progress of schools is rigorously monitored to ensure the pace of improvement is sustained.

A multi-agency Primary Challenge Board was established in the spring to enable Advisory Service Kent to work more effectively with schools. The Board has raised several issues and recommended solutions to accelerate progress.

Nearly 450 schools participated in training programmes to implement the New National Framework for both literacy and mathematics. The Primary Excellence team and National Primary Strategy team provided additional training for teachers of children in Year 6 to further develop strategies to raise attainment.

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The School Improvement Partners have challenged schools to ensure that pupils make two levels of progress in each key stage and set targets which equate to progress made by the highest achieving schools nationally. Aggregated school targets for 11 year old children achieving both English and mathematics in 2009 exceed the projected national figures for the highest achieving schools nationally.

Analysis of the 2007 performance data informed the targeting of support to schools for the 2007/08 academic year. School improvement partners have commissioned bespoke packages of support for schools to further raise children's achievement. All schools receiving intensive and substantial packages of support were allocated school improvement partners who provide appropriate challenge and can enable schools to monitor progress.

A differentiated programme of support was implemented in target schools. 19 schools were engaged in the 'Raising Achievement in Your Schools' project. This project provides an enhanced package of adviser support and challenge to enable schools to secure rapid improvements in standards for schools that in 2006 had been below 65% in English and mathematics at Key Stage 2 for four years. Six schools exceeded the floor targets 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 show improved performance, particularly in mathematics.

Collaborative networks were established within each of the twenty-three clusters in January 2008 to increase the rate of progress children make between the ages of 7 and 11. A two-year project, involving 20 schools has also been introduced to raise children's achievement in science. In the first year 14 schools made improvements on previous performance.

Work planned up to 2010:

- Annual analysis of end of key stage performance data to inform the targeting of support for the 2008/09 and 2009/10 academic years.
- Challenging schools annually to ensure more pupils make two levels of progress in each key stage.
- Enable schools to set targets which equate to progress made by the highest achieving schools.
- Implement a programme to develop the role of school based lead teachers who can intervene when pupils are not making expected progress.
- Through universal training, provide access to all schools to the strategies developed in the pilot programmes for Communication, Language and Literacy Programme, Reading Recovery and Every Child Counts pilot programme.
- Implement the Primary National Strategy Inclusion Development Programme.
- Where appropriate, engage the involvement of Children's Social Services and Health personnel in the school improvement process to enable pupils to be more ready for learning.
- Engaging good and outstanding schools in school improvement strategies and working with clusters more closely to raise standards.
- Supporting schools to develop new curriculum models to provide personalised learning for all children
- Ensuring all schools track pupil progress consistently and provide pupils with information about the next steps they need to take.
- Further developing multi-agency engagement to secure the best progress possible for Gypsy/Roma by considering the oral culture and bilingual needs of Roma children.
- Disseminating the Primary National Strategy approaches for advanced learners of English as an additional language strand.
- Further develop the leading teacher programmes to increase capacity within localities.
- Continue to implement a differentiated programme of support in targeted schools from September 2008 as part of Kent's Improving Schools Programme (KISP) including:

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- Raising Attainment in your School
- Intensifying Support Programme
- Ensuring Success
- Leading for Impact (a Primary Excellence Project)

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2008 Target	2010 Target
Percentage of pupils achieving Level 2 and above in Key Stage 1:					
- Reading (national rate in brackets)	83% (84%)	82% (84%)	84% (84%)	84%	Improvement relative to national rate
- Writing (national rate in brackets)	78% (81%)	79% (80%)	80% (80%)	80%	
- Mathematics (national rate in brackets)	90% (90%)	90% (90%)	90% (90%)	90%	
Percentage of pupils achieving Level 4 and above in Key Stage 2 :					
- English (national rate in brackets)	77% (79%)	77% (80%)	79% (81%)*	80%	Improvement relative to national rate
- Maths (national rate in brackets)	72% (76%)	73% (77%)	74% (78%)*	82%	
Percentage of pupils achieving Level 4 or above for both English and Maths in Key Stage 2 tests (NI 73)	66% (70%)	67% (71%)	69% (72%)*	Not set	Improvement relative to national rate

* First release results from Department of Children Schools and Families (DCSF) is highly provisional following the poor assessment process during summer 2008. Several schools have not received marks and scripts for all pupils and many others seeking remarks and making appeals. The National Assessment Authority has confirmed that accurate statistics will not be available until November 2008.

Monitoring completed by: Don Garman

Date: 27 August 2008

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Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools		
Lead Cabinet Member: Leyland Ridings	Lead Managing Director: Graham Badman	Lead Officer: Joanna Wainwright

Status: On course

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

Anti-bullying strategy group, Schools, Clusters, YOS, Police, Connexions, Healthy Schools, social services, Fire Service, Alternative Curriculum, Youth Justice Board and Youth Service.

Progress to date on delivering this Towards 2010 target:

An anti-bullying co-ordinator is in post to support schools to develop effective anti-bullying policies and practices across the county and a cluster pilot is in place in two clusters (Swanley and Gravesham East).

Various developments have taken place:

- ‘Cragrats’ national theatre company has visited 35 schools across Kent and during anti-bullying week 2007, they visited 10 schools across Kent delivering hard-hitting high impact performances around the issue of bullying, followed by workshops. This was funded by Connexions in partnership with the anti-bullying co-ordinator who contacted targeted schools. Evaluation has shown positive outcomes.
- 6,400 pupils across the county have taken part in on-line bullying survey. Their views are helping to inform the Kent anti bullying strategy. See also Towards 2010 target 14.
- An anti-bullying project officer is in post to support Safe Cluster Delivery. This is an anti-bullying accreditation scheme, where all the schools in two pilot clusters (Dartford East and Swanley) had to meet minimum standards in several areas including School and Leadership, Curriculum, Policy, Support, Monitoring and Evaluation. Following a successful piloting, the scheme is being extended to Maidstone 1 and Dover in 2008/09 as well as a few individual schools from other local children's service partnerships (LCSPs). Several special schools have also expressed an interest in participating and the criteria are being adapted to meet their needs.
- A recruitment process has commenced for an anti-bullying case worker to work with parents where the relationship between school and parents has broken down. Although they are available to support parents and schools throughout the county, the case worker will initially focus on Maidstone and Swale LCSPs and will be in post by mid October.
- All clusters have been given support, advice and guidance to help the delivery of projects during anti-bullying week.

In terms of tackling disruptive behaviour and vandalism, the main approach of the anti-bullying co-ordinators is to embed low level intervention through schools in the diverse areas of the anti-bullying accreditation scheme. This is enhanced by effective partnership working with others including Healthy Schools, Connexions, Kent Youth County Council, Extended Schools, Eco Schools, as well as contact with other local authorities to utilise experience and develop best practice at a national level.

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Work planned between now and 2010:

- Roll-out of safe cluster accreditation to increased number of clusters across the county plus support offered to two schools in each Local Children's Service Partnership (LCSP).
- Continued online survey.
- Appointment of an anti-bullying case worker.
- Support in every school during anti-bullying week.

Measurable Indicator (s)	2007 Actual	2008 Target	2008 Actual	2010 Target
Percentage of pupils aged 11 to 16 who find other pupils being disruptive a barrier to learning	54%	52%	52%	49%
Percentage of pupils aged 11 to 16 who have been bullied in the last year	31%	30%	29%	27%
Percentage of pupils aged 7 to 11 who have been picked on or bullied at school	38%	36%	37%	34%

NB Sample survey of 31,000 Kent primary and 10,000 Kent secondary school children

Monitoring completed by: Peter Heckel

Date: 11 June 2008

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Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life		
Lead Cabinet Member: Leyland Ridings	Lead Managing Director: Graham Badman	Lead Officers: Ian Craig/Marisa White/Des Crilley

Status: On course

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

Adult Education; Libraries; YOS; Kent Safe Schools; KDAAT; Children's Centres; Extended Schools; Attendance and Behaviour Service; Parenting Order team; Youth Service; Early Years and Childcare; Advisory Service; District Councils; Health; Social care colleagues (both for children's and Adult Services); Teenage Pregnancy unit; Healthy Schools; Social Innovation Lab Kent; various voluntary and community based organisations.

Progress to date on delivering this Towards 2010 target:

A Parent Support Strategy has been produced and has completed consultation. A version for practitioners and organisations and a version for parents, which includes a Charter, has been produced through consultation with parents across Kent. It will be launched with parents in all 23 LCSPs during Parenting week in October 2008 and during the LCSP Partnership launch event in November 2008.

Parent Forums are in place in all districts and we are now working to establish them as the parents' voice of LCSPs. A parental texting consultation service is being piloted in Swale. Recruitment to a "virtual" parent forum for the Kent Children's Trust Board has taken place as well as consultation with parents on the methods by which they would prefer to be consulted and participate in the work of Kent Children's Trust Board.

There have been other developments:

- Expansion of the age range for Family Group Conferencing (FGC) and a pilot of a school-based FGC approach which will report in September 2008.
- Increased participation in Family Learning and Parenting programmes.
- Introduction of Skills for Employment courses for parents/carers (Adult Education).
- Expansion of Young Active Parent Groups across the county.
- 51 additional Children's Centres designated by April 2008.
- 350 schools offering the full extended schools core offer of services.
- Successful delivery of 'Booktime' to children and their families using Family Liaison Officers and Library staff.
- Piloting of a doorstep library in Swale as an approach to engage families who would not usually choose to engage with services.
- Improved targeting of parents by Choice Advisers through working with Family Liaison Officers and Parent Support Advisers.
- Successful pilot of "Parents as Partners in Early Learning".

Work planned between now and 2010:

- A Parent Support Strategy Action Plan is being produced in consultation with a range of practitioners and organisations (listed as Partners above).

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- Support to parents was identified as one of the top Children and Young Person's Plan (CYPP) priorities and is reflected in every local children's services partnerships plan (LCYPP). Challenge and support is given to each LCYPP to enable action planning to underpin this priority locally and ensure delivery of the Parent Support strategy commitments.
- Appointment of (DCSF funded) a Senior Parenting Practitioner to improve quality of Parenting Programmes across Kent, improve access and referral processes and identify gaps in services.
- 'Team Around the Family' established within local Children's Service Partnerships to ensure holistic family support and clear links to the CAF (Common Assessment Framework) process and Lead Professional role.
- Family Support Workers based in Children's Centres serving the most deprived communities.
- Review of Family Support Service.
- Working protocols agreed with Adult Services practitioners.
- All Kent schools to be offering access to a broad range of quality extended services for children and their families, in partnership with Children's Centres and other local providers.
- Capacity building of parents/carers and young people to be part of the delivery of local support services.
- Improved support to parents/carers whose children are excluded (in order to help them support their children successfully).
- Increase in places and opportunities for children to play and young people to engage in a range of positive activities.
- Improved access to leisure opportunities and extended services for children and young people with disabilities.
- Increase the engagement with and involvement of fathers and male carers.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of parents supported through Children's Centres and Family Liaison Officers	New Indicator	9,500	20,967*	30,000	39,400

* This figure reflects number of contacts rather than number of parents due to current data systems. On that basis the revised target for 2007/08 is 15,900

Monitoring completed by: Marisa White

Date: July 2008

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Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officer: Anthony Mort

Status: On course

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

Kent Youth Service, Connexions, Kent Children's Fund Network, Surestart, Child Health Commissioning, Christchurch University Canterbury.

Progress to date on delivering this Towards 2010 target:

There have been a number of developments:

- A "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.
- In 2008, KCC commissioned NFER (National Foundation for Education Research), an independent organisation undertaking research and development projects in all sectors of the public, to conduct a second survey of pupils in the county. Over 45,000 children and young people participated in the survey providing a rich and extensive source of feedback, which will help inform the planning of children's services at a county, local and school level.
- There has been a focus on ensuring an active Kent Youth County Council (KYCC). In November 2007, 30,241 young people voted in the KYCC elections. Also in November 2007, there were 3 "youth take over" days in Kent whereby young people shadowed county councilors and chief officers.
- Over 6,000 young people took part in a survey on bullying. Their views are helping to inform the Kent anti bullying strategy. See also Towards 2010 target 12.
- Kent Children in Care have been consulted and have assisted with the production of a Kent Pledge for Looked After Children.
- The ideas and views of students are taken into account in the Building Schools for the Future programme. Student voice is becoming more established in schools.
- Young people highlighted problems with the costs of using public transport. This feedback has influenced the decision to extend the use of the Freedom Pass to other areas.
- Disabled children in east Kent had their views taken into account as part of the design and development of the new Windchimes Centre.
- Consultations took place with parents at the Kent Show regarding child care needs.

Work planned between now and 2010:

- It is intended to promote participation activity with children and young people so that it continues to develop. This includes through the Kent Youth County Council, Student Voice in schools, through the

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Kent Youth Service and ensuring the views of children and young people influence the development of strategies, policies and plans across the county.

- Another survey of Kent children and young people has been completed. This should provide valuable information for schools, Local Children Services Partnerships (LCSPs), and county wide for planning and commissioning services.
- It is planned to hold focus groups to hear the views of young people who are deemed “seldom heard” or “hard to reach”.
- We will implement actions from the Kent Participation Framework and assist LCSPs with participation and consultation.

Measurable Indicator (s)	2007 Actual	2008 Target	2008 Actual	2010 Target
Number of primary schools taking part in the NFER survey	382	382	371	Maintain high participat- ion rate
Number of secondary schools and other educational establishments for age 11 to 19 taking part in the NFER survey	98	98	87	

Monitoring completed by: Anthony Mort

Date: 14 July 2008

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Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by business people, entrepreneurs and professionals		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officers: Sue Dunn/Pauline Smith

Status: More progress needed

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

LSC, Connexions Kent & Medway, schools, colleges and work-based training providers.

Progress to date on delivering this Towards 2010 target:

A detailed implementation plan drawn up in April 2008 between KCC and Connexions is on target to ensure that learners receive high quality impartial advice and guidance. Providing high quality information and guidance for all 14 to 24 learners is a priority for KCC's 14 to 24 Innovation Unit. The unit has been researching into current best practice and working directly with students to develop an innovative approach to careers guidance across Kent. The new careers programme will include a state of the art web site which will host high quality information on a wide range of options for learners at key transition points and quality resources for teachers and schools. All Kent learners will be able to access this impartial information platform.

A focus group of lead careers teachers has been established to shape and influence the development of careers education in schools and the careers guidance programme will enable learners to identify the options open to them at key transition points. The master classes are an integral part of this programme by providing realistic experiences in the world of work.

37 secondary schools have completed the information, advice and guidance health check. This self-evaluation audit highlights the strengths and weaknesses of guidance within schools and other 14-19 providers. The audit takes half a day to complete and all secondary schools will have done so by April 2009.

A major professional development programme has been planned to improve and raise the profile of careers education in schools for next term based on the findings from the audits. Connexions has appointed five Inset co-ordinators to undertake this work. Feedback from this process to date shows it is significantly increasing the profile of careers education in schools.

The 14 to 24 Innovation Unit is funding the development of nine lead teachers to focus on Information, Advice & Guidance (IAG)/Careers guidance. These teachers will be used to develop a robust and impartial IAG system across planning forums.

The 14 to 24 Innovation Unit produced 12 information leaflets relating to the 14-16 vocational courses which were distributed to all the Connexions information points for Year 9 and Year 11 learners. These leaflets will be modified to become an interactive impartial resource for 14+ learners hosted on the 14 to 24 Innovation Units IAG/ Careers Guidance Site on the Kent Virtual Learning Zone.

The new inspirational information web site called 'My right turn' will be completed by October 2008 and is being developed by students from Maidstone Grammar School. The Kent Area Prospectus has been developed in partnership with Connexions and informs all learners about the range of learning opportunities available 16+. The prospectus will need further development to link to learners individual learning

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portfolios and will become important information to support the local authority in commissioning and decommissioning 14 to 19 provision. Further work on developing the prospectus at key transition points 14+, 16+, 18+ and 21+ will start with the Institute of Education and this work should be completed by March 2009.

The September Guarantee was successfully implemented and the numbers of young people without an offer of a place at 16 in education or training continues to reduce as the system becomes more robust. This means that all Year 11 learners will have the offer of employment or training via Connexions or schools. Those young people who have not received an offer will access additional support.

A major evaluation of IAG by Warwick University has been completed. The outcome of this research continues to be used to plan further developments to meet this Towards 2010 target especially the development of labour market intelligence to inform the provision of vocational courses.

Five subject specialist master classes (Key Stage 4) which link to the 14-16 vocational programme were delivered for over 300 learners by the 14 to 24 Innovation unit. The feedback by learners from these events shows 90% of learners rated the session good or excellent.

Kent Works has successfully delivered four 'generic' master classes to raise learners' aspirations and ensure learners' knowledge of the working world.

Work planned between now and 2010:

Research is underway to identify the most effective ICT guidance tools which would link to a web based system. An IAG/Careers Guidance focus group has started to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. Two schools will start to pilot this work from September 2008. A quality award for Careers Education and Guidance is being rolled out alongside a quality standard for careers libraries in schools.

The main challenge is to ensure that IAG is genuinely impartial, meets all young people's needs and is supported by a comprehensive and effective careers education programme beginning in Year 7 in all schools. The 14 to 24 Innovation Unit is addressing this issue as a key priority and will be developing a county policy and ICT platform for all schools by September 2009.

For 2008/09 10 subject specialist master classes for over 500 Key stage learners have been arranged by the 14 to 24 innovation unit. Alongside these subject master classes, Kent Works will deliver taster sessions for Year 9 learners to support learner choice of curriculum offer at 14. These master classes will become part of the guidance programme for all learners.

Measurable Indicator (s)	2007 Actual	2008 Target	2008 Actual	2010 Target
Percentage of secondary school pupils (aged 11 to 16) who think that their school gives them very good careers advice	43%	50%	43%	60%

Monitoring completed by: Sue Dunn

Date: 22 August 2008

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Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officers: Sue Dunn

Status: On course

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

LSC, Connexions Kent & Medway, seven FE Colleges, University of Kent and Canterbury Christ Church University, work based learning providers, 60 Kent schools, and a number of major Kent employers.

Progress to date on delivering this Towards 2010 target:

There are over 4,500 14 to 16 learners currently involved in the vocational and applied learning programme. Ten curriculum areas are on offer ranging from Entry Level to Level 2 qualifications and a number of schools are starting to introduce Level 3 courses.

The first year of Kent Young Apprentices (14 to 16) within the vocational programme started in September 2007 with 100 learners on the programme a further cohort of young apprentices starting in September 2008 with 180 learners.

The 14-24 Innovation Unit is developing a pre-apprenticeship programme at Entry Level and Level 1 and it will run at Angley, Meopham and Hugh Christie from September 2008.

Developments in particular locations include the following:

- Sittingbourne Engineering and Construction Centre opens in September 2008 with 100 learners on the programme. The priority will be supporting NEETs and apprenticeships.
- New engineering facilities will open at Walmer School, Maidstone Grammar and Holmsdale all offering different aspects of engineering
- The Marsh Academy will have new vocational facilities providing construction, engineering and motor cycle maintenance courses.

The expansion and success of the vocational programme continues. In some localities there continues to be a significant reduction in the number of NEETs and the most up to date figures will be available in September. A significant number of vocational centres facilities and workshops are already up to capacity and learner demand outstrips the specialist number of places available. More capital funding is needed outside Building Schools for the Future (BSF) to meet the increasing demand from learners.

The academic evaluation by Glasgow University of the 14 to 16 programme is extremely positive and highlights how much learners value their experience of real work in the specialist workshops. The final report will be available at the end of November 2008.

Eight subject specialist networks have been meeting, led by employers, to support curriculum delivery and innovative developments. Continued professional development is required to ensure that the vocational programmes meet industry and learners needs.

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A 'Brains Trust' of the best and most experienced vocational centre managers and curriculum deputies has been established to move the 14 to 16 provision into the next development stage. This group will make recommendations to the 14 to 24 Innovation Board in the autumn term.

Work planned between now and 2010:

To complete the focus of this Towards 2010 target there needs to be equality of provision across the county. The 'new' priority 14 to 16 vocational developments include Dover, Maidstone, Shepway, including the development of a Maritime Academy in Dover. The BSF programme has become a major delivery mechanism for providing new 21st century vocational facilities within local areas starting with Gravesham and Thanet. Improved employer engagement and good quality 'impartial' Information, Advice & Guidance are priority areas for development within the 14-24 Innovation Unit's delivery plan.

The National Skills Academy for Nuclear Industries has been approved with KCC as a delivery partner. The bid for the Construction Skills Academy will be made in October 2008 and is a major part of the BSF programme in the delivery of apprenticeships and work experience opportunities. These academies will provide a range of employer lead training opportunities across the county. It is hoped that these academies will (from entry level to masters degrees) provide appropriate progression routes for a number of 16+ learners from the vocational programme.

Appropriate post-16 progression routes for vocational learners will be major area of development for the 14-24 Innovation Unit taking account of the planned changes to post-16 funding by April 2010.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of children on vocational 14 to 16 programmes	2,200	4,000	4,600	5,000	5,000
Percentage of young people participating in vocational programmes who agreed this was having a positive impact on their lives	90%	95%	*	95%	95%

* Figure available later in 2008

Monitoring completed by: Sue Dunn

Date: 22 July 2008

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Target 17: Double the number of participants on the Skill Force programme		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officer: Joanna Wainwright

Status: Done and ongoing

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

Hartsdown Technology College
Swanley School
Archers Court School
Walmer School

Whitstable Community College
Minster College
Sittingbourne Community College
New Line Learning, Senacre

Progress to date on delivering this Towards 2010 target:

Some young people feel disengaged and uninspired by the traditional school curriculum and need motivation to stretch themselves academically or vocationally. Kent is providing this wider curriculum choice through its 14-24 Innovation Unit and supporting Towards 2010 targets. Innovative courses, such as those offered by Skill Force, enable young people to develop team building, problem solving and communication skills, discipline, motivation and respect.

An evaluation of the pilot phase was conducted by the Institute of Education at the University of London and concluded that Skill Force “provides 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, attendance and provided students with a range of vocational qualifications”.

The agreement with Skill Force to deliver this programme was signed in May 2007 and the contract commenced in September 2007. Following discussions with schools and Skill Force it was agreed to phase the increase in places with an additional 100 participants starting the 2 year programme in September 2007 and another 100 in September 2008.

400 places were secured with the Skill Force programme from September 2008 reaching this Towards 2010 target two years early. From April 2008, the Skill Force Programme transferred to the 14-24 Innovation Unit.

Work planned between now and 2010:

- Continued engagement with the Skill Force programme.
- Continue to monitor and evaluate the impact of these courses on young people.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of participants enrolled on Skill Force programme from September each year	200	300	300	400	400

NB 400 places were secured with the Skill Force programme from September 2008

Monitoring completed by: Sally Williamson

Date: 10 July 2008

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Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Peter Gilroy	Lead Officers: Pauline Smith/ Sue Dunn

Status: More progress needed

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

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

Progress to date on delivering this Towards 2010 target:

An exciting new apprenticeship programme (Kent Success) is now a fully established and formalised employment route of entry into KCC. Within the authority, placements are being offered across all directorates and departments including Legal and Democratic Services, Waste Management, the Youth Service, Adult Services as well as placements within KCC schools, nurseries and care homes. Young people are undertaking apprenticeships in childcare, health and social care, customer service, business and administration and catering. KEY Training Services are currently delivering the training aspects of the Kent Success Programme within KCC. The young people are initially employed on a KCC Apprenticeship contract and paid £80 per week. Young people are supported and encouraged to secure full time permanent contracts of employment at all stages of their training and the completion of the apprenticeship qualification continues alongside successful appointment into a job.

The young people who are participating on the programme are from a diverse range of educational and social backgrounds and are all supported in fulfilling their personal aspirations whilst significantly adding value to the teams and business objectives in which they are working. To date, 138 young people have started on the Kent Success Programme and 45 are still currently studying for their apprenticeship qualification. Of the 62 young people who have completed their qualification, 34 have remained employed by KCC and a further 19 have found permanent jobs with other public or private sector organisations and the remaining 9 young people are yet to find employment but are being supported to ensure that they move forward positively.

The Kent Apprenticeship Programme has been developed to provide 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 Peer Group Meetings which take place once a quarter and also provide personal development opportunities and a chance for them to support each other and share their experiences. Placement managers play a vital role in the development of the young people and the successful integration of the programme. A Manager's Guidance booklet and other supporting documentation have been produced to support and outline their roles and responsibilities within the programme.

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 apprentices are given as much support as possible when they are applying for roles within KCC. The apprentices are now guaranteed an interview if they meet the minimum criteria for a role, receive individual support from a personnel officer in the last three months of their contract and can take advantage of KCC's new directive for managers to not ask for experience, unless for a good business reason, for entry level and lower grade roles.

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Initial discussions and implementation plans for apprenticeship schemes have already taken place with district and borough councils, the Police Authority and Health Authority.

Work planned between now and 2010:

KCC's vision to increase the profile, understanding, delivery and number of apprenticeships achieved across our county is now receiving local and national acclaim and support. Kent's commitment to achieve our vision has now been endorsed by a government priority stating their new strategy to introduce a National Apprenticeship Scheme and guarantee of 400,000 new apprenticeship placements by 2015.

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. KCC, NAS Kent and Medway (previously LSC staff) and KATO (Kent Training Providers) have committed to a united and shared priority to transform our apprenticeship vision into reality. The Kent Apprenticeship partnership is a really exciting development which will enable Kent to lead the way in building apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide.

This exciting partnership really enhances KCC's vision for increasing apprenticeships and will significantly drive and add momentum to our commitment, aims and objectives. In addition to the highest quality roll-out of provision, the partnership will be the strategic platform in which Kent can develop local policy and delivery and strategically influence, inform and challenge national strategy and policies.

Ongoing priorities include:

- A high-profile showcase event for Kent employers on 4 December 2008 to make better connections with the apprenticeship scheme.
- Further development of Kent Success in other directorates across key areas of provision, including Commercial Services, Early Years, Kent Adult Social Services and Highways.
- The review of re-engineering 'real' vacancies to apprenticeship level and on successful completion of key aspects of the qualification, to transfer to the rate of pay appropriate to the job role.
- Promotion of the scheme to other local authorities within the public sector and full endorsement of the Public Sector Board.
- To 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.
- An inspirational and high profile Kent Apprenticeship marketing and PR campaign targeted at young people, adults, employers and sector-based partners and stakeholders.
- Development of the Kent Apprenticeship Programme across the rest of the public and private sector. A model of best practice has been developed to showcase the programme and highlight what has worked within KCC so that it is straightforward for other employers to implement the programme within their organisation.
- Commitment and involvement of KCC corporate personnel to assist in the promotion and implementation of apprenticeship programmes across other public and private sector employers.
- Work will be done with both local and national training providers to develop their existing post-16 apprenticeship provision to ensure that the young people of Kent have a diverse range of apprenticeship opportunities to move into.
- Through the 14-24 Innovation Unit ensure immediate improvements are made to the information, advice, guidance and promotion of apprenticeships. A programme of training events for teaching staff and Connexions staff is being rolled out across the county by March 2009.

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- Work is already underway as part of the 14-24 Innovation Unit to develop employer engagement in the roll out of apprenticeships. Targeted approaches at a local level will be managed to ensure a smooth transition for young people engaged in vocational education programmes into a wide selection of apprenticeship opportunities with local employers.
- Promotion of apprenticeships will take place with schools, parents and young people in an exciting campaign managed by the Kent Apprenticeship Partnership. Positive marketing is essential to ensure that all parties are receiving the most up to date information and that apprenticeships are seen as a positive route for young people. 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.
- Explore different models of delivery, particularly with schools which have identified a real interest in developing 'school hosted' apprenticeship pathways.
- Develop targeted apprenticeship outcomes within countywide procurement activities. Work is already underway with the Building Schools for the Future (BSF) initiative to introduce 400 apprenticeship programmes.
- Co-ordinate and contribute to the publications of a number of high level Kent strategic documents focusing on our exciting and innovative vision for employment, education and skills for the 21st century.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of Kent apprenticeships taken on by KCC (cumulative since October 2006)	60	126	128	200	250
Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)	0	175	0	400	750

Monitoring completed by: Lucy-Ann Bett

Date: 9 July 2008 (updated October)

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Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Peter Gilroy	Lead Officers: Pauline Smith/ Sue Dunn

Status: On course

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

Kent Safe Schools, Pipeline, CADET, Connexions, YOS, KCA, Health, Learning & Skills Council.

Progress to date on delivering this Towards 2010 target:

The Kent Community Programme (KCP) has been established specifically for young people aged 16-19 who are Not in Education, Employment or Training (NEET). It is a programme, being 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.

An individualised approach is used with the young people to raise their confidence and support them to re-engage and re-motivate themselves before they start on the KCP to ensure that they get the skills and tools they need to succeed further. Groups of 8-10 young people are taken on full time for a 3 month period, for 3 days a week working on community focused projects learning practical, hands on skills whilst developing their numeracy and literacy skills. For a further day a week the young people are completing an accredited ASDAN qualification in Community Volunteering and learning life and employability skills that have been tailored to meet their individual needs.

Projects have been run in Maidstone (horticultural), Thanet (mechanics and community involvement), Dover (repair, maintenance and water safety) and Sittingbourne (design and building of a community centre garden). A construction based project has also been established in Ashford where young people learn practical construction skills and then put them into practice in a community project in their local community. The main routes of referral have come through extensive 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 self-referrals from young people.

To date the KCP has worked with 45 young people across the county, ensuring that the high level of support and quality of service is ever present and each young person has every opportunity to engage and succeed within the programme. The overall average attendance of the young people is 80%, with 32 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 that 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.

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Work planned between now and 2010:

KCP is now an established programme of positive engagement and is embedded into the 14 -24 Innovation Unit. Further links will be made to establish the KCP as part of Kent's NEET strategy and therefore address its sustainability. Links are already made with the Youth Offending Service, 16+ teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that the young people can access the most appropriate opportunities for them.

Access and participation of the KCP is of particular interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional challenges. The exciting opportunities which can be achieved by roll out of the KCP will assist in the action plan requirements (to increase participation) identified in some external inspection feedback e.g. youth offending.

Further projects will be run in Folkestone, Thanet, Dover and Swale to ensure that the KCP contributes to the reduction of the number of young people not in education, employment or training in Kent.

Further focus will be on developing the potential of a more focused community works programme that can possibly be established as a business model within the community. Current opportunities are being explored with an intention to pilot a model/s later in 2008/09.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of young people completing the Kent Community Programme during the year	0	40	45	120	250

Monitoring completed by: Lucy-Ann Bett

Date: 9 July 2008

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Target 20: Build strong business-education partnerships that benefit both employers and schools		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Peter Gilroy	Lead Officers: Pauline Smith

Status: On course

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

Secondary schools in Kent – 80 including Alternative Curriculum Programme, SEN; Employers in Kent engaged to deliver work experience and work related learning activity – 3,300 to end March 2008; 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.

Progress to date on delivering this Towards 2010 target:

Kent Works, established by KCC, was successfully awarded the Learning and Skills Council (LSC) contract to deliver quality Education Business Links across Kent.

Raising the skills and aspirations of young people entering the workforce is a key priority for KCC. Employers need a skilled workforce and young people need an understanding of the skills required in the workplace and the opportunities that are available to help fulfill their potential.

The involvement and commitment of employers is critical to the success of developing high quality work-related learning and curriculum development in Kent. Excellent progress has been 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.

2007/08 was a challenging year for Kent Works and many other organisations, partners or stakeholders engaged in education business links (EBL) activities. The Department for Children, Schools and Families (DCSF) has undertaken a national review of work-related learning and EBL and has recently published a number of excellent guidelines and standards, all driven to improve provision.

KCC welcomes the significantly higher priority and focus now being displayed for EBL at a national and local level. Our vision and total commitment to improving EBL can only be enhanced and strengthened as the national agenda has embraced and endorsed the approach already adopted and underway in Kent.

Employers and schools have been 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. Inspirational focused activities have provided exciting and motivational opportunities for students to develop their understanding of the world of work.

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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. Involving employers is the key to the success of each of these activities, which is delivered by Kent Works' staff.

In addition to these events which are generally held in schools, projects also included a number of innovative programmes that involved students working away from school sites and into the realm of the employer. 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.

Partnerships are already being developed 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 14-19 education reform.

Kent Works is actively involved with each of the county's 14-19 strategic planning forums and has made contributions to the Diploma Gateway bids submitted by each of them. It will work with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities.

Kent Works has exceeded the contracted outcomes with the LSC for employer engagement and work-related learning by engaging with an additional 1,500 new employers above the profiled contract. Initiatives include:

- Industry Champions – 100 champions engaged including one employer representative on each of the nine strategic planning forums.
- Kent Construction Skills Strategy – linking schools and colleges with employers undertaking work for KCC to provide work experience opportunities.
- Work Ready Award – in conjunction with South Kent College, Denne Construction and Waites – for 106 people
- Work Experience Co-ordinators Conference – 45 coordinators from across Kent.
- Careers Convention – Kent Thameside – for over 900 students visiting 23 exhibitors (local employers).
- Employability Skills – Unit from BTEC Level 2 in Employability Skills for 20 Young Apprentices at Thanet Skills Studio.

Work planned between now and 2010:

The LSC contract for EBL, held by Kent Works for the last three years expired at the end of the 2007/08 academic year. National changes for EBL funding are currently under review and the expectation is that all funding will be transferred from the LSC to the local authority with effect from April 2009.

Following a series of very positive discussions between the LSC and KCC it is now confirmed that the EBL contract in the transitional 2008/09 period has been successfully awarded to KCC and strategically managed within the 14-24 Innovation Unit.

The main priorities in terms of work planned are as follows:

- Continue to increase and extend the number and variety of very successful strategic meetings that are already taking place countywide with public and private sector employers to explore appropriate and relevant EBL links and workforce development initiatives.

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- Ongoing management of EBL provision in the 2008/09 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 from April 2009, 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.
- Extend the membership of the recently established employer engagement task group to include head teachers, employers, alongside other key stakeholders and partners. The group will be the driving force in the development of the new work related learning strategy.
- Work closely with the established infrastructure of local partnerships (14-19 Strategic Partnership, 14-19 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.
- Deliver a variety of high profile business education events to inform, engage and increase the participation and development of education business partnerships.

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

Monitoring completed by: Pauline Smith

Date: July 2008 (updated October)

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Target 21: Launch and market a new website, “What’s on in Kent?”, that will list sports and leisure activities and local organisations for all age ranges in the county.		
Lead Cabinet Member: Alex King	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: On course

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

Ten Alps, KCC Communities directorate, district and borough councils, local community groups, voluntary groups, public sector partners.

Progress to date on delivering this Towards 2010 target:

This target transferred from KCC Communities directorate to Chief Executives Department in 2007 in order to maximise the links with Kent TV.

The ‘What’s On’ website will form part of the www.KentTV.com website and is being launched in October 2008. ‘What’s On’ will be a key part of the homepage for Kent TV and will eventually cover all events from a countywide perspective down to local community level. It will include film, music events, festivals, sporting events, charity events, community and voluntary events, farmers’ markets, schools and much more.

The site will be interactive and individuals or groups will be able to upload information on their own events and the technology supporting this will also ensure out of date information is removed. Quality assurance is key on this part of the site and Ten Alps will be responsible for ensuring this is delivered at a high standard through the contractual arrangements.

The Kent TV crew will cover some of these events and individuals will also be able to upload video content from the event to Kent TV if they choose to.

A marketing plan is being developed in order to raise awareness of the ‘What’s On’ website. This will include targeting websites such as My Space and Facebook, sending regular e-newsletters to people who have signed up to receive Kent TV updates, contacting venues and events to raise awareness of the service and distribution of leaflets at events such as the Kent County Show. ‘What’s On’ will also be aimed at all schools, both primary and secondary, in assemblies starting as soon as possible.

Work planned between now and 2010:

- Launch the ‘What’s On’ section of the Kent TV website in October.
- Gather as much information on local events as possible in partnership with other organisations.
- Increase the number of hits on the ‘What’s On’ section of Kent TV incrementally once launched.
- Market and promote the site.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2009/10 Target
Number of website hits on “What’s on” section of Kent TV	*	*	

* Not yet launched, due for launch October 2008

Monitoring completed by: Tanya Oliver

Date: July 2008

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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/Mark Dance	Lead Managing Directors: Amanda Honey/Graham Badman	Lead Officers: Chris Hesse/Danny O'Donovan/Ian Craig

Status: On course

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

Kent School Games: 13 x School Sport Partnerships, 14 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.

Progress to date on delivering this Towards 2010 target:

Capitalising on the incredible opportunities available to Kent children, sportsmen and women is vital with the 2012 Olympics being held right on the doorstep.

Kent School Games

The 2008 'Kent School Games' have been completed. These first Games, including a Disability Schools Games, had a high profile launch in November 2007 at the Astor of Hever School in Maidstone, involving a mass "warm-up" for the Games involving 400 young people. A high profile "Opening Ceremony" was held at the Julie Rose Stadium, Ashford, linked to the Kent Schools' Athletics Championships. The Games were officially declared "open" by Dame Kelly Holmes with spectacular artistic entertainment provided by Kent schools. Each School Sports Partnership was welcomed and introduced and the event also provided the culmination of a "Steps to Beijing" project, organised through the Specialist Sports Colleges, which raised over £7,000 for charity.

A steering group (comprising of representatives from KCC's Sports, Leisure and Olympics Service, KCC's Children, Families and Education directorate, School Sport Partnerships and Specialist Sports Colleges) has been focusing on the development and delivery. Some sponsorship for the Games has been attracted through P&O Ferries and Sport England provided funding towards the Disability Games. The KCC Sport, Leisure and Olympics Service secured the services of a management contractor to provide event management expertise and on-site staffing for the Finals events.

By the end of May 2008, 515 local area heats, competitions and festivals had been organised across 23 sports for young people in years 3 to 11 and as part of the Games over 500 schools had become involved at local level. These area competitions lead to 52 separate finals events, at a variety of venues, during June and July 2008. A School Sport Celebration event was organised for mid-July at the Canterbury High School, where young performers from the Games were recognised for their achievements, along with all of

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the partners who helped to deliver the events. Ian Wynne, an Olympic Bronze medalist from Athens attended and supported this event.

Supporting Talented Performers

KCC Sports, Leisure and Olympics Service supports Kent's talented performers through a range of mechanisms, most notably via the FANS (Free Access for National Sportspeople) scheme, in partnership with districts and facilities across Kent. The scheme has provided free access to facilities for over 550 performers and has been enhanced with discounts being offered to FANS members on clothing and equipment via Kent County Supplies and Maudesport.

Links with the three universities in Kent have resulted in a countywide Sports Science Support Service for performers, their coaches and parents, including a workshop attended by 77 people in February 2008 and the production of new information sheets entitled "An Introduction to Sports Science" and "Prevention of Injuries". Physiotherapists are already being signed up to provide discounts for FANS members. Work has continued with the Universities to develop this further and to provide some dedicated support to the county's most promising performers and high level coaches. A "Rising Stars" web page has also been created to raise the profile of promising performers.

Funding has been secured through P & O Ferries to provide significant support for several potential Olympians and Paralympians, which has complemented funding via the Denne Group for potential Paralympians. KCC has also agreed with Kent Reliance Building Society to provide small grants for talented performers through the Sportsaver funding scheme.

The Kent Trust for Youth Sport was also launched in autumn 2007, with a view to supporting talented performers as well as local community sport. As part of the work to streamline and co-ordinate funding for talented performers, a funding leaflet has been produced, highlighting three organisations that have agreed to administer funds for talented performers on behalf of local businesses and other agencies wishing to provide funding.

A Coaches and Officials Scholarship scheme has also provided funding for several coaches who either already currently coach at a high level or are aiming towards this goal.

Major events, which can inspire future Olympians and Paralympians, such as the Tour de France, the World Handcycling event and World Cup Archery event were supported in 2007, with major Disability Sports Events worked up for summer and autumn 2008, including the launch of Hilary Lister's 'Round Britain Dream'. The Open Golf Championships will also be coming to Sandwich in 2011.

Pre-Games Training Camp submissions made on behalf of Kent by the KCC Sport Leisure & Olympics Service have been successful, with 38 of the county's facilities featuring in the official London 2012 brochure produced for Olympic and Paralympic Associations after Beijing 2008, 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 for an international event and Pegasus Gymnastics Club recently hosted the Slovenian national Gymnastics team.

Work planned between now and 2010:

- Plan for successful School Games Finals in 2009/2010.
- Scope the potential for a winter Disability Games in 2009.
- Raise the profile of talented performers with the media to attract commercial sponsorship.

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- Provide enhanced sports science, coaching and competitive opportunities for talented performers.
- Continue to support high level coaches and coach development to underpin talent development.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of schools participating in the Kent Schools Games (Academic year)	New indicator	300	537	*	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	400	526	570	616

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

Monitoring completed by: Chris Hesse / Danny O'Donovan

Date: July 2008

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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:

Kent Youth Service and professional and voluntary performing arts organisations with an interest in youth theatre and schools.

Progress to date on delivering this Towards 2010 target:

The Kent Arts Development Unit has created a new post of Youth Arts Officer post which is shared with the Youth Service and which will lead on this target in the future.

The Unit commissioned Peer Productions (of Woking, Surrey), a not for profit youth-led organisation specialising in peer education, to deliver a Teenage Pregnancy Project to Thanet Schools and Youth Centres in March 2008 featuring a peer-led production on the themes of teenage pregnancy and young parents for young people Year 9 and upward. Thanet has the highest teenage pregnancy rate in the UK.

The play was written, directed and performed by a Company of 11 young people who also lead accompanying workshops. The play was accessible and entertaining, as well as instructive. 2,155 young people saw the play. The project was undertaken in partnership with Theatre Royal and Thanet District Council.

‘Thirty-three and a Third’ Theatre Company in Folkestone received funding to support plans for the creation of a Youth Forum Theatre in Shepway. The Company works in the field of issue-based theatre, improvisation and interactive drama to empower local people. The Company is working extensively with Brockhill Park Performing Arts College and University College Folkestone. They are exploring the possibility of setting up a Saturday Kids Theatre at Quarterhouse. A Forum Show, "20%", was devised and performed for the Crime and Disorder Reduction Partnership, (Shepway District Council) for their Inaugural Youth Conference in June. It was themed around what the young people who are the theatre company feel “young people at risk” signifies.

Schools in Tunbridge Wells were involved in devising a Peer Education Pack looking at issues around perceived bullying and intimidation of adults with learning difficulties and disabilities. This project was led by theatre company ‘Acting Up and Speaking Up Group’, a group of adults with learning difficulties and disabilities. The workshops were used to devise the content of a DVD and Teachers Resource Pack launched in July 2008 at Skinners School in Tunbridge Wells.

Kent Arts Investment Fund has supported a number of organisations promoting youth theatre opportunities. This includes:

- Applause Rural Touring (works across Kent but principally in West Kent) which works with local promoters to programme a range of professional shows including children’s theatre into local venues (such as village halls) and provides education workshops linked to shows.
- Broadstairs Folk Week which programmes youth theatre activities for young people.,
- Canterbury Festival, involving young people as spectators, critics, creative writers and participants.

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- ‘Strange Cargo’ (works across Kent, nationally and internationally) offer a range of workshops around outdoor theatre design and construction including the Charivari Day Carnival in Folkestone, commissions for BBC’s Blast (youth arts) programme, Giants projects (this year in Canterbury – creating a community giant).
- Trinity Theatre (Tunbridge Wells) runs Trinity Youth Theatre for 150 young people on a weekly basis with end of year shows, an annual theatre summer school with ten subsidised places for disadvantaged young people referred by Town and Country Housing Group, year-long internships for youth theatre “graduates”; graduate placements, youth theatre ushering, discounted tickets for young people and talks and guided tours for young people. Also works on theatre based outreach projects for hard to reach communities in the area including theatre work with young people.
- North West Kent Race Equality Council develops performance-based workshops for children who are then invited to perform at the Gravesham, Maidstone and Tunbridge Wells Melas.
- ‘Strange Face Theatre Company’ (based in Tunbridge Wells) delivered theatre education and outreach activities linked to their masked theatre performances.

KCC supported the Kent Youth Theatre Challenge, held in Canterbury in November 2007. An opportunity for youth theatres from across the county to come together for a day of rehearsed readings. The day’s theme was Violence and Knife Crime. The challenge involved eight different schools and theatre schools (50 young people from the age of 12 to 18).

The new Youth Service-led www.togogo.info website provides comprehensive information on youth theatre activities available to young people in the county.

Work planned between now and 2010:

Following the launch of the Cultural Olympiad in September 2008 the Kent Arts Development Youth will build on this growing national momentum to encourage the growth and development of youth theatre activities that are sustainable, accessible and support professional development, including the development of a Youth Theatre Festival that will celebrate youth theatre in Kent and lead to the county having a national reputation in this field. It is envisaged that the event will grow to include showcasing youth theatre work from across the county, offering master classes in areas such as performance skills, technical design and operation and stage management. The festival will grow to become a vehicle for networking, skills sharing and profile raising. It is hoped that it will involve a wide range of existing youth theatres, encourage the development of new youth theatres and involve a range of Kent venues and Kent schools (particularly those with Performing Arts Specialisms). The first festival will take place in spring 2009.

Key partners have discussed joint working to improve graduate retention and practitioner ‘upskilling’ in Kent. A strategic approach is being adopted alongside University College for the Creative Arts (UCCA), Christchurch and University of Kent and Canterbury who will be the delivery agents to build links to theatre technical skills e.g. lighting/sound/stagecraft and the achievement of qualifications and opportunities beyond.

Kent Arts Development Unit is encouraging Kent youth theatres to align themselves with the National Association of Youth Theatres (NAYT) which promotes quality of provision with an emphasis on access for all. This will make an impact on Kent’s status as a regional centre for excellence.

KCC will provide funding to support Canterbury Festival’s commissioning of professional theatre in Canterbury Cathedral. This will be a three year programme and in year one there are plans for playwriting, acting, design and composition workshops (approximately 70 young people to be involved).

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Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of new participants in youth theatre activities facilitated by the Arts Development Unit	New Indicator	1,400	1,504	1,600	2,000
Number of youth theatres who are members of the National Association of Youth Theatres (NAYT)	New Indicator	6	17	18*	20*

* Revised targets (upwards)

Monitoring completed by: Sally Staples

Date: July 2008

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Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV		
Lead Cabinet Member: Alex King	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: On course

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

Ten Alps, district and borough councils, NHS, Police, Fire, Maidstone Studios, Visit Kent, Locate in Kent, business community, media community, community groups, voluntary groups.

Progress to date on delivering this Towards 2010 target:

Kent TV was launched in September 2007 and the viewing figures so far have shown the success of this channel. There have been over 780,000 visits to the site during its first year, surpassing all expectations. There are now over 1,300 videos on the site, with some of the most viewed videos including Ebbsfleet FC Glory, Thanet Earth, Radio One Big Weekend and the County Show.

As the site has been running for several months, Ten Alps have refreshed the look and now have 15 channels. The new channels include food, politics, emergency and creative. Kent TV has also launched the 'How To' channel, covering a range of issues from how to access social care, go through an appeals process, access benefits, complete various forms etc. This channel will be a key part of our public information service, linking with other public sector partners. The refreshed site has become more interactive, with voting ability, and it has become easier to upload comments and video content.

Kent TV is also being streamed in a number of public places, for example KCC reception areas and Gateways and discussions are underway with the NHS to stream Kent TV in hospital waiting areas.

Kent TV located to new offices in Maidstone Studios in April 2008 and has used their new location to forge new links with other creative businesses in Kent.

A marketing plan is in place and has begun in earnest with an advertising campaign encompassing radio, newspapers and billboards. The marketing will also be aimed at both primary and secondary schools pupils at assemblies starting soon.

Work planned between now and 2010:

- Links are also underway for Kent TV to partner with a regional channel in West Flanders. This partnership will involve sharing content (translated) and supporting tourism links and promoting each region.
- There are several exciting programmes planned for autumn 2008 which include hosting debates on the big issues affecting Kent.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Apr - Jun	2009/10 Target**
Viewer numbers for Kent TV	198,210*	250,000	231,260	300,000

* Kent TV started on 20 Sept 2007 – In the first full year there were 780,732 visits

** Target was originally set in December 2007 – will be reviewed at end of 2008/09

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Monitoring completed by: Tanya Oliver

Date: July 2008 (Revised Sept)

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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:

Economy and Regeneration, Kent Tourism Alliance, Kent local authorities, professional and voluntary cultural organisations, creative industries, Creative Foundation, Future Creative, Arts Council England, South East (ACE, SE), South East England Development Agency (SEEDA).

Progress to date on delivering this Towards 2010 target:

National Context - the value of culture

It is said there is a symbiotic relationship between a publicly funded cultural infrastructure and a thriving creative industry sector. The value to Kent of investing in a cultural infrastructure is demonstrated by the overall national context. The creative industries account for 8.2% of UK GDP, growing at twice the rate of the economy as a whole, and contributing 4.3% of the country's overseas sales. Latest predictions are that the creative industries could grow by 46% in employment and 136% in output in the two decades to 2015. There is also a strong actual or potential link between creative industries and regeneration, in stimulating cultural tourism and attracting highly skilled workers to an area.

The creative industries are an important part of the Kent economy and consist of a wide variety of innovative and dynamic companies, predominantly small niche players. Over 3,000 people are employed in over 900 companies.

Strategic progress

The key to the implementation of this Towards 2010 target lies in two tasks:

- The refocusing of the Kent Arts Development Unit (KADU) away from direct delivery and towards a more strategic role
- The development of a consensus based Cultural Strategy for Kent that will set out a shared vision and framework for delivery and identify areas for investment, together with objectives and actions.

KADU has a new Head of Service and is currently undergoing a significant restructure to make it more fit for purpose. The Arts and Regeneration team is complete and is beginning to fulfil a strategic role in the county, bringing together partners to deliver the future Cultural Strategy.

Progress on the Cultural Strategy includes securing the support of key stakeholders, including over half of the local authorities in Kent, and appointing ABL Consulting to organise a first Cultural Summit for Kent which will be the first step towards the development of the Cultural Strategy, to be completed in 2009.

Kent is one of just 25% of areas to have adopted 'Engagement in the arts' (National Indicator 11) to feature as a priority area in the new Kent Agreement. This indicator is highly significant for Arts Council England (ACE) and consequently Arts Council England, South East (ACE, SE) had pledged to provide both financial and in-kind support to achieving targets (to be agreed in November 2008 following collation of

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baseline data currently being gathered). KADU is working with Audience Development South East to create a regional network of authorities who have adopted National Indicator 11 to assist and advise on the development of an action plan and is negotiating with ACE, SE on the most effective way to target promised investment to galvanise support for increasing participation.

KCC supports Performing Arts Network Kent (PANeK) which aims to increase the amount of theatre and other live performances in the county. It offers professional development opportunities, masterclasses, mentoring and specialist business advice to ensure that young professional companies are able to develop and thrive.

A Cultural Vision for Margate has been developed by Tom Fleming Associates which will build on the commitment from a range of partners and further progress Margate's cultural offer that is essential to complement the building of Turner Contemporary.

David Powell Associates delivered their final report on the 'North Kent Culture and Creative Industries Study' in November 2007. The report identified a lack of consistent, co-ordinated or strategic support for Creative and Cultural Industries (CCIs) and a lack of infrastructure across the region. Leadership roles and opportunities to lever in funding will be actively developed by the steering group chaired by David Liston-Jones of Thames Gateway Kent Partnership.

The University College for the Creative Arts (UCCA) has become the UK's first creative arts university, after being granted university title by the Privy Council. Its five campuses include Canterbury, Maidstone and Rochester. In September 2008 it adopted the new name of University for the Creative Arts. In its report the Quality Assurance Agency acknowledged the ambition and success of merger and affirmed the high calibre of academic staff.

The Kent Film Office has instigated a number of initiatives to promote Kent as a centre for film making. This includes: developing a joint campaign with Visit Kent to produce a movie map to promote locations used in *The Other Boleyn Girl*; providing opportunities for Kent residents and graduates to work on various films and television programmes as trainees; sponsoring the Kent Creative Industries Award at the Kent Business Awards to raise the profile of the industry in Kent; continuing to expansion of a database of Kent crew, facilities and locations that can be accessed by productions.

The Kent Film Office has linked with Mediatree and also promotes companies, achievements and programmes with Kent relevance on its website. In the financial year 2007/08 there were over 400 filming days in the county and assisted productions were as diverse as *Harry Potter*, *Cape Wrath*, *The Other Boleyn Girl*, *Half Broken Things*, *Ruby Blue*, *Spooks*, *Eastenders*, *Basil Brush*, *Scooby Doo*, *The Hide*, *Cold Little Eels*, *Eon's Winds of Change* and *Morrisons' 2007 Christmas campaign*.

Capital Development

KCC is working in partnership with the Creative Foundation in Folkestone to develop public realm improvements in Tontine Street, Folkestone, and will create artistic opportunities linked to arts programmes in the Creative Quarter of the Town. Work is nearly complete on the new Performing Arts and Business Centre (Quarterhouse) on Tontine Street.

A partnership project with ACE, SE (£100k) and South East England Development Agency (SEEDA) (£25k) is taking place to develop temporary work space for visual artists on the Isle of Sheppey as an outcome of the three-year 'Art at the Centre' project and as part of a regeneration strategy.

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KCC, alongside Thanet District Council (TDC) and ACE, SE, put together a rescue package for the historic Margate Theatre Royal (the second oldest theatre in the country). The rescue package involved TDC purchasing the building and leasing it back to the Margate Theatre Royal Trust and other partners providing revenue funding. The newly appointed artistic director is developing the programme to include a broader variety of shows, education and outreach opportunities and collaborative working with TDC, KCC Youth Service and KADU (see Towards 2010 target 23 - youth theatre initiative).

Additional Financial Investment

ACE, SE Regional Council has, in the last twelve months, embarked on a programme of visits to priority areas in the region, a methodology not employed before. Three visits have taken place so far, two of which have been to Kent. Kent has hosted visits to north Kent (December 2007) and east Kent (June 2008), generating a commitment from ACE, SE for significant investment in the infrastructure of both areas. These visits enabled KCC to demonstrate the value of three key areas of work. In east Kent this included Canterbury (new Marlowe Theatre, The Beaney), Margate (Turner Contemporary, Theatre Royal Margate) and Folkestone (Quarterdeck; Folkestone Triennial) and in north Kent it included a visit to the Ebbsfleet Valley and an introduction to the aspirations around the development of this area.

£10k was secured from ACE, SE for a significant partnership project with Economy and Regeneration/ Tourism for a joint marketing initiative to develop the profile and opportunities of the cultural tourism offer in east Kent. Its aim was also to develop an understanding of this important niche market and its specific marketing demands, all of which neatly complements the broader coastal/heritage/day trip tourism marketing of Kent. This project is designed as a pilot and focuses on the Folkestone Triennial, Whitstable Biennale, a number of music festivals and Turner Contemporary. Evaluation of this cultural tourism pilot will inform further developments. We are in discussion with the Turner Contemporary toward joint annual planning, and the above evaluation work will be an essential input into deciding what next steps should be.

Investment from SEEDA of £25k per year for two years has been secured for the development of the festival offer in east Kent. The recent Arts Council England review of its Regularly Funded Organisations (RFOs) will see a minimum 18% increase in investment in Kent by 2011. £228.8k will be invested in key projects across the county via the Kent Arts Investment Fund to include the sustaining of key arts organisations and seed funding new initiatives. For every £1 of KCC investment this attracts an additional £10.23 additional investment (£2.3million partnership funding/income generation in total).

In partnership with the Creative Foundation, KCC has secured £1,221,000 investment via the 'Find Your Talent' pilot (of which there are only ten in the country) which will provide children and young people under the age of 18 in the Shepway area with five hours cultural activity per week.

National Profile of Kent

The first Folkestone Triennial has secured unprecedented national coverage for Kent's cultural offer (including The Today Programme, Front Row (Radio 4), The Culture Show (BBC 2) and coverage in the Independent and the Guardian). Front Row has also covered the Ebbsfleet Landmark Sculpture commissioning process. KCC's Victoria Pomery (Director, Turner Contemporary) is on the selection panel for this commission which is of national significance and Future Creative (formerly Creative Partnerships), who are funded substantially by KCC, are leading on the educational elements of the commission. Further coverage of Kent on Front Row includes the Adam Hahn exhibition at Mascalls Gallery in Paddock Wood. Arts Industry (national publication) had a three page article on the Ebbsfleet commission and the Guardian ran a travel feature on East Kent ("The Avant Garden of England" inspired by the cultural tourism pilot literature).

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Work planned between now and 2010:

The development of a Kent Cultural Strategy, punctuated by three cultural conferences involving partner agencies and anchored by key national and local speakers, will result in a consensus approach to developing culture in Kent and a raised profile for this area of work.

ACE, SE has identified four areas of growth in the South East which will be priority areas for investment over the next five years. Two of these areas are in Kent - Thames Gateway/north Kent and east Kent/Ashford. KCC will work closely with ACE, SE to identify appropriate investment opportunities to develop cultural infrastructure as part of an overall commitment to ensure that growth areas are socially and economically robust.

The Commission for Architecture and the Built Environment (CABE) has developed Sea Change, a funding stream that will drive cultural and creative regeneration and economic growth in coastal resorts. Dover has secured funding in the first round for developing improvements to the visitor experience at Dover Castle. KCC will be working closely with partners to develop further bids to the Sea Change fund including a bid for Margate.

Capital projects planned include the building of Turner Contemporary by 2010; the building of the new Marlowe Theatre in Canterbury, including development in public realm around the theatre to link to The Beaney; the building of the Kent History Centre programmed for completion in October 2010; the building of the new Ashford Library and the completion of the Quarterhouse, a new Performing Arts and Business Centre for Folkestone situated in the Creative Quarter.

KADU has a key role to play in the Kent 2012 Campaign, which is developing the county offer for the UK Cultural Festival, part of the Cultural Olympiad, spanning the four year period from 2008 to 2012. KCC is co-ordinating plans with district councils and arts agencies to stage a broad variety of arts events and festivals over that period, to create a Cultural Olympiad to celebrate the Olympic and Paralympic Games in 2012.

KCC will work closely with the Creative Foundation and partners to deliver the 'Find Your Talent' pathfinder project to provide five hours cultural activity to young people in Shepway. As one of only ten pathfinders nationally this will be a high profile project for Kent.

Other developments are as follows:

- KCC will work closely with partners in Margate to deliver the 'Cultural Vision for Margate' as produced by Tom Fleming Associates
- A significant partnership project will be developed with SEEDA and participating east Kent Festivals to develop and strengthen the east Kent arts festivals infrastructure
- The Rouse Kent Public Art Award will be delivered in 2009 (this is a biennial Award)
- The delivery of a Kent Youth Theatre Festival in spring 2009
- A review and refocus of the Kent Arts Investment Fund in line with the findings of the Kent Cultural Strategy and the development of a cultural website, hosted by KCC to act as a cultural hub for the County
- KADU will be working to influence the Building Schools for the Future programme to ensure that facilities are well appointed to support cultural activity (working closely with Future Creative on this process)
- KADU will work closely with individual artists and arts organisations to maximise inward investment in the arts infrastructure. This will include training days organized with ACE, SE to encourage

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increased number of applications for the Grants for the Arts Lottery funding stream from arts organizations in Kent (currently application levels are low).

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 2008

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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		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Cath Anley

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 departments: Children, Families and Education (CFE); KASS; Gateway; Adult Education; Community Safety; Contact Centre; Kent Drug & Alcohol Action Team (KDAAT); Registration and Coroners; Trading Standards, YOT; and the Youth Service)
 Voluntary Sector: CSV, CAB, MIND, Mental Health Carers Support Group, Scrine
 Other: PCTs, BBC Learning, Kent & Medway Local Skills for Productivity Alliance, Home Office Prison Library Service, Probation Service, Early Years settings, District Partnerships, Kent Book Company, Canterbury Christchurch University, Moat Housing, Post Office, Tourist Information Centre

Progress to date on delivering this Towards 2010 target:

KCC's capital investment in our modernisation programme, together with action on the ground, is delivering dynamic results and making a real difference. Our aim is to increase footfall and levels of use of our services.

While national comparators are not yet available for 2007/08, Kent bucked the national trend in 2006/07 with book issues up by 3.54% (down nationally by 1.95%) and with an increase of 2.57% issues per 1,000 population (down nationally by 2.7%).

Libraries modernised in 2006/07 continue to show increased levels of use.

- Sevenoaks Kaleidoscope book issues increased by 10.78% in 2007/08 compared with the previous year with children's book issues up by 12.33% (now the busiest children's library in Kent). 93.4% of adult users rated Kaleidoscope 'very good or good' in the last user satisfaction survey. Before modernisation Sevenoaks was the 8th busiest in the county for level of issues and it is now 4th.
- Comparing 2007/08 with 2006/07 show that Coldharbour's issues increased by 10.07% and visitor figures by 22.85%
- Birchington's issues increased by 8.2% and visitors were up by 37.33%
- Staplehurst's adult issues increased by 1.59% in 2007/08 and visitors by 18.26%.
- At Marlowe Academy (Newington) issues were up 12.86% in 2007/08 over 2005/06 i.e. prior to relocation.
- Computer use continues to increase including 29.46% at Marlowe Academy (Aug- May 07/08 compared with same period 2005/06); 29% at Staplehurst, 26.67% at Sevenoaks, 7.6% at Birchington, and 7.04% at Coldharbour for April and May 2007/2008 compared with the same period last year.

Children's book issues have increased by 12.25% in 2007/08 compared with 2004/05. Libraries, Museums and Archives web pages are regularly the second most visited pages on KCC website with 2,073,345 views during 2007/08, an increase of 3.9% on same period for 2006/07. Remote access has increased by 133% between 2005/06 and 2007/08 when visits exceeded 2 million. There was a 40% increase in Contact Centre renewals and visits to our website.

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Margate library reopened in January as part of the Thanet Gateway bringing together Thanet District Council and KCC customer services with the library, and providing seamless access to all services on offer. In the first week of operation there were 8,741 visits to the new combined centre, against 5,661 for the library for the equivalent week in 2007. A modernised Hadlow library reopened in April. Issue figures for April and May show an increase of 11.5% and visitor figures an increase of 36% over the same period in 2007/08.

In 2007, adult overall satisfaction with libraries increased to 93.4% compared with 90.3% in 2003. Children report overall satisfaction of 84.9% in 2007 against 71.6% in 2003. Satisfaction with opening hours has also continued to increase. Adult scores have risen from 76.8% (2003) to 92% (2007), and 86.9% (2007) children said the library was open when they wanted it to be compared with 58.3% (2003).

We continue to visit other authorities and host visits to share good practice. Visits to Norfolk Records Office and Norwich library will help to inform the design of the exciting Kent Library and History Centre. Three managers visited Chicago, where a major programme of library building and modernisation has been achieved. We looked at their experience of building social capital through library initiatives including work with young people, support for adult learning, and other partnership working.

We are involved at a strategic level with Kent Agreement 2 including civic participation; adult literacy and numeracy; sports and arts, CFE-led targets and NEETs. Libraries and Archives are jointly leading on the National Year of Reading across Kent with CFE Extended Services to promote literacy and an enjoyment of reading. In particular we are joining up effectively with other parts of Communities Directorate. For example we are piloting registration of adult learners at Dartford Library. We launched 'Headspace' with the Youth Service in September, a national pilot that encourages young people to promote books to their peers at Café IT in Folkestone.

Living Library, another national pilot, enabled the public to borrow a 'Living Book' at Kaleidoscope. The project seeks to bring people closer together and promote stronger community relations. Our Time2Give initiative is at the leading edge in the development of library volunteering. In April it was runner-up for the national Libraries Change Lives Award. Time2Give has delivered an additional 7,000 hours volunteering activity during 2007/08 compared with the previous year.

We have been able to exploit Kent's size to deliver significant efficiencies as a leading member of the largest stock buying consortium in the country. Supplier selection now accounts for between 70% and 80% of adult fiction, adult non-fiction, and children's stock. Increased discounts enable us to buy additional stock, and help us to meet the expressed needs of the public for more large print stock, for example. Stock audits of every library have been completed.

Our Chartermark status was confirmed in April with improved performance. We achieved best practice in five areas including consulting staff and customers on service developments, consistently improving the service and achieving increased value for money. This follows the award of our sixth Chartermark in 2006.

Work planned between now and 2010:

Ramsgate library will re-open by December. The modernisation of Deal library will begin later in 2008/09. Consultation and plans for the Kent Library and History Centre in Maidstone are progressing well. This unique library and archive centre is due to be handed over to us in September 2010.

Planning approval has been gained and a Stage 2 Heritage Lottery Fund submission to develop the Beaney in Canterbury has been submitted. We hope to be in build by early 2009.

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Work to build Ashford Gateway Plus, is expected to start in early 2009. Plans are also progressing for the relocation of Tenterden Library, due to open later this year as part of a Rural Gateway incorporating a range of services including Ashford Borough Council, Tourist Information and the Post Office. We are also progressing plans to relocate Stanhope Library in partnership with Moat Housing.

Consultation on plans to transform Gravesend library begins this summer. At Folkestone, plans to transform the Museum into a History Resource Centre will significantly improve public access to many of the 10,000 items currently in the collection. Adult Education's SkillsPlus Centre will open in the library in September. We also work partnership with Canterbury Christchurch University to provide services to their students.

We are working with Tunbridge Wells Borough Council to explore opportunities to join up service delivery, for example at Cranbrook where a feasibility report will inform developments to improve services to local people. A joint consultation exercise in Sandwich will inform plans to relocate the Dover District Council Office into the library. We plan to introduce new services in Horsmonden including a mobile library, Home Library Service and an exciting programme of activities to promote reading. A library for children aged 0-11 will be operated by the school.

We are continuing to explore ways to improve access to services in the growth areas by planning new service provision in five areas: The Bridge (Dartford), Chilmington Green, Cheesemans Green, Eastern Quarry and Ebbsfleet. Planning has begun for a Library Access Point, a gateway to our mainstream services, at the Bridge Community Campus, due to open in 2009.

To reap maximum benefit from the development of the Library and History Centre, we are reviewing the Archives Service to better exploit the huge potential that exists to deliver positive impact on the quality of life for current and future Kent residents. We are also developing plans to improve access to services for those for whom a visit to our static libraries is not practical. As part of this review we will also examine our transport and vehicle procurement and deployment operation to ensure best value.

The legacy of National Year of Reading may result in a Strategy for Reading in Kent and will connect reading activity to the Cultural Olympics. Meanwhile a range of initiatives which aim to build literacy skills, funded by the DCSF and MLA (The Museums, Libraries and Archives Council), will promote library use to young people through new partnerships.

We are engaging with the Strategy for Supporting Parents in Kent, with the Children's and Young People's Plan, with Children's Centres and will engage with Local Children's Services Partnerships. This year we will pilot a Virtual Homework Club through the Kent Learning Zone as part of the 'Ask a Kent Librarian' service.

We are working with Adult Social Services and District Partnerships to develop library services for adults with learning difficulties. We are also engaging with Active Ageing, Kent's Strategy for Later Life including the INVOKE project to provide information to older people in six east Kent Districts. We continue to provide smoking cessation sessions and other health programmes, and work with Trading Standards to raise awareness of food labeling. We will work with the Probation Service to bring clients into libraries and we will support the Home Office by providing learning opportunities for prisoners to assist with resettlement. We are actively involved with the Folkestone Create programme, working with Communities Cultural Services Division to develop initiatives to assess how cultural services can transform the lives of people in the four Supporting Independence wards. This involvement includes active participation in the Creative Foundation/KCC Find Your Talent pilot which is exploring ways to offer a guaranteed cultural entitlement to school children in the District. We are actively engaged with Supporting

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Independence in Folkestone and other wards across Kent. We are directly involved with the new Kent Agreement including civic participation, adult literacy and numeracy, early years, NEETs, sports and arts.

We are leading a KCC Communities Directorate initiative to improve and join up support for bereaved families and individuals including children and young people. This includes training and a toolkit for KCC staff, to enable them to respond appropriately, and signposting to other agencies

Adult and Children's Public Library User Surveys will take place in September 2008. We will be re-assessed for Chartermark in 2009.

We will continue to harness new technology. We introduced SMS (text) notification for overdue items and for reserved items awaiting collection in May and plans are developing for Text Reading Groups for teenagers. This will be enhanced by a much improved Library Management System to be introduced in April 2009.

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

- 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 to be modernised in 2008/09 will be Ramsgate, Tenterden, Hadlow, and East Peckham

Monitoring completed by: Cath Anley

Date: July 2008

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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
South East England Development Agency
Thanet District Council
Tate
Margate Renewal Partnership

Progress to date on delivering this Towards 2010 target:

The Tate has been a catalyst for regeneration in St Ives and the Turner Contemporary is expected to do the same for Margate. It will be a positive force in the social, economic and cultural regeneration of Thanet and east Kent. The project consists of two major strands – the building of the new gallery itself and a public arts programme of wide ranging exhibitions, talks and events and out-reach work.

Establishing the Turner Contemporary will, alongside other cultural initiatives such as The Marlowe and Beaney Institute in Canterbury, The Creative Foundation in Folkestone and other developments like the Whitstable Biennial, ensure Kent and east Kent's cultural offer can compete with other major cultural destinations in the South East.

Margate now features in Sharpie's Index as one of the country's top twenty creative towns with potential to be one of the top ten (Future Laboratory for Sharpies Creative Index 2007). The Sharpies's analysis draws much from the contribution of Turner Contemporary.

The Stirling Prize winner David Chipperfield Architects has completed the Royal Institute of British Architects (RIBA) Stage E of the design development process. 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.

Exhibitions have been touring libraries in Thanet and the gallery programme has featured nationally and internationally renowned artists, who have presented work in both gallery and public settings.

The artistic programme continues to develop, engaging with diverse audiences and forging relationships with a broad range of partners across the region and further afield. 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 design through our Inspiring Spaces scheme which has been supported via funding through *enquire*. Through their participation in the scheme, the young people have been 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 needs of senior citizens, families and often hard to reach individuals.

Turner Contemporary opened a new project space on Margate High Street in February 2008. It is anticipated that the exciting programme planned for the new space will build audience capacity and generate further interest in Turner Contemporary. Increased interest in the new space will also act as a

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catalyst for the regeneration of Margate High Street, and bring associated benefits for local businesses and the community.

Comprehensive funding applications were submitted to ACE and SEEDA and led to provision of £8.1m towards the Turner Contemporary announced at the end of July. A strong regeneration agenda and the role Turner Contemporary plays in this, was set out in the plans.

The regeneration impacts associated with Turner Contemporary include major improvements to the whole of the Eastern coastal area. Work on de-dualling of Fort Hill began in April 2008.

A bid entitled 'Opening up the Eastern Seafront' was successful in securing £850K from ERDF Objective 2 in December 2007 to match KCC's spend in the area. This bid packaged 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 rendezvous site.

The annual business plan has been drafted and will be updated on a regular basis. 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 Operating Trust, which will hold operating responsibility for the gallery.

Work planned between now and 2010:

- The de-dualling of Fort Hill and preparatory works are scheduled for completion in October 2008 and one of the benefits will be the creation of a pedestrian friendly public realm with significantly improved connectivity between the Old Town and the seafront.
- The gallery planning process will continue, and the build process is scheduled to commence in October 2008. Work will continue on the establishment of the Turner Contemporary Operating Trust.
- A detailed business model, including planned exhibitions and marketing strategies, for Turner Contemporary for the 2010-2015 has been drafted and submitted to Arts Council of England. The model is being developed on an ongoing basis.
- Turner Contemporary will continue to present a varied range of events and workshops and this will increase significantly when the gallery opens.
- The creation of a pedestrian friendly public realm on land reclaimed by the de-dualling of Fort Hill (2008).
- Completion of Heads of Terms and a Development Agreement with our preferred development partner ahead of the finalisation of the mixed use scheme for the Rendezvous site. The scheme should be substantially completed by 2010.

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 2008

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Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Chris Hesse / Judy Edwards

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, Health, Jobcentre plus, police, HM prisons.

Progress to date on delivering this Towards 2010 target:

These two Towards 2010 targets are being reported together as they are so interlinked. Developments to date are set out below:

Club Connect Card Scheme

The KCC Sport, Leisure & Olympics Service officially launched the Club Connect Card Scheme, which provides a range of discounts and benefits for sports clubs, in October 2007, with 250 clubs having signed up during both the pilot phase and since the launch.

Clubmark Accreditation

Work has continued to support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with over 100 clubs across the county now having received this accreditation. Clubmark clubs can guarantee 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.

Development officer posts

Work has 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 and curling. This has led to new opportunities for Kent residents to participate in these sports and in the case of archery, provides 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. Funding has also been secured to appoint a Golf Development Officer and discussions are well underway with squash, sailing and table tennis to secure development officers for these sports. The KCC Sport, Leisure & Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region.

Small revenue grants

Since March 2007 a further 64 clubs and voluntary sports organisations have benefited from small revenue grants (generated through funding from Pfizer and Kent Reliance Building Society), and performance reward grant (PRG) funding for clubs to run activities on school sites in out of school hours. Projects

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supported range from supporting the development of new badminton Club in east Kent to assisting Mencap to run a Learning Disability Workshop for sports coaches in a range of sports.

Training and workforce development

A range of training courses for clubs, coaches, volunteers and sports leaders have also been organised in order to support the volunteer workforce. This includes “Step into Sport” conferences for over 200 young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations.

Establishing local networks

In addition, work has been undertaken with districts to establish local “Community Sports Networks” with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners. Currently, ten Community Sports Networks have been established with a further three under discussion.

Securing funding

Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the Sport, Leisure & Olympics service has levered at least £4 of external funding for every £1 spent on the service by KCC.

Kent eVents team

Kent Volunteers and KCC Sport Leisure & Olympics service launched the Kent eVents Team project in May 2008, which has been developed jointly with the volunteering networks in the county. This is an innovative approach to volunteer involvement and will create a network of people willing to volunteer for one-off sport, leisure and cultural events, with the aim of having 2,500 volunteers registered by 2010. This scheme will help Kent’s volunteers prepare to volunteer for the 2012 Olympic and Paralympic Games.

Promoting volunteering to the public and increasing capacity.

The partnership within the Kent Volunteers Advisory Group, chaired by the Chairman of KCC, remains integral to the work involved to promote volunteering in the county as a means of improving community engagement and quality of life in Kent. Group members represent a range of influential voluntary organisations such as the Kent Council Voluntary Youth Service, Citizens Advice Bureaux 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 seek ways to work together to increase involvement.

Through the process of the Kent Volunteers Awards for Volunteering Excellence, (nomination period June to September), we are able to identify active volunteers across the county and use these powerful stories to encourage others to get involved. Over 600 nominations were received in 2007, involving thousands of volunteers, both as individuals and groups representing the widest range of volunteers. Activities include young people getting together to run a music club for disabled youngsters, through to a local conservation group improving and maintaining footpaths. This year, increased business support has enabled us to respond to feedback from volunteers who told us that small amounts of funding are difficult to source and would make a real difference to projects in local communities. So the scheme this year includes ‘Award and Reward’, whereby winners will receive a cash contribution to their chosen charity. The launch of the 2008 scheme in June, during National Volunteers Week, included coverage by Kent TV.

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Kent Volunteers used the recent Kent and Medway Citizens Panel baseline recruitment survey (conducted by MORI in spring 2008) to gather information on current volunteering behaviour in Kent. The results are being used to help identify and prioritise a focus for subsequent qualitative research. All this research activity is part of a Kent Volunteers initiative to gain a deeper understanding of the barriers, motivations, needs and behaviours connected to volunteering in Kent.

Work to raise the media profile of volunteering in specific locations, and in particular activities, has been well received. For example, we have targeted youth volunteering and the need for more adult involvement. A double page feature in 'Around Kent' brought 120 enquiries from the public which we were able to respond to, and work with Kent Scouts and KCC Youth Centres resulted in press pieces showing the benefits of volunteering and featuring current recruitment opportunities.

A media workshop was run at a countywide voluntary sector seminar in Ashford. This resulted in more requests for media training. A media brief on dealing with the press has been produced and is now available to all voluntary groups via the Kent Volunteers website.

Improving volunteer management in KCC.

KCC continues to be recognised nationally as a leader in good volunteer practice and is the only local authority to be represented on the board of Volunteering England, the national volunteer development agency. Involvement in the National Convention of Volunteering England and a request for a presentation to inform research by Canterbury Christchurch University ensures that the programme reaches a wide audience.

Best practice in the management of volunteers is crucial in mitigating against retention issues as well as ensuring a quality service is delivered. Two in-house KCC schemes, Referral Order Volunteers in the Youth Offending Service (who encourage young people to understand the effects of their behaviour and make reparation) and Learning Champions in Adult Education (who promote the benefits of lifelong learning), are now well on their way to piloting the achievement of the nationally recognised quality standard of Investing in Volunteers (IiV). Towards 2010 funding will enable three more volunteer-using schemes in the Kent Volunteers partnership to achieve IiV. There are over 2,000 volunteers adding value to KCC services from advocacy to family support.

We refresh and update the volunteering information on www.kent.gov.uk and KNet/CMY/employee volunteering and provide an information and signposting service to staff and the public.

Employee volunteering

KCC employee volunteering continues to grow and the activities of our staff contribute to a legacy of involvement in local communities and to the improvement of the Kent environment. Whether it involves decorating a scout hut or using financial skills to keep a playgroup afloat, our staff share their skills. Newsletters produced by a cross-directorate editorial board give ideas to employees new to the concept by showcasing colleagues already involved.

KCC Communities Directorate Senior Managers are supporting increased employee volunteering involvement within the directorate in 2008/09 and the health benefits of volunteering were featured in a recent edition of 'Kent Living' magazine.

The KCC Charitable Working Group, (CWG), continues to offer staff information and opportunities to get involved in charitable activities. CWG has worked with colleagues across KCC and the Institute of

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Fundraising to offer a fundraising training day to up-skill staff. Feedback has been very positive and there is a demand for more training as the day was oversubscribed.

Sports volunteering

Working with KCC Sports, Leisure and Olympic unit colleagues, Kent Volunteers has been involved in the development of the Kent eEvents team. This is an innovative approach to volunteer involvement, to offer one-off opportunities to volunteer in sport, leisure or cultural events. A manager has been recruited and Kent Volunteers sit on the steering group to take the project forward. Suitable opportunities will be found across the county. The 2008/09 recruitment target is 250 volunteers, increasing to 2,500 volunteers by 2010. The success of the Kent School games this year includes a contribution made by volunteers including young people who helped in numerous practical ways including marshaling.

Work planned between now and 2010:

Supporting sports clubs and voluntary groups

- Obtain local Clubmark licence and 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.
- Develop the `Kent eEvents Team` project, launched in May 2008 by Kent Volunteers and KCC Sport, Leisure and Olympics service, which has been developed jointly with the volunteering networks in the county. The project will create a network of people willing to volunteer 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.

Promoting volunteering to the public and increasing capacity.

- The Kent Volunteers Awards for Volunteering Excellence 2008 with the `Award and Reward` element will be reviewed to assess future support for the scheme and the impact.
- Seek new ways to provide multi-media information on volunteering to inspire the public and KCC staff to volunteer.
- Due to demand, further media training will be funded, outsourced to a voluntary sector provider.
- We will use information from previous research to target increased volunteer involvement and community participation.
- Review and ensure the terms of reference and the membership of the Kent Volunteers Advisory Group is focused on increasing volunteers and opportunities for volunteering within well-managed projects and activities.
- Maintain and develop national volunteering strategic links so that we can learn and share good practice.

Improving volunteer management in KCC

- Work with KCC Personnel and Development to develop a process of volunteer management that complies with the new Independent Safeguarding Authority (ISA) that will replace the current criminal records Bureau (CRB).
- `Investing in Volunteers` will be marketed as an industry standard achievable by more KCC volunteer using schemes and voluntary organisations.

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Employee volunteering

- KCC Communities directorate management teams will be participating in employee volunteering days.
- We will encourage more KCC staff to volunteer as part of individual and team development, thus further embedding employee volunteering across the authority.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	75	70	90	135	175
Number of sports clubs receiving services via the ClubConnect Card (cumulative since 2006/07)	0	*	200	275	400
Number of volunteers managed by KCC (excludes schools)	1,500**	1,600	2,200**	Maintain or increase	Maintain or increase

* No target set for 2007/08

** Based on estimates

Monitoring completed by: Chris Hesse / Carole Kincaid

Date: July 2008

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Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies		
Lead Cabinet Member: Alex King	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: On course

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

District and borough councils, NHS, Police, Fire, voluntary sector, central government, community groups, private sector.

Progress to date on delivering this Towards 2010 target:

Gateways offer a convenient public service point in a retail-based location using the latest innovative technologies and working with district and borough councils, Police, Fire, Health, voluntary sector, Job Centre Plus, Department of Work & Pensions and a range of other partners, including the private sector. The focus is on shaping services to fit around customer need.

Gateway has attracted a lot of national and international attention and was one of the 16 front-office innovations showcased nationally at the FOSS (Front-Office Shared Services) Event in May 2007 by the Cabinet Office, IDeA and the LGA. Gateway also made it into the top 10 out of hundreds of entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website.

The Mobile Gateway, which covers rural Mid Kent in its widest sense from Shepway to Ashford to Tunbridge Wells, is currently being used to raise awareness and understanding of Gateways amongst customers in areas where new “fixed” Gateways are being opened in 2008 (Thanet, Tunbridge Wells, Maidstone and Tenterden) and amongst staff from the partner organisations involved. It is also supporting various projects and initiatives, such as Adult Learners’ Week and the Kent County Show.

Gateway is working in strong partnership with KCC Libraries on a number of future Gateways and this combination is proving very successful in terms of expanding the offer available and reaching a wider customer base.

Latest developments include:

- Thanet’s Gateway Plus (including the library) opened on 7 January 2008 and in its first day had 2,500 customers. The anticipated footfall is 400,000 a year.
- Tenterden Rural Gateway is planned to open in December 2008. This Gateway will be the first to have a rural Post Office within it. It will also be the site for the local library.
- Maidstone Gateway opens January 2008. This is sited on Kings Street next door to the Chequers Centre and the bus depot. The anticipated footfall is 350,000 a year.
- Tunbridge Wells Gateway opens in October 2008. This is sited near the main pedestrian entrance to Royal Victoria Place. The anticipated footfall is 300,000 per year.
- Dover Gateway plans are underway and the planned opening is expected in May 2009.
- Ashford Gateway Plus, the expansion of Ashford Gateway into a new, larger site, is being planned for 2010. This will be located on the current library site and is part of the wider library project that is being undertaken.

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Specific performance highlights include:

Ashford Gateway:

- KCC Adult Education Skills Plus became the most successful outlet in Kent and saw enrolments increase so much that annual targets were revised from 300 per annum to 450 per annum. In the first six months of the current academic year 265 students have enrolled on courses and a further 297 have been given advice about other more suitable courses
- 22% of enrolees have English as a second language and are accessing skills plus to improve their job opportunities
- Students have also carried out a cultural day in the Gateway to celebrate the diversity of the Ashford Area
- Students also used the video conferencing facilities to give a presentation to similar students in Edinburgh about Ashford
- We are currently negotiating with a French based employer who run a company in Ashford as they want to train 100 of their employees in basic skills before the end of 2008
- Ashford Volunteer Bureau saw a 300% increase in volunteer recruitment
- The ratio of transactions to visits has increased steadily since opening
- Sustained group of partners include the Borough Council, NHS, Voluntary sector, Business Link, Community Wardens
- Successful delivery of pilot Health Prevention programmes such as Diabetes and Blood Pressure through Pharmacy commissioning.

Thanet Gateway:

- Library footfall has increased by at least 26% over January 2007 figures from 23,000 to 29,000 (even though January 2008 is an incomplete month due to relocation)
- Increased membership for the library service
- Average waiting time for Thanet District Council services has been dramatically reduced from 90 minutes to around 22 minutes
- Public services are now available on Saturdays
- Partners already include NHS, CAB, Isle of Thanet Credit Union (Wantsum Savers), KCHT
- Vastly improved customer experience.

Work planned between now and 2010:

Pre-planning for phase two of Gateway (April 2009 to March 2012) has highlighted keen interest in:

- Canterbury – options around Herne Bay regeneration
- Sevenoaks/Swanley – options around the Swanley Information Point and Stag Theatre
- Gravesend
- Tonbridge & Malling
- Shepway (Folkestone)

The planned redevelopment of Dartford town centre and new community hubs in Thames Gateway present strong opportunities.

KCC, Medway and all 12 district and borough councils are working in partnership with Pas de Calais to develop a joint Interreg bid to explore “customer profiling”, which is a way of understanding more about the customers who were using the Gateways.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of Gateways operating in Kent (cumulative since 2006/07)	1	3*	3	6**	8

* Ashford, Thanet and Mobile Gateway

** Maidstone, Tunbridge Wells, Tenterden

Monitoring completed by: Tanya Oliver

Date: July 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Keith Ferrin/Mark Dance	Lead Managing Directors: E&R MD post currently vacant/Graham Badman	Lead Officers: David Hall/Ian Craig

Status: On course

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

Kent public transport operators
Kent Youth County Council
Secondary Schools

Progress to date on delivering this Towards 2010 target:

The pilot Freedom scheme has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out will be completed by June 2009.

Take up in the pilot areas has exceeded expectations at over 5,000 passes issued. Usage is some 100,000 trips per month. Some 75% of trips are made in the peak period to school and 25% outside of the peak to access other opportunities. Feedback has been very positive from schools and young people. From the application form some 27% of applicants state that previously car was their main mode of travel to school.

Snapshot congestion surveys undertaken in Maidstone and Shepway showed up to a 6% reduction in journey times near schools shortly after the introduction of the Freedom Pass. However, there was no consistent trend in the results obtained from the surveys undertaken one year after the introduction of the scheme in Tonbridge, Tunbridge Wells and Canterbury, reflecting the wide range of factors that can affect congestion levels on individual links over time.

As of June 2008 the Freedom pass has been launched to young people attending schools in Maidstone, Malling, Dover and Shepway. To date some 2,000 passes have been issued in these areas. The scheme is now available to care leavers and home schooled children in 'live' districts and companions of disabled young people in Maidstone following Maidstone BC's decision to no longer issue companion passes as part of their concessionary travel scheme for the elderly and disabled. We are working closely with members of the Kent Youth County Council to publicise the scheme, including most recently at the County Show and overcome any barriers to take up.

Work planned between now and 2010:

- Update/continue publicity plan including leaflets, press releases and presentations
- Launch scheme to schools in Thanet and Swale in January 2009
- Complete countywide roll out in June 2009
- Investigate opportunities for smartcards and options over extending the scheme once it has been rolled out county-wide
- Tender consultancy for reimbursement to operators.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of 11-16 year olds issued with a Freedom Pass	New Indicator	2,000	5,178	12,000	20,000

Monitoring completed by: David Joyner

Date: 23 July 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Mark Dance/Keith Ferrin	Lead Managing Directors: Graham Badman/E&R MD post currently vacant	Lead Officers: Ian Craig/Bjorn Simpole

Status: On course

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

Governing Bodies of Schools/Academies
Environment and Regeneration
Integrated Transport Unit
Public Transport Providers

Progress to date on delivering this Towards 2010 target:

Hugh Christie Technology College is piloting staggered hours for post 16 and some year 11 students. This involves a variable school day for students between 8.30am and 5.00pm.

Three academies in Kent are also operating radically differently from their neighbouring schools. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30am to 5pm which builds in all out of school activities into the core school day. This brings a total of four schools/academies that are operating a staggered *core* day in the 2007/08 academic year.

Extension of the school day already exists between schools of all phases. In a study of primary schools in pilot areas for this Towards 2010 target, start and finish times vary by up to 30 minutes at the beginning and end of the school day.

Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities, with one example of 25% of students on the Canterbury High School campus benefiting daily from an extended school day.

The requirement to offer all children and young people access to extended school activities by 2010 is making a significant contribution to the achievement of this target as increasing numbers access them.

Work planned between now and 2010:

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools and publicising their experiences.
- On-going work to ensure that all children and young people in Kent can access extended school services by 2010.
- Use the full county roll out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non standard school hours.
- Persuade primary school governing bodies to have more radically staggered hours.
- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of schools with staggered starting times	New indicator	1	4	6	15

Monitoring completed by: Bjorn Simpole

Date: 9 July 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Caroline Bruce

Status: More progress needed

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

District councils (under delegated powers)
Chambers of Commerce and other business interest groups
Town centre managers
Kent Parking Managers Group / District Engineers Forum

Progress to date on delivering this Towards 2010 target:

Car parking and yellow lines

Helping to deal with the frustration of finding sufficient car parking as well as managing congestion on the roads is the focus of this Towards 2010 target.

Discussions have been held with parking providers to explore the feasibility of pulling together on-land off-street parking and finding new spaces, with district councils closely involved. KCC owned car parks at County Hall HQ in Maidstone (Invicta House car park most recently) have been opened to the public for pay and display.

As a result of the appointment of a new Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all districts are under revision. Wider parking provision is currently under review in partnership with district councils through the Kent Parking Managers Group. This review, which includes all Kent towns, is scheduled for completion during 2008. Several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for park and ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends. Examples of action taken to date across the county include:

- Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes and the provision of additional bays. Parking provision in Tenterden is now under review and is the subject of extensive public consultation. As part of Ashford Futures a new park and ride service is proposed to be introduced in the town linked to Smartlink. Three multi-storey car parks are also planned alongside new developments.
- Canterbury - Parking provision has been under almost constant review in the city. The Whitefriars development saw parking supply on the site reduced from 590 to 530 spaces. The Canterbury Park Plan is being updated including studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion including a fourth park and ride site to the north west of the city.
- Maidstone - Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town. Some 30 additional bays have been introduced where yellow lines have been removed. Parking on single yellow lines is now permitted on Saturdays in around 60 streets. 850 additional parking spaces have been introduced in the town with the development of Fremlin Walk.

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The potential for park and ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion.

- Thanet – There is a three year parking plan which includes further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate.
- Tunbridge Wells - Some 45 extra parking spaces were created in 2007/08 and single yellow line times changed to permit residents to park.

Bus lanes

With regard to bus lane provision, a section in Maidstone has been successfully removed as it did not meet the criteria (six buses per hour). A review has been undertaken of other sections of bus lanes in Kent and all meet the criteria set out in the 'Bus Strategy for Kent'. New sections will be considered within this context.

At the outset of Towards 2010 we perceived the situation on unnecessary bus lanes to be worse than it now appears to be in reality and so the targets originally set in the table below will not be met.

Work planned between now and 2010:

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager and implement the findings and recommendations.
- Ensure districts/KHS complete an agreed proforma to monitor progress as parking schemes are reviewed/introduced.
- Review of Bus Stop Clearways (BSC) across Kent. These currently operate 24 hours a day and a trial is commencing in Ashford to change them to times when bus services operate thus providing parking spaces during times when the bus service is not in operation. (Some services typically don't run 6pm – 7am.)
- KCC is planning to review of all Traffic Regulation Orders (TROs) across Kent. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that can become single yellow lines so providing further spaces over 24 hours and some spaces that can be used during specified times. KCC would like to take over management of some parking issues as part of the amended agency agreements leading to the introduction of further pay and display and residents parking schemes in those parts of the county that have so far resisted introduction of these schemes (typically North Kent). This would also allow us to review all waiting restrictions in these areas leading to the removal of unnecessary double and single yellow lines and the introduction of further parking spaces.
- Encourage the use of footways for shared cycle and pedestrian facilities, where possible move cycle ways onto footway in order to provide further parking spaces.
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers.
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours.
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of additional public car park spaces (cumulative since 2006/07)	0	200	1,115	400*	600*
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	10,000	180	15,000	20,000

*Targets were set and published prior to end of 2007/08. There will still be a focus on increasing the number beyond the 1,115 additional spaces as already described in this report

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Monitoring completed by: Caroline Bruce

Date: 6 August 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Caroline Bruce

Status: On course

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

- Utility Companies – individually and through HAUC (Highway Authority Utility Committee)
- Traffic Managers – regionally and nationally
- Department for Transport
- Neighbouring Authorities.

Progress to date on delivering this Towards 2010 target:

KCC is one of two authorities to apply shortly to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA). Following a further, short, round of consultation, KCC's application will be submitted in the early Autumn with the aim of starting the permit scheme on 1 April 2009 (subject to approval). The scheme will enable significant penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected.

KCC will have the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary.

Greater powers to co-ordinate road works (including our own) are possible through the TMA and the permit scheme allows us to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The permit scheme will also allow us to clearly define hours of operation, particularly on traffic sensitive streets.

The big challenge is to ensure that, for KCC's own works, we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders, will be keenly interested in this. Work is well underway in Kent Highway Services (KHS) to further improve the programming and control of our own works.

A note of caution however. The permit scheme will be new to everyone with many local authorities awaiting results of our scheme before they commit themselves, and the software providers have development work to do before they can offer a product to the market.

As a result of the KHS' restructure a new Road Works Manager has been appointed for the whole county and this will drive greater consistency. There is a new focus on income collection to ensure that we are taking the full opportunities of the powers already available to us through the noticing process.

Where possible, work is synchronised by KHS to minimise disruption. An example in 2007 is the road works carried out at Sea Street, Whitstable which were completed in half the time by synchronising the work of five utility contractors.

The Considerate Contractor scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and

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dialogue between KCC, utility companies, the police and Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June. This event celebrated the success of contractors who had excelled during the year and we had positive feedback.

KHS is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed.

Work planned between now and 2010:

- Implementation of the Permit Scheme under the TMA in a phased approach starting with KCC's own works to demonstrate commitment to stakeholders in getting our own works right, followed by all works on major and traffic sensitive streets before rolling the scheme out in full during 2009.
- Regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars.
- High profile press coverage and communication programme.
- Improved advance visibility of road works through the internet, press, and on-site notifications.
- Forward programme of co-ordinated road works available for members, districts, parish councils, community groups and other stake holders and further development of the Traffic Management Centre.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2009/10 Target
Number of Traffic Management Act permit violations	*	*	

* Traffic Management Act legislation not yet in place – due for implementation in April 2009

Monitoring completed by: Caroline Bruce

Date: 10 July 2008

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Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Caroline Bruce

Status: On course

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

Police	Alliance Partners
Highways Agency	Bus Operators
Utility Companies	Car Park operators
District Councils	Other Highway Authorities.

Progress to date on delivering this Towards 2010 target:

KCC is committed to combating congestion and this Towards 2010 target is one of the methods designed to tackle this issue. It is also linked to the delivery of Towards 2010 target 30 (Kent Freedom pass), which has resulted in a significant reduction of traffic generated from the school run, as well as target 31 (staggered school hours), and target 32 (more car parking spaces).

The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France and Radio One's Big Weekend has helped vehicles to pass without undue traffic problems.

Joint working with the Highways Agency's Regional Control Centre (RCC) is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20 including extended periods when Operation Stack has been in place.

Variable Message Signs now placed on key routes into Maidstone give advance notice of events and warn drivers of congestion enabling them to take alternative routes.

"Health checks" at key locations in the network has resulted in a programme of over 50 "quick win" improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows.

When the Automatic Number Plate Recognition (ANPR) data from the partnership with Kent Police comes on line in August, the TMC operators will have early warning of problems on all the radial routes into town. They will also have journey time data in real time to monitor improvements relative to the baseline data established in early 2007.

To date, from the available data, the TMC has been able to demonstrate a 2% to 3% improvement in travel times on the town centre links. However, there are some links where journey times may be expected to be marginally worse because "gating" techniques have been employed to hold traffic back a little to keep the town centre traffic moving.

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These results are reflected in the feedback we have received from the public and the business community. They have reported reduced journey times on some of the key routes and improved reliability of their journey times. The times of operation of the TMC have increased to 0630 – 1900 Monday to Friday. There have been requests to extend operation to weekends and Christmas, and this is subject to a bid in the current MTFP round.

The Kent Traffic and Travel website, providing information obtained from the TMC, has doubled its number of hits since October 2007. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county.

Kent Police has agreed to devolve some powers to ‘congestion busting’ teams who will have a strong and recognisable street presence through clearly branded vehicles. The scheme will be launched in September 2008 using road works inspectors as ‘Congestion Busting Teams’, and initial training over a 7 day period has taken place. Inspectors will deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. They will also act as the ‘eyes and ears’ of the public to report crime incidents to the police. This is an exciting new partnership with Kent Police and will be linked with other initiatives planned within KCC Environment and Regeneration to improve community engagement.

Work planned between now and 2010:

- Implementation of the ‘congestion busting’ teams.
- Extension of remote monitoring of traffic signals to measure traffic flows.
- Completion of deployment of equipment in Maidstone and evaluation of the results obtained to inform the programmed roll out across Kent.
- Extension of TMC coverage to Canterbury, Tunbridge Wells, Dartford and Gravesend during 2008/09 followed by Kent Thameside in 2009/2010. These areas have different issues to Maidstone, for example Canterbury has a significantly lower traffic signal population than Maidstone and will depend more on monitoring and guiding traffic rather than absolute control, and it will therefore be more challenging to achieve similar results.
- Following discussion at government level, agreement has been reached to add an additional on and off slip at Wincheap, aimed at reducing congestion in this part of Canterbury. The scheme is progressing and is in the design stage.
- Increased interaction with adjacent Highway Authorities to exchange information and manage traffic movements “across borders”.
- Improved guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non essential traffic movement.
- Continuing work in partnership with the Highways Agency on the development of key strategic diversion routes to be used following motorway incidents. Installation of equipment on M2, M20, A229 and A249 for the Kent Cordon Project in summer and autumn of 2008 will enable joint management of traffic on the key diversions by the RCC and the TMC.
- Expansion of the Kent Traffic and Travel website as the programme for TMC implementation rolls out to Canterbury, Kent Thameside, Thanet and Tunbridge Wells to realise similar improvements in the other key towns and on the inter-urban network.

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Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2009/10 Target
Average journey time per vehicle kilometre in Maidstone: <ul style="list-style-type: none"> • AM Peak period • PM Peak period • Inter Peak period 	Base values being established on key radial routes	Reduction over 2007/08 values: 5% 5% 3%	Reduction over 2007/08 values: 10% 10% 5%
Journey time reliability (Index = 100 with no deviation from average) <ul style="list-style-type: none"> • AM Peak period • PM Peak period • Inter Peak period 	60.6 68.2 75.5	63.0 70.0 76.5	65.0 72.0 77.0
Traffic movements on key routes	Base values being established	Annual growth less than 2%	Annual growth less than 2%
Bus journey time reliability (Variations in timetable (more than 1 minute early or more than 5 minutes late.)	Data being sought	5% reduction in occurrences over 2006/07	10% reduction in occurrences over 2006/07

Monitoring completed by: Caroline Bruce

Date: 5 August 2008

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Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent		
Lead Cabinet Members: Keith Ferrin/Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officers: Mick Sutch/David Hall

Status: On course

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

Southeastern Trains
Eurostar
Ashford BC
SEEDA

Progress to date on delivering this Towards 2010 target:

Service quality on Southeastern trains has continued to improve since taking over the franchise in April 2006:

- Published punctuality figures from the Office of Rail Regulation for the second quarter of 2007/08 show 92.6% of trains arriving within five minutes of timetable (up from 91.5%). For the year as a whole, the moving average rose from 88.4% to 88.7%.
- Complaints have continued to fall.
- Crime has fallen 25.7% on Southeastern's trains and network over the last four years due to improved working with Network Rail, British Transport Police and local police.
- There is improved CCTV surveillance and increasing use of Southeastern's Railway Enforcement Officers.

Channel Tunnel Rail Link Domestic Services (CTRL DS) are on track to start in December 2009, with three Hitachi trains now under test. Southeastern has revised the off-peak train specification with general improvements compared to the Department for Transport's specification in 2005 and there will be more services at 15 stations, for example:

- Beltring and Swale stations will now not be closed and all stations will receive at least one train per hour in each direction (some seven stations were to have only a peak period service under the 2005 specification).
- Off-peak CTRL DS will now start from Faversham (rather than Sittingbourne) and so direct services from Dover, Canterbury East and other stations on this line to Victoria will continue to run (in 2005 specification only a service between Sheerness and Dover was proposed on this line).
- Proposed off-peak services on the Maidstone East line (i.e. from West Malling and Bearsted too) will continue to be cut with the loss of the fast service to Cannon Street from December 2009, though we continue to fight for these services.

A Select Committee on Rail Passenger Services has been set up by KCC to investigate the benefits of improvements to journey times and services to London and the long-term contribution to the regeneration of Kent, although there are concerns that proposed fare increases could reduce the beneficial effects. We have also commissioned a study on the implications of CTRL DS on business locations to maximise the opportunities for companies wishing to locate in Kent.

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Eurostar services from Ebbsfleet started in November with seven trains a day to and from Paris and five to and from Brussels, via Lille. At the same time services from Ashford International Passenger Station were cut from 11 trains per day to four, with no direct service to and from Brussels. However, extensive lobbying by KCC and its partners has resulted in Eurostar reconsidering and they will restore a direct Ashford to Brussels service from 14 December 2008.

Kent is on track for continued growth in bus passenger journeys from 44.8m in 2004/05 to 48.6m in 2006/07, contributing to our excellent CPA rating. Bus patronage figures compiled for 2007/08 are 51.6m, an increase of 6.17% on 2006/07 figures. This has been one of KCC's key performance indicators (BVPI 102) and contributes towards our CPA rating.

Quality Bus Partnerships are improving reliability and quality with half the total bus fleet in Kent now being easy access, low floor entry. KCC continues to work with bus companies on innovative schemes such as the Punctuality Improvement Partnership pilot on the Thanet Loop and the Kings Hill/West Malling station shuttle as well as Fastrack and Smartlink which helped KCC win the Transport Authority of the Year Award at the UK Bus Awards in November 2007 together with the Innovation and Infrastructure Awards for Fastrack.

Innovative schemes are being developed including using franchise arrangements to generate a revenue scheme to fund further Fastrack type schemes including Smartlink at Ashford and a potential Dover Expressway linking an aerial tramway proposal between the harbour and the castle. A special grant scheme is under development to offer up to £1m of capital grants to Kent bus operators to stimulate private sector matching. The first Kent Kickstart scheme in 2009/10 is likely to include ten new buses and other improvements in Ashford, partnering with Stagecoach.

KCC also works to encourage integration with operators to encourage joint ticketing and being able to purchase bus tickets before boarding buses through the "plus bus" scheme, which is now available at 26 main railway stations in Kent. A KCC bid to Government to participate in a National Rail Station Travel Plan was successful and received approval in June 2008. The pilot will be undertaken for the Ashford Station and is aimed at improving integration and enhancing station access. KCC will work with operators to introduce smart card technology in 2008/09.

Following a successful launch of the Kent Freedom Pass (see Towards 2010 target 30), meetings have been held with bus operators to ensure they are on board. From June 2008, the scheme has been extended to cover schools in Maidstone, Malling, Shepway and Dover. To date, 1,774 passes have been issued in these new areas in addition to the 5,200 passes in the original pilot areas. However a bid to the Government's Pathfinder Programme, which included the extension of the scheme from ages 16 to 19, was unsuccessful.

Around 200 KCC supported bus services have been sustained with no cuts and we anticipate being able to achieve this for the next financial year within budget following a successful re-tendering exercise on contracts now due for renewal.

Following lobbying in November 2007, additional grant was made available to Kent to cover the introduction of new national concessionary travel scheme for elderly and disabled people, and Government confirmed additional special grant so all district authorities, bar Tunbridge Wells, will have sufficient funding for the scheme. KCC is supporting the scheme, underwriting the cost of the scheme's 9am start time. Kent has also lobbied Government over the new Transport Bill – Putting Passengers First - seeking to strengthen partnership working.

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Work planned between now and 2010:

- The peak period specification for train services from December 2009 will be announced in the autumn. There is a need to ensure that appropriate levels of service are provided from all Kent stations, particularly that current rail links to the City (Cannon Street and Blackfriars) are maintained.
- A study into the forecast effects of the CTRL DS on passenger flows at key stations, on business locations in Kent and the potential for parkways stations at Minster and Westenhanger will be carried out during 2008.
- Quality Bus Partnerships are being developed for new areas of the county including Dover working with Stagecoach and Tunbridge Wells working with Arriva. A Punctuality Improvement Partnership is under development for Thanet with Stagecoach, focusing on the Westwood Cross area.
- KCC is working with South Eastern and Railtrack to improve interchange at 13 stations in Kent during 2008/2009 and with bus operators for a further roll-out of the Plus Bus rail ticket add on for unlimited bus travel as part of a rail journey.
- Expansion of Fastrack is planned, together with the introduction/expansion of off-bus ticketing machines at bus stops. Work is in hand to deliver Smartlink for Ashford, beginning with a Park & Ride site at the Warren from 2009. KCC is supporting Maidstone with the development of a new Park & Ride site at Langley Park Farm in 2009. Delivery of a new Park & Ride service for Tunbridge Wells is also in hand.
- Work on the Kent Regeneration Strategy will incorporate a comprehensive travel plan covering strategic infrastructure provision such as rail freight and a Lower Thames Crossing.

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: Mick Sutch/David Hall

Date: 10 July 2008

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Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Mick Sutch

Status: On course

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

Essex County Council

Progress to date on delivering this Towards 2010 target:

In February 2008 the Department for Transport (DfT) finally announced the commissioning of their own study into the long-term capacity issues at the Dartford Crossing. Consultants Parsons Brinckerhoff has already discussed the issues with KCC and is due to return to the stakeholders to discuss possible future crossing options in mid September. Government is due to make an announcement on its future intentions in November 2008.

As the DfT has commissioned its own study, Kent and Essex County Councils have revised the brief for its consultants so that their work can feed into the DfT study. In July 2008, the councils commissioned a team of consultants, Giffords (civil engineering), MVA (transportation) and Capita (finance), in a two phase study. The first phase is to review potential options for a crossing downstream of Dartford, with the second to develop two options in further detail and to explore potential funding mechanisms for the construction and operation of a new crossing. The final report from the consultants will be completed in September to inform the DfT study.

Government is due to make an announcement on its future intentions with regard to future capacity across the Thames to the Thames Gateway Forum in November.

Work planned between now and 2010:

- Refine the brief with Essex CC.
- Consult on the brief with Medway Council, Dartford and Gravesham Borough Councils.
- Tender for the study, commission and complete.

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: Mick Sutch

Date: 10 July 2008

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Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Kim Hills

Status: More progress needed

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

Ringway, Jacobs, TSUK, KCC Contact Centre

Progress to date on delivering this Towards 2010 target:

Kent residents want well-maintained roads and pavements and KCC also wants to see the repairs done as efficiently and economically as possible to a standard that will last.

KCC's Cabinet approved an additional investment of £5m specifically for repairs to high profile footways across the county in 2007 to be spread over 2007/08 and 2008/09. Action has been taken to improve the speed and quality of pothole and road edge repairs on rural roads and a specialist machine, called Jetpatcher, has and is being used which lays up to 16 times more material per day than is achieved using traditional methods. Additional pothole crews have been deployed to improve response times.

Recent problems with carriageway condition have been caused by changing weather conditions, with a wet summer in 2007 followed by a wet winter in 2007/08. A decision was taken to hold a blitz on potholes during April 2008 by redirecting 24 crews to solely work on potholes. This provided a potential capacity to repair 10,000 potholes within 1 month. Kent Highways Services (KHS) had been repairing the potholes that were being reported but the problem was that the numbers being reported by the public were low at approximately 400 per month. The new short-term blitz proved to be highly successful (over 11,300 potholes filled), not only filling potholes but in encouraging greater reporting of potholes by the public (over 2,500 were reported).

It is recognised that better pothole repairs are not the ideal long-term solution to road condition and KCC will continue to lobby Government to obtain the funding needed to tackle the maintenance backlog, which is a national issue, not simply a Kent one. However, the pothole blitz provided a positive and sound short term response to the situation. It is proposed that we have a similar campaign in January 2009 (a time that historically sees an increase in potholes and public reports).

In addition we are considering adding a small number of targeted schemes to our surface treatment (grip fibre) programme in 2008/09. This would allow us to seal some roads which are heavily trafficked and received significant pothole repairs during the recent blitz. There has been further discussion on the potential for additional funding.

Currently our A, B and C roads are of average or above average condition when compared to other highway authorities using national indicators. However our unclassified roads do not fair so well. We have identified 275km of roads that are locally important but are unclassified. These carry higher volumes of traffic and are often local rat runs. Funding will be directed towards these in order to improve their condition, achieve a good rate of return on investment and improve satisfaction. In addition it is proposed to pursue modification of our maintenance model to provide not only a greater weight to unclassified roads but also add in other assessment criteria. As part of this highway inspectors will carry out an annual assessment of the condition of every road and pavement, including environmental issues, and the historic spend on repairs on a particular road will be extracted from the computer system to show where future

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investment will have most impact. This information will be added to the survey work undertaken by our alliance partner and once validated will be included in the system to prioritise schemes for 2009/10.

The results of the KHS tracker survey undertaken in late 2007 reported the best ever 'net satisfaction' figures by the public with the condition of Kent's roads, pavements and streetlights.

There appears to be a correlation between spend on highway maintenance and public satisfaction. In the 2008/09 financial year we are spending relatively less on carriageway / footway maintenance and thus we would not expect to see the dramatic improvements that have been seen in the 2006 and 2007 surveys.

Work planned between now and 2010

- The Leader has been undertaking a review of KHS delivery during September 2008. The outcome of this is awaited and may affect future priorities and direction.
- We will continue to improve our customer care/interface due to close working with members and parish/town councils through our new Community Liaison Officer arrangements.
- New systems are being introduced during the summer of 2008 which will help our Contact Centre to record service requests more accurately, have greater information about existing faults and therefore reduce repeat requests. They will also be able to pass information directly to the front line staff through new mobile technology such as tablet pc's.
- The implementation of hand held computers for highway inspectors is also being progressed during 2008 to enable defects on roads and pavements to be reported, programmed and completed with greater efficiency and with less manual data handling. Highway inspectors now operate from branded vehicles containing the appropriate equipment to enhance the service.
- Improved operational flexibility (crew types and programming) has been introduced and is already improving efficiency and productivity.
- Additional performance data is now available from our customer system, allowing us to target and improve operation.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Estimate	2008/09 Target	2009/10 Target
Net satisfaction of residents with condition of roads in Kent	+5%	+10%	+19%	+20%	+23%

Monitoring completed by: Kim Hills

Date: 9 July 2008 (updated Sept)

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Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Richard Feasey

Status: On course

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

District councils in Kent
Government Office for the South East
Home Builders Federation

Progress to date on delivering this Towards 2010 target:

The proportion of housing development accommodated on previously developed land has risen progressively in recent years from just under 60% in 2002/03 to 80% in 2006/07. Overall, 73% of housing development completed in the five-year period 2002-2007 was on previously developed land. This increase reflects both sustained pressures to prioritise the use of previously developed land in identifying new land for housing and the character of recent housing development with its strong emphasis on higher density small unit accommodation.

During 2007/08 a major step forward was taken in securing the use of previously used land with the grant of outline planning consent for the 7,250 home development of Eastern Quarry in Dartford. In 2007 agreement was also reached for development of the Leybourne Grange hospital site near West Malling. This is a long-standing strategic site identified by the Structure Plan. Involvement of English Partnerships under the Hospital Sites Programme has helped facilitate its long awaited release for redevelopment for more than 700 homes.

KCC continues to assess local planning strategy and proposals for the prioritisation given to the use of brownfield land and the efficient use of scarce resources of development land. This has involved representations on the Dover Local Development Framework Core Strategy and Site Allocations, the Dartford Core Strategy and the draft Wincheap Development Brief (Canterbury).

Work planned between now and 2010:

KCC will continue to build and deploy its evidence base on the contribution of previously developed land to housing. This has assumed greater importance in the wake of recent national planning policy guidance (PPS3) which downgrades the role of, and allowance for, windfall sites (which overwhelmingly involve brownfield sites) in assessments of future land supply for housing. This sits alongside pressures to increase overall housing supply in response to national objectives to secure three million additional homes by 2020. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted.

KCC is working with districts to determine a common approach to future strategic housing land availability assessments that are now required under current national policy guidance and a joint protocol for such studies was agreed in July 2008. This will include the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land.

Through its representations on Local Development Framework documents and strategically significant planning applications KCC will continue to assess local planning strategy and proposals for the

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prioritisation given to the use of brownfield land and the efficient use of scarce resources of development land. The needs of commercial as well as residential uses will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Preparation of any planning advice sought by the Regional Assembly testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	70% *	**	70% *	70% *

* In line with the Structure Plan

** Available later in 2008

Monitoring completed by: Richard Feasey

Date: 10 July 2008

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Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Mike Bodkin

Status: On course

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

All 12 Kent district councils

Progress to date on delivering this Towards 2010 target:

Discussions have now taken place with all eight district councils outside the original east Kent Initiative regarding them joining a Kent wide initiative. All eight have agreed, though some have taken a more proactive approach to the initiative than others.

A joint launch event has been undertaken with the west Kent authorities – Sevenoaks, Tonbridge and Malling and Tunbridge Wells. The event was well received and attracted significant publicity both on radio and in the regional press. All empty property owners within these three districts are being contacted regarding the initiative and are being encouraged to contact the partners to discuss their plans for their properties. Appropriate publicity material is now being organised for the remaining districts.

The three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) developed for the east Kent project are now in the process of being rolled out Kent wide:

- Discussions are taking place regarding the loan scheme. To effect the loan scheme the districts will require Cabinet/Portfolio holder approval. Currently four districts are actively going through this process.
- In terms of the partnership fund the project consultant is in the process of visiting all new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. One district, Gravesham, has already instigated a large-scale enforcement scheme. This work is ongoing. Within the existing east Kent scheme further loans have been approved (and repaid) with more applications going through the approval process. Private sector investment leverage into the project to 30 June 2008 is £1.725m against total loan approvals of £550k. The partnership fund continues to support the original partners' enforcement activities and will shortly deliver a significant property acquisition to the CREATIVE Foundation in Shepway.
- The first property to be acquired under the Direct Purchase scheme is proceeding through the purchase process though there are complex legal issues to resolve.
- There is evidence that the project is starting to galvanise property owners into taking action. At Westcliff Terrace in Ramsgate work started with one owner has encouraged another owner to commence investment in their properties.
- BMG are undertaking a survey to measure the impact of the initiative in East Kent on resident and business confidence and a final report is expected in August 2008.

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Work planned between now and 2010:

- Continue to roll out the three intervention strategies to the new district partners.
- Continue with the three intervention strategies in the four original districts. All four remain committed to the empty property project.
- Develop the project's communication strategy to:
 - Retain the initiative's high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term eyesore properties back into use.
 - Promote the proactive stance to residents and owners across all Kent to ensure empty properties are returned to use and support the provision of "new" good quality housing.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	330	339	511	650

Monitoring completed by: Mike Bodkin

Date: 10 July 2008

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Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officers: Richard Feasey/Nigel Smith

Status: More progress needed

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

District councils in Kent

Progress to date on delivering this Towards 2010 target:

The current Development Plan for Kent, the Kent and Medway Structure Plan, contains strong policies, including policy QL12 to ensure that development is accompanied by the required infrastructure and services. It includes the clause that "planning authorities will not permit development unless the infrastructure which is directly required to service the development can be made available". This policy and section endures until the adoption of the South East Plan in 2009.

The draft Regional Plan has a similar policy, CC7, which includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

The success of this Towards 2010 target thus requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils. We work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver.

An officers grouping has been established to co-ordinate KCC input into district Local Development Frameworks (LDFs). The infrastructure and KCC service requirement are established by each of the service directorates and a co-ordinated response for KCC put forward to the district councils as to KCC Section 106 for all services. Robust negotiation follows.

Only two districts have adopted core strategies for the LDFs, so far, Tonbridge and Malling and Ashford. Both provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC intervention and the public inquiry. Negotiations on other district LDFs continue.

We have therefore been working with service providers to compile overarching and district level service provision statements to underpin policy and Section 106 requirements. Additional work is being undertaken on the Dover Proposed Sites Allocations document to develop a methodology for analysing viability and accessibility by foot and public transport of sites to current service provision in the area.

KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, to Dartford on the Kent Thameside strategic transport tariff and representations on the Dartford Town Centre Area Action Plan, Queenborough and Rushenden Masterplan, and Gravesham and Tunbridge Wells Core Strategies. Representations have also been made in respect of Dover District Core Strategy, Development Contributions proposals and Proposed Site Allocations for housing and employment growth, and to Ashford Borough Council in respect of their Rural Issues and Options Paper.

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We have contributed to strategic housing market assessments in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under Government Guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications.

The restructure of the KCC Environment and Regeneration Directorate will strengthen this work by focusing additional resource to provide a focal point for development contribution input to local planning policies.

With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs.

Over the period of this Towards 2010 target, contributions secured from minor site developments (under 500 units) are £9m. Alongside this, contributions from major sites are £123m and land for 4 primary schools with nurseries and multi-agency space, 1 secondary school, a lifelong learning centre (including youth and community, library and non clinical adult social service facilities) public transport and highways infrastructure. These success relate to sites at Templar Barracks, Ashford; £7m, Eastern Quarry, Dartford; £109m (including direct provision), Peter's Pit, Tonbridge and Malling; £2.5m and the variation to the Section 106 agreement for the Bridge Campus, Dartford equating to an investment of £9.4m (of which KCC's contribution is £400k) for what will be KCC's first School of the Future. We have also recently secured £4.6m for the Westwood Cross development in Thanet.

Eastern Quarry is the largest housing development in Kent to date with the build out expected to take place over the next 20 years. The developers have agreed to meet 100% of all KCC service provision requirements arising from the development. Additionally, with partners at Dartford District Council we have developed and agreed service delivery strategies to ensure infrastructure is provided to specified levels and quality including periodic reviews to take account of changes to demographics and service delivery models.

Work planned between now and 2010

KCC is monitoring the development of proposals in the current Planning Bill that will enable the introduction of a Community Infrastructure Levy. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent. It will also underpin the importance of an adequate evidence base on community needs for infrastructure, costings and prioritisation. In this regard, collective endeavour within KCC should be pursued to ensure that service strategies and programmes are sufficiently robust to safeguard KCC's service delivery interests and ensure a sustainable foundation for communities.

We will continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels through planning advice and representations on Local Delivery Framework documents including, as necessary, participation in the public examination of plans. Over the next two years planning strategies for a 15 -20 year period will be produced and tested for most districts in Kent. We will continue to examine and press the case for development contributions arising from significant housing developments as they come forward for planning permission

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taking account of KCC's development contributions guide and to report regularly on outcomes from Section 106 Agreements.

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Section 106 developer contributions achieved as a percentage of those sought: Minor applications (up to 500 units)	82%	80%*	82%	80% *	80%*

* Contributions being sought for wider range of services which may reduce performance

Monitoring completed by: Richard Feasey/Nigel Smith

Date: 10 July 2008 (Updated 28 August)

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Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials		
Lead Cabinet Member: Paul Carter	Lead Managing Director: Peter Gilroy/E&R MD post currently vacant	Lead Officers: Mike Austerberry/Carolyn McKenzie

Status: On course

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

SEEDA, Arts Council, Kent Archive Centre, SECE, joint working with districts on projects such as The Beaney and The Marlowe Theatre.

Progress to date on delivering this Towards 2010 target:

New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. In order to ensure a consistent approach for all new KCC buildings a Sustainable Construction Group has been set up. This group, led by Property Group, is developing a sustainable construction policy that will set minimum environmental standards that need to be met, as well as ensuring sustainable measures are fully considered and adopted, where appropriate, for all KCC construction projects.

The cross-directorate Sustainable Estates Taskforce is key to maintaining a focused approach toward the sustainable construction agenda and identifying opportunities for further progress. The taskforce will also help ensure the new policy, when agreed, is fully embedded in project delivery.

Discussions have been held between Property Group and Environment & Regeneration Directorate to identify how best to ensure environmental issues are given proper consideration during the procurement process. A new approach is being agreed and this will be incorporated into procurement for Property Group's new approved contractor list and consultant framework agreement.

Work planned between now and 2010:

- KCC will continue to ensure designs deliver sustainable buildings which are energy and water efficient and incorporate built-to-last materials and minimise waste. Breakthrough projects are currently being identified which when taken forward will build upon existing knowledge and further develop good practice.
- BREEAM has been revised and a post-completion check is now required to verify that a completed build has met the required standard. Investigations are being made about which projects should have a BREEAM assessment, how these will be funded and if there is a business case for an in-house assessor. The finalised proposal will be presented to KCC's Environment Board.
- Property Group and Laser will be working closely together to identify where opportunities exist for renewable technologies to be funded for inclusion in new build projects.
- The Kent Design Guide will be reviewed to build upon the minimum standards, advice and good practice currently included.
- Further use of KCC's mass buying power will be explored to bring down the cost of energy-efficient and sustainable materials and technologies for use in its construction projects.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of new KCC buildings designed to least BREEAM 'very good' standard*	60%	80%	80%	90%	100%

*Where BREEAM is applicable.

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. This indicator measures the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made.

Monitoring completed by: Léonie Harrington

Date: 14 July 2008

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Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialing the use of bio-fuels and other new technologies		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officers: Mike Austerberry/Carolyn McKenzie

Status: More progress needed

Progress to date and work planned between now and 2010:

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. Progress on Target 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

Since the Towards 2010 targets were published two years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix as described later in this report.

Emissions from the estate have increased in certain areas, in particular those relating to ICT in schools, and as a result of this a Carbon Management Action Plan is being produced to intensify action and increase the savings made.

KCC's target is to reduce carbon dioxide emissions by 10% by 2010, rising to 20% by 2015. To date the target has focused on buildings, but from the start of the 2008/09 financial year this is extended to include carbon emissions from streetlighting & traffic controls, business travel and Kent fleet mileage. Carbon management has become an integral part of KCC's renewed corporate environmental performance programme and activities include:

- All KCC Directorates will be ISO14001 certified by the end of March 2009. This will include a comprehensive staff engagement programme targeting office best practice and staff travel behaviors.
- Developing a new policy framework to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused towards reducing energy, water and waste and incorporating key design features particularly renewable energy solutions where practicable. A KCC Heating and Cooling policy is the first to be drafted for consultation.
- Strengthening of the Energy and Water Investment Fund – £1.5m, focusing on water, energy efficiency and renewable energy through loans and grants. 35 projects have been completed or are underway including light zoning/sensors, PIR sensor urinals/taps, a tunnel lighting project, Powerperfactor voltage reduction projects and thermostatic radiator valves for heating systems. Over 20 renewable energy projects are being developed at Kent schools including PV panels at Hever CEP and Shatterlocks Infant School and 3 biomass boilers. In addition almost £500k grant funding has been awarded by the Carbon Trust.
- Training programmes including 12 Sustainable Schools Twilights covering a range of issues in 11 geographical areas, Energy Awareness Presentations to over 200 Kent school bursars and finance officers - preaching the '5 steps to Energy Awakening', Governor Training event with 16 schools

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(creating a Green Governor Network) and a 1 day energy awareness course for school caretakers training over 100 caretakers. All Adult Education caretakers also trained.

- Tailored support through site specific energy advice for over 100 schools and KCC buildings, the West Kent Energy Savers and SURCASE initiatives with schools looking at Carbon Reduction and water reduction through water audits identifying significant water savings.
- Work is ongoing to establish improvements to waste baseline data, a waste minimisation and recycling plan will be developed during 2008 to meet new targets agreed within the revised KCC Environment Policy.
- Kent Car Share - Kent wide, secure car sharing network enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint.
- Kent Street Car – KCC joined forces with Streetcar to provide pay as you go hire cars replacing the previous pool car scheme. The cars available to KCC employees are new VW Polo blue motion low emission vehicles (99g CO₂/km).
- During 2008 a travel carbon footprinting study will be carried out at strategic locations to support the development of travel plans and enable more staff to access sustainable transport options. This work is aligned with the office transformation strategy and will support flexible working.
- Kent fleet vehicles continue to use 5% biodiesel with plans to increase this content when commercially viable. The majority of current fleet vehicles meet EURO4 standard for vehicle emissions, this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

Specific savings include:

Energy and CO₂ Reduction – Buildings and Estate

Savings achieved	Savings on target to achieve
Annual savings of over 900 tonnes of carbon and £162,000	By 2010 7800 tonnes CO ₂ and £2m from Energy in Buildings. LED Traffic Lights estimated savings around 778 tonnes over next 5 years and £1.8m.

Energy and CO₂ Reduction – Transport

Savings achieved	Savings on target to achieve
200 tonnes of CO ₂ (2006 - 7)	More than 350 tonnes of CO ₂ per year

Water Efficiency

Savings achieved	Savings on target to achieve
7% savings since 2004 At County Hall installation of water saving in 2006-7 devices in toilets gave £10k of savings in one year.	£100k of water saving investments planned for 2008

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Waste

Savings achieved	Savings on target to achieve
<p>Over £15,000 of savings made on waste contract due to waste minimisation and increased recycling in 2006-7</p> <p>Kent Highways Services (KHS) – recycle approximately 90% of their waste, and are looking at the feasibility of moving towards zero waste by 2010.</p>	<p>As waste minimisation programmes are rolled out there will be potential for further annual savings across the KCC Estate.</p>

Measurable Indicator (s)	Jan-Dec 06 Actual	Jan – Dec 07 Actual	2010 Target
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% increase on 2004 levels	3% reduction on 2004 levels	10% reduction on 2004 levels

Monitoring completed by: Carolyn McKenzie

Date: 11 July 08

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Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Sue Barton

Status: On course

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

All Kent district and borough councils, Kent Police, Kent Fire and Rescue Service, Crown Prosecution Service, Environment Agency, Highways Agency, Kent Probation Service.
Also developed key relationships with the KCC Gypsy and Traveller Unit, Trading Standards, AONB, and Public Rights of Way team, etc.

Progress to date on delivering this Towards 2010 target:

We have undertaken the following actions:

- Secured convictions on six cases (one in Crown Court and five in various Magistrates' Courts). Fines imposed total £3,500. Costs awarded to KCC £4,773.
- A further five cases are awaiting trial within the criminal justice system, (subject to adjournments etc.) and four new cases are at the start of legal process.
- Drafted a Clean Kent enforcement policy.
- Provided an equalities impact statement on the enforcement policy.
- Put in post two additional environmental crime enforcement officers to double the team resource.
- Improved linkages with other partners particularly sharing intelligence with Kent Police on specific cases and development of GIS linked intelligence systems.
- Delivered best practice training to enforcement staff of all district and borough councils, including a week's training course to embed core skills concerning meeting the criminal burden of proof.
- Had one recurrent case featured on BBC Rogue Traders providing a deterrent and leading to prosecution proceedings. (Case set to be heard in October / November 2008 – awaiting Court date - to be set down to be heard).
- Secured 11 legal agreements (out of the 12 districts) for the delegation of functions to KCC to ensure that KCC has the delegated authority to enforce the fly-tipping legislation on behalf of the waste collection authorities.
- Worked with Crown Prosecution Service to establish an environmental impact submission to ensure proportionate sentencing in Court, regarding proceeds of crime, seizure of vehicles etc.
- Provided two off-road vehicles to allow covert surveillance cameras to be readily deployed in woodland and remote locations, and for evidence to be recovered from the scenes of crime.
- Worked on new targets for Clean Kent in Kent Agreement 2.
- Purchased additional cameras and deployed in various hot-spots.
- Reviewed compliance with the requirements of the Regulation of Investigatory Powers Act and good practice from the Office of the Surveillance Commissioners regarding directed covert surveillance.
- Prepared a report for Cabinet Member decision to refresh officers' formal authorisations to enforce legislation thereby ensuring "due process" cannot be challenged in Court.
- Supported KCC's public rights of way team with a focus on target-hardening.
- Put in place press release and publicity arrangements to maximise the impact of prosecutions as a deterrent.

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- Out of the original 20 hot spots, nine have been resolved and removed from the list and replaced by a further nine as per table below:

	Top 20 fly-tipping hot-spots in Kent	Status
1	Murston – Three Lakes	Subject to current action
2	Hartley Bottom Road, Ash cum Ridley	Subject to current action
	Shorne Country Park	
3	Springhead Road, Dartford	Subject to current action
4	Primrose Hill, Chartham Hatch	Clear
5	Pilgrims Way, Kemsing	Clear
6	Chelsfield Lane, Shoreham	Clear
7	Great Buckland Road, Luddesdown	Clear
8	West Kingsdown	Clear
9	Commority Road, Vigo	Clear
	Trenley Lane, Cranbrook	
10	Dering Way, Gravesend	Subject to current action
	Pie Factory Road, Dover	
	Roman Villa Road, South Darenth	
11	Coach Drive, Hothfield	Clear
12	Barnfield Park, New Ash Green	Subject to current action
13	Canada Farm Road, Longfield	Clear
	Scragged Oak Road, Detling	
	Collets Hill, Monkton, Thanet	
	Drove Lane, Herne Bay	
14	Cossington Underpass, Bluebell Hill.	Subject to current action
15	St Mary's in the Marsh	Subject to current action
	Pond Lane, Folkestone	
	Bridge Road, Dover	
16	Seasalter Marshes	Subject to current action
17	Lower Queens Farm Road, Shorne Marshes	Subject to current action
18	Badgers Mount, Orpington By pass	Subject to current action
19	Crockenhill, Swanley	Subject to current action
20	Sparepenny Lane, Eynsford	Subject to current action

- Fly-tipping enforcement has been running at approximately 80 enforcement cases a year across the whole SE region. Based on current and projected performance the Clean Kent/KCC enforcement function is set to make a major contribution both in Kent and at regional level.

Work planned between now and 2010:

- Continue to secure increasing numbers and impact of prosecutions to be a significant deterrent across the county with publicity of cases.
- Work to increase the level of fines and costs awarded through the Courts, with a focus on restorative justice, seizure of vehicles etc.
- Continue to develop enforcement capacity with additional staff and training delivered to staff of partner authorities.
- Improve intelligence handling, analytical support and use of GIS to improve effectiveness of targeting resources.

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- Review compliance with the Regulation of Investigatory Powers Act 2000, working with Trading Standards to ensure consistency.
- Develop fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005.

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: Sue Barton

Date: 11 July 2008

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Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Stuart Gibbons (now left and new lead officer being nominated)

Status: More progress needed

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

- United Nations (UN)
- Food and Agriculture Organisation
- Lees Court Estate, Badlesmere

Progress to date on delivering this Towards 2010 target:

We have undertaken the following actions:

- Completed a draft strategic plan which reflects the overall objective to stimulate, promote and sustain a global economy in the farming, processing and use of non-food crops, their products, and the basic and applied natural and social science, that will underpin continued success.
- Produced a summary business plan for 2008 – 2011.
- Registered the domain name www.nonfoodcrops.org as the official web address for the initiative. The website has been designed and populated, and is ready to be uploaded at the appropriate time.
- A project officer has been appointed to focus primarily on this work area.
- The UN is in the process of identifying a temporary CEO. The CEO's role will be to seek out funding for the initiative over a period of three months and is key to future progress.
- Established that the centre will be formed as a UK-based charitable foundation, headed by an Executive Director, accountable to an international Board of Trustees. An International Advisory Council will advise the Trustees on matters of substantive policies and priorities. The charitable foundation and board of trustees have yet to be formally registered and constituted.

Work planned between now and 2010:

- Establish UK-based charitable foundation and board of trustees.
- Appoint temporary CEO to raise funds.
- Identify launch date for website to go live.
- Publish and disseminate strategic plan.

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: Stuart Gibbons

Date: 10 July 2008

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Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Mike Overbeke

Status: On course

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

Dartford BC, Gravesham BC, Medway UC, Swale BC, GOSE, SEEDA, SEERA, Thames Gateway Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS (includes KTS Green Grid), Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, NFU, Kent Downs AONB, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Progress to date on delivering this Towards 2010 target

Protect and enhance Kent's ancient woodlands

The recommendations of a report into the effects of wood lotting on ancient woodland in Kent (as reported in last year's Towards 2010 Annual Report) are being taken forward by the Kent Downs AONB, KCC and the Forestry Commission. The Kent Downs AONB made a response to Government's consultation on Permitted Development Rights to seek that they were reviewed for ancient woodland. This was felt to be an important way to secure the protection of Kent's ancient woodland from the impact of inappropriate development associated with wood lotting. The remaining regional recommendations of the report have been discussed at a regional woodland summit in February, co-ordinated by KCC and the AONB Unit, leading to regional and national actions going forward on woodland protection in Kent. A series of local actions were recommended and the Kent Downs AONB Unit is seeking to attract funding to support these through a partnership Interreg IVa bid.

An important way to secure the enhancement of Kent's ancient woodland is to find markets for the products of the coppice industry. The Kent Downs AONB has been active in supporting the development of a wood fuel industry in Kent and has supported small scale projects which utilise wood fuel through wood chip boilers. KCC has been considering the use of wood fuels from local coppice woodland in primary schools.

The KCC Natural Environment and Coasts Team are seeking to avoid harm and encouraging enhancement of woodlands through the planning process in both forward planning and development control.

Small projects supported by the Kent Downs AONB include:

- Access improvements (cycle route) in and around Lyminge forest, a White Cliffs countryside project - Grant value £10,000, total project value £20,000
- Coppicing and clearance around an Oval Barrow in Shrubs Wood near Elmsted - Grant value £2,326, total project value £3,100
- Bredhurst woods access improvements via a contribution to the footpath surfacing at Bredhurst woods - Grant value £1,000, total project value £42,000.

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Improve access to countryside and coast

The Kent Countryside Access Improvement Plan has been endorsed and published setting out a clear strategy to protect, manage, enhance and promote access to Kent's countryside.

Some specific improvements include:

- A new community woodland created at Cobham, providing 18km of public access trails and 130,000 new trees.
- Four new promoted walks (with leaflets and website) in partnership with Faversham Enterprise Partnership and Shepherd Neame.
- 13 new 'Great Days Out' itineraries on Explore Kent website.
- New guides for Darent Valley Path, Greensand Way, Medway Valley Walk and Wealdway.
- New cycling itineraries for Canterbury, Tenterden, and Dover.
- 20 information boards in village centres.
- A new bi-lingual leaflet that includes a map of Kent and Nord Pas de Calais showing where the best walks and rides are in each area.
- Numerous KCC website updates and refreshed content.
- Explore Kent calendar 2008,
- Kent's Coastal Week and Kent Goes Wild.

In north Kent, the 'Valley of Visions' in the Lower Medway valley project is led by Kent Downs AONB. Funding has been secured for a three year Heritage Lottery Fund project for improving the landscape, celebrating the natural and historic environment, improving access and reducing vandalism. The 'Greening the Gateway Kent and Medway' (GGKM) initiative is working with partners across the Kent Thames Gateway to improve and develop greenspace and access in the towns and to the countryside, and address wider issues (e.g. flood risk, healthy living).

In east Kent the 'Natural East Kent' (NEK) programme is developing an environment-led approach to regeneration to bring benefits to the rural areas of east Kent, and includes plans to improve access and connectivity, in particular cycling provision, and develop green tourism, heritage-led initiatives and new facilities. In addition to the above partners, NEK is working with the East Kent and Coastal PCT, East Kent Partnership, Canterbury CC, Thanet DC, Dover DC, English Heritage, private sector, land owner representatives, Internal Drainage Board, and local community groups.

Also in east Kent work is continuing with the RSPB to develop a nationally significant wetland that will provide an important area for wildlife and visitors. Work is also proceeding on the SEEDA-led development of the Betteshanger (Fowlmead) Country Park near Deal. KCC is working with the interim managers and the Land Restoration Trust on plans to ensure this site develops its potential as a major visitor attraction with a focus on cycling and outdoor recreation, with access links to the surrounding countryside.

The East Kent Ploughing and Cropping campaign has been completed, targeting repeat offenders and improving accessibility to the network.

Officers have worked with the Kent Thameside (KTS) Green Grid and Gravesham BC to secure footpath, equestrian and cycling access across a 5km stretch of land in Gravesham where the A2 is being relocated to the south. With the KTS Green Grid partnership, £1.5m has been secured for greenspace and access in north Kent including new access at Shorne Mead Fort, access enhancements at Cobham-Ashenbank, and almost £1m for access improvements to the Darent Valley Path. Swale has developed a Green Grid Strategy and is developing its future plans for project delivery.

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The 'Explore Kent' website was nominated for the UK Sustainability Awards by the Institute of Public Rights of Way Management.

Access to heritage

Completed developments include:

- New 'Walking the Walls' tourism trails - Thurnham Castle, Gravesend, and (Bodiam & Winchelsea).
- New accessible heritage trails - Thurnham, Gravesend.
- New interpretation panels at Thurnham Castle.
- Crossfire trail – in north Kent and south Essex encouraging people to visit heritage sites.
- Young archaeological clubs day at Shornemead - opened up the site to young archaeologists.
- New accessibility information delivered via www.fortifications.org to help disabled visitors visit the historic fortifications network sites.
- Gravesham at War leaflet - opening up intellectual access to little known sites in the Gravesham area.
- Educational packs prepared to help school-children study their home town or village.
- 20 outreach talks/workshops were planned for parish councils, local history/archaeology societies and other groups. As of July 2008 30 have been delivered.

Developments in hand or almost complete include:

- Clearance and survey at Fort Shornemead.
- Defence of Kent survey - opening up intellectual access to 20th century military and civil defence sites via the Historic Environment Record (in due course).
- Heritage Conservation web pages completely re-written and improved and being loaded July 2008.
- Thematic pages being edited July 2008 to introduce the past to web users are being edited and finalised.

Heritage conservation staff have also contributed to the 'Valley of Visions' project, facilitating training, site clearance and enhanced farm environment plans, and have run the archaeological excavation at Shorne Country Park.

Work planned between now and 2010:

- In north Kent the Thames Gateway has announced its 'Parklands' programme, with a share of £35m for improvements to green infrastructure, access and heritage in north Kent. The GGKM initiative is developing a plan to bring about improvements to KTS and Swale under the 'Parklands' themes of Thames waterfront (with ambitions to create a continuous access route and improve the environment along the Thames), heritage, landscapes, and corridors (notably improvements to the A2 corridor). Work is continuing on the A2 corridor project, to develop access links from urban areas to the countryside around Cobham, and to create a cycling facility.
- In Ashford the Green and Blue Grid strategy was completed by June 2008. There are plans to develop key greenspace sites and access links in the town and to the surrounding countryside through the Growth Area Funding programme (2008-11).
- In east Kent the NEK initiative is working with local communities on integrated plans for access improvements (to include implementing the aspirations of the Countryside Access Improvement Plan); access improvements (to include both local enhancements and tackling strategic gaps or blockages); also links with visitor facilities, wildlife sites and heritage interpretation. NEK is also supporting the development of the Blean woodland complex near Canterbury.

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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: Mike Overbeke

Date: July 2008

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Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Alan Turner

Status: On course

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

Environment Agency
South East Water
Folkestone & Dover Water Services
Southern Water Services
Hillreed Homes
Ashford's Future
Ashford Borough Council
Kent Thameside Delivery Team
Waterwise
Consumer Council for Water
SEEDA.

Progress to date on delivering this Towards 2010 target:

Household water use accounts for 75% of the total and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. New water resources infrastructure will be needed in the long-term but more effective solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment. Accommodating the impacts of climate change and housing growth whilst providing secure water supplies, reduced carbon emissions and improved environmental conditions represents a major challenge for Kent. One of the few ways to achieve this is through reducing water wastage and improving the efficiency of water use. KCC is improving its own water use performance (reported in Towards 2010 target 42) and is working in partnership deliver improvements across Kent.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC has responded to consultation on water companies' Strategic Direction Statements and has attended relevant stakeholder events.
- During June, July and August 2008 water companies consulted on their draft Water Resource Management Plans (WRMP) for the period 2010 – 2035. KCC is preparing a strong response (in line with our water policy) to each of the five water companies that supply parts of Kent.
- KCC chaired "The Big Water Debate" in June 2008 with local authorities, Medway Council, the Environment Agency and the three water companies that supply most of Kent (Southern Water Services, South East Water and Folkestone & Dover Water Services). Following a key-note address from KCC, the event opened with a joint presentation from the water companies outlining their draft WRMPs. The key water challenges for the future were debated and there was full support for accelerated compulsory water metering and a broad consensus that the efficient use of water is the best way to control the long-term energy demands and carbon emissions of the water industry. A

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strengthened partnership approach between the public and private sector was seen as the best way to deliver this, linking up with Kent Agreement 2.

- KCC has serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. This was debated at KCC's Cabinet in August and it was decided that KCC will ask the Secretary of State at DEFRA to call a Public Enquiry into these plans.

Action 2: Lobby for investment in infrastructure

- KCC's Water Policy was adopted in December 2006.
- Water infrastructure provision was covered in the SouthEast Plan Sub-regional strategies to which KCC had significant input, including making representation at the Examination in Public.
- Separate meetings have been held with water companies to review progress on new infrastructure and to stress the importance of demand management.
- The Bewl-to-Ashford pipeline is nearing completion of the final section.
- KCC is part of the Steering Group for a Water Cycle Strategy that is being developed for Kent Thameside. Progress with this project has been delayed by difficulties in the release of data to consultants because of the Competition Act, although a final report is now available.
- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. KCC is working with the Environment Agency to model river water quality, identify the infrastructure requirements. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works.
- KCC has successfully lobbied government on the Code for Sustainable Homes, the tightening of Building Regulations in relation to water efficiency and on the future changes to the Water Fitting Regulations. Government has addressed almost all the points in KCC's summary response specifically and positively.
- Through its membership of the SE River Basin District Liaison Panel KCC has been influencing the local application of the EU Water Framework Directive.
- The KCC Waste Development Framework (WDF) is now likely to be merged with the Minerals Development Framework to form a Minerals and Waste Development Framework (MWDF). The waste section will include policies and site allocations for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses. The Development Scheme for MWDF has been drafted to accommodate new planning regulations effected from 2008. This now needs to be approved by the new Cabinet Member for Regeneration and Supporting Independence but, subject to this approval process, it is expected that it would be submitted to the Government Office for the South East no later than October 2008.
- The Regional Assembly is responsible for the SouthEast Plan, the Regional Spatial Strategy for this region. It includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration. Investment projects are organised into Sub Region Investment Frameworks (SRIF). KCC has produced SRIF's for Kent Thames Gateway, East Kent and Ashford and the remainder of Kent. Two updated SRIF's have been submitted to the Assembly as part of an annual cycle of update. The most recent update was January 2008, and includes known projects for water supply, waste water treatment and flood defence. The importance of this process is increasing with greater reliance by Government on investment projects identified in Regional Spatial Strategies, and the current process to merge these with Regional Economic Strategies, with a single more influential Implementation Plan.

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Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate results of water-savings demonstration to major housing developers and local authorities.
- KCC is also working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. This is the first of its kind in the UK and it is progressing well. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. As a result of this project the housing developer now installs these water saving measures in all their new homes.
- KCC has set up and, since 2005, has led the Kent Water Demand Management Group. This partnership with key water industry organisations has established itself as a national exemplar and has won a commendation for 'Inspiring Change' under the Environment Agency National Water Efficiency Water Awards for 2007. A review of this group was undertaken in March 2008 and commitment was secured from partners to strengthening the partnership, providing resources for an expanded work programme and linking the group's work to the Kent Agreement 2 through a local target on water demand.

Action 4: Wider use of water-saving technology

- A conference presentation was given on water saving for businesses and commercial users in February 2007.
- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project with SouthEast Water, Environment Agency, Ashford Borough Council and the Kent Wildlife Trust and it will be promoting simple, free water saving measures to households in the Washford Farm area of Ashford. The project aims to offer a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills. Initial take-up by households was disappointing but progress is now being made through existing social networks within the neighbourhood.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007.
- KCC has been working with partners to determine the best approach to public campaigns in the future.
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This will be focused on the local wildlife benefits of a healthy River Stour.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

Action 6: Reduce KCC's water consumption (cross refers to Towards 2010 target 42)

- £100k of the £1m loan fund (see Target 42) has been allocated for water reduction measures for all KCC's estate.
- Across the whole KCC estate an overall reduction in water use of 7% has been achieved. It is likely that water use may fluctuate from year to year but this already very close to the Towards 2010 target of 7.5%.

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Work planned between now and 2010:

- This year is the major opportunity to influence water companies as they are preparing their Water Resource Plans for the period 2010 to 2015. KCC will respond strongly to these plans in line with the KCC Water Policy.
- Over the coming years the EU Water Framework Directive will increasingly exert pressure on the management of the water environment. KCC will engage with this process and lobby to ensure that full benefits are secured for Kent.
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management.
- Ashford will continue to be a pressure point for the supply and demand of fresh water and for the disposal of wastewater. KCC will continue to exert its influence to secure sustainable solutions to this challenge.

KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group.

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: Alan Turner

Date: 10 July 2008

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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/Mark Dance	Lead Managing Directors: Amanda Honey/Graham Badman	Lead Officers: Chris Hesse/Danny O'Donovan

Status: On course

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

14 Kent Sports Colleges
 13 Kent School Sport Partnerships
 Competition Managers
 Kent Sports clubs
 Governing Bodies of Sport
 Youth Sports Trust
 Kent School Sports Associations.

Progress to date on delivering this towards 2010 target:

There has been a substantial increase in the amount of PE and School Sport and competitive school sport over the period. The highlights are as follows:

- 84% of pupils are now participating in 2 hours of high quality PE and School Sport, compared to 64% two years ago, an increase of 8% from 2006/07 and 4% above the 2007/08 target.
- 36% of pupils are now involved in inter-school sport competitions which is above national averages for the PESSCL (PE, School Sport and Club Links) survey.
- 99 new or enhanced out-of-school activities on school sites have been funded and delivered both after-school and during the school holidays.
- 69 Primary schools have had their playground developed through a combination of Lottery and KCC Performance Reward Grant (PRG) Funding.
- The trials and heats associated with the Kent School Games (see Towards 2010 target 22) has generated 515 competitions and festivals with 500 schools actively involved at a local level
- The KCC Sport, Leisure & Olympics Service has also worked with the School Sport Partnerships, local authorities and Extended Schools Managers to co-ordinate a bid for over £1million from Sport England to run an "Extending Activities" Programme as part of the 5 hour offer for young people to participate in PE and sport per week. This bid was submitted at the end of May 2008, and involves 84 separate projects and programmes.
- The strategic post of County Officer for School Sport and Physical Education has been embedded into the CFE staffing structure.
- 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 county officer.

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- A senior Competition Manager and six Competition Managers have now been appointed since September 2007 with 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.
- South Kent College has been selected to run a pilot for the Further Education Sports Co-ordinator (FESCo) programme, with their FESCo being appointed in April 2008. This programme will be rolled out across Kent in the next year.
- A countywide website for the collation of fixtures and results of school sport competitions has been developed to facilitate and promote competitive school sport across all School Sport Partnerships.
- Coaching and Refereeing accredited courses have been organized 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.

Work planned between now and 2010:

- The introduction of new inter-school leagues and competitions to fill the gaps in competition structures.
- Create a ‘Virtual Olympics’ which will be run through the Competition Managers website (www.kentcompetitions.org) along with a Year 7 competition called ‘Gladiators’ to engage those students who do not usually participate in school teams.
- Continue to develop the format of the Kent School Games through the expansion of the heats and trials within each School Sport Partnership area in order to increase participation rates to over 30,000 young people and the involvement of 500 schools in the Finals of 2010.
- 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 is being led by Dame Kelly Holmes in her capacity as National School Sport Champion.
- Introduce an annual celebration and awards event to highlight the sporting talents of young people in Kent Schools.
- Working within the Building Schools for the Future PE & 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.
- Support the roll-out of the FESCo programme and increase opportunities for young people to access sporting opportunities through a range of providers via the Extending Activities Programme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of pupils taking part in at least two hours of PE and school sport per week	84%	87%	*	90%	100%
Percentage of pupils taking part in inter-school sport competitions	New indicator	35%	*	40%	45%
Number of new out of school hours sports programmes (cumulative since 2007/08)	New indicator	60	63	113	163

* Academic year data - available later on in 2008

Monitoring completed by: Chris Hesse/Danny O’Donovan

Date: July 2008

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Target 48: Increase opportunities for everyone to take regular physical exercise		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

Many partners have enthusiastically joined together to promote opportunities for exercise across the public services including the private and voluntary sector. The key partners are:

‘Activmobs’

Charlton Athletic FC

Kent Sport Development Unit (KSDU)

Environment & Regeneration

Eastern Coastal Kent PCT

West Kent PCT

KCC Adult Education

Private Sector Leisure Industry

District Councils

KASS (Older Persons Strategy)

CFE (Schools Sports, Healthy Schools, Extended School Hours programmes).

Progress to date on delivering this Towards 2010 target:

KCC Environment and Regeneration directorate has had a major impact on delivering this target through their work on projects including the following:

- ‘Naturally Active’ and ‘Walking for Health’ programmes delivering hundreds of country walks within Kent’s country parks.
- Nordic walking through ‘Activmobs’, extending the fitness of people with a number of groups now operating
- Fund raising walks, healthy and in a good cause.
- Maidstone Borough Council has initiated well attended ‘Outdoor’ programmes.
- New outdoor skills are being taught through ‘Branching Out’ programmes.
- Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils.
- Healthy travel through walking and cycling programmes, and more physical activity in everyday life are key messages for all organisations of the Kent Obesity strategy.
- The Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

KCC Sport, Leisure & Olympics Service is also critical to delivering this target and they have numerous new approaches across Kent including:

- ‘Return to Sport’ including sport specific and community sport
- Adult Education sports delivering increased participation to users of their centres.
- Active support for adults with mental health problems through a part-time officer to help and assist people.
- More sports opportunities for disabled people through the Associate Officer Scheme.

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- Expansion of the Outdoor Pursuits project in Ashford.

In addition, there are other partnerships with the Kent Department of Public Health including:

- Working with Charlton Athletic FC to increase physical activity for those over 50, working closely with the community to ensure people can do the things they really want and with others in the leisure industry (identified through Fit2Gether) including Adult Education.
- Making new partnerships involving the private sector and others to help provide local activity for local people, especially those who do not use current facilities.
- More 'Activmobs', which enables people to be involved in physical activities at a time and place that suits them. This programme is aimed at those who want less formal types of activities (e.g. walking) on a more flexible basis or those who find formal groups and leisure environments intimidating and off-putting.
- New partnerships schemes to tackle obesity (such as Don't Sit-Get fit', MEND, Bus Club etc).
- The development of new opportunities for people to remain active and independent through the 'Kent strategy for Later Life'.
- Implementation of the Kent Healthy Weight strategy following its publication and launch.

Towards 2010 target 45 is also linked to delivery of this target. In addition, the Kent Thameside Green Grid, Greening of the Gateway Kent and Medway, Swale Green Grid, Ashford Blue and Green Grid, and Natural East Kent, are strategic programmes to improve access to and enjoyment of the countryside and open space.

Work planned between now and 2010:

All those actions described above will continue into 2010 and some beyond. In addition, other developments are planned:

- The 'Fit2Gether' programme is popular with the private sector leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16-24 to participate in physical activity.
- Charlton Athletic FC partnerships, particularly through 'Physical Activity for Adults' (for adults aged 50+), will start in 2009 and run for 26 weeks in the areas which have the lowest levels of physical activity.
- In north Kent, a cycling activity centre is planned.
- In east Kent the 'Natural East Kent' programme will have area plans to improve exercise, in particular around the urban fringes of the coastal towns.
- Work is continuing to support the development of activities around healthy living, cycling and outdoor recreation in Betteshanger.
- In conjunction with the Kent PCTs a single point of information for people wanting access to services and advice about physical activity and other healthy lifestyle issues will be developed for Kent.

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: Mark Lemon

Date: July 2008

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Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

This target requires action from a range of organisations. The main partners are:

Primary Care Trusts (PCTs)
District Councils
'Activmobs'
Private sector leisure industry
Voluntary organisations

Progress to date on delivering this Towards 2010 target:

Many organisations across the county are making large efforts and devoting considerable resources to help their communities live healthier lifestyles. This includes the following:

- The Kent Obesity strategy, the Healthy Weight Strategy, based on the KCC Select Committee report and produced by Eastern and Coastal PCT in partnership with KCC has been published for consultation.
- The PCTs have committed all the 'Choosing Health' funding allocation (£4.1m) to public health priorities and have made local application for this funding for projects and programmes much clearer and easier.
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48).
- A Big Lottery partnership bid of nearly £1 million was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.
- Big increases in physical activity programmes delivered in partnership (as identified in Target 48).
- East Kent Health Walks, exercise "on prescription", and Green Gyms are now being expanded across the whole county.
- Dietary advice is now available in the Tunbridge Wells area and Weight Management Clinics are now established in Maidstone.
- Healthy Living Centres (HLCs) have been established in deprived areas of the county and give advice and practical help including programmes on good diet and nutrition and cookery skills.
- Adult Education Centres often offer similar support to HLC's in other parts of the county.

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- 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 is helping children with healthy eating and nutritional lunches and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals.
- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnership.
- Health Action Gravesham (Gravesham Borough Council, KCC and WK PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a physical activity instructor for those in sheltered accommodation and residential homes and a young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons.
- KCC, Canterbury City Council, and Eastern and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity.
- 'Active Canterbury', the Community Sports Partnership brings sports sectors together to increase participation in physical activity.
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND; and Bus Club.
- KCC has appointed two food and health co-ordinators training cooks in its school kitchens and delivering Healthy Eating training to over 600 primary staff. Catering contractors are providing development and tasting sessions for pupils and parents. We are ensuring that all schools within the KCC school meals contract (61% of all schools) provide meals compliant with legislative requirements. Progress towards improving the action focusing on other food consumed in schools (not just lunches provided) in 2008 is on course.
- A new smoking policy for KCC aimed at promoting giving up smoking and assisting those that want to has been adopted.
- Work is continuing, funded through the Communities for Health Programme, to promote partnerships with private sector pharmacies to develop new stop smoking initiatives.
- KCC has launched a major initiative to combat misuse of alcohol following the publication of the Select Committee report. This includes a new cross-agency approach called 'Kent Action on Alcohol', launched in July 2008.

Work planned between now and 2010:

All the programmes above will continue. In addition, the following actions are planned:

- Implementation of the Kent Healthy Weight Strategy is a key priority of all partner organisations.
- Implementation of the Health Inequalities Action Plan across KCC, districts and other partners.
- Development of initiatives listed in Towards 2010 target 48 (Increasing physical activity for all).
- Working with the community in Betteshanger Ward to improve lifestyles and health.
- This target also links with Target 50 – a public health campaign aimed at young people to prevent risky behaviours.

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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: Mark Lemon

Date: July 2008

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Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex		
Lead Cabinet Members: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

Teenage Pregnancy Partnership
Kent Drug & Alcohol Action Team (KDAAT)
East & Kent Coastal Kent PCT
West Kent PCT
Kent Police
Kent Fire Service
Gravesham Borough Council
Connexions
M&C Saatchi
KCC's Youth Service, Children, Families and Education Directorate, Youth Offending Service and Communication & Media Centre

Progress to date on delivering this Towards 2010 target:

The areas covered by this campaign to young people are to reduce the risk of:

- Drug and alcohol misuse
- Smoking
- Poor sexual health.
- Teenage pregnancy.

The campaign will target those who are most vulnerable to such risky behaviours and will be launched by the Leader of Kent County Council in November 2008.

The Kent Director of Public Health (KDPH) has formed a steering group of stakeholders who have an interest and/or an expertise in delivering campaign messages to young people.

M&C Saatchi have been awarded the contract to design the campaign aimed at young people working with a wide range of agencies to deliver the 'Kent Campaign' message through specialised 'shops' for young people, leveraging interest and participation through a unique 'Awear' branding. Agencies are working together to utilise resources available for young people throughout the campaign which will be delivered across all districts in Kent. Saatchi will also be engaging young people in the design and marketing of the campaign and campaign materials in order to ensure that there is the maximum potential for behaviour change and that services and resources are accessible to all young people.

The campaign is on course to be launched in November 2008 and will be disseminated through each of the 12 Kent districts throughout the year to October 2009. Further work is progressing to systematically monitor and evaluate the success of the campaign to ensure that it can continue to be delivered up to and beyond April 2010 in a variety of flexible and sustainable ways. These may be through the Kent Gateways, Internet Cafes, drop-in centres, youth centres etc.

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Other local campaigns relevant to this 'Kent Campaign' are being identified to ensure that the delivery is timely and resources are mobilized and supported in partnership where this is possible and practical.

Youthbytes (creative pop-up links accessed through College Personal Computers) have been commissioned as a pilot in West Kent college (Tonbridge) and South Kent college (Ashford, Shepway and Dover) to support alcohol messages to young people as part of the Kent Alcohol Strategy. The creative pop-up links will also be used to promote the Towards 2010 Campaign for Young People within these institutions.

£50K from each of the Kent PCTs (£100K in total) will be made available to contribute towards this work.

Work planned between now and 2010:

It is anticipated that the campaign will have commenced by November 2008.

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: Debbie Smith

Date: July 2008

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Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officers: Marisa White/Carol Healy/Mark Sleep/Janet Stein

Status: Done and ongoing

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

The five pilots are being delivered with partners from the health, education and community sectors as set out in the table below:

Pilot Name	Key Partners	Other Partners
Pilot 1 – Community cooking skills		
<ul style="list-style-type: none"> • The community chef pilots • Kent Cooks! 	<p>Healthy Living Centres, and PCTs in East & West Kent</p> <p>All schools/clusters in Kent, Community Dietician</p>	<p>Community groups for vulnerable, elderly etc, Children’s Centres, School Food Partnerships, Dietetics departments</p> <p>Healthy schools, Extended Services, Client Services, Catering colleges, catering and hospitality industry, local businesses</p>
Pilot 2: Fruit and vegetable bag schemes		
<ul style="list-style-type: none"> • Fruit and vegetable bag schemes 	<p>Riverside Centre (Gravesend) Gravesham Borough Council, Rainbow Centre (Northfleet), schools in Dover, Healthy Living Centres, PCT Nutritionists, Produced in Kent</p>	<p>Community volunteers and local farmers</p>
Pilot 3 – Healthy eating training programme		
<ul style="list-style-type: none"> • Development of the modular training package • Training Parent Support Advisors • Training Children’s Centre Staff 	<p>Core Team of Dieticians and Nutritionists from East and West Kent PCTs, KCC and Medway Council</p> <p>Parent Support Advisors</p> <p>Children’s Centre Staff</p>	<p>Clusters & Schools</p>
Pilot 4: Increasing school meal uptake		
<ul style="list-style-type: none"> • Increasing school meal uptake 	<p>KCC Client Services, KCC Healthy Schools Dietitian, five school meal contractors – Scolarest, Eden, Whole School Meals, Total Catering and Principals</p>	<p>Clusters & Schools Healthy Schools Team</p>

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Pilot 5 – National Children’s Bureau Health Challenge		
<ul style="list-style-type: none"> • Health Challenge 	National Children’s Bureau, Food Standards Agency	Schools, Clusters, Healthy Schools, external agencies supporting schools around emotional health, physical activity and healthy eating.

Progress to date on delivering this Towards 2010 target:

In January 2008 KCC research governance approved the research methods and tools for the evaluation of the pilots submitted by BMG, the research contractor. All of the community healthy eating pilots are now well underway and the detail is set out below:

Pilot 1 – Community Cooking Skills

The Community Chefs – East and West Kent

Funding has been provided to recruit two Community Chef’s to work with communities in deprived areas. They are developing cooking skills courses that also provide healthy eating knowledge and build confidence in preparing foods using fresh, nutritious and affordable ingredients. Lack of cooking skills has been identified as a barrier to healthy eating.

East Kent Community Chef- Isle of Sheppey

- The East Kent Chef was appointed in March 2008 for one year and was selected by members of the community and Sheppey Matters, which is a partnership lead by the Isle of Sheppey Healthy Living Centre.
- The pilot was formally launched by the Leader of the County Council in May 2008 at the Sheppey Leisure Centre which led to substantial positive media coverage including Meridian TV.
- Since coming into post the chef has forged links with the community, developed relationships with a range of local groups and set up cookery courses targeting parents, fathers, children, young adults, elderly and vulnerable groups.
- BMG have developed a baseline questionnaire and the chef is collecting data from the cookery course participants.

West Kent Community Chef – Dartford and Gravesham

- A similar recruitment process has taken place and the West Kent Community Chef has been appointed for one year from June 2008 by the St Edmunds Living Well Centre in Temple Hill, Dartford.
- The pilot was formally launched at the Dartford Festival in July 2008.

Kent Cooks!

Kent Cooks! is the working name for the county wide school based cooking competition, which will be launched and run across schools during the academic year 2008/09. Development to date includes:

- The recruitment of a consultant who has undertaken initial development work.
- A briefing and resource pack for schools has also been developed which includes guidelines on running the project, lesson plans, scoring sheets and entry forms.
- A small sample of primary and secondary schools concept tested the competition in March 2008 and their feedback will be used to shape the final version of the competition.
- The recruitment for a 2 day a week Project Manager to take forward the planning, launch and management of Kent Cooks.

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Pilot 2 – Access to Fruit and Vegetables

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 will be launched in areas of Kent with accessibility problems and the impact of these on healthy eating knowledge, attitude and behaviour of the communities will be evaluated. Progress to date:

- Produced in Kent have identified Bank Farm near Ashford to supply the bag schemes.
- Sustainable bags, posters and loyalty cards have been developed.
- 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 are being sold weekly and the scheme has yet to be formally promoted. On 11 June 2008 Kent TV made a short film of the bag scheme which is now on the internet and will also be shown to Hazel Blears during her visit to Kent in June.
- All participants in the bag scheme have been asked to fill out a baseline questionnaire and BMG are starting to collate the data.
- Three more bag schemes will be launched over the next quarter in Northfleet and Dover.

Pilot 3 – The Healthy Eating Training Package

The consultation process for the *Towards 2010* pilots identified a need for one overall healthy eating training package in Kent to address capacity building which should be evaluated. There are numerous 'healthy eating workshops' taking place in schools and the community run by a variety of staff including school nurses, health visitors, volunteers and Parent Support Advisors (PSA's). Many of these people do not have a background in healthy eating but are responding to a high demand from parents to know more about this topic, for example making healthy lunchboxes and tackling fussy eaters. The training package developed will ensure consistency of messages and provide a baseline of knowledge and understanding for a range of professional groups.

The modular training package is being piloted with PSAs and staff from Children's Centres:

Development of the Healthy Eating Training Package

The Healthy Eating Training package has been developed.

Training of Parent Support Advisors (PSAs)

- Ten PSAs undertook the healthy eating training in March 2008. Feedback from the PSAs was very positive with all saying they had learnt a lot and really enjoyed the training.
- Following the training each PSA recruited parents to attend a set of four healthy eating workshops covering - the 'eat well' plate, understanding food labels, making a healthy lunchbox and dealing with fussy eaters and understanding the impact of role models.
- The PSAs ran the workshops in June and July collecting data from participants for the baseline questionnaire.

Training Children's Centre staff

- Children's Centres Managers have been informed of the pilot and 13 Centres have been selected to nominate staff to undertake the healthy eating training.
- Partnership Agreements between KCC and the Children's Centres have been established.
- The training is booked to take place in September 2008.

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Pilot 4 – Increasing School Meal Uptake

- The four interventions (midday meal supervisor training; support for head teachers, governors and staff; improving the dining room environment; an enhanced food offer) have been piloted in 20 schools across the county from February 2008 to July 2008.
- BMG have visited ten of these schools to record observations and undertake the baseline questionnaire. Follow up research took place in July 2008 to assess the impact of the interventions on school meal uptake.
- School meal data is being recorded for September 2007 – July 2008 as part of the evaluation.

Pilot 5 – National Children’s Bureau Health Challenge Programme

- The Health Challenge was piloted across six Kent schools (three primary and three secondary) in spring 2008. Pupils, staff and parents were encouraged to make a small change around healthy eating, physical activity or feeling good about myself for four weeks. Pupils were given journals to their record progress.
- Baseline data was collected by the National Children’s Bureau (NCB) and follow up data was completed by the end of July to determine the impact of the Health Challenge.
- A DVD showcasing the schools work has been developed and will be used by the NCB to potentially launch the programme at a later date. Discussions are taking place with the London Olympic Organising Committee to consider how this programme could be used as part of the educational and cultural activities being planned.
- A successful celebration event for participating schools was held in Kent in May 2008 which generated very positive media coverage.
- Children involved in the pilot are being invited to develop a national identity and logo with an artist for the launch of the national programme.

Work planned between now and 2010:

Pilot 1 – Community Cooking Skills

The Community Chef

- Community chefs to continue to set up cookery clubs in Isle of Sheppey and Dartford/Gravesham areas.
- Impact of cookery clubs and community chef in community evaluated.
- Chefs to train partners and volunteers to run cookery clubs once clubs are established to ensure sustainability.
- Work with partners to identify funding to enable the long term sustainability of the community chef initiatives.

Kent Cooks!

- Project Manager recruited.
- Sponsors and partners identified.
- Kent Cooks launched in 2008/09.
- High profile launch and ongoing communications activities.
- Impact on family healthy eating knowledge and behaviour identified.

Pilot 2 – Access to Fruit and Vegetables

- Develop, launch and evaluate three more fruit and vegetable bag schemes
- Explore with KCC the possibility of running a KCC bag scheme

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Pilot 3 – The Healthy Eating Training Programme

- Develop training for staff from Children’s Centres.
- Evaluate the impact of the healthy eating training on the healthy eating knowledge, attitudes and behaviour of the 400 parents/families undertaking the healthy eating workshops.

Pilot 4 – Increasing School Meal Uptake

- A report to be prepared highlighting which interventions have the greatest effect on increasing school meal uptake.
- Findings to be used to develop a programme on increasing school meal uptake. Contractors to roll this out to Kent schools in the school meals contract.
- Findings to be used to inform the specification for the next round of tendering for the school meals provision contracts.

Pilot 5 – National Children’s Bureau Health Challenge Programme

- Final evaluation to take place and results released later in 2008.
- If successful the Health Challenge Programme to be rolled out nationally by the FSA and NCB in 2009.

Evaluation and Dissemination Activities include:

- Public launches for each pilot/pilot site.
- On-going monitoring and evaluation work by BMG.
- Baseline, Interim and Final Reports to be produced and disseminated.
- Quarterly updates from key partners due June, September, December and March until March 2010.
- Partnership Events for pilot lead agencies to be held every six months.
- 2010 County wide Celebration and Dissemination Event.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of schools which have achieved Healthy Schools status as at December each year*	38%	55%	62%	75%	75%
Number of parents and children reached through School/Community Healthy Eating Pilots	New Indicator	4,500	4,595	4,840	5,000

* Total is 593 schools

Monitoring completed by: Jo Condon

Date: 23 June 2008

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Target 52: Increase the number of people supported to live independently in their own homes. This will include:		
<ul style="list-style-type: none">• encouraging the development of more housing for older people, disabled people and those with special needs• encouraging more people to take control of their care/support through Direct Payments• taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Anne Tidmarsh/Chris Belton/Michael Thomas-Sam

Status: On course

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

The success of this target is dependent on working together with a whole range of organisations both in the private and voluntary sector, to ensure that we promote independence. This target includes many complex activities which are all interdependent and in partnership with others. The new Government Concordat, Putting People First, and the Social Care Grant have given this target further impetus. Partners include:

- 12 district councils
- Health – Primary care trusts (PCTs) and the Mental Health Trust
- Voluntary Agencies – who manage many of the support projects
- Private Sector – who, for example, are home care providers and manage a range of home care services
- Other statutory agencies including Police and Ambulance Service.
- The public – particularly current users of service who have significantly contributed to the development of new services.

Progress to date on delivering this Towards 2010 target:

Work is progressing well on developing more housing for older people, disabled people and those with special needs. Accommodation for older people and those with mental health problems are areas where particularly good progress is being made. More schemes will be developed by 2010. Based on current work we fully expect there to be at least 417 new housing units built and ready for occupation by 2010. Of these, 40 will be built in 2008/09 and 377 in 2009/10. District council partners and Kent Adult Social Services (KASS) continue to work together even more closely and as a result some excellent developments are planned in the housing growth areas to agreed design standards.

Target 52 is linked closely to the development of housing strategies with the district council and at a regional level. KASS is now represented at the Kent Housing Group and promote this Towards 2010 target with partner housing commissioners and providers in Kent.

The Supporting People Programme has made 1,200 units of short-term accommodation, just under 1,000 units of longer-term supported housing, and a range of ‘floating support’ services available for vulnerable people living in their own accommodation.

Direct Payments are being actively promoted, leading to a significant increase in take up. There were 1,615 people using Direct Payments in Kent as at 31 March 2008. The Kent Card is now being used by 225 people as a banking option for Direct Payments.

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The Kent TeleHealth pilot has been deployed across the county. The target was 250 recipients. The pilot is now being mainstreamed in partnership with Health and will contribute to the Local Delivery Plans of the Health Service. The pilot laid the foundations for the Whole Systems Demonstrator.

Whole Systems Demonstrator (WSD) is a DoH programme which will examine the effect of TeleHealth and Telecare. The programme is of national significance and will be evaluated by a team of independent academics commissioned by the Department of Health (DoH). This is a partnership programme with both West Kent and Eastern Kent & Coastal PCTs and the above mentioned partners. Under this programme, which began roll out in April 2008, there will be 1,333 *new* recipients of TeleHealth technology and 1,333 *new* recipients of Telecare. NB These two figures of 1,333 are separate recipients as they represent different forms of assistive technology.

The Kent Telecare project has reached 1,116 clients across Kent. The service is ongoing in the six districts in which the service has been rolled out, and is viewed locally as a mainstream service option.

The Brighter Futures Group (BFG) is a partnership between KCC, PCTs and voluntary and community organisations aimed at helping older people remain independent. The programme targets people aged over 75, who are living alone, in poor housing and on a low income. It seeks to reduce the isolation and loneliness that older people can face and help them stay comfortably and independently in their own homes. The programme currently runs in the Ashford, Maidstone, Tunbridge Wells, Tonbridge & Malling and Sevenoaks areas. The interim findings of the formal evaluation from the London School of Economics indicate that the projects are meeting the needs of service users very well.

As outlined in the related reports for the other Towards 2010 targets (53 to 56), we continue to develop a range of schemes with the NHS which focus on enabling people to live at home independently. An example being 'INVOKE', as outlined in target 54.

Within West Kent Mental Health Services, a successful model has been developed to maximise employment opportunities in partnership with the private and voluntary sectors.

In east Kent, as a result of some extra investment and redesign of services, all Community Mental Health Teams will have Vocational Advisors by December 2008.

Work planned between now and 2010:

Further work will be progressed to both identify new housing developments and refurbish existing housing to meet standards and need. Further specific work includes delivering a further Housing PFI with four district Councils (Ashford, Dover, Thanet and Tunbridge Wells) for 182 Extra Care and Supported apartments for vulnerable people. We will also work with partners in housing growth areas (Dartford, Gravesham and Ashford) and identify opportunities with other district councils to maximise the target and pursue joint partnership working opportunities.

April 2008 was the 'go live' date for the Whole Systems Demonstrator. It is planned to roll-out both Telecare and TeleHealth to intervention groups totaling 833 recipients for each and to identify delayed delivery groups totaling 500 recipients. The anticipated completion date is July 2009. These will be county wide and will be over and above the figures already receiving the service.

Active Lives for Adults will be a major driver for the future development of direct payments/personalised budgets and the whole personalisation agenda. This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation and self directed support.

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A resource allocation system based on self-assessment is being developed, so that people can be told how much money is available to them at the start of the process i.e. at the assessment stage. By knowing how much money is available over the period of a year, people can plan their lives in a better way and achieve identified outcomes.

In addition, we are developing a co-ordination role within KASS and independent brokerage within the community to support people in planning and managing their personal budget. People can choose to manage the money themselves and therefore receive a Direct Payment or to have the money and support managed for them.

With regards to the Brighter Futures Group, now that sources of funding have been identified through the Social Care Grant work will be undertaken to evaluate the current schemes to ensure the appropriate level of funding. Furthermore, work will be undertaken to explore the possibilities of developing schemes in districts which have not yet had the benefit of Brighter Future Groups. In east Kent consideration will be given to linkages with INVOKE (The Partnership for Older People – see target 54 for more detail).

This target is closely linked to the other Towards 2010 targets in this section (52-56) and much of the work undertaken within these targets directly contributes to the success of this target and vice versa.

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Number of people supported by community based services provided by Kent Adult Social Services (including through voluntary sector funding) to live independently, as at 31 st March each year	31,027	31,990	32,983	*	34,027

* Not specifically set for 2008/09 but the directorate focus is on delivering the 2009/10 target

Monitoring completed by: Jeremy Blackman, Christy Holden, Jean Penney, Nick Sherlock, Katherine Williams, Chris Belton, Anne Tidmarsh

Date: September 2008

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Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Emma Hanson

Status: On course

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

KCC's Children, Families and Education Directorate and Communities Directorate, Kent Children's Fund, Carers Support Organisations, University of Kent, Primary Care Trusts (PCTs) and independent providers.

Progress to date on delivering this Towards 2010 target:

'Carers in Kent', a County Council Select Committee Report, was published in January 2008. Kent Adult Social Services (KASS) has committed to delivering the report's 14 recommendations in partnership with Children Families and Education (CFE), Communities Directorate, Carers Support Organisations, PCTs, independent providers and partner agencies delivering the 'Every Child Matters' outcomes.

On 8 July 2008 we held a carers Stakeholder Event which was used to feed back the findings of the Select Committee to a larger group of carers and their support organisations and some of the work already undertaken focusing on the priorities of the Select Committee. The event was a great success with a wide range of carers from across Kent and representatives from 22 organisations that support carers. The feedback from this session has helped refine our plans and will be published shortly.

The event was also used to launch the successfully completed Young Carers Strategy, 'Invisible People'. KASS has worked alongside CFE to develop this strategy which has an agreed action plan. KASS will continue to work closely with CFE to ensure that the strategy is delivered.

170 anonymous Kent young carers have been identified and their educational achievements and attendance is being tracked. Young carers aged 16+ who remain at school and who attend carers projects are now able to access the Learning Support Grant. A multi-agency training DVD has been commissioned to support all agencies in developing a better understanding of the needs of young carers. Young carers over 11, who attend a local young carers project, will be given the opportunity to have access to a local leisure centre.

KASS is currently working with the Personal Social Services Research Unit (PSSRU) to develop a Carers Survey which will be delivered to a random sample of carers known to KASS and the carers support organisations that we work with. The survey will focus on carers' experiences of services and support and will provide a baseline for future surveys. The DoH is extremely interested in the survey and the approach that we are taking. Our learning and experience in Kent will inform the national carers survey planned from autumn 2009.

We have collected descriptive information about the participating carers, so will be able to describe various characteristics, including age, gender, ethnicity, the needs of the cared for person and the cared for person's experience of help and support. We have recruited 30 carers to take part in the cognitive testing of the survey questions, which is scheduled to take place during late February to April 2008.

KASS continues to provide a range of 'short breaks' which mutually benefits carers and the people they support. These include day care, support in the home, overnight care, adult placements and emergency breaks.

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In Mental Health, a carers support group is funded in each locality in Kent. These provide advice, support and information to carers of people with functional mental health problems. This is both one to one support and support groups that meet regularly. Carers are also supported to participate in the decision making meetings about the commissioning of mental health services, so that their views are heard and taken account of in planning services. A robust structure to ensure participation has been put in place in partnership with the Kent and Medway NHS and the Social Care Partnership Trust.

We have, in partnership with the NHS, developed the role of carers assessment worker within Community Mental Health teams. These workers ensure that carers' requirements are considered and assessed as part of each service user's care plan. Carers are put in touch with the carers support service that can arrange respite using specially identified carers breaks money.

An example of the work we do with carers is the Dover district - 'Carers Support's Young Onset Dementia Activity Project'. This offers the opportunity to enjoy everyday activities such as gardening, cooking, walking and arts and crafts in a friendly environment with people who understand their situation. It is not a respite service, but an opportunity to support and involve carers, and to help them find ways to deal with some of the problems of dementia as well as help those with dementia to sustain social and daily living skills, thereby boosting their confidence and self-esteem.

We have continued to hold Carers Safeguarding Vulnerable Adults Forums twice a year. The aim of the forums has been to help a wide range of people who use or may use services and carers to gain a better understanding of what constitutes abuse, what can be done if abuse is reported, and most importantly to prevent the abuse of vulnerable people happening.

The Supporting Carers Implementation Group is a countywide group focusing on the needs of carers of people with learning disabilities. The group has a number of projects an example being training for carers of people with a learning disability. This is a six-week course covering all aspects of care, topics such as working with your care manager, and person-centred planning. One block of six weeks has successfully been run in Ashford and is due for roll-out across Kent in September. It is hoped through these groups to form carers sub-groups to inform the District Partnership groups.

KCC has shown its commitment to supporting employees who are carers, by recognising that they may need special assistance from time to time. To enable carers to meet their commitments in and outside work, KCC has put in place a range of measures. A Carers' Leave Pilot, which runs from June 2007 to 31 August 2008, enables carers with their manager's agreement, to use up to 5 days personal leave (formerly Compassionate Leave) for caring responsibilities. Carers can also work with their managers to agree their needs within a support plan using strategies such as flexible working, changing to part time hours, annualised hours, nine day fortnight or term time only working.

Work planned between now and 2010:

During the next year the focus on work with carers is going to have an even greater profile. The Government has launched a national Strategy for Carers. This has been a major piece of work involving carers and carers organisations across the country, including Kent. The Carers grant will also take on a higher profile. It will be allocated as part of the Area Based Grant through the Local Area Agreement framework.

Following the Select Committee a short term working group of KASS staff and carer support organisations met and agreed the five key priority development areas for carers in Kent which are:

- Carers Emergency Card

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- A Carers Single Point of Contact/Access
- Improved range and supply of short breaks
- Emergency support
- Education and training (caring with confidence)

Work has begun to develop a Kent Wide Carers Emergency Card which will be linked to a 24 hour single point of access. This card is designed to provide carers with the piece of mind that should an emergency situation occur that support can be accessed quickly.

The focus of future work will be on these priorities. We will also continue to develop services, which meet the needs of carers in line with the Select Committee recommendations.

We will progress the expansion of the 'Learning for Living' programme for carers which was successfully tested in north west Kent. A multi-agency group has been established to plan, develop and implement the Kent Adult Carers Strategy, which will be informed by the national Carers Strategy.

We propose to set up a Standing Carers Advisory Group to inform service planning and commissioning with the aim of enhancing choice and flexibility for adult carers as part of the personalisation of adult social care. An annual carers report to the Adult and Children's Policy Overview Committees will be produced to demonstrate the state of carers support arrangements.

We will continuously update accessible information about carers rights and services available to them. KASS will work together with Health to support carers in delivering requirements of the NHS operating framework. We will also ensure that policy on people who fund their own care reflects carers rights and support, as do those financially supported by KCC and the NHS. We will explore how a national information line can link to local carers information sources.

Building on the success of the Young Carers Strategy, KASS is working in partnership with CFE and KDAAT to develop a multi-agency Hidden Harm Strategy to support the children/carers of parents with problems with substance misuse.

We have been successful in reducing the use of in-patient facilities for people with functional mental health problems, but recognise that people spend more time in the community and this may mean additional burden on carers. We will provide additional funding for carers support services in mental health, so that more carers can be better supported and have greater opportunities for training through carers educational and support programmes.

Between now and 2010 we will also further develop our capacity to offer carers breaks to ensure that a funded carers break can be accessed in all localities in Kent. We will work with the health service to produce a joint plan for short break for 2009/10 in line with the Carers National Strategy.

This target is closely linked to the other targets in this section (52-56) and much of the work undertaken within these targets directly contributes to the success of this target and vice versa.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Satisfaction measure being developed based on user survey	New indicator	New indicator	*	*

* To be set in December 2008

Monitoring completed by: Michael Thomas-Sam, Emma Hanson **Date:** September 2008

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Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Anne Tidmarsh/Chris Belton/Jan Harker

Status: On course

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

The main partners in delivery of this target are the NHS in Kent, particularly the 2 PCTs and the Mental Health Trust. However, the Voluntary and Private Sector in managing many of the community based projects and the district councils all make significant and valuable contribution to this target.

Furthermore, the success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues.

Progress to date on delivering this Towards 2010 target:

KASS has a good record of working with the Health Service as illustrated by the range of joint services we have which fall under the remit of Section 31 Agreements. One of the major services is the Mental Health Trust. The Trust is currently making an application to gain 'Foundation Status' and if successful it will add another significant dimension in our working relationship with the Health Service.

The Joint Strategic Needs Assessment has been undertaken in partnership with health to identify the future needs of the population of Kent and thereby facilitate joint planning and commissioning.

The Public Health Department is now firmly established in KCC. A Public Health Strategy, and an action plan flowing from it, have now been published and are being implemented.

As outlined in Target 52, Active Lives for Adults (ALfA) will transform all front line services. Integral to this is the joint work with the NHS.

At an operational level a wide range of initiatives continue to be developed in partnership with Health. These include the following projects and initiatives:

- Close working with Intermediate Care teams across east Kent has ensured that people are able to access therapeutic interventions without hospital admission, either in the Registered Care Units or in their own homes. The Intermediate Care teams now include the Occupational Therapists who work in Recuperative Care.
- Fast Track Assessment and provision of community equipment and minor adaptations provides a quick response to enable people to receive essential services to prevent falls and enable greater independence. Trusted Assessors are trained to allow provision of equipment through one assessment approach.
- INVOKE (INdependence through the Voluntary action Of Kent Elders) has been developed out of the successful POPs bid in partnership with East Kent and Coastal PCT. Community matrons have a significant role with 18 Community Matron support workers linked to it. The project is designed to give older people greater independence, enhance self-management through increased choice and control. It also aims to reduce hospital admissions. The feedback from the project, which has been recorded in articles in a range of newsletters, is very positive.

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- The INVOKE project also has Care Navigators (6 across east Kent) and Community Information and Liaison Assistants (6 across east Kent). These posts are working to increase choice and control by delivering local information to communities. They are developing district directories, facilitating health promotion workshops and providing one to ones with clients to enable them to make an informed decision in regards to the best solution for their need.
- The partnership with health in the investment of the re-imburement grant into preventative community based projects continues to be effective.
- The partnership with Health in developing the Whole Systems Demonstrator, detailed in target 52, is supporting the development of this target.
- We continue to work closely with the Health Service in the investment of the re-imburement grant into community schemes to avoid people having to be admitted to hospital. In partnership with Health this has enabled small local, community based schemes to be set up, for example, falls schemes', which support elderly and disabled people who might well have ended up staying in hospital after experiencing a fall.
- East Kent has been selected as DoH Demonstrator Sites for Urgent Care. Again this is in full partnership with the Health Service. The aim of the programme is to treat people closer to home, to prevent hospital and long term care admissions and to provide better, integrated care in a person's own home. A roll-out programme of Intermediate Care for east Kent is part of the project and this again is aimed at providing care and rehabilitation in the person's own home where possible. This project is now operational and is beginning to have positive outcomes.
- Across east Kent a partnership has been developed to promote the links between good physical health and mental health. The partnership includes KCC, district councils, Health Promotion, independent sector, private sector and secondary mental health services. The partnership organised a 'Physical Health Taster day' event on 22 July 2008 to offer people with mental health difficulties the opportunity to try out a wide range of activities, from aerobics to juggling, at no cost to them. The event brought together service users from all over east Kent and was co-ordinated by the Mental Health Local Planning and Monitoring Groups. Pfizer, who are providing the facilities for the day, sponsored the event.

Work planned between now and 2010:

Next year there will be an even greater emphasis on close working with the Health Service. On a national level there have recently been a series of publications, i.e. 'Putting People First', Transforming Social Care and Valuing People Now – all of which put a firmer emphasis on the close working relationship with Health. A Carers Strategy has been launched and shortly this will be followed by a new Dementia Strategy.

Within Kent the Joint Strategic Needs Assessment (JSNA) will be a key driver and the actions from it will be key to the delivery of this target. For example the JSNA will be a main driver in future joint commissioning between Health and KCC.

The outcome of the application for Foundation Status by the Mental Health Trust will also have an impact on future work with the NHS.

KCC and partners in the NHS and district councils are developing at least 37 new units of supported accommodation across the county to enable people to receive longer-term community support as an alternative to residential care or hospital. The work has led to extra investment in the social care economy via joint working with district councils and the private sector. The first units become available for use from October 2008.

At an operational level we will:

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- Expand the Fast Track service to the twelve districts on an ongoing basis and more training of Trusted Assessors will take place between now and 2010.
- Continue to develop INVOKE and the Urgent Care Demonstrator.
- Continue with the implementation of Telehealth and Telecare as outlined in target 52.
- Continue to develop preventative services, such as providing intensive community support care packages to reduce the number of people going into hospital.
- Work with health to develop joint pathways to ensure an integrated programme for people with a range of long term conditions, including dementia.
- Develop services to support carers with PCTs.

A major piece of work for this year, as outlined in 'Valuing People Now', will be the transfer of responsibility of those people with learning disability being looked after by the NHS to the local authority.

This target is closely linked to the other targets in this section (52-56) and much of the work undertaken within these targets directly contributes to the success of this target and vice versus.

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: Jan Harker, Nick Sherlock, Katherine Williams **Date:** September 2008

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Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence		
Lead Cabinet Members: Graham Gibbens /Leyland Ridings	Lead Managing Directors: Oliver Mills/Graham Badman	Lead Officers: Michael Thomas-Sam/Colin Feltham

Status: On course

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

Kent Adult Social Services (KASS) and Children, Families and Education (CFE) are leading the partnership which includes the Kent Learning Disability Partnership Board, Parent Organisations, Primary Care Trusts, Learning Skills Council, Connexions and Schools.

Progress to date on delivering this Towards 2010 target:

The partnership has developed multi-agency Transition Protocols, which are in the process of being signed off by each organisation. These will ensure that there is a clear process of support that young people will receive through transition and how the different services will interact.

Work is ongoing in identifying young people who may need additional support with their transition into adult life. With the young people and their carer's consent, this will link together basic identifying information held by Education, Health and Social Care agencies. It will ensure that no-one who needs and wants support through transition will be missed.

KCC has commissioned independent research into young adults and their recent experiences of transition and the quality of the support they received. Nearly 20% of all the young people and their carers who have transferred to KASS in the past two years agreed to take part and have been interviewed. This will form a baseline for this target. The research will also develop tools that will enable an annual survey to be conducted. This will provide the annual measure of young people's satisfaction with the support they receive during transition.

There are examples of excellent Transition Support for young people, which have led to Kent being selected as a pilot site for the national "Getting a Life" Project. This is a cross-departmental government project, co-ordinated by the Office of Disability Issues, to improve the life chances of young people with learning disabilities. Selection is an indication of how Kent's partnership approach to transition is viewed nationally.

Examples of current best practice include the Person Centred Transition Planning being done by Valence School in partnership with the Kent Learning Disability Partnership Board's Transition Champion. In Ashford there has been creative use of Learning Disability Development Fund grants to develop summer schemes that involve carers, schools, KCC staff and the community. These, and other local solutions, are crucial in making young people's transition to adulthood a supported and positive experience.

The 2007 curriculum survey of provision in special schools showed the growing number of vocational facilities, promoted by the Kent 14-16 vocational programme, that are being used increasingly by special schools and units e.g. use of the Thanet skills studio for hospitality and catering by The Foreland School, St Anthony's School and the independent Westgate College. Further discussions are taking place across the county to consider how best to extend this offer to all special schools. A project is also being run out of St Nicholas School (school for pupils with profound, severe and complex needs) known as 'person centred

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planning' which offers direct support to enable the student, parents and carers to develop their ideas towards their future dreams, careers and prospects for life beyond school. One of many examples is a young man, who left St Nicholas School a few years ago having acquired some basic work experience in catering through the post 16 unit based on the site of Canterbury College. Since leaving he went onto achieve mainstream qualifications in catering at Canterbury College and is now working and in living his own 'supported living' flat.

Improvement in Transition support is being steered strategically by KCC's Managing Directors Oliver Mills and Graham Badman. KASS and CFE are leading a partnership that includes the Kent Learning Disability Partnership Board, parent organisations, the PCTs, Learning Skills Council, Connexions, and schools. The partnership has developed multi-agency Transition Protocols. These have developed from excellent local practices and are ensuring that this becomes available to all Kent young people who need support.

Target 55 is linked closely to the development of housing strategies with district councils and at a regional level. KASS is now represented at the Kent Housing Group and promotes this target with partner Housing Commissioners and providers in Kent.

KCC Members' Select Committee on Transition has held their one-year on meeting to review the implementation of their 12 recommendations. They agreed that eight have had complete or advanced progress and the remaining four have good progress with some further work to do.

Work planned between now and 2010:

Implementation of the Transition Protocols across all agencies was phased in from April 2008, with full implementation by April 2009. The annual survey of young people who have gone through transition, based on the research tools developed by the Tizard Centre, University of Kent, will be repeated. This will give a robust measure of satisfaction, by the people who are best placed to say if the support in their transition was good. Work is being done to ensure that as many people as possible take part in this.

We will develop Young People, Carer and Easy-Read Guides to the Transition Process. This will ensure that every young person and their families will know what support they will receive and how to access it. We will continue the encouragement of the take up of Direct Payments for both young people aged over 16, and for adults. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of Self-Directed Support, this will become the norm for everyone needing support.

The Transition Partnership will be widened to include representatives from the district councils, housing associations and employment and training organisations. This will increase the opportunities for young people to move to full adult life with more integrated access to housing and employment opportunities.

We will ensure that the outcomes achieved by this Towards 2010 target are supported by other targets:

- Develop multi-agency support to parents and their children (Target 13)
- Listen to young people's views (Target 14)
- Increase the number of people who are supported to live independently (Target 52)
- Strengthen the support to people caring for relatives and friends (Target 53).

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Satisfaction measure being developed based on user survey	New indicator	New indicator	*	*

* To be set in December 2008

Monitoring completed by: Daniel Waller, KASS and Jo Berry, CFE **Date:** September 2008

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Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Chris Grosskopf

Status: On course

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

Pension Service, district councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau, Citizens Rights for Older People.

Progress to date on delivering this Towards 2010 target:

Older people receiving social care services are already offered information, advice and, if necessary, assistance by their care manager to claim the relevant benefits. Since April 2007, all areas within Kent Adult Social Services are covered by our new Specialist Finance Teams which include visiting officers specially trained to provide benefit advice and assistance with claims. If cases become complex or there is a need to challenge a decision of the Department of Work and Pensions (DWP), service users are referred to one of our Area Benefit Officers who will assist with this including representing service users at appeal tribunals.

The KCC County Benefit Service also operates a Benefits Helpline and provides training in benefit issues to staff. Both of these services are available to voluntary organisations. There is also a Benefits page at www.kent.gov.uk/SocialCare/carers-and-family-support/welfare-rights-and-benefits/, providing information on all the major benefits with links to relevant government and district council sites.

Kent has been working with the DWP and district councils and is working towards the creation of joint teams. This should lead to a better experience for service users, who will not need to provide financial information to so many agencies, and a higher take-up of the relevant benefits.

Kent has, with the district councils and DWP, set up the Kent Benefits Partnership to increase the take-up of council tax benefit amongst the older residents of Kent. They are now helping clients to claim other benefits to which they are entitled.

Work planned between now and 2010:

We will:

- Carry out media campaigns to increase take up of specific benefits. New avenues such as Kent TV will be helpful in this.
- Build upon the work of the Kent Benefits Partnership to increase the range of benefit advice. We will also build upon the successful Finance and Benefit Teams, for example furthering the development of joint working with the Pension Service and district councils.
- KASS will be involved with joint take-up campaigns with the voluntary sector.

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Measurable Indicator (s)	Aug 06 Actual	Aug 07 Actual	Aug 08 Target	2009/10 Target
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,540	36,330	36,000*	+5%
Number of older people who are in receipt of Pension Credit	70,270	70,960	72,000*	+5%
Number of older people in receipt of council tax benefit	61,690	**	63,000	+5%

* Target set prior to availability of Aug 07 figures

** Not yet available

Monitoring completed by: Chris Grosskopf

Date: July 2008

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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

Progress to date on delivering this Towards 2010 target:

The introduction of 101 KCC community wardens in 128 communities across Kent has had a real and positive impact and they have been recognised by Kent Police as a vital asset in the development of their neighbourhood policing programme.

As part of the structured roll-out of the PaCT (Partners & Communities Together) approach, community wardens are working closely with the police community support officers (PCSOs) using problem identification and solving techniques and a shared tasking and co-ordination process. Where appropriate, wardens are part of the PaCT panels and by working in partnership with their police colleagues, they are able to make the best use of their local knowledge and promote the use of KCC services. In addition, community warden managers are represented on the police implementation boards, both at strategic and operational level.

The community wardens and a range of KCC frontline services are engaging with the locally based partnership community safety units being established across the county which focus intelligence-led joint operations and activity on crime/anti-social behaviour in targeted hotspots.

During 2007/08, Kent Police introduced a promotional campaign which included advertising on buses to highlight the concept of neighbourhood policing and providing contact details for members of the public to raise local concerns. In addition, the community wardens' webpages went 'live' on KCC's website in the early part of 2008, containing information about the background of the service and the role the wardens play within their communities. More importantly the webpages provide an easy search facility for members of the public to find if they have a community warden within their area, as well as photographs and contact details for each warden. (<http://www.kent.gov.uk/Community/community-safety/community-wardens/>).

There have been over 3,300 visits to the wardens section of the website in the last 12 months with over 50% of those visits made in the last three months since the wardens' details were uploaded. In addition, the KCC community wardens have been recognised for their work in their neighbourhoods with over 150 press releases and articles in the last year as well as numerous awards ranging from the Safer Kent Awards, South East Regional Wardens Awards and National Justice Awards.

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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 range of other authorities and services, which is reflected in their office accommodation, i.e. police stations, fire stations, libraries, parish and district councils and community halls, to name but a few. Their operations range from 'walking buses' through to providing intelligence to the police leading to a variety of arrests. In addition, wardens have provided awareness training to over 6,600 people (since 2006) against the dangers of bogus callers and during the last year have been involved in over 500 community projects across the county (see Towards 2010 target 58).

Community wardens engage with their communities in a number of ways including surgeries, informal events and public meetings and in 2007/08 the wardens spent over 70% of their time as a visible presence within their communities.

During the last year the wardens were involved in over 45,000 interactions with the public or their local environment, although the highest proportion of their dealings to date have been with young people and the elderly. In addition, the wardens have also been involved in over 36,000 examples of partnership working, including working with local police and PCSO's, providing intelligence reports and working with local councils and schools.

Building on its previous success in 2006/07, the community wardens facilitated a countywide 7 a-side football tournament in summer 2007. The tournament engaged approximately 700 'hard to engage' young people, both boys and girls, in a positive diversionary activity during the summer holidays. In 2008/09 the tournament has been expanded to include teams from Medway Council and it is hoped that an even greater number of young people will be involved with the finals held at Charlton Athletic Training Ground. This year, in addition to the teams of young people, those involved (KCC Community Wardens, Kent Fire & Rescue, Charlton Veterans, Sports Leader, Kent Police & Medway Council) in organising the event provided 7 a-side teams to entertain everyone during the day.

The Community Safety Training Unit 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. During 2007/08 over 350 staff from the KCC Community Safety Unit, Kent Police Authority, Gravesham Borough Council, KCC Highways and Tunbridge Wells Borough Council attended the Community Safety Training Unit. Training included team development, information technology, Section 17 of the Crime and Disorder Act 1998, Police Accreditation - the National Intelligence Model and Professional Witness Training. Strong links have also been forged with the Home Office and Government Office for the South East to develop support programmes for Crime Reduction Partnerships (CDRPs) and Partners and Communities Together (PACT). A small amount of revenue has been generated through the provision of training and hiring-out of training rooms via partners in the Community Safety arena.

Work planned between now and 2010:

We are investigating a number of initiatives within Kent including:

- Positive Ticketing – this scheme originated in Canada and is aimed at rewarding young people for good behaviour with vouchers for swimming, skate parks, cinema, bowling, etc. During 2008/09 we will establish a cross directorate steering group, from within KCC and external partners such as the police, to plan and implement a pilot scheme in an area of Kent.
- Restorative Neighbourhood Panels – this is a way of tackling low-level crime and anti-social behaviour involving offenders, victim or community representative and panel members, to bring resolution to problems before formal entry into the criminal justice system. In partnership with Kent Police and Kent

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Criminal Justice Board, we are investigating the possibility of introducing a pilot scheme to two areas in Kent.

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 2008

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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

Progress to date on delivering this Towards 2010 target:

Night Time Economy

This target is aimed at establishing a managed Night Time Economy (NTE) by joining forces with Kent Police and a range of other public service agencies under the umbrella of the Safer Kent Delivery Group to tackle the issues of night-time disorder.

A detailed profile of alcohol fuelled criminal activity in Kent's town centres, including criminal damage and violent crimes that occur between 8pm and 4am, Thursday evening to Sunday morning, continues to be compiled by Kent Police on a monthly basis. Current figures indicate a 10% reduction in NTE crime across Kent between 2006/07 and 2007/08.

In addition, the Kent Partnership Central Support Team, funded by KCC, recently produced a report including data from Kent Police, Kent Fire & Rescue and the Health Service which shows trends and problems in the NTE over the last few years. All of these reports are produced to support CDRPs and help them to identify 'hot spots' and to target action effectively. One example of work undertaken by CDRPs is Dartford's 'Grabacab' scheme, which is part funded by KCC, and focuses on the dispersal of people in a safe and co-ordinated manner by local marshals, from pubs and clubs in the town centre at closing time, contributing to a 25% reduction in NTE crime in Dartford in 2007/08 compared with the previous year.

Alcohol Misuse

Alcohol misuse is an important issue for the Government and in 2007 the Home Office produced a document called 'Safe. Sensible. Social. The Next Steps in the National Strategy' as a follow up to their 2004 Alcohol Harm Reduction Strategy. At a local level, alcohol fuelled crime and health issues is one of the five top priorities of the Safer and Stronger Co-ordinating Group, a result of which KCC held an alcohol seminar in January 2008. The seminar covered a variety of topics including tackling alcohol-related problems in towns and city centres, improving treatment and support for people with alcohol problems, clamping down on irresponsible promotions by the industry and providing better information to consumers about the dangers of alcohol misuse. Following on from the alcohol seminar, the Community Safety Unit has worked in partnership with a number of other KCC units to help with Gravesham Borough Council's week-long campaign on alcohol. The campaign was held at the end of May 2008, and proved such a success that more campaigns are likely in the future. All of these alcohol initiatives link to at least

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one of the 28 recommendations from the recent KCC Alcohol Misuse Select Committee Report produced in March 2008.

(<http://www.kent.gov.uk/publications/council-and-democracy/selcom-alcohol-misuse.htm>).

In 2007/08 Kent Trading Standards carried out 24 targeted underage sales campaigns using intelligence from the community wardens, local licensing officers and the public. During the year 158 test purchases were undertaken resulting in 35 sales to underage volunteers. Where purchases were made action was taken and during 2007/08 this resulted in seven prosecutions, 11 Penalty Notice Disorders (PND's), three licence reviews and 22 simple cautions.

As a growing number of retailers are now publicising Challenge 21 and training their staff to challenge anyone who looks under 21, Kent Trading Standards carried out 4 test purchases using a 19-year old volunteer to see how the challenge is being applied. The results showed that whilst Challenge 21 is being highlighted by retailers, staff need to operate it more thoroughly. Kent Trading Standards are working with retailers to improve training and further work will continue in 2008/09.

In 2007/08 as a new tool, Kent Trading Standards started to instigate licence reviews against premises where underage sales have taken place. Trading Standards can make a recommendation to the District Council Licensing Committee which then decides what conditions should be applied to the licence. Failure to follow these conditions can result in a licence being revoked or suspended. There have been 3 licence reviews so far which have resulted in conditions being applied and several more are being processed.

As part of a partnership approach the Community Safety Training Unit have been able to deliver Police Accreditation Training on behalf of Kent Police, including the provision of enforcement notice training for Trading Standards Officers to enable them to issue PND's when dealing with the sale of alcohol to young people under the age of 18.

Domestic Abuse

There has been approximately a 6% increase in reported incidents of domestic abuse since 2006/07 (but a decrease in repeat victimisation) which may well be attributable to the drive to encourage domestic abuse victims to come forward to the police. In response to the concerns about domestic abuse, KCC funds the Kent & Medway Domestic Abuse Co-ordinator, who is responsible for ensuring that actions from the 'Kent and Medway Domestic Violence Strategy Group' (KMDVSG) are implemented with all partners. The inter-agency group has established a delivery plan for 2007-2010 encompassing prevention, early intervention, protection, justice and victim support. Examples of the work being undertaken by the group include the establishment of a Special Domestic Violence Court (SDVC) in Maidstone which, financially supported by KCC, was accredited by the Home Office in April 2008, commencement of Multi-Agency Risk Assessment Conferences (MARACs) at which KCC is represented by a range of service units, and where attending agencies commit resources to those victims and families assessed at highest risk of future serious abuse/danger.

Crime and Anti-Social Behaviour

During 2007/08 statistics provided by Kent Police Business Information Unit indicated there was a general decrease in crime across the county and showing in particular that:

- Domestic burglary has reduced by approximately 20% compared with 2006/07.
- Car crime has reduced by approximately 16% compared with the previous year.

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In addition to crime statistics, the Kent Crime and Victimisation Survey (KCVS), operated quarterly by Kent Police, provides details about peoples' experience and perceptions of crime and anti-social behaviour. The latest survey indicates that:

- The percentage of people worried about burglary has decreased from 56% in 2006/07 to 47% in 2007/08.
- Fear of four specific crimes (domestic burglary, car theft, mugging/robbery and physical attack) in Kent has reduced from 44% in 2006/07 to 39% in 2007/08.
- Feelings of safety at night have increased from 74% in 2006/07 to 77% in 2007/08.

There are a number of initiatives ongoing across the county to both reduce burglary and help people to feel safer in their homes, including door step crime training provided by KCC community wardens to residents within their communities. In particular training is provided to the vulnerable and elderly, to ensure they feel supported and have sufficient information to enable them to deal with bogus callers. Since training started in 2006 the wardens have trained 6,651 people and in 2007/08 the wardens ran 83 separate events with a total of 1,763 individuals receiving training. In addition, the KCC funded Handyvan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people and during the last two years has installed over 17,500 security or safety products into clients' homes.

Although the perceptions about crime and feelings of safety have improved, as shown above, the KCVS also indicates that concern about anti-social behaviour has seen a marginal increase from 20% in 2006/07 to 21% in March 2008. In response to these concerns KCC is currently developing an Anti-Social Behaviour Strategy which will be designed to compliment and support the activities of CDRPs and other partner agencies. Although there are currently no common sets of data on anti-social behaviour or domestic abuse, this is being reviewed by CDRPs under the new reforms.

Work planned between now and 2010:

- Development of a Kent Community Alcohol Partnership (KCAP) project involving a range of internal and external partners, which aims to improve information sharing between retailers and Kent enforcement agencies; raise the profile of the legal implications of underage drinkers who attempt to buy alcohol illegally; and educate, inform, advise and support young people and parents, using a variety of communication methods.
- Anti-social behaviour, domestic abuse and alcohol fuelled violence (as part of violent crime) are Kent Agreement 2 targets for the next three years, as agreed with the Government Office for the South East (GOSE).

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

Monitoring completed by: Stuart Beaumont

Date: July 2008

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Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: E&R MD post currently vacant	Lead Officer: Caroline Bruce

Status: On course

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

Kent Police
Medway Council
HM Courts Service
Kent Fire and Rescue
Highways Agency

Progress to date on delivering this Towards 2010 target:

Through a second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) works with partner agencies, such as the police and other emergency services, to bring forward – to 2007 from 2010 - the government target of reducing the number of people killed and seriously injured (KSIs) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final reported figure for 2007 is 723 KSI on roads in Kent including trunk roads which is within 0.5% of the 40% reduction target. The 2007 figure for roads for which KCC is responsible is 586 and is a 41.8% reduction. Rounded to a whole percentage the PSA2 target was achieved and on roads for which KCC is responsible it was exceeded.

KCC's approach to reducing KSIs 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. Work with Kent Police and Kent Fire and Rescue to identify shared priorities and work on joint initiatives has led to innovative ways of engaging with those who are in categories of people most likely to be killed or seriously injured.

During December 2007, in addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to Christmas, contributing to the lowest recorded number of road crash fatalities in December for over a decade. This approach involved:

- A high profile anti-drink drive publicity campaign that made use of innovative television advertising.
- Support for the Kent Police Winter KSI Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility police activity.

Other high profile campaigns during the year, that utilised TV and radio advertising, road side posters and press/media editorial, included Grow Up Belt Up (seat belt wearing messages to drivers), Just Drive (messages on the dangers of using mobile phones whilst driving), Cut Your Speed Not Your Licence (how easy it could be for young drivers to lose their licence) and Don't Drive on Drugs (anti-drug drive messages).

Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 4,000 drivers during 2007. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving 'without due care and attention', providing courses for around 400 drivers year.

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Beyond PSA2 KCC must stay focused on reducing KSIs over the next three years to ensure that we at least maintain performance in meeting the governments targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans.

KCC has been working closely with parish councils and others in pilot areas in reviewing speed limits on all A and B class roads in Kent. This will result in significant improvements to 'village gateways' together with signing and a more consistent approach to speed limits across the county. We aim to complete the review of speed limits on all Kent's A and B class roads by 2011.

Work planned between now and 2010:

- Further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young / novice drivers.
- Continuation of the speed limit review.
- Launch and further development of the CaRE (Casualty Reduction) Partnership, between the Highways Agency, Kent Fire and Rescue Service, Kent Highways Services (for KCC), Kent and Medway Safety Camera Partnership, Kent Police, and Medway Council, aimed at further reduction in road crash casualties through formal partnership arrangements.
- Review of scope for development and opportunities for further reducing casualties to 2018.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Target	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	699	674	650
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	559	586	570	554	538

Monitoring completed by: Jo Horton, Ian Procter, Caroline Bruce

Date: 10 July 2008

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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 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 etc.

Progress to date on delivering this Towards 2010 target:

There is a considerable amount of actual and planned activity in the county designed to reduce the numbers of children and young people becoming involved in offending behaviour and so entering the youth justice system. The activity is characterised by an increasing number of partnership arrangements which are committed to achieving this target.

The Youth Offending Service (YOS) is currently working with a number of partners at both county and district level to fully implement a new prevention strategy. A multi agency Youth Inclusion Support Panel (YISP) is being established in each of the districts, frequently building on existing preventing arrangements. The panels are responsible for assessing children and young people felt to be at risk of offending, for supporting them and for signposting them to services relevant to their needs. Much of the work, it is anticipated, will continue to focus on ensuring they are engaged in education or training, have a home which provides effective supervision and are engaged in positive leisure and sporting activities.

The new strategy has included YOS working with:

- The police who are committed to developing restorative justice processes within communities which will hold young people accountable for their (minor) offending behaviour while enabling their diversion from the youth justice system. This approach is building on the work already being undertaken with schools which are using restorative processes, as opposed to contacting Kent Police, as the means for resolving conflicts such as bullying. This strategy is expected to have a decisive impact on the numbers entering the youth justice system. YOS will be working with the Community Safety Unit in the Communities Directorate to promote these approaches.
- The Youth Service to ensure children and young people known to the YISPs are included in opportunities enabled by the funding for “Positive Activities for Young People” (PAYP). The first round of these activities was held during the school summer holidays in July and August. Other current constructive leisure activities include those being delivered by Charlton Athletic FC, the Army Cadet Force and the Youth Service such as the Rhythmix music and dance programme.
- The police and district led CDRPs to ensure a strong interface between their prevention and anti social behaviour strategies and the YISPs, including those linked to the ‘Prevent and Deter’ element of the Prolific and Other Priority Offender (PPO) Strategy. Support via these strategies to the early identification of those at risk will continue to assist the role of the YISPs in both supporting young people and with signposting them to services they require to reduce the risk, including the youth activities being organised by the district councils.
- KDAAT enabling the police and others such as schools to refer children and young people to drug and alcohol education programmes where they are known to be involved in substance misuse.

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- The new Local Children's Service Partnerships which can enable access for YISPs to parenting services designed to support more effective parental supervision, to assist children and young people to be reintegrated into education provision and to funding of YISP activities within each of the districts. These developments do address the factors most commonly associated with those assessed as being at risk of offending and are amongst the objectives of the Children and Young People's Plan, Priority 6, with the same performance measure, "to reduce first time entrants to the youth justice system", as applies to both the Kent Agreement 2 (National Indicator 111) and Towards 2010 (Target 60).
- Adolescent Resource Centres, the Alternative Curriculum Programme and the Connexions Service with a view to ensuring those children and young people excluded from school (a factor strongly associated with involvement in offending behaviour) are maintained and supported in some form of education or training provision.
- The police, the Education Advisory Service, the Alternative Curriculum Programme, KDAAT and the Youth Service to promote an anti violence strategy which is concerned with increasing the sense of personal safety amongst children and young people in the county. This supports a commitment to prevent children and young people from carrying weapons and behaving violently.

Joint arrangements are planned with Kent Fire and Rescue whose wider role includes commitments to reduce youth crime and anti social behaviour. All of these partners have indicated their willingness to support strategies to meet the youth crime prevention target (NI111) within the Local Area Agreement (KA2).

The overall trend between 2005/06 and 2007/08 showed a reduction in first time entrants and YOS is confident that the new strategy, combined with the many other activities being led by partners, will sustain this trend by continuing to reduce the numbers of 10 – 17 year olds entering the youth justice system for the first time.

The pattern of first time entrants maps on to the levels of deprivation within the county with the greatest number being drawn from those areas of highest deprivation. Particular focus is being given by YOS to developing the YISPs in Swale, Thanet, Dover and Shepway as significant progress in these districts would have a very positive impact on the overall performance of the county.

The countywide development of the Youth Inclusion Support Programmes and the intended partnership arrangements provides a real opportunity to YOS to exercise influence over decisions made and services provided in response to those children and young people identified as being at risk of offending.

Work planned between now and 2010:

The key objectives relate to the work planned with partners as set out above. These partnership arrangements will ensure a co-ordinated approach by the Communities Directorate via YOS, KDAAT, the Youth Service, Community Safety and Key Training.

During the current financial year YOS will maintain the extensive range of partnership activities listed above and expects to:

- Complete the arrangements for YISPs in each of the 12 districts in Kent.
- Ensure referrals from both Children's Services and CDRPs are working effectively. Success criteria will include access to parenting programmes and re-engaging children and young people in education and training programmes.
- Assist Kent Police to establish diversionary processes in communities across the county as well as maintaining the restorative processes in schools.

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- Engage children and young people “at risk” in a range of diversionary activities including those funded by the Youth Service via “Positive Activities for Young People”.

Measurable Indicator (s)	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of new entrants to the youth justice system	1,919	1,897	To reduce*	To reduce*

* Target to be agreed with partners at end of 2008, consistent with LAA2 timetable.

Monitoring completed by: Glan Hopkin

Date: July 2008

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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:

Kent Police
KCC Community Wardens

Trading Standards Alerts are sent to 236 organisations including:

- Age Concern
- Neighbourhood Watch
- Help the Aged
- Citizens Rights for Older People
- Citizens Advice Bureau
- Kent Adult Social Services
- Kent Libraries
- Parish councils
- Town councils

Progress to date on delivering this ‘Towards 2010’ target:

To heighten awareness of potential rogue traders and door step callers, 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 236, including 161 parish and town councils. In addition, the Neighbourhood Watch Network plays an important part in reaching local communities as there are over 9,000 co-ordinators in Kent meaning alert messages can potentially reach 300,000 people. In addition, alert messages are picked up by the media which means the warnings reach an even wider audience.

The alert messaging system was used recently by Kent Trading Standards as part of the national ‘Scamnesty’ campaign. Messages were sent across the network warning people about scams, a freepost address was included in the message and people were encouraged to send any scam letters they had received to Kent Trading Standards, rather than responding. As a result letters and emails were received from all over Kent containing scams originating from the UK, Australia, Canada, Holland, Spain and the USA. This alert message, and subsequent action, identified a number of vulnerable victims who have been ‘scammed’ and who are now being supported by Kent Trading Standards. This included an elderly gentleman who instead of sending cheques to the criminals, is sending the scam mail to us; the daughter of an elderly lady who has been scammed for many years by letter and telephone, is working with our officers to identify the scammers who her mother regards as friends having sent them thousands of pounds. The ‘Scamnesty’ story was picked up by the media with articles appearing in Kent Messenger publications and Invicta Radio led with it on their morning news broadcast. The KCC Advice and Education Team also worked with Kent Libraries using posters to alert people to the danger of scams.

Details about rogue traders and door step callers are often provided by the community wardens and Kent Trading Standards’ Rapid Action Team responds immediately when the rogue trader is on the premises. Examples of recent activity carried out by Kent Trading Standards Officers working with Kent Police include the following:

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- Community Wardens and relatives alerted the Rapid Action Team to the activities of a jobbing gardener who had cold-called a number of vulnerable people and had started work immediately without providing cancellation notices. One elderly severely visually impaired lady was persuaded to go to the bank to draw out an amount far in excess of what she had expected to pay. The Rapid Action Team was able to respond with Kent Police during one of his visits which resulted in the gardener being arrested. The trader failed to sign a formal Undertaking binding him to future good conduct so Kent Trading Standards have applied to the County Court for an injunctive order.
- Another criminal used the logo of a well-known and respected company to ensure he was given work. He preyed on 5 families, 4 of them elderly, and obtained £34,000. Once alerted, Kent Trading Standards attended with Kent Police. He was arrested and eventually pleaded guilty to 15 offences. When he appeared in court he was given 38 weeks imprisonment suspended for 18 months and will have to complete 300 hours unpaid work. In addition, a Proceeds of Crime investigation is being undertaken against this criminal.

When officers attend incidents they endeavour to make sure the surrounding community is warned about rogue trader activity using the TS Alert system, leaflet drops and poster campaigns.

Cases against rogue traders are becoming more and more complex which means they are taking longer to get to court and once there, are more likely to be contested. Some examples of recent successes which demonstrate a range of rogue trader activity are:

- Intelligence was received about a High Street jeweller supplying counterfeit goods. Trading Standards Officers visited the shop accompanied by experts from the Assay Office, Gemological Association and Kent Police. The jeweller's stock was examined and many items were found to be mis-described in relation to precious stones or metal content; or were not hallmarked as required. Approximately £150,000 worth of stock was seized as evidence. The case is currently being prosecuted and is proceeding through the courts.
- Despite receiving information that the carbon monoxide alarms they were importing were defective and did not detect dangerous levels of carbon monoxide, a company failed to take prompt and effective action to withdraw the product from sale in a number of High Street shops. Trading Standards officers investigated and found they were also importing travel adaptor plugs which had inadequate shielding and therefore posed the danger of exposing people to live parts. Kent Trading Standards publicised the dangers of the items and the case is currently being prosecuted.
- Counterfeiting has been identified as a problem nationally and Kent Trading Standards takes these crimes very seriously. There have been a number of successful prosecutions during the year and one pending example involves a team of counterfeit DVD sellers. Whilst carrying out a routine visit, a Trading Standards Officer thought she recognised people selling DVD's at a Boot Fair. Her suspicions were confirmed when she checked the organiser's records and the following week a team of Trading Standards Officers attended the Boot Fair. Four people were arrested and a significant amount of counterfeit goods was seized. Some had been prosecuted by us previously and the case against the sellers is currently under consideration for legal proceedings. The organisers of the boot-fair have been reminded of their duty to prevent their event being used for the sale of such goods and as a result they have signed an assurance under the Enterprise Act agreeing to this.
- Once again acting on intelligence, Trading Standards Officers investigated a 'virtual' college which was selling fictitious degrees and qualifications, especially to foreign students. Whilst this was known to be a problem in London, it was the first case in Kent. This type of operation was made illegal by the Educational Reform Act 1988. As a result of investigations the Trading Standards officers secured

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the shutting down of a website and worked with colleagues in Newham Trading Standards, the Metropolitan Police and HM Immigration Service who were able to prosecute the owner of the business. He was jailed for 9 months and will be deported upon his release.

Kent Trading Standards uses a range of measures to counteract the activity of rogue traders and to make local communities more aware of them, including:

Cold Calling Control Zones - Following clarity on the legality of Cold Calling Control Zones, Kent Trading Standards is actively working with local partnerships to support and promote these initiatives where intelligence identifies a problem. Currently, we are supporting schemes in Maidstone and Tunbridge Wells and are assisting Dartford, Dover and Swale with new initiatives. We have produced a brief document providing information about Cold Calling Control Zones and guidance for initiating and running a scheme. Two newly appointed Community Safety Partnership Officers will be based in our East and West Kent Area offices and will provide additional support and co-ordination for officers involved with local partnerships and CDRP's.

Buy with Confidence - 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 Exhibition and Builder's Day at Folkestone Race Course. In addition, regular features in and on local media, a dedicated website and the 'Confident Times' provide approved and new traders with regular updates and information. The recently published, fourth edition of the 'Confident Times' provides feedback from a survey of over 600 people who have used Buy with Confidence members. Results showed an 83% satisfaction rate with the trader and an 80% satisfaction rate with the quality of work. Comments included 'I am pleased to employ a contractor with confidence' and 'I feel the Trading Standards scheme is much needed to give the customer confidence in the trader'. Currently 48 traders have been approved and another 47 are going through the approval process. Buy with Confidence is recognised nationally and is now the largest good trader scheme following the merger with Customer First.

Work planned between now and 2010:

- Disrupting rogue traders is a core activity for Kent Trading Standards and is addressed in our strategic assessment for intelligence-led enforcement. This means intelligence is gathered and used to carry out campaigns against identified rogue traders; in 2007/08 we profiled and acted against over 20 rogue traders and will continue this work in 2008/09.
- It is our intention to consider Proceeds of Crime where appropriate in any successful prosecution taken against rogue traders which means any money they have made from rogue activity can be confiscated including property, car, jewellery, etc. We want to make sure crime does not pay and have employed a senior Trading Standards officer who is qualified to carry out financial investigations under the Proceeds of Crime Act.
- Trading Standards Alerts will be developed during 2008/09 and it is intended to carry out trials so messages can also be sent by text, thus expanding our reach into local communities.
- As part of our policy of continuous improvement, a survey will be sent to the recipients of alert messages during the course of 2008/09 allowing us to consult with them about ways in which they would like to receive the messages, how much they value the service and ways in which it can be improved.
- Kent Trading Standards will actively assist local partnerships establish Cold Calling Control Zones.
- Kent Trading Standards will promote the value of its good trader scheme.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage increase in number of community organisations in Kent receiving alerts about the activities of rogue traders*	New indicator	15%	18%	20%	25%

* Base number of organisations is 200

Monitoring completed by: Ian Treacher/Sue Edmunds

Date: July 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

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)

Progress to date on delivering this Towards 2010 target:

Levels of burglary in Kent are relatively low but if it happens, it can be disturbing and frightening, especially for the elderly and those living alone. The successful HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people.

A new, fifth HandyVan was introduced on 1 August 2007 to focus specifically in areas of high burglary and/or fear of crime. In 2007/08 the new van was targeted in the north Kent area as data suggested residents in Gravesham were more likely to be the victim of a burglary. As a result of a number of initiatives and a partnership focused approach, domestic burglary in Gravesham has reduced by 40% since 2006/07 compared with the average across the county of 20%. In addition the percentage of people who were afraid of being burgled in Gravesham has decreased from 70% in 2006/07 to 58% in 2007/08, a huge perceptual change.

During 2007/08 over 2,300 safety checks were made with almost 9,000 security or safety products installed, including window locks, door chains, smoke alarms, carbon monoxide detectors etc. As a result of the work of the HandyVan fitters during the last two years (2006-2008), 91% of clients felt very safe after receiving the service compared with only 9% before (based on a sample size of 757 clients), which is an incredible improvement.

Whilst the target is to expand the HandyVan scheme this does not just mean increasing the number of homes served but importantly it means expanding the remit of the service. A wider menu of services will be offered to make homes more secure in the widest sense and this will take more time to complete each visit. This changing focus of the service and the introduction of the new van part way through the year therefore resulted in approximately 630 less checks in 2007/08 as can be seen in the performance indicator table overleaf.

The HandyVan steering group consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire & Rescue, district councils, etc continues to meet on a quarterly basis to ensure maximum use/efficiency of the whole service and the targeted fifth van in particular. We are currently reviewing with partners where it will be located in 2008/09, and data suggests that a continued presence in north Kent is necessary, although there is also a need to focus on Thanet in the coming year. The steering group will also be reviewing the

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service delivery of the other four HandyVan vehicles with a view to applying a targeted approach in the future.

Help the Aged (HandyVan) is exploring with the Kent and Medway Domestic Violence Co-ordinator, how the service can engage with Domestic Abuse Sanctuary Schemes, and discussions are also taking place with local authorities as most districts have referral mechanisms, run by the local housing departments and local domestic abuse police officers.

A major county-wide campaign to raise the awareness of the HandyVan scheme and the referral rate has been implemented with letters, posters and referral forms being sent to all public sector outlets including doctors' surgeries, sports centres, community centres, libraries etc.

KCC community wardens play an integral role in the countywide HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service. Currently, people contacting the service themselves account for 29% of referrals and the community wardens for 17%. The remaining 54% of referrals come from a wide range of agencies including Kent Police, Kent Fire & Rescue, health professionals, KCC Kent Adult Social Services etc.

Work planned between now and 2010:

We are continuing to widen the remit of the HandyVan scheme by:

- Enabling additional work to be done within the home to ensure the safety of the householder, i.e. the installation of hand rails or minor adaptations.
- Opening up the scheme to a wider age range.
- Increased focusing of resources and targeting those in most need.
- Strengthening the links with PCTs to ensure that hospital discharge patients are aware of the service and have access to the service.
- Continuing to explore the opportunities to work with services dealing with domestic abuse victims.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of safety checks completed by the 'HandyVan' service (cumulative since 2006/07)	2,401	5,401	4,769*	8,101	10,801

* The changing focus of the service and the introduction of the new van part way through the year resulted in approximately 630 less checks in 2007/08.

Monitoring completed by: Stuart Beaumont

Date: July 2008

TOWARDS 2010 SECOND ANNUAL REPORT - 2008

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: Judy Edwards/Carol Kincaid

See joint report with Towards 2010 target 28.

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By: Paul Carter, Leader of the Council
Robert Hardy, Director of Improvement and Engagement

To: Cabinet 13th October 2008

Subject: Comprehensive Area Assessment (CAA) Consultation

1. Summary

1.1. A joint consultation paper on the new assessment framework for Comprehensive Area Assessment (CAA) was published on 29th July by the Audit Commission, the Commission for Social Care Inspection, the Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted (referred to later as simply 'the inspectorates'). The consultation period closes on 20th October.

2. Background

2.1. CAA was set out in the *Local Government White Paper: Strong and Prosperous Communities* and will be the new performance management framework for public bodies in England and Wales. It is set to be introduced in April 2009, and will replace the current Comprehensive Performance Assessment (CPA), Joint Area Review of children's services, APA of services for children and young people and social services star ratings. It is significantly more challenging than CPA because of the emphasis on the assessment of collective public service performance. Assessment frameworks for specific services (e.g. schools, colleges, police, probation plus health and social care) will continue.

2.2. Assessment will be comprised of two main elements. The *area assessment* will look at how well local public services are delivering results for local people, taking the priorities set out in the Local Area Agreement (LAA) as its starting point. This will be underpinned by *organisational assessments* of individual public bodies within that area. In Kent's case that includes all 13 councils and the Fire and Rescue Service, with the two Kent PCTs and Kent Police assessed as part of the Vital Signs and APACs frameworks respectively, which are designed to fit with CAA. For KCC, the organisational assessment will be a revised of the current Use of Resources framework and a new performance management assessment, making it very similar to the Capacity and Performance Management elements of the current CPA Corporate Assessment.

2.3. The current consultation paper sets out proposals for what these assessments will look like and what they will cover and it poses a series of set questions for consultees to address. An outline of the CAA proposals and the issues of concern are set out below. Appendix 1 and 2 from the consultation document (which are attached) summarise the proposed scope of the two assessments.

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3. Outline of the proposals

3.1. How will it work?

3.1.1. CAA will be a joint assessment, with the inspectorates sharing evidence and information to form a judgement on the performance of an area and the organisations within it. Audit Commission appointed CAA Leads covering each LAA area will help to co-ordinate local assessments and local teams.

3.1.2. CAA will be based on a more on-going relationship between the inspectorates and localities, with fewer structured on-site inspections than at present. This means little to KCC, since as an “*excellent*” 4-star authority we enjoyed freedom from service inspections for most of the last 6 years.

3.1.3. Evidence will be gathered throughout the year from a range of sources, such as the National Indicator Set, findings from inspections of direct services (where these happen) and the information used by councils and their partners to manage their own performance, including Self Assessments (see 4.1.1 below). The views and experiences of local people, including those whose circumstances make them vulnerable or hard to hear, will be a key source of evidence.

3.2. The Area Assessment

3.2.1. The area assessment will be a qualitative assessment and therefore not scored, taking the area covered by the Local Area Agreement (LAA) as its starting point and focusing on the prospects for better outcomes.

3.2.2. The assessment will consider 3 main issues: how well local priorities express community needs and aspirations; how well the required outcomes and improvements are being delivered and what the prospects are for future improvement. The focus will not be on the quality of the process arrangements within the area, but on the actual impact local services are having on improving outcomes for people.

3.2.3. The inspectorates will use a flag system to highlight both positive and negative issues. Red flags will be used where there are significant concerns about outcomes, performance or future prospects that are not being adequately addressed by local partners. But these won't be used if the council and partners are effectively tackling the issue. Green flags will be used to indicate innovative or exceptional success, which others could learn from.

3.3. Organisational assessments

3.3.1. Underpinning the area assessment will be organisational assessments of councils and fire and rescue services. These will focus on the organisation's effectiveness, assessing how well it delivers value for money (VfM) and how well it manages its performance.

3.3.2. The organisational assessment will look at how well a council:

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- (i) *Manages finances* – how effectively the council manages its finances to deliver VfM
- (ii) *Governs the business* – how well it governs itself and commissions services that deliver VfM and better outcomes for people
- (iii) *Manages resources* – how well natural resources, physical assets and people are managed to meet current and future needs and deliver VfM
- (iv) *Manages performance* – how well the council is delivering services, outcomes and improvements in its priorities that are important locally. This will include assessing the council's leadership, capacity and capability to deliver future improvements.

3.3.3. Given the central role it plays in leading communities, the organisational assessment will also comment on the council's effectiveness as a community leader and its contribution to local partnership arrangements. Little is said in the consultation to acknowledge the leadership dynamics of two-tier areas.

3.3.4. The report proposes 3 different scoring models for organisational assessment. Two models propose having 1 overall organisational score within a range of 1-4. The other model proposes publishing separate 1-4 scores for use of resources (strands i – iii in para 3.3.2. above) and for managing performance (strand iv above).

3.4. Reporting CAA

3.4.1. The inspectorates will publish jointly an area assessment for every LAA area in November each year. There will be a summary report providing an overview of key priorities, overall successes and challenges and future prospects and a more detailed report with links to the underlying information and evidence.

3.4.2. Organisational assessments will be published alongside the area assessment. Where an issue has been raised as either red or green flag in the area assessment, appropriate links will be made to the relevant organisational assessment to support accountability.

3.4.3. Performance against the National Indicator Set will also be published alongside area and organisational assessments.

3.5. Inspection and improvement planning

3.5.1. Rolling programmes of inspection will cease from April 2009 (with the exception of programmes for youth offending teams and children in public care).

3.5.2. Instead, inspection activity will be triggered at any point during the year by the emerging findings and reports from area and organisational assessments. It is intended that the number of inspections and inspector days will be no more than the current level.

3.5.3. The inspectorates are committed to working in partnerships with each other, Government Offices, Regional Improvement and Efficiency Partnerships and Joint

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Improvement Partnerships to ensure efficient inspection planning is co-ordinated with wider improvement planning.

4. Issues of concern

4.1. Framework for area self assessment

4.1.1. An annual area self assessment (ASA) provides a large part of the evidence base for area assessment. By doing an ASA the Kent Partnership will be able to ensure that the evidence inspectors have to consider reflects the needs, priorities performance and aspirations of Kent. It is not a mandatory requirement of CAA, but if Kent chooses not to do an ASA then the evidence base will be only that provided by individual services and the inspectorates' own information. There will be no other opportunity to set the agenda for the way in which the CAA distinguishes Kent from any other area. An annual ASA will require collaboration and resources from across all Kent Public Service Board Partners

4.1.2. A draft framework for ASA is currently being trialled. KCC's intention is to get involved in the trial to help shape the methodology and influence the final framework so we end up with a workable practical process, which allows us to concentrate resources effectively across both the ASA and the annual LAA review.

4.1.3 Although the Kent Agreement 2 will be taken as the priorities outcomes which will be examined by the CAA process, it will take account of the wider National Indicator Set and the goals and aspirations of the sustainable community strategy, Vision for Kent. This will require a more structured approach across the Kent Partnership and its working groups to the delivery and measurement of progress on V4K than has been the case to date.

4.2. Lack of clarity on organisational assessment

4.2.1. The organisational assessment element is largely based on the current Use of Resources framework which has been robust in the past and where KCC has scored very highly. It extends this to embrace a wider definition of 'resources;' akin to the areas covered by the 'Capacity' element of the current CPA Corporate Assessment. However there is only a generalised statement of principle on the additional element of 'managing performance'. This is of major concern.

4.2.2. Further definition and explanation of the proposed structure is required. We would have concerns were it to be based solely on the new National Indicator Set PIs, as these would not necessarily be fit for purpose in determining organisational performance on key KCC services or on organisational and political priorities as set out in *Towards 2010*. Many of the NIS PIs do not relate directly to service delivery priorities as they attempt to measure outcomes or perception of outcomes.

4.3. Level of burden/additional bureaucracy

4.3.1. With a considerable quantity of detail still lacking from this consultation – in relation to area self assessment, the 'performance management' element of the

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organisational assessment and the lack of clarity about the relationship of both to the annual review of the LAA, it is safe to assume that there is likely to be an increased burden on local authorities as a result of CAA, not a reduction.

4.3.2. Where in theory there may some change proposed in shifting the burden from service-based assessment (APA, JAR, ARM etc) to a corporate focus on the organisation as a whole, it is already proposed that there will be three-year rolling programmes of inspection for safeguarding (of both adults and children) youth offending and children in public care and it is unlikely that direct scrutiny of other children's services and social care will not continue.

4.4. Judgement of 'future improvement'

4.4.1. The consultation states that the main purpose of the area assessment is to provide a view of "the prospects for future improvement" This is in many ways similar to the approach a risk assessment would take. It will be based on the evidence of current performance (for example in the ASA) and on the robustness of partnership arrangements. It does potentially require a significant element of judgement to be made by inspectors. We will need to ensure that the evidence we provide and the assumptions we ourselves make about our future prospects are the principle grounds on which we are judged, leaving little room for subjectivity. The framework and rationale for this aspect of the area assessment is focused on capacity and capability to deliver, managing risk and addressing concerns, innovation and securing continuous improvement and lastly, governance arrangements. In all of these, there is a very strong KCC basis on which to build, but possible unevenness in the position across all Kent partners.

5. Recommendations

5.1. Members are asked to:

- (i) comment on the proposals and contribute to the response; and
- (ii) agree to the Leader and Chief Executive, in consultation with the Chairman and opposition parties lead members for Corporate signing off the final KCC response.

Background papers – Audit Commission CAA consultation July 2008.
<http://www.audit-commission.gov.uk/caa/downloads/CAAConsultation08.pdf>

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Appendix

1

Questions underpinning the area assessment

Main questions:

1. How well do local priorities express community needs and aspirations?
2. How well are the outcomes and improvements needed being delivered?
3. What are the prospects for future improvement?

Underlying issues:

1. How well do local priorities express community needs and aspirations?

To answer this question inspectorates may explore, for example:

- How well do local partners understand their diverse communities? How well do they engage with, involve and empower local people (including through the third sector)? How well do local people feel they are listened to? This will include harder to reach/hear communities, children and young people and those at risk of poorer outcomes.
- To what extent do local people feel their contributions make a difference to decisions about setting local priorities and are they involved in reviewing progress against them? Does this engagement encompass all communities?
- Are priorities in the sustainable community strategies and Local Area Agreement sufficiently appropriate and ambitious to meet the locality's challenges and context? Do they take account of national priorities and standards, inequality in the area, the needs of the most vulnerable members of the community, local needs analyses and weigh up the views of local stakeholders? Are ambitions appropriately stretching?

Essentially we will be looking for:

- robust decision-making across local partners;
- evidence of effective implementation of the duty to involve; and
- whether local partners are focusing on the right things.

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When we seek to identify community needs and aspirations, we may consider various community perspectives, such as those of: the area's citizens, residents and users of public services, as individuals and/or members of diverse communities; specific disadvantaged and vulnerable communities in the area; the national 'community'; and future generations (to take account of sustainability).

2. How well are the outcomes and improvements needed being delivered?

To answer this question, inspectorates will take each area's Local Area Agreement targets and the ambitions set out in the Sustainable Community Strategies as a starting point. So the following list will look different as we tailor our assessments to each place and the types of information and evidence available (This should also look beyond the Local Area Agreement, especially at those indicators/sources of evidence linked to vulnerable groups.)

To answer this question inspectorates may explore, for example:

- How safe is the area?
- How healthy and well supported are people?
- How well kept is the area?
- How environmentally sustainable is the area?
- How strong is the local economy?
- How strong and cohesive are local communities?
- How well is inequality being addressed?
- How well is housing need met?
- How well are families supported?
- How good is the well-being of children and young people?

We will integrate within our assessments judgements about how well outcomes, services and improvements are being achieved where inequality and risk to individuals is greatest. This may include a wide range of people whose circumstances make them vulnerable and this will vary according to local context. It will specifically include groups at very high risk, such as people who need social care services or are leaving care, people with learning disabilities or receiving mental health services. It will also include those who may make others vulnerable, such as offenders, and including people under probation supervision. Access to settled accommodation and employment are particularly important factors for these groups.

3. What are the prospects for future improvement?

The answers to the main questions 1 and 2 above will provide key sources of evidence for answering this main area assessment question. To answer the third question, and in deciding whether to 'flag' any issues, inspectorates may explore:

- Do the local partners have the capacity and capability to deliver their ambitions, strategies and plans (we will look in greater detail at partnership arrangements where improved outcomes are not being delivered or if other evidence raises concerns)?

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- Are local partners taking adequate action to manage, mitigate or address any concerns and risks we may have identified in answering questions 1, 2 and 3, (or which they may have identified in their locality self assessment)?
- Are local partners engaged in any exceptional innovative practice which has been, or promises to be, successful and which others might learn from?
- How well improvement planning is being implemented? Including whether key objectives and milestones are being achieved and whether local partners have robust plans for improving?
- Are there any significant weaknesses in arrangements for securing continuous improvement, or failures in governance, that would prevent improvement levels being sustained?

The focus on reducing inequality across diverse communities, and emphasis on people in vulnerable circumstances, will be followed through to question 3.

Appendix

2

The proposed managing performance KLOE and published use of resources KLOE

Use of resources:

Managing finances: How effectively does the organisation manage its finances to deliver value for money?

1.1 Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?

KLOE focus, The organisation:

- integrates financial planning with strategic and service planning processes on a medium- to long-term basis;
- engages local communities and other stakeholders in the financial planning process;
- manages spending within available resources and is financially sound over the medium term; and
- recognises individual and collective responsibilities for financial management and values and develops financial skills.

1.2 Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?

KLOE focus, The organisation:

- understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance;
- takes account of this understanding of its costs and performance in decision making and commissioning; and
- identifies the scope for making efficiencies and is on track to achieve planned efficiencies.

1.3 Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?

KLOE focus, The organisation:

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- produces relevant, timely and reliable financial monitoring and forecasting information;
- uses financial and related performance information to monitor performance during the year;
- produces financial reports that are clear, relevant and concise to support strategic decision making;
- prepares accounts that meet statutory requirements, financial reporting standards and present fairly, or give a true and fair view of, the financial performance and position; and
- publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year.

Governing the business: How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?

2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?

KLOE focus, The organisation:

- has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs;
- involves local people, partners, staff and suppliers in commissioning services;
- seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT;
- understands the supply market and seeks to influence and develop that market;
- evaluates different options (internal, external and jointly with partners) for procuring services and supplies; and
- reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives.

2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

KLOE focus, The organisation:

- produces relevant and reliable data and works with partners to ensure the quality of partnership data;
- understands the needs of its decision makers and provides them with information that is fit for purpose and is used to support decision making;
- ensures data security and compliance with relevant statutory requirements; and
- monitors performance against its priorities and targets, and addresses underperformance.

2.3 Does the organisation promote and demonstrate the principles and values of good governance?

KLOE focus, The organisation:

- has adopted, promotes and demonstrates, the principles of good governance;

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- maintains focus on its purpose and vision;
- demonstrates a strong ethical framework and culture; and
- applies the principles and values of good governance to its partnership working.

2.4 Does the organisation manage its risks and maintain a sound system of internal control?

KLOE focus, The organisation:

- has effective risk management which covers partnership working;
- has a clear strategy and effective arrangements, including allocation of appropriate resources, to manage the risk of fraud and corruption; and
- has a sound system of internal control including internal audit.

Managing resources: How well does the organisation manage its natural resources, physical assets, and people to meet current and future needs and deliver value for money?

3.1 Is the organisation making effective use of natural resources?

KLOE focus, The organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

KLOE focus, The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of its assets for the benefit of the local community.

3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

KLOE focus, The organisation:

- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies that support diversity and good people management.

Managing Performance:

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4.1 How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

4.2 Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

KLOE focus, The organisation is:

- effective in identifying and delivering priority services and outcomes;
- improving the services and outcomes for which it is responsible;
- contributing to wider community outcomes; and
- tackling inequality and improving outcomes for people in vulnerable circumstances.

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Report to: Cabinet

By: Kevin Lynes: Cabinet Member for Regeneration and Supporting Independence
Richard Feasey: Planning Policy Manager, Environment and Regeneration

Date: 13th October 2008

Subject: South East Plan: Consultation on Secretary of State's Proposed Changes

Summary

i The Government has published the changes that it proposes to make to the South East Plan (the Regional Spatial Strategy - RSS). Objections and comments can be made by KCC to the Government Office by 24th October. After considering objections and comments the Government will adopt the Plan as the statutory planning strategy for the South East. It will replace the Kent and Medway Structure Plan early in 2009, unless the Government agrees to "save" some of its policies.

ii The Government accepts many of the recommendations made by the Panel that conducted an Examination in Public into the Plan from November 2006 to March 2007. The Government proposes additional changes that do not arise from the Examination.

iii Among the many changes on which it is proposed KCC should comment, it is recommended that KCC objects strongly to the following :

1 The increase in housing provision

iv The number of new dwellings to be provided in the South East and Kent has increased at each stage of the Plan process :

	Draft Plan 2006	Panel Report 2007	Government Changes 2008	Total Increase
South East	578,000	640,000	662,500	+ 84,500 (+15%)
Kent & Medway	122,000	131,580	139,420	+ 17,420 (+ 14%)

v The Government now proposes an additional 7,840 dwellings on top of the increase recommended by the Panel after public Examination of the Plan. This will inevitably increase the proportion of dwellings on green land, and increase the pressure for out of character, high density development in residential areas.

vi National policy and the South East Plan set a target of 60% of new dwellings to be built on "previously developed land". In the KCC area in 2007-08, 78% of the new dwellings completed were on such sites (excluding Medway). However, this proportion could fall in the future because 65% of the planned sites (over 5 dwellings) in the KCC area are on "previously developed land". These sites in the KCC area

total 55,000, only 45% of the total 123,120 dwellings now proposed by Government for the KCC area.

vii This issue is of major concern to KCC which feels there is a strong likelihood that the policy of 40% of development on green sites could be substantially exceeded. Moreover, “previously developed land” includes urban spaces such as gardens, the loss of which can itself involve considerable loss of amenity.

viii The Government forecasts of demand, on which the policy for new housing is based, assume continuing inward migration, resulting in a projected increase in England of 7 million people by 2031, and movement into the South East. First indications are that the total new dwelling provision for Kent & Medway would go hand in hand with an increase of over 20% in households. The policy for new housing also assumes high market demand, but recent events have demonstrated the need for secure funding in the housing market, and the fragility of the recent high levels of completion.

ix KCC has accepted the aspirations of some District Councils for higher housing numbers, for example to enable Growth Point status at Dover. However, the cumulative impact of the additional housing now proposed raises serious planning questions in the following areas :

- Dartford + 1,640 dwellings in addition to the Panel Recommendations
 - Swale + 1,500 “
 - Canterbury + 1,000 “
 - Maidstone + 1,000 “
- *At Dartford* a major development programme is already accepted and will require further infrastructure investment. There are serious doubts that additional dwellings could be supported by the transport system, local services and the market, or could be accommodated on brown-field regeneration sites.
 - *In Swale*, major development is also accepted, concentrated at Sittingbourne. This will require some green field land and infrastructure constraints must be overcome. An additional 1,500 dwellings will increase green land take and have an untested impact on infrastructure and services.
 - *In Canterbury* the total development now proposed could require a major urban extension, but there are critical transport and heritage constraints, and a question mark about long term water supply.
 - *At Maidstone* the development and infrastructure needed to accommodate the agreed dwelling numbers for a *Growth Point* are being examined by the Borough Council and KCC. However, the further 1,000 dwellings proposed by Government will need to be built on new green land, and the capacity of transport, water supply and other services are uncertain.

The District Councils for these areas have similar concerns.

[see para. 60-75 of the full response for details of each District’s housing provision and the proposed changes]

x The Government accepts the Panel’s recommendation for a total of 6,000 dwellings in Tunbridge Wells Borough to 2026, but proposes that the Green Belt may need to be revised. This housing provision would only be acceptable on planning grounds if windfall sites coming forward over time can count towards meeting the

Government's target. It is recommended that KCC object strongly to the suggestion of Green Belt revision at Tunbridge Wells, and to the proposed 6,000 dwellings if windfall sites are excluded from land supply. [para. 78-80]

2 The lack of certainty for infrastructure provision

xi The Government proposes to delete clause (iii) of Policy CC7, as recommended by the Panel. This states :

“Development shall not proceed until the relevant planning authorities are satisfied that the necessary infrastructure required to serve the development is available or will be provided in time”.

This will materially weaken the ability of local councils to ensure that development does not place unacceptable burdens on infrastructure and services. The Government fails to recognise that infrastructure investment is required to meet current needs and deficits, not just future need associated with development. It has not assessed the implications of the additional dwellings proposed in the South East and Kent for those services. There needs to be a direct and transparent link between planned new development and the main funding programmes.

xii The Regional Assembly is tasked to undertake further work on infrastructure needs, and KCC will update its assessment of “What Price Growth”, which measured the scale of funding needed to support planned development. It demonstrates the need for resource very much greater than can be expected in contributions from developers. [paras. 31-33]

3 The treatment of housing quantities as “minima”

xiii The Government proposes to change Policy H1 to require local planning authorities to ensure the delivery of “minimum” annual average dwelling increases. This will create uncertainty for District Councils in preparing their forward plans, and in the planning and delivery of infrastructure. It will also assist developers to argue for additional land release. Ultimately the uncertainty created by ill defined dwelling numbers undermines the integrity of the South East Plan, and the balance between development and the environment that the strategy embodies. The changes to migration policy and the difficulties in the housing market argue against a “minima” approach to housing provision. [para. 55 and 83-84]

4 The deletion of the Strategic Gap concept

xiv The Government proposes to delete Policy CC10b which allows local planning authorities to designate “Strategic Gaps” where there is a need to prevent the coalescence of settlements. It also removes recognition of the Mid Kent and Medway-Sittingbourne Strategic Gaps, despite their being confirmed in the Kent and Medway Structure Plan and accepted by the Panel as ‘truly strategic’. The deletion of Policy CC10b will reduce the ability of local planning authorities to shape the form of development at urban areas, and to protect important gaps between them. [para. 37-40 and 151]

5 The lack of local landscape protection

xv Throughout the preparation of the South East Plan there has been no support for policies that allow the designation of areas subject to sub regional landscape protection. In Kent this threatens the future of the *Special Landscape Areas*

designated by the Kent & Medway Structure Plan, and supported by all local authorities in Kent. The Government does propose to change Policy C4 to state that planning authorities should “*aim to protect and enhance ...local distinctiveness of ...landscape*” and “*ensure that all development respects and enhances local landscape character*”. It would be logical to accept local designation of special landscape value, and it is proposed that KCC object to the absence of such a policy in the Plan, and the lack of recognition for existing designations that should be retained. [para. 133]

6 The search for “broad locations” for intermodal freight interchanges

xvi The Government accepts the Panel’s Recommendation that Policy T13 should be retained, with minor amendment. This requires that the Regional Assembly should work jointly to “*identify broad locations within the region for up to three intermodal interchange facilities..*”. The Government makes clear that the context for this is work undertaken by the former Strategic Rail Authority in which they identified a need for “*between three and four ... terminals to serve London and South East England*”. The SRA study included London and much of the East of England, and provides no basis for “*up to three facilities*” in the much smaller South East administrative region. Specifically there is no case for provision of such interchange facilities in Kent, where transfer of freight to rail should be enabled at the ports, and by through rail freight via the Channel Tunnel. [para. 101]

7 London waste exports

xvii Policy W3 requires waste authorities to provide capacity for a “*declining amount of waste from London*” which will “*usually be limited to landfill*”. KCC should support the reduced tonnage for Kent & Medway in the policy (from 3.3 million tonnes 2006-25 to 2.46 million tonnes) but there are concerns over the reliability of the quantities in the policy and how it is to be implemented, that suggest the quantities should be deleted. Objection should be raised to the increased share of London waste to be taken by all areas to compensate for the zero provision in Hampshire in the first period of the Plan. [para. 121-122]

8 The omission of the Dover – Thanet transport link

xviii Contrary to the recommendation of the Panel, the Government has not accepted the Dover-Thanet transport corridor as part of the regional network of “hubs and spokes” to which priority will attach. KCC should object to this omission as illogical and inconsistent, given the importance of Dover and Thanet, and the need to improve the coastal route. [para. 93-95]

9 Early review of the South East Plan to meet higher housing numbers

xix There is the prospect of an early review of the South East Plan, beginning in 2009, which among other matters would test the higher housing numbers implied by recent Government policy (the 2007 Housing Green Paper). Although not part of the Government’s proposed changes and the current consultation, it is proposed that KCC make early representations on the appropriate nature of review. It should be on an objective basis, open to downward revision of quantities in the light of changing circumstances such as market strength. Quantities should be phased over the life of the plan to recognise the responsiveness needed in the review process, rather than a rigid commitment to a 20 year target.

Other Proposed Changes

xx The full text of the proposed County Council response to the Government's changes follow, and this contains other points of objection.

The Government also proposes many changes to which no objection should be made, or which can be supported. For, example, the Cabinet should note the endorsement of *New Growth Point* status for both Maidstone and Dover, and the recognition of Dover as one of 22 regional hubs.

A schedule of detailed points on matters of fact, omission etc. will also be submitted.

The Recommendations to Cabinet seek authority to submit all these suggested representations.

THE FULL KCC RESPONSE TO THE CHANGES PROPOSED BY GOVERNMENT

Background

1. The draft South East Plan was submitted to Government in March 2006 and an Examination in Public (EIP) was held between November 2006 and March 2007. The EIP Panel report and recommendations were published in August 2007. The Government's response to the Panel's recommendations and its Proposed Changes to the draft South East Plan were published in July 2008. Consultation on these extends to 24th October 2008.

2. This report identifies the main thrust of the Government's changes and the proposed response by the County Council.

The South East Plan Proposed Changes

Chapter 1: Introduction and Overview

3. The text sets out the relationship between the RSS and County Structure Plans, and Appendix A lists structure plan policies which will be replaced by the adoption of the RSS.

Comment

4. *There is no reference in Appendix A to the Kent & Medway Structure Plan. This was the last structure plan to be adopted in the region (July 2006), and its provisions apply for 3 years, until July 2009, unless overtaken by the South East Plan. The final South East Plan will need to clarify which of the Structure Plan policies it will replace when it is adopted. Consideration now needs to be given to whether KCC should negotiate with the Assembly and Government to retain any Structure Plan policies beyond final approval of the South East Plan.*

Chapter 2: Challenges and Context

5. The changes implement the Panel's recommendations to provide a more succinct and strategic context for the Plan. The region's relationship with London is presented as the cornerstone of the 'story' of the South East – with reference to a '*multi centred region, gathered around and supporting a city that increasingly operates on a global scale*'. There follows a resume of the challenges and opportunities facing the South East :

- its relative affluence and economic strength
- the quality and extent of its natural assets
- current perceptions amongst residents of a high quality of life in the region
- wide social and economic disparities
- 'unprecedented' levels of population growth and migration pressures (projected population growth of 64,000 per annum over the next 20 years in comparison with growth of c.41,000 per annum since 1991)
- acknowledged pressure on social and physical infrastructure, and challenges to stabilising the region's ecological footprint.
- an ageing population
- globalisation, and the pace of technological change

- household growth outpacing population growth
- 'lagging' housing supply, and worsening affordability
- climate change, and the need to do more to contribute to the national target for reduced green house gas emissions

Chapter 3: Vision and Objectives

6. Changes are proposed to reflect the Panel's recommendations and the new Regional Sustainability Framework. Two objectives are added (the needs of an ageing population, and crime reduction). The transport objective is widened to include improvements in key transport links, and the housing objective is revised to refer to delivery of a 'sufficient' level of housing (the Draft Plan referred to planning for a 'reasonable' level).

Chapter 4 Spatial Strategy

Spatial Principles

7. This is a new chapter, responding to the Panel's recommendations and based on six spatial principles :

- a coordinated approach to managing change, using nine sub regions (including Kent Thames Gateway and East Kent & Ashford)
- focusing development on regional hubs
- pursuit of urban focus and urban renaissance
- spreading opportunities more evenly, through regeneration and social inclusion
- protection of the Green Belt
- support for the vitality and character of rural areas

8. A new policy (SP1) identifies the region's sub areas and their policy focus. For Kent Thames Gateway this is growth and regeneration, while for East Kent & Ashford it is the Growth Area of Ashford and regeneration for the rest of East Kent.

Regional Hubs

9. Policy towards regional hubs (SP2) gives more weight to the relationship between hubs as a focus for accessibility and economic activity and the location of housing development. **22 regional hubs** are now identified. **Dover** has been added on the grounds that it serves as a transport interchange and international Gateway and will be a focus for new housing (see Chapter 7 below). The other hubs in Kent are confirmed (***Ashford, Canterbury, Ebbsfleet, Maidstone, Tonbridge/Tunbridge Wells and Medway Towns***).

Comment

10. *Dover is an important interchange and gateway and its role within the regional strategy has evolved considerably during the evolution of the South East Plan, with a 60% increase in the District's housing allocation and confirmation of Dover (town) as a New Growth Point. Designation of Dover as a hub is both consistent with the emphasis the plan now places on the role of hubs as focal points for housing and*

economic activity. It is important to the implementation of transport investment essential to the delivery of the growth now planned.

11. Maidstone and Tonbridge - Tunbridge Wells lie outside the sub regions. Both are identified as accessible settlements of 'regional significance', and **Maidstone** has 'the potential to accommodate significantly higher levels of development than other urban settlements located outside the 9 sub areas'.

12. The relationship between hubs and other designations is complex :

- 5 hubs (including Ashford, Ebbsfleet and Medway) lie in the Sustainable Communities Plan Growth Areas;
- 7 hubs (including Maidstone and now Dover) are New Growth Points;
- 11 hubs (including Ebbsfleet and Medway Towns) lie within SEEDA's 'Diamonds for Investment and Growth'
- The hubs are also Centres for Significant Change for major new retail development (Ashford and Chatham in Kent), Primary Regional Centres (Canterbury, Maidstone, and Tonbridge-Tunbridge Wells) or Secondary Regional Centres (Dover).

Strategic Development Areas

13. **8 Strategic Development Areas (SDAs)** are identified for developments of 4,000 to 5,000 dwellings. They include 5 of the 6 recommended by the Panel (but with Reading excluded), plus 3 additional areas at Milton Keynes East, Whitehill/Borden (Hants) and Shoreham (West Sussex). The latter two are prospective locations for the Government's eco towns programme. None are identified for Kent.

14. The Government proposes to include a statement that it would be *'inappropriate to limit the natural growth to the west of the region as it would inhibit wealth creation and lead to more pressure on existing housing stock and longer journeys to work.'*

15. A review of the plan will be required to identify further opportunities for Strategic Development Areas (SDAs) in the 'Golden Arc'¹ to support continued wealth generation in the South East.

Comment

16. *Both the EIP Panel and Government are clear that greater restraint on economic growth and housing supply in the more economically buoyant parts of the region does not play a part in fostering regeneration and change in the less prosperous sub areas such as East Kent and Kent Thames Gateway. Rather the emphasis should be on measures to boost their competitiveness through infrastructure and skills development as well as land provision.*

17. *A particular concern of the County Council with the Draft Plan was the differing approaches across the region to the balance between economic potential, labour supply and housing provision. The Panel's recommendations and the*

¹ Defined as extending from Bournemouth/Poole and South Hants in the south through Reading, Oxford and on to Milton Keynes and Cambridge

Proposed Changes have addressed this, with increased housing provision concentrated in parts of the western sector of the region (Berks, Oxon, Surrey and West Sussex)[see Appendix 1].

18. *There is considerable concern that the robustness and coherence of the spatial strategy will be undermined by the 'loose' nature of other policy provisions of the Plan – particularly the treatment of the housing quantities as minima (see comments below under Chapter 7).*

19. *The spatial strategy of the Plan continues to encompass a phalanx of policy designations² which make the Plan difficult to understand and use. A priority for a future review of the Plan should be to simplify the spatial strategy in the interests of those who have to work with the plan professionally and the layman.*

Urban Focus

20. The policy supporting urban areas as the prime focus for development (SP3) has undergone some minor revision e.g. to recognise that some development will take place on the edge of settlements. The policy maintains the target of achieving 60% of 'all new development' on previously developed land and through conversions of existing buildings.

Comment

21. *A number of issues continue to surround the 60% target. The evidence base and derivation of the target in the context of the South East remains unclear. There is a national target of 60% for the use of previously developed but this refers specifically to housing, while the South East Plan target embraces all new development. Moreover, there are quantities in the in the South East Plan only for housing, and these are to be treated as minima. The impact of the increased housing provision as a result of the Panel and Government changes is not taken into account. Nor is the effect considered of national guidance (PPS3), which has been operative since late 2006, and precludes local authorities from taking full account of 'windfall' development in their forward planning for housing supply. The increased housing provision and PPS3 will result in higher proportions of green land taken for development.*

Green Belt

22. Policy SP5 (Green Belts) confirms the 'broad extent' of the Green Belt in the region as appropriate, but requires 'selective' reviews at Guildford, Oxford and possibly Woking. The door is also left open to small scale reviews through Local Development Frameworks (LDF), and elsewhere in the Plan this is indicated as likely to include Tunbridge Wells.

Comment

23. *The prospect of some review of inner Green Belt boundaries at Tunbridge Wells has been increased by the additional housing provision (+ 1,000 dwellings) applied to the Borough, the role of the town as a regional hub where housing and economic activity should be focussed, and the impact of national policy constraining*

² Including regional hubs, growth areas, growth points, Strategic Development Areas, diamonds for Investment and Growth, sub regions for growth and/or regeneration, Centres of Significant Change, Primary and Secondary Regional Centres

the allowance that can be made for ‘windfall’ development in accommodating housing targets. Such developments have accounted a substantial proportion of housing completions in Tunbridge Wells in recent years. KCC makes strong objection to the possibility to Green Belt revision at Tunbridge Wells at paras. 78-80.

Chapter 5: Cross Cutting Policies

Sustainable Development

24. *Policy CC1 (Sustainable Development) has been overhauled to reflect the new Regional Sustainability Framework and its four priorities for action:*

- *Achieving sustainable levels of resource use;*
- *Reducing greenhouse gas emissions associated with the region;*
- *Ensuring the region is prepared for the impacts of climate change;*
- *Ensuring that the most deprived people have an equal opportunity to benefit from, and contribute to a better quality of life.*

Comment

25. *The substantial changes to this policy are supported in bringing the Plan alongside the Regional Sustainability Framework which post dates the Draft Plan.*

Sustainable Construction

26. *On Policy CC4 (Sustainable Design and Construction) Government has not accepted the Panel’s endorsement of the accelerated introduction of more demanding standards on building sustainability (i.e. exceeding building regulation standards). This reflects national policy introduced in 2007 that any such expectations should apply to identified development areas or site specific opportunities and be supported by a clear local justification.*

Comment

27. *National policy has moved on since the draft Plan with a national commitment to reach zero carbon standards by 2016 for domestic properties and 2019 for the commercial sector. However in certain respects there are regional imperatives for rapid progress on sustainable construction e.g. in relation to water efficiency with all of the South East classed as an area of ‘serious water stress’ by the Environment Agency. Policy amendments elsewhere (NRM1 – Sustainable Water Resources) do enable identification of opportunities for higher water efficiency standards in LDFs.*

Infrastructure and Development

28. *The Government proposes to delete clause (iii) of Policy CC7, as recommended by the Panel. This states :*

“Development shall not proceed until the relevant planning authorities are satisfied that the necessary infrastructure required to serve the development is available or will be provided in time”.

Policy now refers to the scale and pace of development depending on sufficient capacity in existing infrastructure, release of additional capacity through demand management or better management or provision of new infrastructure. Where

additional infrastructure is required a programme of delivery should be agreed before development begins. Previous reference in the policy that development shall not proceed until the local planning authority is satisfied that the necessary infrastructure is or will be available in time is deleted.

29. The revised policy strengthens the requirement that local authority plans will identify the necessary additional infrastructure and services required. Provision for the phasing of development closely related to the provision of infrastructure has been added. The principles of a more proactive approach to infrastructure provision are set out. Improved delivery arrangements for infrastructure and a 'creative assembly' of public and private resources are particularly needed in the Growth Areas (Thames Gateway and Ashford) and the Growth Points (Maidstone, Dover).

30. The supporting text now includes a definition of 'infrastructure' which is drawn from the draft Implementation Plan for the South East Plan.

Comment

31. *The policy now refers to sufficient capacity in existing infrastructure only in relation to new development, although the EIP Panel suggested the reference to current needs should be retained. Policy should recognise that infrastructure investment is required to meet current needs and deficits and not just future need associated with development.*

32. *KCC objects strongly to the deletion of the "conditional approach" to infrastructure investment. This will materially weaken the ability of local councils to ensure that development does not place unacceptable burdens on infrastructure and services. Its significance is underlined by the EIP Panel's recognition of the "discontinuity between national fiscal policy and the regional strategy and the need to influence mainstream programme funding". There is no recognition or assessment of the implications for infrastructure delivery of the 14% increase in housing provision proposed by the Government compared to the Draft South East Plan.*

33. *The proposed new policy goes some way to ensuring the timely delivery of infrastructure, and the reference to agreeing an infrastructure delivery programme before development begins is helpful. However, this should relate to the granting of planning permission rather than the commencement of development, and specifically address the basis of funding for the infrastructure required. Expressed in this way the policy would have a similar thrust to Policy QL12 (Provision for New Community Services and Infrastructure) of the adopted Kent & Medway Structure Plan. Inclusion of a definition of infrastructure is supported, but could be improved by:*

- *including reference to infrastructure to support cycling and walking under transport;*
- *clarifying the position of adult education under the Education heading;*
- *elaborating on the definition of social and community facilities under Social Infrastructure including the extent of any overlap with the elements of Green Infrastructure addressed in Box CC3*

Green Infrastructure

34. Policy CC8 (Green Infrastructure) is a new policy responding to a Panel recommendation. Its designation and management is especially important at regional hubs and in areas close to sites of international ecological importance.

Comment

35. *The addition of this region wide policy is supported although reference to areas where it will be particularly important should include the growth areas and other locations involving substantial urban extensions other than the Strategic Development Areas that are already referred to.*

Strategic Gaps

36. Government proposes that the draft Plan Policy CC10b on **strategic gaps** be **deleted** despite a Panel recommendation for its retention albeit in an amended form. The Government invokes national policy guidance (PPS7) in support of this and argues that:

- a) at a regional level it is open to regional bodies to review green belt and with this in mind no justification is seen for a second tier of designation to address local circumstances;
- b) locally Government wants a more proactive approach setting out where development will be promoted rather than listing where it will be prevented.

Comment

37. *The County Council objects very strongly to the deletion of this policy. Used selectively on a strategic basis they are an important and distinctive tool for the shaping of settlement form, the management of urban growth and the prevention of settlement coalescence. The rationale of strategic gap policy does not stem from the intrinsic quality of the landscape and countryside that are better addressed through other policies. Although mirroring the anti coalescence objectives of Green Belt policy Strategic Gaps provide more flexibility as they can relate to, and can be reviewed as part of, the development plan cycle and guide the location, but not dictate the scale, of development provisions appropriate to an area. Green Belts on the other hand are seen as permanent for the foreseeable future. Although Government refers to the option of Green Belt policy to meet the objectives of Strategic Gaps this dismisses their sub regional role. In any event the current South East Plan has not reviewed the extent of Green Belt coverage in the region, nor was this part of the remit for the development of sub regional strategies.*

38. *The Proposed Changes are misguided in invoking PPS7 as basis for rejecting the Strategic Gap concept – there is no national guidance that specifically relates to Strategic Gaps – as indicated above such policies, correctly applied are neither local nor rooted in landscape protection.*

39. *Within Kent two strategic gaps (in Mid Kent and between the Medway Towns and Sittingbourne) are currently designated through the Kent and Medway Structure Plan (2006) and as such have been recently tested and confirmed through an EIP process that post dated PPS7. The EIP Panel's conclusions were that the identification of the Strategic Gaps of this Plan is predicated on a strategic approach to the avoidance of coalescence irrespective of landscape quality³ and the South East Plan EIP Panel concluded that the Strategic Gaps in Kent are 'genuinely strategic' in nature.⁴*

³ Paragraph 7.18, Kent and Medway Structure Plan: EIP Panel Report (February 2005) [SP4 PR]

⁴ South East Plan EIP Panel Report para 26.71

40. *The South East Plan EIP Panel supported the principles behind the Plan's strategic gap policy to ensure that the gaps identified are soundly based, strategic in nature and clear as to their purpose. The County Council considers that the policy should be reinstated, with appropriate provision in the relevant sub regional policies for the detailed definition and justification of Strategic Gaps that meet the criteria recommended by the Panel. KCC objects strongly to the deletion of Policy CC10b, which will reduce the ability of local planning authorities to shape the form of development at urban areas, and to protect important gaps between them.*

Chapter 6: Sustainable Economic Development

Regional competitiveness

41. This introduces a new policy (*RE1 - Contributing to the UK's Long Term Competitiveness*) which requires Local Development Frameworks to provide an 'enabling context' to ensure that the regional economy contributes fully to the competitiveness of the UK, and the regional planning body and RDA to ensure that the 'spatial requirements for market flexibility are fully met in all parts of the region'

Comment

42. *It is not evident what this additional 'headline' policy adds to national policy guidance (draft PPS4). Moreover there are no actions, indicators or targets associated with the policy that provide for its effective implementation and monitoring, or to guide LDFs in being 'sufficiently flexible to respond positively to changes in the global economy.'*

The Economy and Employment: Spatial Guidance

43. At the Examination in Public KCC was critical of the lack of clarity in the Plan in demonstrating how its objective to "address *intra-regional economic and social disparities*" was to be achieved, noting that the it did not provide strategic direction for the provision of new employment, and that employment land and total job targets should be provided by the Plan to identify where strategic change is planned. Policies and measures must alter market perception in favour of investment in Growth Areas and regeneration locations.

44. These views were endorsed by the EIP Panel - the lack of quantification of employment land requirements was judged 'regrettable' providing insufficient guidance for local planning in implementing the locational and land use elements of the Regional Economic Strategy and the South East Plan, and weakening the ability to protect sites for employment generating uses. Lack of guidance on employment space requirements was a serious deficiency and should be subject of an early Review of the RSS. The Panel also considered the Plan to be deficient in not providing any strategic context on the type of employment opportunities to be sought in different parts of the region, with a 'vacuum' in guidance on regionally significant development⁵.

Nationally and regionally important sectors and clusters

⁵ EIP Panel Report (2007) paras 6.73, 6.78 and 6.80-6.81

45. The Changes lend support (Policy RE2) to a sectorally based pursuit of economic growth as set out in the Regional Economic Strategy (RES)⁶. The Plan brings together a set of 'interim' job targets for the sub areas (East Kent and Ashford - 50,000 jobs 2006 - 2026; Kent Thames Gateway - 58,000 jobs 2006-2026; Rest of Kent - 15,000 jobs 2006-2016). They are provisional, and are to be addressed in an early review of employment land and floorspace matters in the Plan.

Comment

46. *At the EIP the County Council was critical of the lack of spatial guidance on the scale of employment land provision, and the recognition of this in the Panel Report and the Proposed Changes through advocacy of an early review of the Plan, is welcomed. The interim job targets for the Kent sub regions are drawn from the sub regional strategies. They are a realistic view of performance and policy aims, and have value as a yardstick for monitoring. They need to be updated in the light of more recent data and the revised dwelling provisions in the Plan. Their role in the conduct of employment land reviews and District level LDF preparation for employment land release should now be limited. The interim job targets should be revised consistently across the region to provide policy targets and not simply to reflect past performance.*

Human Resource Development

47. Policy RE4 (Human Resource Development) refers to a particularly significant increase in demand for education and training in Growth Areas, Growth Points and at SDA's. It also sets out the role of planning agreements to secure funding for training measures.

Comment

48. *The changes to this policy are welcomed, including the additional clause outlining the need for upskilling in sub regions where productivity is below the regional average.*

Smart Growth

49. The Regional Economic Strategy identifies 'Smart Growth' as a key challenge for the region and aims to achieve it by lifting under performance through:

- increasing the region's stock of businesses
- maximising the number of people ready for employment at all skill levels
- increasing business participation in tendering for public sector contracts
- improving travel choice, promoting public transport and facilitating modal shifts to address congestion
- ensuring sufficient affordable housing and employment space of the right type and size
- efficient use of land resources
- improving workforce productivity and increasing economic activity

50. The proposed policy on 'Smart Growth' (RE5 - to increase the region's prosperity whilst reducing the rate of increase in its ecological footprint) is applied region-wide, having previously been confined to the Western Corridor.

⁶ The RES identifies 6 key sectors with the greatest capacity to deliver growth- Digital Media , Marine Technologies, Health Technologies , Environmental Technologies and Services , Built Environment , Aerospace and Defence

Comment

51. *The general application of the principles of smart growth in the region through RE5 is supported, although the references to the components of smart growth in the policy on addressing intra regional economic disparities (RE6) appears to maintain a selective approach that differentiates between the economically buoyant and less buoyant areas.*

Chapter 7: Housing

Provision at the regional level

52. On housing (Policy H1) Government propose:

- Raising the region's housing provision to **33,125** homes per annum. This is **1,125** pa higher than the Panel's recommendation for 32,000 pa, and 4,225 pa higher than the original Draft Plan proposal of 28,900 pa.
- Raising total housing provision 2006-2026 from 578,000 in the Draft Plan and 640,000 in the Panel Report, to **662,500**. This is an overall increase of 84,500, or 15%, on the Draft Plan, and about 4% above the Panel figure.
- Overall, the annual provision for Kent and Medway has risen to almost **7,000 per annum (6,971 pa)**, with total provision over the 20 year plan period rising from 122,000 in the Draft Plan, and 131,580 in the Panel Report **to 139,420, an overall increase of 17,420 or 14%**. This is similar to the % increase for the region as a whole, but considerably less than in other parts of the region (see Appendix 1).

53. The Secretary of State wants RSS housing figures to be treated as **minima**, with Local Development Frameworks testing higher figures. The Government maintains that this approach takes account of :

- the EIP Panel's view that a rate of 32,000 per annum represents the bottom of the prospective range for housing provision
- need associated with economic growth of 35,000 pa as advocated by SEEDA
- evidence available to the EIP on demographic and household growth indicating 36,000 pa, to which an allowance should be added for meeting the backlog of housing need (rising to 37,450 pa)
- more recent Government projections indicating further upward pressure on requirements
- the level of short term housing supply indicated by monitoring - 38,000 pa
- advice emerging from the National Housing and Planning Advisory Unit (NHPAU) on the range of housing supply required to address demographic growth and affordability (37,800 to 49,700 pa)
- Government's *Housing Green Paper* objective to increase the rate of housing delivery nationally to 240,000 homes per annum by 2016

54. The Government indicates that notwithstanding the changes now proposed to the South East Plan, it will need to be reviewed, to plan for additional, longer term housing growth that contributes to national targets in the Housing Green Paper.

Comment

55. *The County Council objects strongly to the treatment of the housing quantities in Policy H1 as minima. While local planning decisions should seek to secure the quantities indicated, testing of higher figures introduces substantial uncertainty for local communities, and for planning and providing infrastructure. It potentially undermines the high level strategic framework that the South East Plan provides. This will be compounded by the deletion of phasing from the sub regional strategies, no defined limit to the higher values to be tested, and the impact of national planning guidance (PPS3) which excludes windfall sites from future housing supply.*

56. *It would help local interpretation of the housing figures if the Plan made clear that Policy H1 is a fresh view of housing provision from 2006, irrespective of past performance against numbers in the previous plan.*

Changes to Housing Provision: Kent and Medway

57. Policy H1 includes a revised housing distribution by District with some significant increases for a number of Districts in Kent. The EIP Panel's recommendations included some increases that had been accepted by KCC (e.g. at Dover, Thanet, Swale and Maidstone), but also added significant provision at Canterbury and Tunbridge Wells, and an increase at Swale.

58. Following the EIP the County Council endorsed higher housing provision at Dover (to a new total of 10,100) to support Dover DC's New Growth Point bid. This has been accepted by the Government and is reflected in their Proposed Changes.

59. In addition to full acceptance of the Panel's recommendations the Government's changes include additional increases at :

- Canterbury (+1,000)
- Shepway (+ 700)
- Dartford (+1,640)
- Swale (+1,500)
- Maidstone (+1,000)

60. The cumulative effect of changes to the Draft Plan is summarised below. Ashford and Gravesham (and Medway) are the only areas with provisions that are unaltered from the Draft Plan.

District	Draft Plan (April 2006)	EIP Panel Report (Aug 07)	Government Proposed Changes (July 08)	Change between Draft Plan and Proposed Changes	% change between Draft Plan and Proposed Changes
Ashford	22,700	22,700	22,700	0	0
Canterbury	7,200	9,200	10,200	3,000	41.7
Dover	6,100	8,100	10,100	4,100*	65.6
Shepway	5,100	5,100	5,800	700	13.7
Thanet	6,500	7,500	7,500	1,000*	15.4
Dartford	15,700	15,700	17,340	1,640	10.4
Gravesham	9,300	9,300	9,300	0	0
Medway	16,300	16,300	16,300	0	0

Swale	8,300	9,300	10,800	2,500+	30.1
Maidstone	8,200	10,080	11,080	2,880#	35.1
Sevenoaks	3,100	3,300	3,300	200	6.5
Tonbridge & Malling	8,500	9,000	9,000	500	5.9
Tunbridge Wells	5,000	6,000	6,000	1,000	20.0
Kent Thames Gateway	48,000	49,000	52,140	4,140	8.6
East Kent & Ashford	48,000	53,000	56,700	8,700	18.1
Rest of Kent	24,000	27,880	28,880	4,880	20.3
London Fringe (Kent part)	2,000	1,700	1,700	-300	-15.0
Kent and Medway	122,000	131,580	139,420	17,420	14.3

* *Change previously agreed by KCC*

+ *600 dwellings of this increase previously agreed by KCC*

1880 dwellings of this increase previously agreed by KCC

61. The Secretary of State justifies the increases above the recommendations of the Panel as follows:

Canterbury	<ul style="list-style-type: none"> • Panel's figure would be just below existing Structure Plan requirement. Not considered a sufficient response given the rate is only half of the district's own identified housing supply for 2006-6, and below the average completion rate since 2001 • Level does not respond to the potential requirements indicated by its buoyant economy and demographic need • Fails to reflect the transport capacity and capacity for housing/economic growth resulting from reduced travel times with CTRL Domestics
Dover	<ul style="list-style-type: none"> • Increase reflects strengths of the area as a gateway and key centre within the sub region. • No 'reasonable' evidence presented to back up Panel conclusion that a further increase at Dover could unbalance the sub regional strategy with its major focus on Ashford. • Official household projections project growth of 550 households per annum for next 20 years, indicative of a high level of demand. • Facilitating the retention and attraction of working age population is a key challenge for Dover. • Land commitments exceed Structure Plan requirements
Shepway	<ul style="list-style-type: none"> • Housing provision in the Draft Plan has been reduced compared to the annual average in the Structure Plan. • Past completions have been higher than the Draft SE Plan and the Structure Plan. • Identified housing supply is also higher, and projected household growth is strong
Dartford	<ul style="list-style-type: none"> • Panel 's figure is below level existing Structure Plan and insufficient because:

	<ul style="list-style-type: none"> • current housing supply indicates projected completions significantly in excess of draft RSS levels • economic growth potential and demand for economically active people is high in the area • downward trajectory is at odds with Government's stated aims for Growth Areas
Swale	<ul style="list-style-type: none"> • Levels of growth, particularly post 2016, are in conflict with the stated objectives of Government Growth Area policy. • Provision for post 2016 is just 45% of that for the first half of the period, and less than half the rate achieved in last ten years • Points also to a gap between household growth projection and provision, and evidence of capacity to develop without infringing environmental constraints • Government rejects Panel view that the need to give priority to economic regeneration is sufficient reason for not responding to the downward rate of housing provision implied by the RSS.
Maidstone	<ul style="list-style-type: none"> • As a regional hub and growth point, Maidstone has both a need and capacity to accommodate a higher level of housing. • Increase over and above Panel recommendation is supported by high level of completions in recent years, and Council's assessment of housing supply.

Comment

Canterbury

62. Housing provision at Canterbury has been increased by more than 40% in comparison with the Draft Plan. In principle much of the total provision and the bulk of the increase would be concentrated at the City itself consistent with its hub status and its economic strength which both the EIP Panel and the Secretary of State invoke as part of the justification for the further growth proposed. While reference is made to economic and household growth as imperatives for additional housing, there is no reference to the environmental and transport consequences of adding 3,000 dwellings (more than 40%) to the provisions of the Draft Plan. Although housing land supply is substantial it is wholly short term in nature, and it is inappropriate to base a strategy extending over 20 years and increases in housing provision beyond the Panel's recommendations, on this consideration.

63. The County Council notes that the Sustainability Appraisal (SA) accompanying the Proposed Changes has identified a number of Districts where a significant increases in housing numbers is proposed, and for which water resources are uncertain. These include Canterbury. The SA recommended that pending further assessment by the Environment Agency housing allocations in these Districts should be reconsidered. Government's response in finalising the Proposed Changes has been to amend the policy on water resources to direct development within Districts to areas where adequate water supply can be guaranteed, and/or to phase development so that 'sustainable new capacity' can be provided ahead of new development. It is not clear what actions follow if constraints apply on a District wide basis, or if there are conflicts between a pattern of development for which there is

capacity in water supply terms but which runs counter to the wider intent of spatial strategy e.g. an urban focus to development and concentration at hub settlements. It is noted that the Sustainability Appraisal report notes that no modelling work on the revised housing numbers and their distribution has yet been undertaken by the Environment Agency.

64. The Panel's recommended increases are substantial in themselves, and take account of the hub role of Canterbury and its economic strength. Given this context and the concerns raised by the Sustainability Appraisal, the County Council objects strongly to the additional 1,000 dwellings included in the Proposed Changes.

Dover

65. The changes in respect of Dover reflect the New Growth Point status now accorded to the town and which the County Council has endorsed subsequent to the EIP. In this regard the changes are accepted. A principal concern of the Council throughout has been the risk associated with an approach to regeneration that is unduly housing led. It is essential that the scale of development now envisaged will be delivered in a well planned manner, with housing and employment proceeding in parallel, and necessary infrastructure provided in support. In particular the County Council is concerned that any necessary urban extensions at Dover required to deliver the levels of housing associated with the Growth Point should provide a high quality community with improved access to transport and employment, properly integrated with the town of Dover as a whole, and without adverse impact on the strategic and local highway network. Given the central importance of infrastructure to delivery of growth point housing levels, phasing of housing supply will have a role to play. The phasing provisions included within the sub regional strategy for East Kent have been deleted by the Secretary of State, and this is a matter for objection, not least because of the lead times involved in translating growth into site specific proposals through the LDF, and in securing major new infrastructure.

Shepway

66. The Proposed Change (+700 dwellings) maintains the rate of housing provision in the current Structure Plan over the longer timescale of the South East Plan, and represents a significant curtailment of recent completion rates. Household growth pressures associated with net in migration remain strong, and the introduction of CTRL Domestic Services, which at Dover and Canterbury justify increased housings, will also benefit Folkestone. Notwithstanding the strategically important environmental constraints to growth at Folkestone and on Romney Marsh, full and effective use of land already committed to housing and regeneration initiatives have a role in maintaining rates of provision over the medium and longer terms. No objection is made to the Proposed Change.

Dartford

67. Although the housing numbers for Dartford in the Draft Plan were endorsed by the EIP Panel, the Proposed Changes have increased them by more than 10%, largely on the basis of consistency with the existing Structure Plan and Government's approach to the Growth Areas. While the substantial capacity for housing at Dartford is not disputed, the County Council's concern remains that policy should reflect a realistic view of the delivery, given the capacity is concentrated in a few very large sites, the length of time involved for their full implementation, and questions of infrastructure provision and services.

68. The EIP Panel agreed with KCC that strategy should not be solely based on capacity, and that 'phasing and deliverability are key considerations'⁷. Undue increases in housing provision and the need to demonstrate deliverability of land supply (as required by national policy guidance PPS3), would potentially detract from the focus of the strategy on reuse and redevelopment of previously developed or otherwise damaged land, and generate pressure to release additional greenfield land covered by important policy constraints such as Green Belt to meet requirements. At the EIP the EA supported the KCC and District view that increased dwelling numbers should not be adopted in view of the uncertain implications for land subject to flood risk. The Draft Plan provisions provided for a substantial acceleration in the annual rate average housing delivery in Dartford and Kent Thameside in comparison with recent development rates (almost 60% higher for Dartford, and almost 70% higher for Kent Thameside,) with the higher rate to be sustained over the entire South East Plan period. In this context, and given the Panel's consideration of the matter, the County Council considers there is no case to increase provisions at Dartford beyond those in the Draft Plan, and strong objection is raised to the Proposed Changes in this regard.

Swale

69. Housing provision for Swale has risen by 30% since the Draft Plan, with Government adding 1,500 dwellings (16%) to the EIP Panel's recommended level. The increase is in the Kent Thames Gateway part of the Borough.

70. The concern of the County Council at the EIP, and indeed of the Panel itself⁸, was that provision of significant greenfield development opportunities in Swale could detract from the emphasis on regeneration of brownfield land in the strategy for Kent Thames Gateway as a whole, and the realisation of more challenging sites in Kent Thameside and Medway where completion rates have fallen short of policy. The Panel were also concerned that Swale's priority need is economic regeneration, and that the growth rates of jobs and housing should be closely monitored.

71. When set alongside the Structure Plan the draft South East Plan provisions implied a steep decline in housing delivery beyond 2016. In the interim closer examination of the important sites in Queenborough /Rushenden and Sittingbourne has increased the potential capacity, and timescales for the delivery of development.

72. There remains a very substantial gap between prospective land supply and the EIP Panel's recommended provision of 9,300 dwellings, let alone the much higher figure in the Proposed all concluded that although higher housing levels would be reliant upon greenfield land, there are options for development around Sittingbourne that could be developed without infringing environmental constraints⁹. However these options are now already partly committed, or will be needed to contribute to meeting the Panel's recommended provision. The environmental and infrastructure impacts of the higher figure in the Proposed Changes have not been sufficiently tested, and will not assist the accelerated delivery of housing from brownfield land across the wider Kent Thames Gateway area, which is a cornerstone of Thames Gateway strategy. The County Council accepts the housing provision recommended by the Panel, but objects strongly to the arbitrary and untested further increase in the Proposed Changes. Housing provision for Swale should be 9,300

⁷ EIP Panel Report paras 19.62 and 19.67 page 279

⁸ EIP Panel Report para 19.73

⁹ EIP Panel Report para 19.73

2006-2026, of which 8,600 should be within the Kent Thames Gateway part of the Borough.

Maidstone

73. *The Proposed Changes add a further 1,000 dwellings to the level of growth (10,080 dwellings 2006-2026) endorsed by the Panel and supported by the Borough and County Council in the context of Maidstone's role as a New Growth Point (NGP). Delivery of 10,080 dwellings is heavily reliant on a substantial urban extension to the east of Maidstone for 4-5,000 homes. This is currently being explored through preparation of the Maidstone Local Development Framework, supported by transportation studies. The arguments invoked by the Secretary of State for the additional increase rely on Maidstone's need and capacity as a hub and growth point, suggesting that the further housing would need to be primarily accommodated at the town in addition to the concentrated growth already envisaged. Although the New Growth Point designation is initially focussed on the pre 2016 period, delivery of the urban extension will extend across the whole South East Plan period. This raises concern as to the deliverability of an additional 1,000 dwellings in a manner consistent with the urban focus of the strategy. The EIP Panel concluded that the Rest of Kent area, including Maidstone, should not be expected to accommodate significantly more housing(than they proposed, because of the risk of diverting interest and investment from the Growth Areas of Thames Gateway and Ashford¹⁰. Given current land supply, there will be a substantial call on greenfield land to meet NGP requirements at Maidstone.*

74. *The County Council notes that the Sustainability Appraisal (SA) accompanying the South East Plan Proposed Changes has identified a number of Districts where a significant increases in housing numbers is proposed and for which water resources are uncertain . These include Maidstone. The SA for the draft stage of the Proposed Changes recommended that, pending further assessment by the Environment Agency, housing allocations in these Districts should be reconsidered. Government's response in finalising the Proposed Changes has been to amend the policy on water resources to direct development within Districts to areas where adequate water supply can be guaranteed and/or to phase development so that 'sustainable new capacity' can be provided ahead of new development. It is not clear what actions will follow if constraints apply on a District-wide basis, or if there are conflicts between a pattern of development for which there is capacity in water supply terms, but which runs counter to the wider intent of spatial strategy e.g. an urban focus to development and concentration at hub settlements. It is noted that the Sustainability Appraisal notes that no modelling of the revised housing numbers and their distribution has yet been undertaken by the Environment Agency.*

75. *The Panel's recommended increases are substantial in themselves and take account of the hub and growth point roles of Maidstone and its economic strength. The County Council does not consider that the additional pressures implied by the Proposed Changes are either necessary or warranted, and risk the delivery of planned and balanced, urban-focussed growth at Maidstone. Adherence to a housing provision of 10,080 dwellings 2006-2026 is strongly advocated. Given this context and the concerns raised by the Sustainability Appraisal, the County Council objects strongly to the additional 1,000 dwelling increase included in the Proposed Changes for Maidstone.*

¹⁰ EIP Panel Report para 26.61

Sevenoaks

76. *The EIP Panel and the Proposed Changes have added 200 dwellings (6.5%) to the Draft Plan provisions for Sevenoaks. Of the total proposed (3,300 dwellings) currently identified sites constitute only c.1400 dwellings. Windfall development has been a major contributor historically, and national policy towards this will have significant implications for sources of future land supply for a District that is wholly embedded within the Green Belt. The County Council seeks acknowledgement in the Plan that the wide presence of Green Belt designation in the District and historical evidence of the windfall contribution represent distinctive local circumstances that should be taken into account in assessing the windfall and arriving at a local housing supply that minimises the call on Green Belt land.*

Tonbridge and Malling

77. *The EIP Panel and the Proposed Changes have added 500 dwellings (6%) to the draft plan provisions for Tonbridge and Malling. The Panel concluded that the additional housing would be primarily related to Tonbridge (as part of the Tonbridge/Tunbridge Wells regional hub) and be for the latter part of the plan period, given the 'front loading' of existing land supply. However neither of these considerations finds expression in the policy or supporting text of the Proposed Changes. No objection is made to the change in housing provision for Tonbridge and Malling. However, much of Tonbridge and Malling is within the Green Belt, including the Tonbridge 'hub,' and the considerations discussed below in relation to identification of further land at Tunbridge Wells are also relevant here.*

Tunbridge Wells

78. *Housing provision at Tunbridge Wells has been increased by 20% (+1,000 dwellings) in comparison with the Draft Plan. In principle much of the provision and the bulk of the increase would be concentrated at the Tunbridge Wells urban area, consistent with its status as a regional hub and strong economic prospects - the main reasons for increasing the housing quantity. The Proposed Changes acknowledge that this is likely to require a 'small scale review' of the inner Green Belt boundary at Tunbridge Wells.*

79. *The Proposed Changes remain broadly in line with the long standing rate of housing provision at Tunbridge Wells determined through the Structure Plan, and are also in line with the scale of projected locally-generated household growth. There will also be some additional scope for securing affordable housing within the overall supply.*

80. *Urban capacity has long been the main source of housing supply in Tunbridge Wells, with sustained protection of the Green Belt. National policy (PPS3) now largely precludes allowance for such 'windfall sites'¹¹ in preparing development plans, irrespective of their past significance, and emphasises an identified supply of sites. The scope to identify urban capacity sites will be important in determining the wider impact of the Proposed Changes on land release and the extent of any necessary review of the Green Belt at Tunbridge Wells. Given the continued protection given by the Plan to the broad extent of Green Belts in the region, the County Council objects strongly to the possible review of Green Belt. The Plan should make clear (e.g. in the Tonbridge /Tunbridge Wells policy ASOR3) that*

¹¹ Sites which become available for development which were not previously identified as allocations or identified as commitments through previous planning permissions

minimising the call on Green Belt land is a genuine local circumstances in terms of national policy (PPS3) that warrants allowance being made for windfall sites, supported by appropriate evidence of the form and rate of their contribution in the past. Without assurance that this can, and should, be considered in meeting the dwelling provision of the Plan, strong objection is raised to the Proposed Change for 6,000 dwellings.

Delivery of Housing Provision

81. Policy H2 is a new policy relating to the delivery of housing numbers in both Districts and sub regions, the latter through partnership working. Local authorities are to:

- plan for an 'upward trajectory' of housing completions
- consider the scope for acceleration of housing delivery in the Growth Areas and Growth Point;
- consider the scope for additional sources of housing supply, including change of use of non-residential development sites
- consider the feasibility of maximising delivery of housing capacity unlocked by investment in infrastructure at the 'earliest possible opportunity'
- provide a sufficient quantity and mix of housing in rural areas to ensure the long term sustainability of rural areas;

Comment

82. *The new policy is an opportunistic approach to securing delivery of additional housing. Testing of 'longer term issues' arising from the Growth Point proposals (Maidstone and Dover in Kent) runs counter to the view expressed by Government at the EIP that Growth Point status applied to the period to 2016, with longer term potential a matter for an RSS review. The policy is likely to generate additional pressure for the use of employment sites for housing at a time when there has been substantial erosion of employment land, particularly in areas of high housing demand. Local authorities are being urged to test housing figures higher than those in the plan, but the Plan acknowledges there is a deficit in the quantity and nature of employment land provision.*

83. *The text supporting Policy H2 exhorts local authorities to test higher levels of housing provision. This will generate considerable uncertainty during LDF preparation about the housing numbers to be tested, and the criteria that should guide this – what is to constitute sufficient testing? It also injects uncertainty about the local strategy for the location of housing development, and for infrastructure providers.*

84. *There is also a risk that the terms of H2 on delivery of housing capacity and investment in new infrastructure puts pressure on the coordinated delivery of new infrastructure to serve the scale and pace of the housing development.*

Affordable Housing

85. Policy H3 (Affordable Housing) confirms the regional targets for the provision of affordable housing (25% of all new housing to be social rented, and 10% other forms of affordable housing). It also adopts a more corporate, spatial planning approach to the delivery of affordable housing, cross referenced to the *Regional Housing Strategy* and the role of *Strategic Housing Market Assessments*. There is now provision for locally-set thresholds for the size of site above which an affordable

housing contribution will be required, and clarification that where indicative targets are set for sub regions in the Plan these should take precedence over the regional target. This is relevant to Kent where the targets for Kent Thames Gateway and East Kent and Ashford are lower (30%) than the regional target of 35%.

Comment

86. *The Proposed Changes to this policy are generally welcomed. It would however be helpful if the phrase “other forms of affordable housing” were replaced by “intermediate housing” consistent with national policy guidance (PPS3).*

87. *Given the direct relationship between total housing provision and affordable housing targets, the effect of the Proposed Changes is to increase the affordable housing requirement and associated investment in the region and Kent. There is a lack of recognition of the scale of the additional investment required to deliver the affordable housing targets. Regionally it has been estimated that an additional £400m was required over 3 years to meet the level of affordable housing provision proposed by the Panel, and this will increase as a result of the Proposed Changes.*

Chapter 8: Transport

88. The context for this chapter lists the region’s key transport challenges :

- good access to ports and airports
- high quality radial links to London and better orbital movement around it
- delivering transport measures which address severe deprivation
- addressing unpredictable journeys in buoyant areas
- reducing the impact of transport on the environment

89. Mobility management policies are placed first, underlining the priority the Secretary of State attaches to this. Policy T2 sets out a package of mobility management measures which Local Development Documents and Local Transport Plans should seek to incorporate, while Policy T3 puts particular onus on authorities responsible for hubs to test road charging initiatives. Policy T4 calls for restraint-based maximum parking standards for non-residential development, linked to improved public transport.

90. Policy T5 removes the requirement for all major travel-generating developments to have travel plans by 2011 in favour of more general requirement for LDFs to say which developments should have them.

Comment

91. *The amendments to policy T5 regarding travel plans are regrettable – current strategic policy for Kent through the Structure Plan (Policy TP3) establishes a requirement for travel plans for larger developments generating significant demand for travel, and the draft South East Plan policy would have maintained this principle on a wide area basis as part of the statutory development plan .*

Regional Hubs and Spokes

92. The EIP Panel’s recommendation for the addition of a regional ‘spoke’ from Dover to Thanet has not been accepted. The Secretary of State maintains that the primary purpose of ‘spokes’ is not to support regeneration (the reason invoked by the

Panel) but to support the regional hubs through links that enhance accessibility by public transport. Although Dover is now a hub, Thanet is not, and the proposed spoke in the Government's view has 'low level local usage that is not part of the strategic regional network'.

Comment

93. *The County Council objects strongly to the omission of the EIP Panel recommendation on this issue. The network of hubs and spokes is not exclusively concerned with connections between hubs (e.g. there is a 'spoke' from the Medway Towns to the Gateway at Sheerness). Equally, spokes are not confined to nationally significant movement corridors – for example there is a 'spoke' from the hub at Canterbury to Thanet.*

94. *Dover is both a hub and an international Gateway, and the Dover-Thanet corridor serves the Gateway at Manston and the regionally significant port at Ramsgate. Policy T8 provides that the role of regional spokes should be developed through supporting the economic role of hubs and improving access to international Gateways. The Regional Transport Strategy supports economic regeneration in East Kent through improved accessibility.*

95. *The County Council notes that a series of spokes provide a continuous corridor along the south coast between Southampton and Dover. The absence of a Dover – Thanet spoke is an anomaly in not providing policy support for improved coastal connections in East Kent..*

Airports and Ports

96. In line with the Air Transport White Paper, Policy T9 removes qualifications to support for airport expansion at Heathrow, and provides for safeguarding land for a possible new runway at Gatwick after 2019. An enhanced role is confirmed for Kent International Airport as an airport of 'regional significance', but consistent with the Panel's recommendations there is no reference in the Plan to the role of Lydd airport.

97. Policy T10 (Ports and Short Sea Shipping) includes reference to priority for the preparation of port Master Plans for the major ports (including Dover and Sheerness and Thamesport).

Intermodal (Road/Rail Freight) Interchanges

98. The Government accepts the Panel Recommendation that Policy T13 should be retained, with minor amendment. This policy requires that the Regional Assembly should work with partner organisations, including local authorities, to "identify broad locations within the region for up to three intermodal interchange facilities..."¹². They should be well related to :

- rail and road corridors capable of accommodating the anticipated level of freight movements
- proposed markets
- London

¹² This draws on previous work by the former Strategic Rail Authority (March 2004). This referred to 3 or 4 locations within London and the wider South East region, and not the South East Plan area.

The Government also accepts the Panel Recommendation that these facilities should have the potential to “deliver modal shift”.

99. The Government’s proposed supporting text identifies a number of criteria for inter-modal interchange terminals and their location, based on work by the former Strategic Rail Authority. It concludes that suitable sites are likely to be where the key rail and road radials intersect with the M25. The Panel’s recommendation for reference to the potential for an inter-modal interchange “*towards the north–western end of the Channel Tunnel- London corridor*” is not accepted by the Government in their Proposed Changes.

Comment

100. *The amendment to T13 that requires intermodal interchange facilities to deliver modal shift to rail is supported, although this could be usefully sharpened to refer to a ‘substantial shift in favour of rail within the region’.*

101 *Policy T13 refers to joint working with partners to identify broad locations ‘within the region’ for up to three facilities. The Government makes clear in the text that the context for this is work undertaken by the former Strategic Rail Authority in which they identified a need for “between three and four ... terminals to serve London and South East England”. The SRA study included London and much of the East of England, and provides no basis for “up to three facilities” in the much smaller South East administrative region. KCC therefore has strong objection to the presumption of up to three facilities in the South East Plan. Specifically there is no case for provision of such interchange facilities in Kent, where transfer of freight to rail should be enabled at the ports, and by through rail freight via the Channel Tunnel. The wider London and South East region should be the context for assessing the provision of intermodal facilities. The supporting text should make clear how the conclusions of the joint work advocated by Policy T13 will be used, and whether they will be part of an early Review of the Plan*

Transport Investment and Management Priorities

102. A new policy (T14) sets up strategic transport investment and management priorities and machinery for delivering them. It gives priority to demand management measures, including those that make best use of existing infrastructure, and promotes sustainable travel in developing schemes additional to current commitments. The policy provides a link to the identification of transport schemes of key regional importance. Appendix A lists regionally significant investment in transport infrastructure that is currently programmed. In the Kent this includes:

Programmed for delivery 2006-2011

Sittingbourne Northern Relief Road
M20 Junction 10A
East Kent Access Phase 2
High speed domestic services – Kent to St Pancras
Rushenden Link
Dartford Station
Northfleet Station

Programmed for delivery 2011-2016

Thameslink
M25 J5-7 Widening

A21 Tonbridge – Pembury
A21 Kippings Cross to Lamberhurst

Regional Funding Allocation (RFA) Interventions not yet approved by DfT

Ashford Smartlink
A2 Bean Junction

RFA Priorities post 2016

RFA elements of Access to Dover package

Comment

103. *The extensive list of projects in the Appendix accompanying Policy T14 would be better located within the Implementation Plan which will be subject to regular review. This is particularly applicable to specific projects (rather than broad outcomes) that are not in firm programmes. Post 2016 the Regional Funding Allocation priorities are currently under investigation.*

Areas for further investigation

104. The text refers to priority transport links identified as likely to come under increasing transport pressure as a result of traffic growth and the development strategy of the RSS. These include the A2/282/M2 corridor (including Thames Crossing options). The text also indicates further work to be undertaken inter alia as follows :

- to assess the transport implications of growth and development covering the second round of Growth Points (i.e. including Dover), and including development proposals in Canterbury, Herne Bay and Whitstable, Thanet, Shepway , Sittingbourne and Sheppey.
- further development of a cross modal regional freight strategy, with a greater locational specificity for inter-modal interchanges, and lorry parking and rest areas.

Chapter 9: Natural Resource Management

Water Resources and Water Quality

105. The Policy on Water Resources and Groundwater (NRM1) has been amended in response to the Sustainability Appraisal of the Proposed Changes, to include a clause requiring Local Development Frameworks to direct development within Districts to areas where adequate water supply can be guaranteed, and/or to phase development so that 'sustainable new capacity' can be provided ahead of new development. The policy clause requiring developments to incorporate water efficiency to BREEAM standards is deleted in favour of one enabling Local Development Frameworks to identify circumstances in which higher standards are justified.

106. In line with the Panel's recommendation, policy on water resources and water quality have been separated with a new policy (NRM2) on Water Quality.

Comment

107. *While it is understood that there is a national agenda for progressively tightening standards on water efficiency, the circumstances of the South East as a designated area of 'serious water stress' should be more explicitly reflected in the supporting text, and a positive stance taken within Policy NRM1 to require identification of circumstances within LDFs where tighter water efficiency standards should be pursued more urgently.*

108. *The approach taken in NRM1 to direct development, through LDFs and determination of planning applications, to where water supply can be guaranteed, will apply within individual Districts. It is not clear what actions follow if constraints apply on a District wide basis, or if there are conflicts between a pattern of development for which there is capacity in water supply terms but which runs counter to the wider intent of spatial strategy, e.g. an urban focus to development, and concentration at hub settlements.*

Conservation and Improvement of Biodiversity

109. This policy (NRM5) has been strengthened in line with EIP Panel recommendations with amendments to:

- provide high protection to nationally designated sites;
- protect areas around internationally designated sites to support species for which sites have been designated;
- provide for connection between sites as an element of biodiversity improvement;
- add reference to the importance of soils in contributing to biodiversity;
- include reference to promoting policies that integrate accommodation of changes in agriculture with the implications of resultant development in the countryside;
- require the development and implementation of green infrastructure in conjunction with new development;
- identify sites of international nature conservation interest sensitive to the pressures of recreation or urbanisation, and identify mitigation measures (buffer zones, provision of alternative recreational land, access and habitat management measures).

Comment

110. *These changes are generally supported, although the intent of the clause on agricultural change is not clear. Given the specific and separate policy now to be included in the Plan on the effects of residential development on the Thames Basin Heaths Special Protection Area, it would be helpful to clarify whether and where a similar approach is necessary or appropriate in relation to other similarly designated areas.*

Chapter 10: Waste and Minerals

Waste

111. The proposed changes to policies are limited and include some strengthening to add force to their implementation.

112. Policy W2 (Sustainable Design, Construction and Demolition) is amended to refer to Growth Points (i.e. Maidstone and Dover in Kent) and Strategic Development Areas, as well as the Growth Areas (Kent Thames Gateway and Ashford) as locations where development should demonstrate and employ best practice in design and construction for waste minimisation and recycling.

Comment

113. *While it may not be practical to apply different standards of design for waste minimisation and recycling to new development on the basis of the policy status of an area in the South East Plan, it is nonetheless important that these objectives are fulfilled in areas where development is the most substantial .*

Regional Self Sufficiency – London waste exports

114. Policy W3 requires that *“Waste authorities and waste management companies should provide management capacity equivalent to the amount of waste arising and requiring management within the region’s boundaries, plus a declining amount of waste from London.”* Provision for London’s exports of waste will usually be limited to landfill, and by 2016 new permissions will only provide for residues of waste that have been subject to recycling or other recovery process.

115. The quantities in the draft Plan were based on projecting forward to 2015 an estimate of municipal waste (MW) and Commercial and Industrial Waste (CI) exported from London to the region of 1.76 million tonnes in 2005. This quantity was assumed to reduce after 2015.

116. Policy W3 apportions London’s exported waste between Waste Planning Authorities in the South East. In the Draft Plan, Kent and Medway were to take 12.2%, giving a total of 2 million tonnes in the period 2006-2015 and 1.2 million tonnes 2016 – 2025.

117. The Government now proposes:

- to base the total quantity of waste to be apportioned on a lower estimate of London exports of 1.21 million tonnes in 2006.
- to increase the share of the total taken by Kent and Medway to **13.1%** in the first period of the plan to 2015.
- to consequently reduce the quantity taken by Kent and Medway to **1.58 million tonnes in the first period, and 0.88 million tonnes in the second period.**

118. At the Examination, Kent and Medway accepted a substantial rise in the share of London’s exported waste that they would accommodate, from the recent level of about 2.7% to the 12.2% proposed in the Draft Plan. However, Kent and the other Waste Planning Authorities argued that the apportionment should apply only from 2016.

119. The Government accepts the Panel’s view that the apportionment should apply from 2006, even though it is recognised that in practice there will be a period of transition, because existing waste disposal contracts will continue to determine the distribution of waste sent to landfill.

120. The increased share proposed for Kent and Medway (13.1%) arises because the adopted Minerals and Waste Core Strategy for Hampshire has concluded that the County cannot make provision for increased landfill in the period to 2015. The Proposed Changes increase the share taken by all other Waste Planning Authorities to compensate. However the changes taken together reduce the quantity of London waste for which landfill should be provided in Kent and Medway from 3.2 million tonnes to 2.46 million tonnes by 2025.

Comment

121. *The proposed changes to Policy W3 are unsatisfactory in a number of respects:*

- *Estimates of MW and CI waste exported from London are volatile, with a value of 1.76 million tonnes estimated for 2005, and 1.21 million in 2006. The quantities extrapolated to 2015 in Policy W3 are therefore very uncertain.*
- *It is assumed that the quantities will reduce after 2015 in line with the landfill reduction policies of the South East Plan. The quantities are not based directly on the forecasts and policies of London authorities.*
- *The EIP Panel and Government recognise that there will be a transition period as existing waste disposal contracts will delay any opportunity to change the distribution on London waste exports. Kent for example has some landfill capacity in the first period of the Plan, but this is unlikely to receive increased London waste for contractual and cost reasons. The provisions of the Plan for the period 2006-15 cannot in practice be realised, and this has been accepted in the case of Hampshire. The quantities in the policy could be overtaken, for example by contracts with operators of suitable large landfill sites, possibly perpetuating the existing pattern.*
- *The text states that Policy W3 quantities are “for further testing in the production of Waste Development Frameworks”. It is a matter of chance that a single Core Strategy (Hampshire) has been adopted at a time when the policy is still subject to debate. However the Policy does not stipulate how it is to be applied if and when other Core Strategies are adopted with a similar conclusion to Hampshire.*
- *Policy W3 proposes a dispersed distribution of imports from London based on a number of criteria. This results in the need for additional landfill capacity in Waste Planning Authorities or sub regions generally in the order of 2 to 3 million tonnes capacity. New landfill of this scale might not be large enough to be viable.*
- *Moreover it is unlikely that a single landfill provision would be suitable. The implication of Policy W3 is that until 2016 unprocessed MW and CI waste can be exported to the South East for non-hazardous landfill, but beyond 2016 only residues should be exported that would require primarily inert or hazardous landfill. The plan provides no indication of the balance of landfill types required to accommodate London’s waste.*
- *The Draft Plan calculates total London waste exports for 2006-2015 on a multiple of 9.5 years applied to the base year value of 1.76 million tonnes. The same multiple applied to the revised base year value of 1.21 million*

tonnes would give a total of 11.5 million tonnes, and not the 12.1 million tonnes proposed by the Government.

122. In summary:

- *KCC objects to the increased shares of London waste to be taken by waste planning authorities to compensate for the Hampshire circumstance. Policy W3 does not, and should not, require other areas to compensate in an ad hoc manner for areas where Development Frameworks conclude that new landfill is not possible.*
- *The Policy W3 quantities fail to provide adequate justification of the scale of provision to be made by Waste Planning Authorities, and no guidance on the type of landfill. There is no means of ensuring that provision of new landfill in line with Policy W3 would be used for London waste exports.*
- *The text refers to quantities in Policy W3 being “used as the basis for further testing in ... Waste Development Frameworks taking into account more detailed information about site suitability and availability”, and this should be incorporated in Policy W3.*
- *The definitions proposed by the Government should be incorporated as footnotes to Policy W3, rather than falling within the text.*
- *London apportionment should be addressed as part of a review of waste policies overall in the next Review of the South East Plan. This should consider London exports in the context of the wider South East, the policies of waste planning authorities in London, and the practical opportunities for disposal of London waste. In the interim the quantities for Waste Planning Authorities and sub regions in Policy W3 should be dropped in favour of an overall South East total.*

Policy W7: Waste Management Capacity Requirements

123. Policy W7 states that waste planning authorities will provide development opportunities to achieve the targets set by the South East Plan. The policy provides rates of waste to be managed for MW and CI that provide benchmarks for the preparation of Development Plan Documents. The Government proposes no changes to the quantities of waste, but clarifies the Waste Planning Authorities to which the quantities apply.

Comment

124. *The County Council has no objection to these changes. However, Table 1 preceding Policy W7 in the Draft Plan sets out the additional waste processing capacity required at 2015 to meet the provisions of Policies W5, W6 and W7. The quantities are based upon advice published in 2005. Work on the Kent Minerals & Waste Development Framework suggests that the quantities need to be revised, in particular to reflect lower Municipal Waste arisings than previously forecast, updated assessment of the existing capacity, and updated forecasts of waste. The supporting text should acknowledge that Waste Development Frameworks should have regard to more recent data in assessing the quantities contained in Policy W7 and the illustrative additional capacity in Table 1. A review of waste policies and quantities in the next Review of the South East Plan is called for.*

Hazardous Waste

125. Policy W15 includes current priority needs for treatment and landfill of hazardous waste. Government proposes to accept EIP Panel recommendations to:

- delete specific reference to Kent and neighbouring counties in the part of the policy addressing hazardous waste landfill capacity to serve the needs of the south and south-east of the region
- not specify the number of plant required in the region for certain specialised treatment facilities

Comment

126. The County Council supports these changes as providing for greater flexibility in response to the assessment of hazardous waste needs in the region. The supporting text could however be strengthened to refer to the Assembly's current study of hazardous waste and to nuclear waste, particularly arising from the current decommissioning of Dungeness A power station.

Location of Waste Management Facilities

127. Draft Policy W17 establishes criteria for assessing the suitability of existing and new sites for the location of waste management facilities¹³, and states that sites in the Green Belt and small scale waste management facilities in Areas of Outstanding Natural Beauty and National Parks should not be precluded provided certain conditions are met. The Proposed Changes intend that the majority of these conditions are deleted, retaining only the requirement that developments in AONB's/National Parks do not compromise the objectives of the designation

Comment

128. The dilution of these criteria, particularly in relation to waste uses in Green Belts, weakens planning policy control. The supporting text explains that this is necessary in the South East if more environmentally sustainable forms of waste management are to be provided. The text also explains that it is important not to stifle technological innovation, and that the types of facility justified in Green Belts and AONBs are likely to differ. However, the Plan's policies have to be applied in conjunction with prevailing national policy towards Green Belts and AONBs, and the County Council objects to the deletion of the assessment and location criteria in the last part of Policy W17.

Minerals

129. The proposed apportionment of provision for secondary and recycled aggregates to minerals planning authority areas (Policy M2) was the only significant addition to the regional minerals strategy which was approved in 2006. The Proposed Changes confirm the apportionment to Kent of 1.4 million tonnes per annum), but there is recognition that this is for testing in preparation of Development Frameworks. Amendments to Policy M2 indicate that the criteria applicable to the location of waste management facilities (see above) apply to proposals for mineral recycling facilities.

¹³ The policy also applies to proposals for minerals recycling facilities

Comment

130. *The recognition of local testing of the apportionment is welcomed. The Proposed Changes are confusing, as inclusion of a cross reference to the criteria, as revised in Policy W17, sits alongside the original and unchanged locational criteria within Policy M2, which are more detailed and prescriptive regarding sites in Green Belt or AONB locations.*

Chapter 11: Countryside and Landscape Management

131. Policy has been strengthened in line with the Panel recommendations to:

- require a high level of protection for AONBs.
- include reference to the role of landscape character assessments to inform plans and development of criteria based policies
- ensure local authorities target positive management on areas where urban extensions are planned to ensure early consideration of landscape and biodiversity enhancement, woodland management and recreation and access routes
- encourage a coordinated approach to planning and decision making along the river Thames (west of Hampton)

Comment

132. *The changes are generally welcomed, but a major concern for Kent has been the future of **Special Landscape Area** designations. These areas of county wide significance for their landscape value have been designated for a long period through the Structure Plan, and were confirmed by the 2006 Kent & Medway Structure Plan. However neither the principle nor the detail of these designations were taken forward in the South East Plan, and despite Kent's representations they did not receive support from the Panel, or in the Government's Proposed Changes. Sub national designations of this nature are not supported in national planning guidance on rural areas. Their loss will be very regrettable as they are a valuable factor in assessing the best pattern of development, and the impact of development proposals. KCC should press for the Structure Plan policy on Special Landscape Areas to be 'saved' beyond the adoption of the South East Plan, and this will require the support of SEERA and the Government Office. The Government does propose to change Policy C4 to state that planning authorities should "aim to protect and enhance ...local distinctiveness of ...landscape" and "ensure that all development respects and enhances local landscape character". It would be logical to accept local designation of special landscape value, and it is proposed that KCC object to the absence of such a policy in the Plan, and the recognition of existing designations that should be retained.*

133. *It is noted from the supporting text that the new policy on the River Thames Corridor (Policy C7) is confined to the Corridor upstream of Hampton and in this sector replaces current sub regional guidance (RPG3b/9b) for the Corridor as a whole. It would be helpful for the policy itself to make clear its geographical scope. There should also be some clarification as to how and when guidance for the Thames Corridor east of London within the South East region (RPG9b) should be reviewed within the context of the South East Plan.*

Chapter 13: Town Centres

134. Policy TC2 reflects a revised Strategic Network of Town Centres which now defines 12 'Centres for Significant Change' (including **Ashford** and **Chatham** in Kent), Primary Regional Centres (**Canterbury, Maidstone, Tonbridge-Tunbridge Wells**) and Secondary Regional Centres (**Dartford, Dover, Folkestone, Gravesend, Sevenoaks, Sittingbourne and Westwood Cross**).

135. Bluewater/Ebbsfleet has been deleted from the hierarchy of centres. Bluewater is treated as a regional out of centre shopping centre. No need is envisaged for large scale extension to such existing centres in the period to 2026.

Comment

136. *The County Council objects to the inclusion of a new category of 'Centres of Significant Change in Policy TC1 which suggests that these centres have a different role from Primary Regional Centres. Although these centres are expected to undergo significant change during the Plan period their role will remain comparable to that of a Primary Regional centre in the region's strategic network. They do not constitute a separate tier performing a higher level role. Such an interpretation would be inconsistent with the thrust of the supporting text, and with the role of the other centres in the network which are also expected to be the focus for town centre development of more than local importance. The latter includes references to local considerations for rebalancing the network, and this is potentially significant for secondary regional centres such as Sittingbourne in Kent.*

137. *The recognition of Westwood Cross in Thanet within the centre network is supported and consistent with the approach taken in the Kent and Medway Structure Plan. The Thanet towns have lacked a single prime focus centrally located within the urban area, and this has prejudiced the attraction of higher order comparison goods shopping.*

138. *The deletion of combined Bluewater/Ebbsfleet entity from the centre network is supported. This linkage was potentially confusing in that Ebbsfleet is not intended as key retail centre.*

139. *However the approach to Bluewater does not take account of its distinctive and changing circumstances. It is located centrally within a regional Growth Area (Kent Thames Gateway) where substantial population and housing growth is planned. Bluewater is a major centre for retail, leisure and entertainment, and over the period of the South East Plan it will mature as a major central place for these purposes, and be progressively well connected through road links and new public transport systems to the whole of Kent Thameside. Being in close proximity to the A2 and the new international and domestic stations at Ebbsfleet it will increasingly serve a wider region. Bluewater is not solely served by car - there is a good and developing bus system, and it is well served by Ebbsfleet and Greenhithe stations, and by the high capacity 'Fastrack' public transport system, linking Dartford town centre, Bluewater, Ebbsfleet and Gravesend town centre. In these respects the tests of improved accessibility by non car transport modes, applied elsewhere under sub regional policies for Kent Thames Gateway (new Policy KTG5), are being fulfilled.*

140. *Securing the appropriate balance of development at Bluewater vis a vis the complementary role of other strategic centres within and beyond Kent Thameside should be the subject of further assessment and guidance, given Bluewater's*

regional 'reach'. The key tests provided in current Structure Plan policy regarding the impact of further development at Bluewater, on both the vitality and investment prospects for other strategic centres, should be retained.

Sub Regional Strategies

141. The sub regional strategies in the draft South East Plan are based on advice to the Regional Assembly submitted by the Principal Authorities in the region which include KCC and Medway. By and large the advice submitted by Kent in respect of the East Kent & Ashford and Kent Thames Gateway sub regions has been endorsed by the EIP Panel and through the Proposed Changes.

Chapter 18: East Kent and Ashford

142. Some restructuring and re-sequencing of policies is proposed. The substantive changes are:

- Policy EKA1 (Core Strategy) incorporates reference to the potential for housing and businesses served by CTRL domestic services, especially at Ashford. The role of **Dover** among the coastal towns is now identified.
- Policy EKA2 is a new consolidated framework for **Ashford's** growth. This deals with local resource use, sustainable design and community facilities. The supporting text stresses the need to ensure that Ashford does not become over dependent on commuting
- Policy EKA3 sets out revised housing quantities for the area (see also Chapter 7 above), but with deletion of phasing pre and post 2016 in light of the Secretary of State's view that an immediate step change in housing provision is required. The housing total for East Kent and Ashford 2006-2026 is now **56,700 (2,835 per annum)**, an increase of **8,700 (18%)** on the Draft Plan, and **7%** above the Panel's recommendation.
- 'Active pre planning' to achieve capacity increases in strategic infrastructure and facilities is advocated, particularly at Ashford. An indicative target of 30% affordable housing for East Kent and Ashford is confirmed.
- Policy EKA4 (Urban Renaissance of the Coastal Towns) has a clause added providing for a broad balance between new housing and new jobs at each urban area, formerly clause i) of EKA8.
- New policy EKA8 (Effective Delivery) addresses Ashford Delivery Board and exploration of mechanisms for forward funding of strategic infrastructure. It also requires further work on the linkages between infrastructure provision and development in other parts of East Kent to inform identification of priorities.

143. The supporting text refers to the following as key issues:

- New public transport and highway networks at **Ashford**
- Improved access and management to **Dover** to allow management of international traffic, reduce congestion within the town and support 'allocated sites to the north of the town'

- Improved access to **Canterbury** to assist the economic contribution of the City to be realised, and to reduce pressure

Comment

144. *The County Council's concerns and objections regarding increased housing provision at Canterbury are set out above in relation to Policy H1, but also apply to Policy EKA3*

145 *The removal of the phasing for housing is regrettable, especially in the context of higher housing provision in the sub region which, if pursued, will need to be delivered in a sustainable, plan led manner. This will have implications for the trajectory of housing delivery over the South East Plan period. It is noted that the EIP Panel's conclusions both accepted the role of phasing, and recommended that phasing of the increase in provision recommended for Thanet, Dover and Canterbury should be heavily weighted towards the second half of the South East Plan period.*

146. *Policy EKA1 (Core Strategy) recognises Ashford's role as a Growth Area. Although there is specific reference to Dover, the status it now has as a New Growth Point could be more explicitly recognised in EKA1 (ii) and in the supporting text.*

147. *Government is indicating that it does not support the Panel's recommendation to define a regional 'spoke' between Dover and Thanet but an insertion in Map T2 and the Key Diagram is nonetheless proposed. This needs to be clarified. For the reasons stated above (Chapter 8) the County Council advocates the insertion of such a 'spoke'.*

Chapter 19: Kent Thames Gateway

148. Some restructuring and re-sequencing of policies is proposed. The substantive changes are:

- Policy KTG1 (Core Strategy) – reference to defined Strategic Gaps is deleted (consistent with deletion of the core regional policy on this), and replaced with reference to avoiding coalescence to the south, east and west of the Medway urban area, and to the west of Sittingbourne.
- This policy also requires a review of local planning and transport policies to manage forecast growth in car traffic and encourage greater use of sustainable transport modes.
- Policy KTG3 (Employment Locations) now highlights access to the national rail network as well as the M25 as a consideration for major sites in Thameside.
- Policy KTG3 sets out revised housing quantities for Kent Thames Gateway (see also Chapter 7 above) but with deletion of the original phasing provisions (pre/post 2016). These now total **52,140 dwellings (2,607 per annum)** for 2006-20126, an increase of 4,140 (**9%**) on the Draft Plan, and 3,140 (6%) above the Panel's recommendation.
- Increased housing quantities are concentrated in Swale and Dartford.

- An indicative target of 30% affordable housing for Kent Thames Gateway is confirmed.
- Policy criteria relating to the impacts of delay in infrastructure provision on development are deleted (as per Panel recommendation) and replaced by reference to the need for 'active pre planning'
- Policy KTG5 (Role of Retail Centres) – the clause providing for limited additional floorspace at **Bluewater**, where required to maintain the specialist role of the centre, is deleted. Policy now refers to Bluewater continuing its specialist role, but as an out of centre regional centre with any proposals for additional floorspace to be considered through a review of the RSS, and allied to improved access to the centre by non car modes.
- Policy on flood risk (KTG6) includes new reference to the need to identify flood storage areas to contribute to green infrastructure networks. KTG7 on Green Initiatives now refers to Thames Gateway Parklands.
- The policy in the Draft Plan on Infrastructure is replaced by a section on *Implementation and Delivery* which emphasises the need to create a skilled and qualified workforce, the provision of environmental infrastructure, the role of acute health services in a Growth Area, and of Higher Education at Chatham and Ebbsfleet. Key transport themes highlighted are the A2/A282/M2 corridor, a study of Thames Crossing options, Crossrail and CTRL related improvements, Fastrack, and other schemes to promote modal shift.

Comment:

149. *The County Council's concerns and objections regarding increased housing provision at Dartford are set out above in relation to Policy H1 but are also applicable to Policy KTG4.*

150. *The removal of the phasing of housing is regrettable, especially in the context of higher housing provisions for Kent Thames Gateway which, if pursued, will need to be delivered in a sustainable, plan led manner. This will have implications for the trajectory of housing delivery over the South East Plan period. It is noted that the EIP Panel's conclusions both accepted the role of phasing and recommended that phasing of the increases in provision it recommended for Swale should be heavily weighted towards the second half of the South East Plan period.*

151. *Commensurate with its objection to the deletion of the core regional policy on Strategic Gaps, the County Council objects to the deletion from KTG1 of reference to the defined (Mid Kent and Medway-Sittingbourne) Strategic Gaps. The proposed rewording of KTG1 is confusing (referring to avoiding coalescence with adjoining settlements,) and more restrictive in its anti-coalescence objectives than the objectives underpinning the current Structure Plan Strategic Gap designations.¹⁴*

152. *The concerns of the County Council regarding the policy treatment of Bluewater in Policies TC1, TC3 and KTG5 have been set out under Chapter 13 (Town Centres).*

¹⁴ See paras 2.24 – 2.27 and Policy SS3 of the Kent and Medway Structure plan (2006)

Chapter 20: London fringe

153. Policy LF3 – reduces housing provision (-300) for the part of Sevenoaks District within the London Fringe as sought by KCC at the EIP and agreed by the Panel.

Comment

154. *This is welcomed.*

Chapter 25: Areas Outside Sub Regions (Rest of Kent)

Maidstone Hub

155. A new Policy (AOSR2) for the Maidstone Hub requires the Maidstone Local Development Framework to:

- make new provision for housing consistent with its growth role including associated transport infrastructure
- provide for employment of ‘sub regional significance’ with an emphasis on ‘higher quality’ jobs to enhance its role as the county town and a centre for business
- make Maidstone a focus for expansion and investment in new further or higher education facilities
- ensure that development at Maidstone complements rather than competes with Kent Thames Gateway and not add to travel pressures between them
- avoid coalescence between Maidstone and the Medway Gap area

156. The text refers to an indicative 90% of new housing being within, or adjacent to, the town.

Comment

157. *The reference in AOSR2 to Maidstone’s growth role would be more appropriately expressed as its role as a ‘New Growth Point’. The supporting text on the basis for Maidstone’s hub status could be more accurately described. Maidstone is not served by CTRL domestic rail services or the faster existing routes to London. It is suggested that this be rephrased to read :*

‘It is designated as a hub under Policy SP2 of this Plan as it serves as an interchange point between local rail services and London services, and is well related to the strategic road network. .

Tonbridge /Tunbridge Wells Hub

158. A new Policy AOSR3 on the Tonbridge-Tunbridge Wells hub incorporates relevant elements of former Policy CC8c. The supporting text refers to supporting the hub role through improvements to links with East Sussex, Crawley/Gatwick and Maidstone, along with sustainable transport links between the two hub towns. Reference is made to a likely need for a small scale Green Belt review at Tunbridge Wells

Comment

159. *The County Council's comments on the housing provision proposed for Tunbridge Wells and its relationship with a need for review of the Green Belt are set out above under Policy H1.*

160. *The references to improved links between the Tonbridge –Tunbridge Wells hub and Crawley/Gatwick and Maidstone are supported. However it is noted that while the hubs and spokes network incorporates the Tonbridge/Tunbridge Wells and Crawley/Gatwick corridor it does not acknowledge the Tonbridge/Tunbridge Wells – Maidstone corridor linking two regional hubs. This appears at odds with the role of spokes as identified in the Proposed Changes and does not reflect the stated objectives of Policy AOSR3.*

Chapter 26: Implementation, Monitoring and Review

161. A new chapter is to be added on *Implementation and Monitoring* as per the Panel's recommendation. It refers to four main delivery mechanisms for plan implementation ; the need to promote behavioural change particularly on transport, water, waste and energy; the role of fiscal incentives and regulatory changes; and effective management of existing assets, along with investment in additional infrastructure capacity.

162. The Implementation Plan itself (including the Investment Frameworks for each of the sub regions) is non statutory, and does not form part of the RSS. It is not therefore the subject of Proposed Changes.

Comment

163. *Given the significance of the Implementation Plan in setting out the infrastructure investment programmes and other delivery arrangements needed to support the Plan, it is regrettable that the Implementation Plan cannot be an integral part of the statutory RSS and hence by approved by Government. This is important given the EIP Panel's conclusions on the 'uncomfortable' relationship between the short term process of spending reviews and the long term commitment need to deliver major development, the discontinuity between national fiscal policy and the regional strategy and the need to influence mainstream programme funding¹⁵.*

Next Steps

164. Following the Secretary of State's consideration of the response to consultation on the Proposed Changes to the South East Plan, the next stage will be its final approval, probably in the early part of 2009. At this point the statutory policies of the Kent and Medway Structure Plan 2006 will cease to have effect, unless Government agrees that there is a case for policies to be 'saved' beyond this point. This matter now needs to be considered in the light of the proposed final version of the South East Plan. A case for retention would need to be robust, demonstrate a policy deficit in the new South East Plan, and not imply any conflict with current national or regional policies.

¹⁵ EIP Panel Report paras 2.27, 27.20 and 1.11

165. Both the EIP Panel report and the Proposed Changes indicate areas where an early review of the Plan is required. The Proposed Changes suggest that the Government does not believe that the South East Plan, including its currently proposed revisions, fully addresses the region's contribution to the national agenda for increased housing delivery, and the aim of the 2007 Housing Green Paper to achieve 3 million additional homes by 2020. The Green Paper refers to the need for an early review of Regional Spatial Strategies (RSS) to provide for this higher target at a regional and local level, and also indicates that Government would issue guidance to regions at the outset of RSS reviews on the range of housing provision to be tested. This would be based on advice from the National Housing and Planning Advice Unit. Its advice of June 2008 indicates the housing supply to be tested as between 37,800 and 49,700 dwellings per annum. The bottom end of this range is +14%) above the South East Plan provision of 33,125 homes per annum.

166. The presumption behind a review of the Plan is for a further increase in housing, but a such a review will also provide the opportunity to closely examine the factors and assumptions that lie behind the 'drivers' of higher housing change to which Government is referring e.g. long term projections of demographic and household growth, and sustained high levels of in migration to the UK and South East.

167. In addition to the housing provisions the Proposed Changes to the South East Plan indicate a number of other policy areas that will require updating in a first review of the plan. These include employment and land for economic development, identification of broad locations for strategic intermodal freight handling facilities, and accommodation of growth within the region's network of town centres. The scope of and timetable for a review is subject to discussion between the Regional Assembly and Government.

Recommendations

168. It is **recommended** that Cabinet:

- (i) note the key features of the Government's Proposed Changes to the South East Plan and agree the representations contained in the summary and the main report as the basis for the County Council's response to the consultation.
- (ii) authorise the Interim Managing Director for Environment and Regeneration in consultation with the Cabinet Member for Regeneration and Supporting Independence to:
 - (a) agree any further representations of a more detailed nature for inclusion in the response
 - (b) consider whether representations should be subsequently made to SEERA and Government for the retention ('saving') of any of the policies of the adopted Kent and Medway Structure Plan following final approval of the South East Plan

Background Documents

Government Office for the South East : The South East Plan : Secretary of State's Proposed Changes to the draft Regional Spatial Strategy for the South East of England : Schedule of Changes and Reasoned Justification July 2008

Government Office for the South East: The South East Plan: Secretary of State's Proposed Changes to the draft Regional Spatial Strategy for the South East of England: Companion Document. July 2008

Scott Wilson /Levett- Therivel : Regional Spatial Strategy for the South East : Sustainability Appraisal and Habitats Regulations Assessment of the Secretary of State's Proposed Changes . July 2008

The South East Plan: Examination in Public: November 2006-March 2007: Report of the Panel: August 2007

SEERA: Draft South East Plan: Submission to Government: March 2006

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APPENDIX 1 : South East Plan : Distribution of Housing Provision by County following Government Changes (July 2008)

	Draft SE Plan	EIP Panel Recommendation	Change	% Change from draft plan	Government Proposed Changes Jul-08	Change in relation to draft Plan	% change in relation to draft Plan	Share of Regional Provision
Berks	52480	68080	15600	29.7	61180	8700	16.6	9.2
Bucks	80800	86440	5640	7.0	86440	5640	7.0	13.0
E Sussex	38000	40000	2000	5.3	42400	4400	11.6	6.4
Hampshire	122000	128300	6300	5.2	133700	11700	9.6	20.2
IOW	10400	10400	0	0.0	10400	0	0.0	1.6
Kent	122000	131580	9580	7.9	139420	17420	14.3	21.0
Oxon	47200	54600	7400	15.7	55200	8000	16.9	8.3
Surrey	47200	56660	9460	20.0	59160	11960	25.3	8.9
W Sussex	58000	64100	6100	10.5	74600	16600	28.6	11.3
S East	578080	640160	62080	10.7	662500	84420	14.6	100.0

By: Alex King – Deputy Leader
Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet – 13 October 2008

Subject: Decisions from Cabinet Scrutiny Committee – 24 September 2008

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and invites a response from Cabinet.

Introduction

1. The Leader has agreed the decisions from Cabinet Scrutiny Committee will be reported to the following meeting of the Cabinet for a response. The responses will be reported back to the Cabinet Scrutiny Committee.
2. The decisions from the meeting of the Cabinet Scrutiny Committee on 24 September 2008 are set out in the Appendix to this paper.

Recommendation

3. That Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

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Background Information: *Nil*

Cabinet Scrutiny Committee – 24 September 2008

Title	Purpose of Consideration	Invitees	Decisions
Autumn Budget Statement	To question the Leader of the Council, the Cabinet Member for Finance, the Chief Executive and the Director of Finance about the key conclusions arising from this report, with particular regard to the financial planning risks	Mr A King , Deputy Leader of the Council, Mr N J D Chard , Cabinet Member for Finance; Mr P Gilroy , Chief Executive and Ms L McMullan , Director of Finance	<ol style="list-style-type: none"> 1. In light of the current global economic situation and the totality of resources available for KCC services between now and 2011, we share the concerns of the Cabinet about the need to continue to closely monitor the effects on the performance of the authority 2. We express our concern about the recent and impending departures of a number of senior managers in terms of the ability of the authority to continue to deliver high quality, value for money services to the residents of Kent in the immediate and medium term. 3. With regard to the Highways Service in particular, we ask that all Members be advised as a matter of urgency what the managerial arrangements for the service are and, in particular, to whom enquiries should enquiries and complaints from elected Members about the highways service be directed. 4. We welcome the assurances received

Title	Purpose of Consideration	Invitees	Decisions
			<p>during the meeting that, in light of the serious financial turmoil, both nationally and internationally, that the budget and policies of the Council would be subject to radical review and we particularly welcome the commitment to involve Policy Overview Committees in that process.</p> <p>5. We ask the IMG on Budgetary Issues to continue to pay close attention to the quarterly exception reports, with particular regard to the achievement of key objectives and the major risks to service delivery and to refer any concerns to this Committee for further examination and scrutiny</p>
<p>Revenue and Capital Budgets, Key Activity and Risk Monitoring</p>	<p>To question the Leader, the Cabinet Member for Finance, the Chief Executive and the Director of Finance about the key conclusions arising from this report, with particular regard to the key activities and risk monitoring</p>	<p>Mr A King, Deputy Leader of the Council, Mr N J D Chard, Cabinet Member for Finance; Mr P Gilroy, Chief Executive and Ms L McMullan, Director of Finance</p>	<p><u>(The Committee agreed a single set of resolutions with regard to this and the previous item. See above)</u></p>

Title	Purpose of Consideration	Invitees	Decisions
Review of Specialist Unit and Designated provision in mainstream schools – update – lead school implementation	To consider the monitoring arrangements for the review.	The Chairman and Spokespersons agreed that there was no need for the attendance of any officer or Cabinet Member for this item.	We ask the Children, Families and Education Policy Overview Committee to consider this matter to ensure that the progress on the Unit Review in lead schools is closely monitored to ensure successful outcomes for all children and young people
Outcome of formal consultation and the modernisation of East Kent informal mental health day services	To discuss the consultation process and consider monitoring arrangements.	The Chairman and Spokespersons agreed that there was no need for the attendance of any officer or Cabinet Member for this item.	We ask the Adult Social Services Policy Overview Committee to consider this matter to ensure that the future provision of these vital services is maintained to the highest possible standard and that the impact on the dependency on statutory social services is closely monitored.