



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Tuesday, 6 October 2009

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 15 October 2009 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

A G E N D A

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting held on 25 June 2009 and if in order, to be approved as a correct record. **(Pages 1 - 10)**
4. Chairman's Announcements
5. Questions
6. Report by Leader of the Council (Oral)
7. Towards 2010 Annual Report **(Pages 11 - 194)**
8. Potential to Refocus and Restructure the Overview and Scrutiny Function - *to follow*
9. Local Act for amendment of Road Traffic Regulation Act 1984 - The Kent County Council (Filming on Highways) Bill **(Pages 195 - 206)**
10. Kent's Policy Framework for Living Later Life to the Full **(Pages 207 - 290)**
11. Government Consultation on "Shaping the Future of Care Together" - The Green Paper on Care and Support **(Pages 291 - 306)**
12. Minutes for Approval - Governance and Audit Committee **(Pages 307 - 316)**
25, 30 June and 16 September 2009.
13. Minutes for Information **(Pages 317 - 344)**
Planning Applications Committee – 25, June, 14 July, 18 August and 8 September 2009.

Regulation Committee – 25 June and 10 September 2009.

A handwritten signature in black ink, appearing to read 'Peter Sass', written in a cursive style.

Peter Sass
Head of Democratic Services and Local Leadership
01622 694002

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 June 2009.

PRESENT:

Mr J A Davies (Chairman)
Mr W A Hayton (Vice-Chairman)

Mrs A D Allen, Mr M J Angell, Mr A H T Bowles, Mr R W Bayford, Mr D L Brazier, Mr R Brookbank, Mr J R Bullock, MBE, Mr R B Burgess, Mr C J Capon, Ms S J Carey, Mr P B Carter, Mr N J D Chard, Mr A R Chell, Mr I S Chittenden, Mr L Christie, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr B R Cope, Mr H Craske, Mr A D Crowther, Mr J Cubitt, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mrs T Dean, Mr K A Ferrin, MBE, Mr R Frayne, Mr M J Harrison, Mr P M Hill, OBE, Mr G K Gibbens, Mr R W Gough, Mrs E Green, Mr C Hibberd, Mr D A Hirst, Mrs S V Hohler, Mr P J Homewood, Mr G A Horne MBE, Mr E E C Hotson, Mr M J Jarvis, Mr A J King, MBE, Mr R E King, Mr J D Kirby, Mr J A Kite, Mr P W A Lake, Mrs J Law, Mr R J Lees, Mr J F London, Mr K G Lynes, Mr S Manion, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J Ozog, Mr R A Pascoe, Mr T Prater, Mr K Pugh, Mr W Richardson, Mr L B Ridings, Mr M Robertson, Mrs J A Rook, Mr A Sandhu, MBE, Mr J E Scholes, Mr J D Simmonds, Mr K Smith, Mr M V Snelling, Mrs P A V Stockell, Mr B J Sweetland, Mr R Tolputt, Mrs E M Tweed, Mr M J Vye, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle and Mr A Wickham

IN ATTENDANCE: Peter Gilroy (Chief Executive), Geoff Wild (Director of Law and Governance) and Peter Sass (Head of Democratic Services and Local Leadership)

UNRESTRICTED ITEMS

1. Election of Chairman

(Mr P Lake, the present Chairman, presided for this item)

- (1) Mr P Carter moved, Mr J Scholes seconded:

That Mr J A Davies be elected Chairman of the Council

Carried without a vote

- (2) Mr Davies thereupon took the Chair, made his Declaration of Acceptance of Office and returned thanks for his election.
- (3) Mr Davies then paid tribute to Mr Lake and thanked him for the manner in which he had carried out his duties as Chairman of the Council from May 2008 to the present day.
- (4) Mr Lake responded in suitable terms.

2. Election of Vice Chairman

- (1) Mr M Angell moved, Mr R Burgess seconded:-

That Mr W A Hayton be appointed Vice Chairman of the Council.

Carried without a vote

- (2) Mr Hayton thereupon made his Declaration of Acceptance of Office and returned thanks for his appointment.

3. Apologies for Absence

The Chief Executive reported apologies from Mr Koowaree, Mr Long, Mr Parry and Mr C Smith.

4. Declarations of Interest

Mr Sweetland declared a personal interest in item 15 on the agenda (report on the senior management structure of the Children, Families and Education Directorate, as a non-executive director of the West Kent Primary Care Trust.

Mr Daley, Mr London and Mr Christie all declared personal interests in items 12 and 13 (Terms of Reference and Annual Report of the Standards Committee) as having served as Members of the Standards Committee in 2008/09.

5. The Returning Officer to submit the returns of persons elected to be County Councillors until 2013

The County Returning Officer for the County of Kent submitted the Return, dated 5th June 2009, of persons elected to be County Councillors for the Electoral Divisions of the said County as reproduced in the papers for this meeting.

The Return was submitted for information.

6. Minutes of the meeting held on 30 April 2009, if in order, to be approved as a correct record

RESOLVED: that the Minutes of the meeting held on 30 April 2009 are correctly recorded and that they be signed by the Chairman.

7. Chairman's Announcements

- (1) The Chairman welcomed all newly elected and returning Members to KCC.

- (2) The Chairman welcomed the Vice Chairman of Essex County Council, Mr Rodney Bass, as his guest for the day.

(3) The Chairman formally announced the sad passing away of former Members:

Mrs Jean Newman

Mrs Jean Newman, who passed away on 7 June 2009; a former Conservative County Councillor for Swale East. Mrs Newman was elected to the County Council in May 1995 and served until 2005. Mrs Newman was a long standing Swale Borough Councillor and was also Mayor of Swale for two years, 1989 and 1991.

Mr Bowles, Mr Ferrin, Mr Dance and Mrs Dean paid tribute to Mrs Newman.

Mr Wilf Shilling

Mr Wilf Shilling, who passed away on 15 May 2009. Mr Shilling served as a Liberal Democrat Councillor for the Maidstone Rural West Electoral Division. He was elected in 1989 at the age of 76 and served until 1997. He was also Vice Chairman of the County Council 1996/7.

Mrs Dean paid tribute to Mr Shilling.

Mr Tony Hart CBE

Mr Tony Hart, who passed away on 13 June 2009. Mr Hart served as the Conservative County Councillor for the Malling Rural West Electoral Division (1975 – 1992) and was Leader of the County Council from 1984 until 1992.

The Chairman advised Members that Mr Hart's funeral would be held at Shipbourne Church, Shipbourne Road, Tonbridge Kent at 12.30 on Tuesday 30 June 2009. There is limited capacity at the church but the family would be delighted if those Members and officers who knew and worked closely with Mr Hart during his time at County Hall were able to attend.

Mr Hart's widow, Mrs Wendy Hart and his daughter Sally-Ann were present at the meeting. Mr Paul Sabin, former Chief Executive of Kent County Council, was also present.

Mrs Hohler, Mr A King and Mrs Dean paid tribute to Mr Hart.

The Council stood in silence as a mark of respect to the three former Members.

RESOLVED: that this Council desires to record the sense of loss it feels on the deaths of Mrs Newman, Mr Shilling and Mr Hart and extends to their families its deepest sympathy on their sad bereavements.

(4) Mr George Koowaree and Mr Christopher Smith

The Chairman advised the County Council that Mr Koowaree and Mr C Smith were both recuperating well from recent operations and the Council wished both Members a speedy recovery.

(5) Queen's Birthday Honours

The Chairman was pleased to announce that Mr Avtar Singh Sandhu (Member for the Dartford North East Electoral Division) had been awarded the Member of the Order of the British Empire for Services to the Community in North Kent

(6) New senior officers

The Chairman welcomed Rosalind Turner, Managing Director of Children, Families and Education and Mike Austerberry, Executive Director of Environment, Highways and Waste, to their first meeting of the County Council since their appointments

(7) Environmental Management Award

The Chairman announced that Kent County Council had achieved the ISO 14001 international standard for environmental management across all its services. This was confirmed following a 6 day assessment by Bureau Veritas at the end of April. KCC's first accreditation was achieved by Commercial Services in 2003 and the stepwise accreditation programme culminated in April this year when Adult Social Services, Children, Families and Education and Kent Highways Services were all assessed for the first time.

ISO 14001 is the international standard for environmental management and organisations achieving this standard have demonstrated they are taking positive and continuous steps to reduce their environmental impact, become more resource efficient and prevent pollution. The Council was aware of only two other County Councils who had achieved this standard across all its services – Suffolk and Warwickshire.

(8) The Lawyer Awards 2009

The Chairman announced that KCC Legal Services had won the Public Sector Legal Team of the Year Award in The Lawyer Awards at a ceremony in London this week.

The Lawyer Awards was about the celebration of excellence in the legal profession across private practice, the public sector, commerce and industry and the Bar and is the biggest awards ceremony for the legal profession.

The Chairman stated that this was a fantastic achievement and the culmination of many years of hard work from all the staff in Legal Services, which now sat alongside their success earlier this year in the LGC Awards. Kent Legal Services was also short-listed for the Legal Achievement of the Year Award in the MJ Awards, taking place that evening. As no authority had ever won these three awards in the same year, the Chairman wished the Director of Law and Governance the best of luck for the MJ Awards ceremony that evening.

8. Election of Leader

Mr A King moved, Mr K Lynes seconded that Mr P B Carter be elected Leader of the Council until the Annual Meeting of the Council in 2013.

Carried without a vote

9. Appointment of the Leader of the Opposition

Mr M Vye moved, Mr L Christie seconded that Mrs T Dean be elected Leader of the Opposition.

Carried without a vote

10. Report by Leader of the Council (Oral)

- (1) The Leader returned thanks to the County Council for his election as Leader.
- (2) The Leader spoke about the need to review the Council's approach to Overview and Scrutiny, bearing in mind the significant majority for the Conservative Group. He added that he was keen to learn from others and innovate, which included a greater involvement for the public in holding the Administration to account. He also stated that he wanted to examine proposals to review how County Council meetings operated, by holding debates about the major policy issues affecting Kent residents.
- (3) The Leader commented on the major challenges ahead in the next four years, which would be made even more difficult to achieve given the huge cost reductions expected across the public sector. He stated that the key aims of the new Administration were to improve the quality of core services and increase customer satisfaction in all areas and he outlined the major challenges in each of the main policy areas.

11. Report of the Selection and Member Services Committee

The Chairman stated that he had agreed to accept this report as an urgent item because of the need to approve the proportionality statement and allow appointments to be made to the various Committees and Outside Bodies.

Mrs P Stockell moved, Mr A King seconded the recommendations contained on page four of the tabled report.

RESOLVED: that the County Council agree:

- (a) the size of each main Committee and certain other Sub-Committees and Panels, and the allocation between the political groups of places on them and various other bodies as set out in paragraphs 2 and 3 of the report;
- (b) to delegate appointments to the various other authorities, joint committees and partnership bodies set out in paragraph 4 of the report to the Selection and Member Services Committee;
- (c) to amend the Constitution to reflect the change in title from "Lead Member" to "Deputy Cabinet Member";
- (d) to note that the revised Terms of Reference for the Policy Overview Committees will need to be considered by the next meeting of the County Council.

12. Report of the Independent Remuneration Panel

(1) The Chairman stated that he had agreed to accept this report as an urgent item because of the need to have a Members' Allowances Scheme in place for the new Council.

(2) The Chairman welcomed Mrs Fiona Leathers, Chairman of the Independent Remuneration Panel to the meeting and invited her to sit at the table to answer Members' questions on the report.

(3) Mr J A Davies moved, Mr W A Hayton seconded that the County Council approve the recommendations of the Independent Remuneration Panel with regard to proposed changes to the Members' Allowances Scheme for the four year period from 2009 to 2013, as detailed in Appendix 1 of the report.

(4) Mrs Dean moved, Mr T Prater seconded as an amendment:

“that implementation of the Remuneration Panel’s recommendations be deferred until the next County Council meeting to allow public consultation to take place on the proposed changes.”

(5) Following debate, Mrs Dean stated that she wished to alter her amendment, with the consent of her seconder, as follows:

“that consideration of the recommendations of the Independent Remuneration Panel be deferred until the next County Council meeting to allow public consultation to take place on the proposed changes.”

(6) As the electronic voting system was not working at this time, the Chairman put the amendment to the vote by a show of hands and declared that 8 Members supported the amendment and a substantial number of Members did not support the amendment; therefore the amendment was not carried.

(7) Following further debate, the Chairman put to the vote the motion set out in (3) above when the voting was as follows:-

For – 64

Mr M Angell, Mr R Bayford, Mr A Bowles, Mr D Brazier, Mr R Brookbank, Mr R Bullock, Mr R Burgess, Miss S Carey, Mr C Capon, Mr P B Carter, Mr N Chard, Mr A Chell, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr H Craske, Mr A Crowther, Mr J Cubitt, Mrs V Dagger, Mr M Dance, Mr K Ferrin, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr W Hayton, Mr C Hibberd, Mr M Hill, Mr D Hirst, Mrs S Hohler, Mr P Homewood, Mr C Horne, Mr E Hotson, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr J Kite, Mr P Lake, Mrs J Law, Mr J London, Mr K Lynes, Mr S Manion, Mr R Manning, Mr A Marsh, Mr M Northey, Mr J Ozog, Mr R Pascoe, Mr K Pugh, Mr W Richardson, Mr L Ridings, Mrs J Rook, Mr A Sandhu, Mr J Scholes, Mr J Simmonds, Mr K Smith, Mr M Snelling, Mrs P Stockell, Mr B Sweetland, Mr R Tolputt, Mrs E Tweed, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, and Mr A Wickham.

Abstain – 1

Mr R Lees.

Against – 8

Mr I Chittenden, Mr L Christie, Mr D Daley, Mrs T Dean, Mrs E Green, Mr T Prater, Mr M Robertson and Mr M Vye.

RESOLVED: that the recommendations of the Independent Remuneration Panel with regard to proposed changes to the Members' Allowances Scheme for the four year period from 2009 to 2013 be approved as detailed in Appendix 1 of the report.

13. Terms of Reference of the Standards Committee

- (1) Mr J London moved, Mr A King seconded the recommendation on page 2 of the report that the Terms of Reference of the Standards Committee be amended as follows (alterations shown in bold type):
 - (a) Promoting and maintaining high standards of conduct by Members (including any co-opted Members and church and parent governor education representatives)
 - (b) Assisting Members through advice and training to observe the Members' Code of Conduct set out in Appendix 6 of the Constitution
 - (c) Monitoring the operation of the Members' Code of Conduct and advising the Council on its operation and revision
 - (d) Granting dispensations to Members from requirements relating to interests set out in the Members' Code of Conduct
 - (e) Seeking to resolve any concerns about a Member's conduct by mutual agreement to reduce the need for a complaint to be referred to the **Standards Committee**
 - (f) **Receiving complaints that a Member is alleged to have breached the Code of Conduct and deciding whether the matter merits investigation; taking appropriate action as defined in the Standards Committee (England) Regulations 2008; and, reviewing decisions to take no action on a particular complaint if so requested by the complainant**
 - (g) Dealing with any reports from a case tribunal or interim case tribunal of the Standards Board, and any report on a matter which is referred by an Ethical Standards Officer to the Monitoring Officer
 - (h) Censuring, suspending or partially suspending a Member or former Member in accordance with the provisions of the Local Government Act 2000

Carried without a vote

14. Annual Report of the Standards Committee

- (1) The Chairman welcomed Ms Nadra Ahmed OBE, DL and Mr Peter Gammon MBE, independent Members of the Standards Committee, to the County Council meeting to answer questions on the annual report of the Standards Committee

- (2) Mr J A Davies moved, Mr W A Hayton seconded that the contents of the report be noted and Ms Ahmed and Mr Gammon be thanked for their attendance at the meeting

Carried without a vote

15. Protocol for the spending of the highways fund devolved to individual Members

- (1) Mr N J D Chard moved, Mr D L Brazier seconded the recommendations contained on page 44 of the Blue Book, as follows:
- (a) the County Council approve the introduction of the Member Highway Fund at £25,000 per Member per year; and
 - (b) the County Council approves the protocol attached to the report

Carried without a vote

16. Report on the Senior Management Structure of the Children, Families and Education Directorate

- (1) Mrs Hohler moved, Mr Ridings seconded the proposed senior management structure for the Children, Families and Education Directorate, as set out in Appendix 1 to the circulated report.

Carried without a vote

17. Minutes for Information

Pursuant to Procedure Rules 1.10 and 1.23 (4), the Minutes of the Regulation Committee (19 May 2009) and the Planning Applications Committee (26 May 2009) were noted.

18. Motion for Time Limited Debate

- (1) Mrs T Dean moved, Mr M Vye seconded:-

That this Council supports the Government's intention to engage in consultation on altering the form of Local Government elections to one which reflects residents' choice rather than the first past the post system.

- (2) Following a debate, the Chairman put to the vote the Motion when the voting was as follows:-

For – 6

Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr T Prater, Mr M Robertson and Mr M Vye.

Against – 65

Mr M Angell, Mr R Bayford, Mr A Bowles, Mr D Brazier, Mr R Brookbank, Mr R Burgess, Miss S Carey, Mr C Capon, Mr P B Carter, Mr N Chard, Mr A Chell, Mr L Christie, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr H Craske, Mr A Crowther, Mr J Cubitt, Mrs V Dagger, Mr M Dance, Mr K Ferrin, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr W Hayton, Mr C Hibberd, Mr M Hill, Mr D Hirst, Mrs S Hohler, Mr P Homewood, Mr C Horne, Mr E Hotson, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr J Kite, Mr P Lake, Mrs J Law, Mr R Lees, Mr J London, Mr K Lynes, Mr S Manion, Mr R Manning, Mr A Marsh, Mr M Northey, Mr J Ozog, Mr R Pascoe, Mr K Pugh, Mr W Richardson, Mr L Ridings, Mrs J Rook, Mr A Sandhu, Mr J Scholes, Mr J Simmonds, Mr K Smith, Mr M Snelling, Mrs P Stockell, Mr B Sweetland, Mr R Tolputt, Mrs E Tweed, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, and Mr A Wickham.

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By: Paul Carter, Leader of the County Council
 To: County Council – 15 October 2009
 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. The third *Towards 2010* Annual Report to County Council is attached for approval at this meeting.

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 annually.

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

Progress has been made since the last annual report in October 2008 and the current status of the 63 targets is as follows:

- 12 (19%) ' Done and ongoing'
- 46 (73%) ' On course'
- 4 (6%) 'More progress is needed'.

NB Progress against Target 44 (Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products) will no longer be separately reported as the world has changed since the original *Towards 2010* concept for

a Global Centre for non-food crops was first proposed and this target will not now be achieved.

2. Format of the report

In order to help us focus on the difference that *Towards 2010* has made to the people of Kent so far, as well what we still need to do, the separate reports for each target have been sharpened so that they set out the main outcomes achieved since the start of the *Towards 2010* term, and what we intend to deliver over the remaining twelve months and beyond.

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 Department, and discussed and agreed with the Leader.

As in previous years, 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 and ask questions prior to County Council.

The third Annual Report against *Towards 2010* is attached for County Council for approval at this meeting. Once approved, it will be published on KCC's website.

4. Recommendation

County Council is asked to APPROVE the third *Towards 2010* Annual Report.

Contact officer:-

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

**Towards 2010:
Annual Report 2009**

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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
AND

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

Lead Cabinet Member:
Kevin Lynes

Lead Managing Director:
David Cockburn

Lead Officers:
Theresa Bruton/Mike Bodkin

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 East England Development Agency, Department for Communities and Local Government (DCLG), Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

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

Outcomes delivered so far:

These two Towards 2010 targets (1 and 2) are being reported together as they are so interlinked. Delivery of both of these targets must be seen against the background of the global recession which makes it far more difficult to achieve all of the outcomes we are striving for at the moment. However, much has already been achieved and this is listed below:

Published KCC's Regeneration Framework - KCC's draft Regeneration Framework was published in January and consultation ended in April 2009. It was approved by the Regeneration Board in July and will be adopted in autumn 2009. The Regeneration Framework sets out as a high priority the need to develop a new relationship with business and we are therefore developing a new Kent Sectors Strategy which will set out how we will support the growth of the Kent economy, to be completed by December 2009. The Framework has also led to the development of a number of other strategies including the Spatial Vision and the Housing Strategy to be delivered over the course of 2009/10.

Delivered KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched on 10 December 2008, focuses on ten commitments by KCC to help Kent business through the recession. Key outcomes to date are:

- 78% of Kent businesses supplying KCC are now paid within 20 days whereas this was previously around 44% - and we are looking to improve further (see also Towards 2010 target 5)
- The Kent Enterprise Property Fund has been established with a number of properties now being prepared as 'oven ready' joint venture schemes with the private sector
- The approved contractors list has been re-opened with more than 480 new applications for inclusion on the list
- A new simple guide to KCC procurement has been published and we are working towards streamlining KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has seen over 30,000 visitors since the launch of BKB. This includes an on-line business grant finder enabling companies to find routes to finance; a KCC

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searchable business directory containing details of around 50,000 businesses; a direct link to KCC procurement opportunities over £50k; and KCC telephone contact points profiled on the site so business can speak to people for advice (see also Towards 2010 target 5)

- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not support business, Operation Stack related problems including losses of income, and businesses still finding it difficult to find finance from banks
- Breakfast meetings have been targeting specific opportunities for Kent businesses
- Launch of the Business Pledge campaign to encourage businesses to use local supply chains.

Supported 'Locate in Kent - Locate in Kent (LiK) exceeded its targets for both companies assisted and jobs created in 2007/08 and 2008/09. At the end of the first quarter of 2009/10 LiK remains optimistic that it will reach targets for 2009/10, despite the fact that the targets were set before the economic downturn. Other outcomes include the following from April 2007 to end June 2009:

- 10,377 jobs created/safeguarded which are indirectly supporting a further 2,433 jobs
- 220 companies assisted to relocate, expand or set up in Kent
- 36 overseas companies assisted to relocate, expand or set up in Kent
- 2,022 jobs created and 4,043 jobs created/safeguarded indirectly by these companies
- £386.4m of capital expenditure in Kent made by all the companies assisted to relocate, expand or set up in Kent
- Since January 2008, LiK have engaged with 417 companies regarding grants and assisted 24 companies (in Kent and Medway) to apply - seven were successful (several still to be decided) leading to the award of £806,778 of Grant for Business Investment
- Targeting sectors that offer good growth prospects such as offshore wind, sustainable construction, biomass, life sciences and security software continue to ensure Kent is well placed, and its offer well-known, once the economic upturn commences
- Major campaigns undertaken with partners to promote the benefits of the hi-speed train to persuade companies in London and the south-east to invest in Kent.

Launched the Kent Excellence in Business Awards (KeiBA) - KCC, in partnership with the Kent Messenger, successfully launched KeiBA early in 2009 and despite the recession there were almost 200 entries for the 11 categories of awards (plus an outstanding contribution to the business community award). The awards ceremony was held at Leeds Castle on 2 July and around 500 people attended, making it one of the most significant business events in the year.

Launched the 'Backing Kent People' campaign - The 'Backing Kent People' (BKP) campaign was launched on 6 April (see also Towards 2010 targets 5 and 29). Key outcomes to date include:

- Using the Mobile Gateway, two events have taken place – one in Pembury, Tunbridge Wells in April and another in Deal in May. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team offering advice to members of the public
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment

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- The Kent Credit Union initiative should launch in October 2009 (see also Towards 2010 targets 9 and 61)
- A number of focus groups have been run with young people around Kent to understand their views on money, what information they would find helpful and in what format
- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on all benefits and a free benefits test for all. These events are being promoted on the Kent.gov – BKP website
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up from almost 9,000 households. We are currently awaiting figures on cost savings identified for residents.

Supported the URBAN programme - The programme, rated as the best in the UK, provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m externally funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside.

Supported Enterprise Gateways (support to micro and start-up businesses) - This provided the following:

- Workshops specifically aimed at women and promoting entrepreneurship among Kent school students
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses
- Support for the 'Back to Work' programme – a six-week course to prepare people to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews.

Supported Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces. As of June 2009 four of the business incubation units have been let, which includes a website/marketing business and one dealing with leisure promotions. There is strong interest in the remaining units.

Overseen development in the following areas and projects:

Kent Thameside

- Agreement has been reached with government and local partners on a package of 11 schemes totaling £173m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme has been approved in principle and we are awaiting government's final decisions later in the year
- 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
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users

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- At Northfleet Station a £8.3m project is about to proceed to a new, fully DDA (Disability Discrimination Act) compliant station and a public subway providing more direct access between Northfleet and Ebbsfleet stations for rail users.

Sittingbourne

Kent Science Park (KSP) is potentially a key economic driver for Kent by helping to increase the number of new jobs and attracting new companies to the county in the knowledge or science based industries. Recent developments at KSP include:

- The new Kent Science Resource Centre, which provides much needed technician training to support the scientific industries on site and across Kent, is now affiliated to the University of Kent. This helps support Towards 2010 target 6 on graduate retention
- An Economic Impact Assessment report (supported by KCC) has provided independent scenarios as to how the KSP could develop to maximise its scientific and bio- sciences base.

Other developments in Sittingbourne to support jobs and the economy include:

- Development of further training provision by KCC
- Completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access.

Isle of Sheppey

At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. Additional work is progressing to investigate further courses and an apprentice training programme linked to the existing Further Education Centre at Sheerness. However, following the radical restructuring of the LSC's capital funding programme during spring 2009, and a recent Homes and Communities Agency (HCA) prioritisation exercise, Swale Forward Board and partners, have unfortunately been unable to progress the plans for Sittingbourne Learning Campus. In the meantime, the Isle of Sheppey Academy has now been established and marks a step change in the provision of education and skills in Swale and will be accompanied by very significant capital investment.

Thanet

KCC is working with Thanet DC to enable regeneration opportunities at Manston. Working through a joint venture company, East Kent Opportunities, achievements to date include the following outcomes:

- Agreed a strategy for judicious land sales to encourage regeneration
- Pursuit of planning application at the Westwood site
- Two offers to purchase land received.

The Leader of KCC has also been in discussion with the Mayor of London about the development of Kent International Airport as a regional airport and its potential in helping alleviate the pressure on existing London airports.

Off-shore wind farms

To date the following has been achieved:

- At Ramsgate, more than 40 of the 100 foundation monopiles for the wind turbines are in place for the Thanet Off Shore Wind Farm
- Project developer, Vattenfall, are soon to tender for the construction of a new operations and maintenance base at Port of Ramsgate

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- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. Offshore construction work is due to begin in 2011 following ecological and environmental survey work
- Starting work on the project will realise £300K for local community projects and work to determine the local skills development and supply chain is being progressed.

Ashford

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won several national awards
- A Smartlink bid was prepared to significantly improve public transport in Ashford. £16.7m of Community Infrastructure Funding (CIF) has been awarded for the construction of 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
- Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout
- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29)
- KCC has part funded, along with the Learning and Skills Council, a skills strategy for Ashford. An action plan has been prepared and now needs to be delivered. Attention has also been on establishing a Retail Skills Centre and work has been ongoing to develop the concept and how it would be delivered.

What more are we going to do?

Future work programmes will be directed through the priority objectives in the Regeneration Framework and its supporting policy and strategy base. This includes the following:

Across the county

- We will have a major focus on the development of the Kent Sector Strategy, as a commitment from the Regeneration Framework. The sector strategy will inform the challenges facing each of the priority sectors and the support required to realise their full growth potential
- Take forward the ten commitments in the BKB and BKP campaigns
- Explore with the Kent Foundation how to secure funding and further develop its potential to deliver the important youth enterprise agenda
- Continue to work with Kent universities to develop a response to graduate retention through a new 'Business First' project to provide graduates opportunities during the recession to work with Kent business
- Continue to identify opportunities for workspace provision for small and start-up companies

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- Support the development of the Innovation and Growth Team, to provide intensive support to innovative and high growth potential companies in Kent. The programme will commence from October 2009 and run for three years
- Assist development of an Innovation Strategy with a focus on Kent's businesses. LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments, innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's business offer including hi-speed rail, new property products, and regeneration in Kent's towns.

Kent Thameside

- A new tariff policy will be developed by both Dartford and Gravesham BCs, through the local delivery framework (LDF) process, to secure funding contributions from developers for the Kent Thameside Strategic Transport Programme
- Subject to confirmation of funding, set up an Investment Fund for the Kent Thameside Strategic Transport Programme
- Subject to the funding confirmation, commence work at Northfleet and Dartford train stations
- Using £1.7m funding from DCLGs Parklands programme develop a new Cycle Activity Park in Gravesham. The park will provide national standard cycle-sports and recreation facility, and a key green space and Green Grid linkage, connecting Kent Thameside to the surrounding countryside.

Swale

- Deliver two major road schemes - the Sittingbourne Northern Relief Road (SNRR) and the Rushenden Link Road. Both schemes start in summer/autumn 2009 and finish in 2011
- Working with partners, develop a training plan for Sittingbourne to improve training provision and access to training opportunities
- With partners, continue to improve the tourism potential and 'green profile' of Sheppey by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and local residents' quality of life by promoting more healthy living.

East Kent and Thanet

- Work with Thanet DC and the owners of Kent International Airport to ensure that appropriate safeguards are put in place to offset the environmental impacts of the airports expansion. In particular, engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Continue to work with partners to secure investment in Ramsgate to support the off-shore wind farm developments to develop a base from which to attract complementary business activities and support long-term sustainable jobs linked to the essential operations and maintenance functions
- Submit planning application for the EuroKent site in early autumn for a mixed use development of the site providing wider regeneration benefits linking Westwood Cross, Marlowe Academy, its Innovation Centre and the neighbouring Newington estate.

Ashford

- With partners develop and deliver projects which will bring forward infrastructure and town centre regeneration and employment opportunities, including a lead on Victoria

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Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green

- We are anticipating bids of over £30m for delivery of strategic highways schemes; Junction 9 and Victoria Way
- Assist development of a Strategic Sites team that will provide an integrated approach focusing on the key development sites for Ashford.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of jobs created/safeguarded in Kent*	2,598	3,339	3,158	3,786	2,973**
Number of new companies investing in Kent *	64	66	70	70	70

* Excludes Medway

** This is higher than in 2006/07 but lower than the last two years because of the predicted difficult year associated with the economic slowdown

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

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Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	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, Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, Homes and Communities Agency, KCC Communities Directorate and Turner Contemporary Project Board.

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

Outcomes delivered so far:

The particular focus for this Towards 2010 target is Dover, Margate and Folkestone and primarily concentrates on KCC's lead or contribution to the various projects. The developments are set out below. Work in other specific areas of the county is also outlined in this report.

Dover

KCC provides chairmanship of the Dover Pride partnership that oversees and promotes regeneration in Dover town centre. Specific outcomes in Dover are as follows:

- In collaboration with Network Rail, Dover DC and Jacobs, we have been developing the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project (work on site is due to get underway in September 2009)
- The Dover Sea Sports Centre opened in Summer 2009
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors
- 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
- KCC is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town
- A successful bid to the Commission for the Built Environment (CABE) Sea Change Programme for £7.75m will deliver substantial improvements to Dover's waterfront and the castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016
- On a wider scale, consultation is continuing with Dover's business community regarding labour and skills needs
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area

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- We are working with the Homes and Communities Agency, SEEDA and Dover DC to provide a training centre and small business units at Aylesham funded by £8m DCLG coalfield regeneration money. It is likely to include some provision for construction training which would link to the proposed 1,200 unit housing development and will probably involve local schools and FE providing the trainees. The development is expected to begin during 2010.

Margate

KCC has largely focused its Margate regeneration activities on the town's eastern seafront, in the area where the Old Town meets the sea between the Lower High Street, the Harbour Arm and the Winter Gardens. The following progress has been achieved:

- Funding was secured for construction work to begin on the Turner Contemporary gallery in December 2008. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion in 2011 which will create many more jobs. (See also Towards target 27)
- A package of public realm work has been completed, creating stronger pedestrian connections between the Old Town and the seafront. Fort Hill has been changed from a dual to a single carriageway with associated upgrading of footpaths and public areas for residents and improvements to entries to the Old Town along King Street and Duke Street. The area has now become more open to the development of a stronger cafe culture in anticipation of the opening of the gallery
- KCC is working with CTM Architects to produce a hybrid planning application for the Rendezvous site for a mixed-use development that will make a significant contribution to meeting the running costs of the Turner Contemporary
- A Wave 3 CABE Sea Change funding secured to create a bid under Wave 4 to bring forward a Heritage Amusement Park around the listed Scenic Railway and to refurbish the Grade II listed Dreamland building bringing these sites back into public use
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has delivered major refurbishment of the College Square car park, new approach car park signing, and identification of new coach park for the town and revised signposting for pedestrians making it easier to travel around the town and avoid congestion.

Folkestone

The programme is focused on the eastern side of Folkestone town centre where recorded deprivation is high. Outcomes include the following:

- The University Centre and new Adult Education Centre have just been opened, and the Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) will be opened in March 2009 (see also Towards 2010 targets 1, 2, 6 and 25)
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International will open in 2009.

Swale

- Sittingbourne Northern Relief Road scheme (SNRR) will enable Sittingbourne town centre to be opened up for mixed-use development
- KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough

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- 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.

Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building to provide community facilities as well as commercial space for small businesses.

What more are we going to do?

Dover

- Deliver Dover Priory Station Approach public realm improvements
- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- With partners work to improve the schools offer through the Building Schools for the Future Programme and through the introduction of vocational diplomas
- Provide input to the master planning 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 DC 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 continue to progress work on an increasingly pedestrian friendly Eastern Seafront. The Turner build will be completed during 2010 (see Towards 2010 target 27) within an attractive public space and it is anticipated that plans will be well advanced for the creation of a 3* plus hotel to the east of the gallery. Parking provision will be improved and better signed for visitors
- Specifically, during 2009, the mixed-use development on the Rendezvous site will be taken forward, public realm work will be completed in front of the Droit House, a CABE Sea Change bid will be submitted for the Dreamland site and a solution found for the western gateway.

Folkestone

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and proposals for the seafront (see also Towards 2010 target 6).

Ashford

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site
- Work has been ongoing to develop a high speed broadband strategy for Ashford, ensuring that the infrastructure will be developed to put the town at the forefront of the broadband revolution.

Measurable indicators:

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

TOWARDS 2010 - ANNUAL REPORT 2009

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

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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: David Cockburn	Lead Officer: Elizabeth Harrison

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.

Outcomes delivered so far:

Support the Kent Action for Rural Retailers (KARR) initiative - KCC has supported the KARR initiative to provide specialist retail advice to village shop owners and work with communities to develop solutions to unplanned post office closures. In 2008/09, 203 visits were undertaken to support 54 independent retailers remain in business across rural Kent. The initiative is now fostering opportunities for village shop owners to network and exchange best practice e.g. a new village shop retailer's forum in west Kent.

Develop the Kent Rural Delivery Framework - We have worked with partners to develop the Kent Rural Delivery Framework, an evidence-based, multi-agency plan for Kent's rural areas. 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.

Generate new rural funding:

- The Kent Rural Access to Services Programme has already supported the creation of one community shop at Barham, which has also saved the village post office. Three more community shops are currently in development and a community toolkit has been created to support this process. The programme has also supported three entrepreneurial community transport schemes and launched a promotion campaign to ensure greater knowledge and awareness of existing community transport schemes (including Kent Karrier)
- The LEADER+, Kent Rural Towns Programme and Rural Revival have delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
 - Wealden Wheels – a rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
 - Kent Food Trails project - four themed food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce

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- The Funding Buddies LEADER+ project was successful in generating an additional £1million of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300,000 of lottery funding to be rolled out across Kent
- The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth cafe. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs.
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, £150,000 in grant funding has been awarded to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
 - Tilmangate Holiday Cottages – a farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish design and include cutting edge energy saving systems, including sustainable drainage systems and renewable energy generation (wind turbine and ground source heating), to minimise running costs and any negative impact on the environment. The aim is to make the project an environmental exemplar in holiday cottage lets, designed to compliment and enhance the local and built environment
 - Rippledown Environmental Education Centre - funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses.
- We have secured funding from the Commission for Rural Communities to develop a 'rural business barometer'. This national pilot will seek to gauge the impact of the economic downturn on Kent's rural businesses.

Support Kent's Rural Post Offices - To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. 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. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Romersham and a new ready-meal business in Bidborough. See also the reference to Barham post office on the previous page.

Support the land-based sector - 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. An on-line toolkit has been published which is being cited as an example of regional best practice.

Support Produced in Kent - Recent initiatives include:

- Launch of a new scheme in June to provide branded 'Produced in Kent' point of sale materials for independent rural retailers

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- Media campaign in partnership with the 'Kent on Sunday' newspaper to promote Kentish produce
- Launch of two new food themed walking trails – Cherry Trail and a Seafood Trail.

What more are we going to do?

- Complete an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This will be used to feed into the sector strategy and especially scope new initiatives to support the emerging, high-value home-based rural business sector
- Apply the findings of the research and the rural business barometer pilot to ensure that key business support schemes and new policy developments, especially planning, meet the needs of rural businesses and communities
- Further develop the successful Kent Downs Rural Advice project and the Kent Action for Rural Retailers initiative
- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, especially growing Kent's £5.5bn rural economy
- Work with the Kent Rural Board to ensure that the planning system meets the needs of rural businesses and communities and to continue to lobby for better broadband access for rural areas (27% of Kent's rural households currently have slow or no broadband access)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader programme
- Continue to empower rural communities to develop entrepreneurial solutions to rural access to services
- Further develop the 'Produced in Kent' initiative.

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: Elizabeth Harrison

Date: 29 July 2009

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

Status: On course

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

'Backing Kent Business' campaign group incorporating the Chamber of Commerce, Institute of Directors, SEEDA, Business Link, Federation of Small Businesses and University of Kent. We are also working across the whole of KCC and thus engaging with our supplier base.

Outcomes delivered so far:

KCC Commercial Services procures high levels of goods and services from Kent-based companies, for example: Kent Fleet (vehicles, supply and hire, maintenance and repair), County Workshop (spare parts, tyres, windscreens and batteries), bus operators and taxi firms, Landscape Services (grounds maintenance machinery, materials and equipment), and facilities management.

A number of specific outcomes have been delivered as part of this Towards 2010 target as follows:

Undertaken a review of the effectiveness of our approach - KCC spends £890m per annum on goods and services with 90% of this spend in seven categories: adult social care, property, highways, waste, IT, 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 many 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.

Our procurement processes lead us in two main directions to achieve this Towards 2010 target:

- Procurement focused on SMEs (small and medium sized enterprises) - Large parts of our procurement spend are already focused on SMEs, and by their nature with local companies. The main areas where this applies are social care procurement, taxis for home to school transport and the large property framework contracts which have recently been reopened
- Major procurements with supply chain issues - Buildings Schools for the Future (BSF) is an excellent example of where, because of its particular procurement processes, KCC has been able to build in requirements for the use of local companies and the provision of apprentice placements. Even in more conventional procurements such as the Highways contract with Ringway and Jacobs there are significant supply chain issues, although these cannot be stipulated in the contract, so Ringway use 55 small local sub-contractors and 16 local suppliers putting an estimated £7m into the local economy. The contract with Jacobs requires that 95% of the service is provided from Maidstone HQ and KCC co-located offices to ensure local employment is supported.

Advertising tender opportunities - All KCC contracts valued at over £50k and not covered by a framework contracting arrangement are advertised on the South East business portal. There are now 1,452 Kent suppliers registered and as at June 2009 there were 12,848 visits by suppliers.

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Paying suppliers in 20 days not 30 days - This is a tangible step to help suppliers' cashflow (see also Towards 2010 targets 1 and 2).

Delivery of the capital programme - The programme of £400m in 2008/09 and £450m in 2009/10 will provide employment opportunities for local firms in areas such as school buildings, waste facilities, new road programmes, libraries and social care facilities.

Establish Property Enterprise Fund 2 - This ensures that the fall in commercial property and land values does not reduce capital receipts and hold up the programme.

Expand the approved list of contractors - This is being done in the re-let managed by the Property Group.

Establish Kent Business Support Centre - This is aimed at making it easier for local businesses to get information. KCC already uses the Business Portal to advertise contracts over £50k and KCC managers have been instructed to seek to use Kent companies for all sub £50k procurements (see also Towards 2010 targets 1 and 2)

What more are we going to do?

The further achievement of this Towards 2010 target is now encompassed within the 'Backing Kent Business' campaign. This is a multi-faceted programme aimed at supporting Kent businesses through the recession. The main areas of activity which will now be delivered in relation to this target are as follows:

- Increase the amount of our total spend spent locally - The spend data is being reanalysed and we expect the proportion to have increased from 40% in 2007/08
- Monitor spend - We will be establishing monitoring arrangements to ensure that the instruction to give a priority to local companies for small contracts, below EU tendering levels, is being enforced
- Encourage suppliers to operate apprentice schemes - As far as we can within EU public procurement legislation we want to encourage local suppliers to operate apprentice schemes in our tender documentation
- Streamline electronic tendering - Tendering arrangements can be onerous so we want to streamline this for all suppliers through an eTendering module of the South East Business Portal. It is small, primarily local, suppliers who find it the most difficult. This should be live by late summer 2009
- Maintain dialogue with suppliers - The Backing Kent Business campaign (see also Towards 2010 targets 1 and 2) has been a very public declaration of KCC's commitment to work with local businesses. This has meant that we have had much more feedback from local businesses about what works and what doesn't in how we procure and we want to encourage this in the future
- Continue collaborative working with the Federation of Small Businesses - This is particularly intended to help small businesses become part of the supply chain for larger contracts with an initial piece of work being undertaken with Kent Highway Services
- Raise awareness of tendering opportunities - This relates to opportunities wider than KCC and how Kent companies can be helped to win this business
- Continue to refine our data on procurement to give us better information on spend and in particular local spend and we are working with the Federation of Small Businesses to support their work on small and micro enterprises.

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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: Nick Vickers

Date: July 2009

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Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/Sarah Hohler	Lead Managing Directors: Rosalind Turner/David Cockburn	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 Business Innovation and Skills

Outcomes delivered so far:

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 meets the needs of Kent business to enable innovation and growth.

Achieving success requires a broad ranging approach which provides 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 are all part of this process. 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
- Developing 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 and the main outcomes are given below:

Schools agenda

Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important to the delivery of this target and KCC has been instrumental in the development of the following:

- The Kent Skills framework is in the process of being developed with the Institute of Education, London which will include Level 4 provision and enable schools to start foundation degree modules in the sixth form. Foundation degrees are already being developed at Invicta Grammar School, Maidstone
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda
- New innovative vocational and technical training programmes are being developed by KCC's 14 to 24 Innovation Unit in a wide range of occupational sectors which will

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provide alternative progression into higher education (HE). 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. They 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. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) 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 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
- KCC's 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 (see Towards 2010 targets 1 and 2)
- Negotiations have taken place with Portsmouth universities to provide foundation degrees in Local Government for September 2009/10 for a target group of 20 within KCC. This would provide a progression route for people working in KCC to achieve graduate level qualifications.

Creating dynamic environments for graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation (see Towards 2010 target 3), 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 (see Towards 2010 target 27), 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 follows the previous successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet DC 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 educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million

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

- The Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it 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 (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. The University for the Creative Arts (UCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- 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. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- We also continue to work with Locate in Kent (see Towards 2010 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 2010 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 partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009 and a number of graduates have been offered placements on school construction sites
- 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 employing 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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- A workshop for students who graduated this summer and have not yet found employment was held in July 2009. Over 25 graduates attended this session who will now receive ongoing support from Department of Business Innovation and Skills, KCC and the Innovation School.

What more are we going to do?

- To establish an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers
- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2009
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promote graduate opportunities via non-traditional routes while employed
- A major creative and media event is to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- KCC's 14 to 24 Innovation Unit will be promoting, through the new web site, 'My Right Turn', which goes live next April, the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- 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 higher education 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 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	3,877	*	4,000

* Available late Oct 2009

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: 20 July 2009

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Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Fran Warrington

Status: More progress needed

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

Major stakeholder groups include Visit Britain; Visit England; Tourism South East; SEEDA, Locate in Kent; Association of Tourist Attractions in Kent; Kent County Council: Kent TV; Kent Film Office; Access Development; Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary; Kent district and borough Councils; Medway Council, Business Link Kent; Comite Regionale du Tourisme, Comite Departentale du Tourisme Pas de Calais and Nord; Westtour and partners; Visit Kent Investors.

Outcomes delivered so far:

Tourist-related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total jobs.

In 2008/09, the value of on line bookings made on the Destination Management System failed to meet the target set (see PI table). It was directly affected by the current economic climate including a cutback on the number of bed nights. Additionally, there has been an increase in the number of commercial competitors including Expedia and lastminute.com. In 2009 we are reviewing our role in this market to see if we can realistically compete and where we can add value. Other Destination Management organisations have already taking different approaches and are using different models from which we can learn.

Specific developments against this target are as follows:

Increased marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing per year. However, the ambitious target for website visits wasn't met in 2008/09 (see PI table), although there was a marked increase in hits compared to previous years. To date:

- Visit Kent on-line bookings have generated £5,662,000 worth of income
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The Destination Management System is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent TV (What's On), Tourism South East, Visit Britain and Enjoy England
- Research on the effectiveness of the Visit Kent Magazine as a marketing tool shows that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intend to visit in 2009.

Delivered specific campaigns – These include:

London Campaign - This was a three year campaign (2007 to 2009), supported by KCC and Southeastern Rail, to encourage London residents to visit Kent by rail for day trips and short breaks. Research demonstrated:

- 20% increase in travel to Kent as a destination
- 35% of those who saw the advert said they would now consider visiting Kent.

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European Campaign - This was a three year campaign (2008 to 2011) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1 million worth of bookings to Kent were secured via Dutch Tour operator 'House of Britain' during 2008/09
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser.

VIP Campaign - This campaign is a continuation of the three year campaign to position Kent as the destination of choice for USA visitors focusing on famous people inspired by Kent. The campaign has directly generated £1.7 million of business for Kent.

Delivered other innovative and opportunist campaigns – These include:

'The Other Boleyn Girl' campaign - in partnership with the Kent Film Office (see Towards 2010 target 8) which helped:

- Create a Hollywood Film location map for Kent
- Generate £745k directly into the local economy
- Generate £282k worth of press coverage.

The Cultural Tourism Campaign – which generated £929k through day trips and short breaks to Kent.

The New Golf Campaign - in conjunction with the European Golf Championships Sandwich Open in 2011 this is underway and to date has delivered:

- A guide to Kent golf courses
- A Micro Website
- Seven press trips for golf journalists hosted
- 15 new inward golf packages created in conjunction with tour operators
- A golf specific database
- 94% open rate to a targeted newsletter.

Cinque Ports Anniversary Campaign - with the historian Dr David Starkey and partnered with Hastings BC and the Confederation of the Cinque Ports, this has delivered a new guide, website, DVD and education pack for schools.

Cruise Campaign - The cruise economy is worth over £19 million to the Kent economy. The Cruise campaign with the Port of Dover Kent showcased to cruise passengers what Kent can offer. It involved:

- 7,225 independent passengers 'greeted' from 97 cruise liners
- Kent Shore excursions developed between Cruise Operators and Visit Kent
- Cruise web-site developed

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- Cruise data base created and mailed with a specific newsletter
- 900 high potential passenger contacts made.

Celebrating Kent - training and business support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents what fantastic assets Kent has to offer. To date 281 businesses have participated.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep in addition to the 32% of those visitors coming to Kent that stay with friends and family.

- Previous success has encouraged the event to be held for a third year
- 150 tourism and leisure businesses are actively involved each year
- 12 local media partners are involved
- Over 47,000 free tickets are available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis.

Kent Greeters Programme - The initiative is designed to improve the skills and knowledge of Kent's service sector business owners and employees and residents. 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 facilities. The programme was a first for Kent, Britain and Europe and came second in the British Travel Writers Guild annual awards in 2008. A Kent Greeters microsite has been developed to support the programme.

Due to the success of the programme Pas de Calais have launched a Greeters programme and Brighton, London Development Agency, Visit Britain and SEEDA have requested advice from Kent on a consultancy basis to implement Greeters in their area.

What more are we going to do?

- Further develop and extend the Kent brand
- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent 's competitive edge
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in visitor welcome
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills
- Harness technology to market Kent and communicate with visitors.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£305,503	£500,000	£369,582	£1m
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555*	50,669	50,185	Available in 2010	50,500
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,325,000	1,260,964	1,500,000

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 29 July 2009

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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:

Kent Film and Television Board, Mediatree, Screen South, Visit Kent, Locate in Kent, Kent district and borough Councils, Police, Highways, Maidstone Studios, National Trust, English Heritage, Maeve Films, Courtyard Studios and the BBC.

Outcomes delivered so far:

- Since the launch of the Kent Film Office in 2006 it has brought £13 million (a conservative estimate based on current information) into the Kent economy by attracting film and television productions to the county and stimulating film tourism. It has also facilitated 24 work experience places on productions such as 'Little Dorrit', 'The Calling' and the new Lynda La Plante drama, and has hosted eight work experience placements in the office
- The Kent Development Fund has been launched to invest in film and television productions choosing to locate in Kent with the view of attracting more money into the region. We invested in a local production company to produce a film entitled 'The Calling'. Our £75,000 investment made a £500,000 return into the local economy. The film was premiered and short-listed for an award at the Edinburgh Festival this summer and has help raise the profile of Kent as a premier filming location
- We successfully ran a tourism campaign in conjunction with Visit Kent to celebrate the release of 'The Other Boleyn Girl'. Visitor spend and PR generated around £1million for Kent in one year
- 'Film friendly' documents have been written and are currently being signed by major attractions, authorities and other relevant bodies to demonstrate to production companies that Kent is a film friendly county
- We launched a prize draw, called 'Close Encounters', to encourage people to share their stories and photos of when filming came to their town in Kent. The information collated will be put together to form a Kent movie map to attract film tourism to the county.

What more are we going to do?

- Begin initial investment in film and television productions
- Secure more training opportunities for Kent residents on the set of visiting and local productions
- Continue to deliver the Kent Film and Television Strategy
- Kent Film Office, together with KCC's Arts Development Unit, Aim Higher and the University of the Creative Arts (UCA) will produce a booklet which will inform students of the routes they can take to find work in film and broadcast media
- Publish the Kent movie map following the completion of the 'Close Encounters' prize draw.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Direct spend into Kent via the Film Office (cumulative since 2006/07) *	£1.2m	£2.7m	£4.5m	£4.9m	£6.0m

* Data revised following an audit to narrow the data down to confirmed known *direct* expenditure. 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. This PI does not include spend by crew on per diems (daily allowance).

Monitoring completed by: Tanya Oliver **Date:** 30 July 2009 (updated September 2009)

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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: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Pauline Smith

Status: More progress needed

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

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

Outcomes delivered so far:

As can be seen from the PI table, the success of this Towards 2010 target is directly affected by the current economic downturn being experienced, and therefore this has to be reflected in the current status of this target. However, there have been some enormous successes delivered to date:

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

- KCC has successfully tendered and won a contract to manage the Future Jobs Fund (FJF) initiative across Kent. FJF (value £6.5 million over 18 months) will provide the funding to cover the salary costs of 18-24 year olds currently unemployed and claiming Job Seekers Allowance. FJF, which Kent will brand as 'Backing Kent Jobs', will provide job opportunities for a maximum of 1,000 young people for a minimum of six months in a variety of job roles. Posts will be paid at the national minimum wage
- Over 100 individuals secured full time employment and moved off Incapacity Benefit as part of the Kent NOW initiative run between 2006 and 2008. The potential financial saving to the public purse could amount to £5.8million (as per PSA2 Kent NOW Incapacity Benefit report and finding)
- Through a variety of strategies, personalised support was provided to assist individual Incapacity Benefit claimants with very complex needs. Many of these individuals had been out of work for over five years and had lost all hope of ever returning to work
- Developed the innovative Health, Happiness and Wellbeing Programme of targeted support for long term ill-health welfare benefit claimants which focuses on strategies to empower individuals to return to work and liaises with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The programme started in spring 2008 and is being revised to include a web-based element. It will be re-launched in October 2009
- Slivers of Time is a new, flexible way of getting people into work, launched in Maidstone in March 2008. The scheme has been described as being based on the eBay model of an online market place. Through the scheme, people can offer to work at times to suit them by registering and noting the times they are available. Employers enter details of work they need completing and the Slivers of Time database matches these two requirements. It was developed as part of the Supporting Independence Programme (SIP) and now managed by Kent Top Temps
- Folkestone Forward aims to deliver meaningful projects through sport and culture within the four most deprived wards in east Folkestone. It is project managed by a dedicated

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

- Motivational interviewing workshops were organised to help advisors engage more effectively with their clients. Participants included staff from Sure Start, Kent Supported Employment (KSE) and other KCC directorates. Due to the success and impact of this event we are now developing a variety of themed events to support other organisations such as Flexible New Deal (FND) providers
- SIP supported and advised the development of the content of the 'Backing Kent People' website (see Towards 2010 targets 1, 2, and 29) which was launched in April 2009.

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

- SIP conducted a number of focus groups with people from all over Kent to help identify the barriers they face in gaining employment. The focus groups were carried out with lone parents, people with learning disabilities, people with drug or alcohol issues, carers and incapacity benefit claimants. Views, opinions and insights were collected which were shared with the organisations who deal directly with them. Plans are underway to co-ordinate focus groups to gain information which will be used in the setting up of the Kent Credit Union (see Towards 2010 targets 1, 2 and 61)
- We compiled a wide range of robust evidenced-based data and information relating to welfare benefit spend, and welfare reform policy and strategy across Kent and the UK
- We managed and co-ordinated a wide range of consultation events to explore the views of benefit claimants and the submission of all feedback into the corporate response to the Department of Work and Pensions (DWP) welfare reform consultation
- We co-ordinated a high profile seminar to highlight the specific needs and challenges faced by the long term unemployed and long term ill health individuals for a wide delegate list of employers, partners and stakeholders (DVD produced and procedures designed).

Influenced policy and strategy at national and local levels:

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

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

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

Shared best practice and enhanced Kent's reputation:

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

What more are we going to do?

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

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

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

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

Monitoring completed by: Pauline Smith

Date: July 2009

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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:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Peggy Harris

Status: On course

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

KCC's Educational Psychology service, Libraries service and 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. 24 schools and 32 settings in Gravesham, Professor Ferre Laevers, Leuven University.

Outcomes delivered so far:

Kent recognises that good quality early years education is a critical factor in developing a child's receptiveness to learn, building social skills and encouraging good behaviour, all of which are essential elements to improving a child's ability to learn when they enter primary school. To support children to achieve we need to ensure that sufficient early years provision exists and is of the highest quality. To date Kent has:

- Increased access to early years provision reaching over 42,000 children, doubling our nursery classes to 70 and the planned creation of over 100 children's centres
- Exceeded, one year early, the government target for the proportion of children accessing early years education (89.6% 3 year olds and 95% 4 year olds) and increased the take up of places by historically under-represented minority communities
- Developed a Strategy for Early Education and Childcare to support the emotional and educational development of young children
- Worked with internationally renowned experts to develop new ways to improve the quality, well being and engagement of young children
- Extended the 'Leuven Project' to 71 primary schools in Swale, Dover and Gravesham as well as pre-schools/nurseries to enable 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 Scales of Involvement, an assessment tool that quantifies children's levels of engagement and involvement. It is known that when these are high so is a child's capacity and receptiveness for learning. These tools are also used to identify children with low levels of engagement and involvement and identify actions to improve levels
- Seen an improvement in early years settings as evidenced by the improvements in OfSTED inspection outcomes. For the inspection period September 2006 to August 2007 the number of settings graded outstanding was 3%, 51% were good, 41% were satisfactory and 6% were inadequate. A new inspection framework was introduced in September 2008 and outcomes for the inspection period until May 2009 has seen a substantive shift in quality with 20% graded outstanding, 54% good, 24% satisfactory and 3% inadequate. This will provide improved continuity for children into the primary phase

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- Established a team of 23 early years advisory teachers and 25 special educational needs co-coordinators in pre-school settings to work within their partnerships to provide links between pre-schools/nurseries and schools. These teams are supported by a team of 75 designated leading early years practitioners employed by a range of schools, pre-schools and maintained nurseries. They are quality assured by the Early Years (EY) team and receive training to provide additional capacity at 'partnership' level to deliver specific and targeted support to pre-schools/ nurseries where there is a clear need to improve quality
- Improved Kent's Early Years Foundation Stage Profile for the second year in succession. In the thirteen aspects of learning that are assessed at the end of the reception year, twelve demonstrated improvement in 2008. Kent's performance in the percentage of children achieving the expected level in Foundation Stage was better than nationally in eight out of the thirteen areas
- Targeted 73 schools that had the highest percentage of children whose Foundation Stage Profile scores were in the lowest 20%. Improvement in the expected levels in 2008 equates to an additional 525 children across Kent achieving a total of 78 points and at least six points in both PSE (personal, social and emotional development) and CLLD (communication, language and literacy development). The greatest improvement was seen in linking sounds to letters with a 5.1% increase in 2008 making a total of 10.4% improvement over two years. Boys made a 2.4% increase in writing and girls improved by 3.4%
- Seen continuous improvements in relevant National Indicators (NI) 72 and 92 with excellent results for 2008/09 demonstrating a strong link with improved Ofsted inspections and performance. NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in PSE and CLLD – has increased from 43% in 2006/07 to 50.8% in 2008/09. NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – has decreased from 33% to 30.5% in the same timescale
- Continued to increase the percentage of settings with working links to schools, as can be seen in the PI table. Key work that strengthens the links between schools and settings is the Kent Early Years Record of Transfer, 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
- Developed a further project, 'My Unique Story', which includes observations of children younger than three, which builds on the current Kent Early Years Record of Transfer and has involved pre-schools/ nurseries and schools in the Shepway and Tonbridge and Malling Local Children's Services Partnerships (LCSPs)
- Expanded the CLLD project in the Dover and Maidstone areas to include the 35 main feeder early years settings that link to the 15 schools in the project. In September 2008 a new CLLD project was established within the Gravesham LCSP developing collaborative working across schools and early years settings through joint training and exchange visits. This work has been successful and improvements for children in Kent are above the national and regional averages for those authorities in this project
- Developed 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. Early years settings have been given feedback on the ECERS audit and supported to develop a focused action plan that prioritises key issues for the provision
- Continued to develop new ways of working to share good practice and expertise in partnerships with private, voluntary and independent pre-school providers. Early years

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settings and schools in the LCSPs of Thanet, Dover, Tunbridge Wells, Maidstone, Shepway 2, Tonbridge, Deal and Sandwich have undertaken a project entitled 'Seeing is Believing' which focuses on observations of children linked to assessment and children's individual progress

- Developed the Kent Quality Mark (KQM), currently being piloted in maintained nursery classes and settings which incorporates key strategies 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 (implemented from September 2008). This process will support settings in becoming more confident in their self-evaluation and improvement planning
- Continued to be innovative and influence national developments in early years. The Leuven Project work undertaken in Kent has been shared both nationally and internationally through conferences including the European Early Childhood Education Research Association and the OECD Early Years Conference
- Continued to be at the forefront of national developments in early years through the introduction of the Improvement Partner Role for settings. This work is being followed closely by other local authorities and several have visited Kent to look at this work. The Early Years team received in 2009 the CFE Quality Award for their work in this field.

What more are we going to do?

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

- Further improving take up of free early education by vulnerable and minority groups by raising awareness of early years settings and schools
- Increasing multi-agency engagement between early years settings and schools to help secure rapid and sustained improvement and narrow the variation between partnerships
- Beginning to set partnership-specific targets for improving quality in pre-schools and nurseries
- Further reducing the number of 'inadequate' Ofsted early years settings
- Continuing to develop and extend the Leuven Project and support practitioners in pre-schools/nurseries and schools to implement the Leuven principles and the Statutory Early Years Foundation Stage Framework
- Delivering the CLLD project with early years settings and schools linked in further areas where attainment is low
- Expanding and building on the Early Years Forum Partnership groups providing shared training and facilitating joint working
- Further improving quality through the phased implementation of the early years setting improvement partner role
- Building further capacity in partnerships by developing a process to accredit practitioners in early years settings as SIPs.

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Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of early years settings with working links to schools	5%	17%	28%	30%	35%	35%*

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

* Target revised upwards from 30%

Monitoring completed by: Jennie Landsberg

Date: 28 July 2009

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Peggy Harris

Status: More progress needed

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

Kent schools and Local Children's Services Partnerships (LCSPs)

Outcomes delivered so far:

Some improvement has been made but this has not been consistent or across the board. We have only one more year left to achieve this Towards 2010 target.

Key Stage 1- This part of the Towards 2010 target has not consistently been met. The Level 2 results for Kent in 2009 for 7 year old children maintained the standards achieved last year in reading, keeping it in step with the national position, fell behind the national rate for writing but moved slightly ahead of the national rate for mathematics. It should be noted that at the higher Level 3, results for reading, writing and mathematics are all above national levels.

During the year, the capacity of LCSPs to improve reading has been enhanced by training 23 reading recovery teachers as part of the 'Every Child a Reader' programme with a further 24 reading recovery teachers being trained. Sixty six schools are currently implementing the 'Every Child a Reader' programme and by July 2011, around 90 Kent schools will have one or more trained reading recovery teachers in place.

Accelerated progress was made by 73% of children on the Reading Recovery programme in 2007. In 2008 that figure increased to 77% and initial indications for 2009 are that 80% of children will have made accelerated progress.

A pilot 'Numbers Count', part of the 'Every Child Counts' programme, began this year which is aimed at improving achievement in mathematics for 7 year olds. Statistics from that pilot indicate that children's progress was accelerated by average gains of 14.4 months from 20 one to one sessions.

Key Stage 2 – This part of the Towards 2010 target has not been met. English results declined, although they also declined slightly nationally at Level 4 and a large number of schools have submitted written papers for re-marking as many errors were found. The Level 4 performance of mathematics remained at the same level as last year in line with the national results.

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.

Ofsted inspections have shown improvements in primary schools from 2006 to 2009:

	2006/07	2007/08	Sept 08 – July 09**
Number inspected	153	188	130

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	2006/07	2007/08	Sept 08 – July 09**
Inadequate*	7% (11 schools)	3% (6 schools)	3% (4 schools)
Satisfactory	46%	44%	38%
Good	38%	44%	48%
Outstanding	9%	9%	11%
Percentage Good or Better	47%	53%	59%

* Refers to number of schools placed in category during the year

** Awaiting four inspection reports

What more are we going to do?

- Support our most vulnerable schools to improve their performance
- Informally link our more successful schools with other schools to share their good practice
- Work with LCSPs to identify good practice and share it across all schools
- Increase the number of schools using Reading Recovery and the mathematics equivalent, 'Numbers Count'
- Support schools to develop a more creative curriculum while still maintaining standards in English and mathematics
- Further develop opportunities for children in care, from ethnic minorities and with additional educational needs
- Use School Improvement Partners to set challenging targets with schools and make sure they have an effective system in place to track children's progress towards them
- Continue to implement a differentiated programme of support in targeted schools from September 2009 as part of Kent's Improving Schools Programme (KISP) including:
 - Intensifying Support Programme – 44 schools
 - Ensuring Success – 32 schools
 - Leading for Impact (a Primary Excellence Project) – 53 schools

Measurable Indicator (s)	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Target</i>	2009 <i>Actual</i>	2010 Target
Percentage of pupils achieving Level 2 and above in Key Stage 1:						Improvement relative to national rate
Reading (national rate in brackets)	83% (84%)	82% (84%)	84% (84%)	N/A	84% (84%)	
Writing (national rate in brackets)	78% (81%)	79% (80%)	80% (80%)	N/A	79.4% (81%)	
Mathematics (national rate in brackets)	90% (90%)	90% (90%)	90% (90%)	N/A	89.3% (89%)	
Percentage of pupils achieving Level 4 and above in Key Stage 2 :						Improvement relative to national rate
English (national rate in brackets)	77% (79%)	77% (80%)	79% (81%)	N/A	77% (80%)	
Mathematics (national rate in brackets)	72% (76%)	73% (77%)	75% (79%)	N/A	75% (79%)	
Percentage of pupils achieving Level 4 or above for both English and mathematics in Key Stage 2	66% (70%)	67% (71%)	69% (73%)	77%*	68% (72%)	Improvement relative to national rate

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tests (NI 73)						
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* Target shown for 2009 is set by Department of Children, Schools and Families – but this Towards 2010 target is for faster-than-national increase which is our local target

Monitoring completed by: Keith Ransom

Date: 25 August 2009

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	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, Youth Offending Service, Police, Connexions, Healthy Schools, social services, Fire Service, Alternative Curriculum, Youth Justice Board and Youth Service.

Outcomes delivered so far:

Bullying

- There has been a reduction in the percentage of children and young people's perception of bullying as can be seen from the table below:

On-line bullying survey results	Nov 2006	Nov 2007	Nov 2008
Number of pupil responses	6,017	6,419	8,246
Number of schools taking part	230	146	239
Percentage of pupils who had ever been bullied	55%	51%	50%
Percentage of pupils who were still bullied	29%	25%	12%
Percentage of pupils who thought their school was good at dealing with bullying	76%	77%	85%

There has been an increased level of participation by children and young people taking part in this on-line bullying survey and their views have been used to inform the development and implementation of Kent's anti bullying strategy and policy. (See also Towards 2010 target 14)

- KCC's anti bullying strategy covering schools and settings was approved in 2007 and a model school anti-bullying policy was developed in 2008. Kent Safeguarding Children's Board (KSCB) anti-bullying multi-agency policy was approved in June 2009
http://www.kenttrustweb.org.uk/UserFiles/KSCB/File/Policies/AntiBullying_Policy_APPR_OVED.pdf
- An anti-bullying co-ordinator is in post to support schools to develop effective anti-bullying policies and practices across the county and a pilot has been delivered in two pilot Local Children's Service Partnerships (LCSPs) (Swanley and Dartford East) with all schools gaining Kent Safe Schools (KSS) accreditation. The pilot has been expanded to Maidstone 1 and Dover LCSPs plus an additional 36 schools across the county and over 130 schools now have or are working towards KSS Anti-Bullying accreditation. The pilot will be offered to individual schools across the county in 2009/10 whilst providing ongoing support to existing accredited schools. Several special schools have also expressed an interest in participating and the criteria are being adapted to meet their needs
- Focus groups undertaken in early 2009 by Ipsos Mori provide qualitative research with young people to help inform the Children and Young People Plan review and needs assessment. In addition, Kent's children and young people's survey (of over 40,000

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children and young people) included questions relating to bullying, the results of which have and continue to inform both strategic and local planning (see also PI table)

- There has been an encouraging result for National Indicator 69 (Children who have experienced bullying) as follows - Kent 46.7%, statistical neighbours 49.9%, national 48%
- Kent is part of the south east Anti-bullying Alliance which supports authorities in learning about new developments and sharing best practice
- During Anti-bullying week KSS services were delivered in over 40 schools to promote anti-bullying and all LCSPs were given support, advice and guidance to help the delivery of projects during that week
- Restorative Justice accreditation is being developed in six Kent schools with further support and training being offered to schools across the county.

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.

Restorative approaches are being piloted as a tool for repairing harm in school and other educational settings. This action is still in the early stages of development so it is too early to report on impact but examples of activity have included:

- The Launch Pad - a primary phase project aimed at pupils who have received fixed-term exclusions using restorative approaches to successfully reintegrate pupils back into main stream school life
- Awareness-raising with schools about the use of restorative approaches, including a 'Managing Incidents' conference and headteachers' briefings
- Development and production of restorative justice booklet 'Developing a restorative culture in schools'.

Other initiatives promoted through the Advisory Service Kent include:

- Social and Emotional Aspects of Learning (SEAL) Programme: 75% of primary schools and 50% of secondary schools in Kent are engaged in this programme
- Promoting vertical tutoring systems (creating mixed age group structures) which are having a positive impact on behaviour with Years 10 and 11 taking strong leadership roles with younger students
- A general focus on improving teaching and learning, concentrating on reducing disruptive behaviour in classrooms by making lessons more engaging.

These interventions seem to be proving effective leading to a reduction in the number of school vandalism claims:

	2008	2009
Primary	104	50
Secondary	58	27

In addition, NI 86 - Secondary schools judged as having good or outstanding standards of behaviour is showing an improving trend in Kent since 2006/07.

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What more are we going to do?

- Roll-out safe partnership accreditation to increased number of partnerships across the county as well as support offered to two schools in each LCSP
- Continue the online survey and extend to include parents
- Develop plans to mainstream accreditation and offer to all Kent schools
- Support in every school during anti-bullying week
- Share accreditation process with other authorities.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of pupils aged 11 to 16 who find other pupils being disruptive a barrier to learning	54%	52%	50%	*	49%
Percentage of pupils aged 11 to 16 who have been bullied in the last year	31%	29%	28%	*	27%
Percentage of pupils aged 7 to 11 who have been picked on or bullied at school	38%	37%	35%	*	34%

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

* Next survey due in autumn 2009

Monitoring completed by: Peter Heckel

Date: 14 July 2009

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Des Crilley

Status: On course

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

Adult Education, Libraries, Youth Offending Service, Kent Safe Schools, Kent Drug and Alcohol Team (KDAAT), Children's Centres, Extended Schools, Attendance and Behaviour Service, Parenting Order team, Youth Service, Early Years and Childcare, Advisory Service, Youth Service, district councils, Health, KCC 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.

Outcomes delivered so far:

We continue to focus on preventative strategies, making sure help is available at the earliest possible opportunity to respond to families in need and those who are vulnerable, including:

- Ensuring that all parents have access to antenatal and new born screening, including the child health promotion programme that is offered to every child from birth to 18 years
- Increased participation in family learning and parenting programmes, attracting new learners and families. Kent Adult Education Service has had just under 7,000 learners engaged on family programmes this year, with in excess of another 4,000 through family programmes with Kent Children's University and Children's University in Schools. Evaluation results show parents have reported increased confidence in their own parenting abilities and improved relationships with their children as a result in engaging with both family learning and parenting opportunities. A number of the family learning programmes develop literacy and numeracy skills, improving parents' ability to deal with everyday life and work situations and to move onto further learning. Family and adult learning opportunities have also been expanded through Children's Centres where literacy, language, numeracy, IT and financial education opportunities are available
- Expanding the numbers of Family Liaison Officers (FLOs) and Parent Support Advisers (PSAs) (now 240) working to support parents and enhance relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies, increased engagement of parents with schools and with their children's learning. Over 12,500 parents accessed support and advice through their FLO or PSA this year. There is a particular focus on ensuring that parents are informed and supported particularly when their children are starting school or moving from primary to secondary education and this support is now available in over 200 schools and through all 23 LCSPs
- Growth in the number of Children's Centres (now 72) enabling improved local access to services and a range of support for families of children from 0 to age 5
- A pilot programme appointing three PSAs to work with excluded children and their families, families of those at risk of exclusion and families with children out of school. This was requested as a result of consultation with parents who wanted to have a link professional to help them access the support they needed when they did not have the

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usual school support systems around them and this is now operating in Dover, Gravesham, Thanet and Maidstone. These PSAs are currently working with in excess of 30 families

- Expansion of the Family Group Conferencing (FGC) service and approach which works with the wider family both to keep children safe within their own family setting and reduce their chance of going into care, and brings in the wider family to support the child/children at an earlier stage. The service has expanded to Ashford and Thanet to include schools access to FGC approaches to deal with children with lower level concerns such as absence or behaviour issues. A full independent assessment has been completed which demonstrates the success of this method
- Successful pilot of 'Parents as Partners in Early Learning' which has been operating in 12 Children's Centres in Gravesend, Swale, Thanet and Dover with 185 parents accessing the programme. Evaluation has resulted in parents reporting increased confidence in their parenting abilities and improved understanding of their children's emotional development and needs, as well as improved ability to support their children's learning
- A new brokerage service offered by our Children and Families Information Service is helping parents who are finding it difficult to access the childcare they need. This is particularly useful for those single parents who need to return to work due to benefit changes. 26 parents are currently accessing the brokerage service.

What more are we going to do?

We will undertake the following:

- Establish 'Team Around the Family' within LCSPs to ensure holistic family support
- Base family support workers in Children's Centres serving the most deprived communities
- Increase Children's Centres from 72 to 102 with robust monitoring and evaluation in place and parental involvement built into the way they work
- Strengthen the links between Extended Schools and Children's Centres to ensure that support to families across the age range is joined up and makes sense to families. Work in developing best practice in service delivery across Children's Centres and Extended Schools is taking place in three centres and is being supported by an external organisation
- Link the review of services for vulnerable children and families, putting in place a robust approach to ensure that we can measure the impact of services and the difference they are delivering for families. This will need to be linked to the work of the Care Quality Commission in Health which is looking at indicators that will help in the measurement of impact. We will also take account of the monitoring requirements for Children's Centres where the new database will be able to record their work against Every Child Matters outcomes and the measurement of outcomes linked to the Parent Support Strategy implementation plan and its links to national indicators
- Ensure that children and young people who are excluded or are out of school can still access a range of extended services and opportunities and that these are resulting in reintegration into school or college and improved education and vocational outcomes for these young people

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- Capacity building of parents/carers and young people to be part of the delivery of local support services and building in future community sustainability and local leadership to tackle issues and provide support from within communities themselves
- Improve support to parents/carers whose children are excluded in order to help them support their children to make a successful return to education
- Increase places and opportunities for children to play and young people to engage in a range of positive activities.
- Improve access to leisure opportunities and extended services for children and young people with disabilities and successful implementation of the disadvantage subsidy, enabling children and young people where cost is a barrier to access leisure and extended opportunities and engage fully in a range of positive activities
- Increase engagement with and involvement of fathers and male carers in the upbringing of their children
- Provide targeted and specialist support for families of children aged 8 to 13 who are at risk of, or are exhibiting anti-social behaviour through the delivery of evidenced-based programmes with key workers to promote positive change for families who are most at risk
- Key workers to work intensively with families of young people who are at high risk of, or are behaving in an anti-social manner or have committed crimes. This is part of the Youth Crime Family Intervention project that has been proved to be successful nationally and utilises contracts with families that provide penalties as well as rewards
- Increase parental confidence in talking to their children about sex and relationships through the delivery of the Speakeasy programme
- Build on and extend the 'Parents as partners in early learning' projects with schools, early years settings and childminders
- Using the DCSF poverty pilot in four LCSP areas will test new and targeted approaches to develop family learning, focussing on developing high levels of financial awareness working with families to ensure that they are able to legitimately maximise their income. The poverty pilot provides an opportunity for joint training between FLOs, PSAs and benefits advice staff in Job Centres or gateway services
- Test the use of FGC at an early intervention stage and for families facing financial hardship, enabling those families to develop their own action plan, so building resilience and knowledge to do things themselves.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of parents supported through Children's Centres and Family Liaison Officers*	New Indicator	20,967	30,000	32,562	39,400

* This indicator reflects the number of contacts rather than number of parents due to current data systems.

Monitoring completed by: Marisa White

Date: 16 July 2009

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	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 and Christchurch University, Canterbury.

Outcomes delivered so far:

Consultation and participation with children and young people continues to develop so that it becomes an integral part of services and ensures that young people's views and opinions improve education and life in Kent. In addition to the countywide projects, for example the Kent survey of children and young people, there have been other initiatives to obtain the views of 'seldom heard' groups such as young carers and disabled children.

Children and young people have influenced strategic developments in addition to more local and school developments. Through active participation, children and young people are involved in decisions that affect their lives, help design services that are more responsive to their needs and assist young people in developing personal and social skills including active citizenship.

There have been a number of developments:

- Over 45,000 children and young people participated in the 2008 (NFER) survey, a significant increase in the 42,000 who completed the 2007 survey. The survey is a rich and extensive source of feedback and the findings are used to inform the planning of children's services at a county, local and school level. The results are also used in the production of a needs assessment and as part of the review of the Children and Young People's Plan. The survey has identified concerns of some of the more vulnerable young people and these have been followed up through qualitative focus groups to explore the issues in more depth
- There continues to be an active Kent Youth County Council (KYCC) with over 60 young people regularly attending the meetings. In November 2008, 30,921 young people voted in the KYCC elections, 77 young people stood for election and voting took place at 150 polling stations across the county. Seven young people from the newly elected KYCC have been voted onto the United Kingdom Youth Parliament. Feedback from KYCC has helped shape services e.g. young people highlighted problems with the costs of using public transport and this influenced the decision to introduce the Freedom Pass and then to extend its use to other areas. The KYCC also successfully campaigned for a ban on the 'mosquito' in Kent. The 'mosquito' uses high pitched sound to deter groups of young people from congregating
- Over 8,200 young people took part in a perception survey on bullying. Their views are helping to inform policy development and to target anti-bullying support to where it is required. (See also Towards 2010 target 12). In addition, 1,168 Kent children and young people completed the Ofsted 'Tell Us 3' survey. This also produced useful data for performance monitoring

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- The 'Framework for Participation with Children and Young People in Kent' has been produced, agreed by the Kent Children's Trust and distributed widely to organisations in the county. An inter-agency workshop has identified further actions to progress the work on participation and revitalise the strategy including communicating good practice through road shows and a 'community of practice', making sure the young people consulted are informed of the outcomes of the consultation and encouraging participation with young people who are 'seldom heard'.
- Approximately 40 Kent children in care were involved in an event in April 2009 to help plan the development of a Kent Children in Care Council. Children in care and care leavers have also had an opportunity to influence services through meetings with KCC members and senior managers. Following residential events a DVD, 'Care to Listen' has been produced to reflect children's experiences of being in care
- Ipsos Mori conducted 16 'mini focus groups' with young people in Kent to follow up on key issues arising from the Kent survey, in particular to explore their views on being healthy, staying safe, bullying, attitudes to school, and life in Kent
- In March 2009, 60 children attended the first Primary Children Council in Kent. This event was in the KCC council chamber and gave younger children an opportunity to give their views and gain experience of consultation and active citizenship
- In February and March 2009, 190 disabled children attended events where they were asked their views on what they wanted from the Kent short breaks programme. Disabled children and their families in east Kent had their views taken into account in the design and development of the Windchimes Centre
- Children and young people including some from 'hard to reach' groups were consulted on the Kent Children and Young People's Plan (2008-2011). Eight focus groups took place involving a total of over 100 young people. A group of young people also helped to produce a young person's version of the plan entitled 'Your Life Your Voice'
- Two reference groups, with 20 young people in each group, have been established to give their views on issues being considered by the Kent Children's Trust. The first groups met in May and June 2009 and their views influenced the review of the Children and Young People's Plan and led to changes in the anti-bullying strategy
- Young carers were consulted and engaged in the production of DVDs that will be useful for other young carers and professionals. Approximately 25 young carers were involved in producing the DVD. Seven focus groups have taken place during the summer 2009 to review whether changes are taking place following the launch of the Young Carers Strategy and to identify priority issues for young carers
- Young people have helped to shape 'House', a very successful public health campaign targeted at young people (see Towards 2010 target 50)
- Young people from schools in Kent engaged with a KCC Members Select Committee to discuss the issue of leisure activities for young people in the county
- In school settings the number of active school councils continues to increase. The Kent survey showed a slight increase in the percentage of 11 to 16 year old pupils who felt they had a say on school issues, rising slightly from 66% to 68%. Many schools, such as the Sittingbourne Community College, operate an active student voice scheme to provide students with an opportunity to articulate their views and become involved in the business of schooling
- Other examples of outcomes following consultation include publication of an information booklet on money advice for young people following consultation with groups of young people. The young people were instrumental in designing the contents

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and style of the leaflet (the information will also be relevant for schools as part of the PSHE lessons). Young people are frequently involved in the recruitment of new staff where the role involves working with young people e.g. looked after children have been involved in the recruitment of new foster carers. Children and young people have also been consulted on the activities they want to access in summer holiday clubs and play schemes.

What more are we going to do?

- We will promote participative activity with children and young people so that it continues to develop. This includes via the KYCC, school councils, the Kent Youth Service and ensuring the views of children and young people influence the development of strategies, policies and plans across the county (consistent with the new 'duty to involve' requirements on local authorities)
- The 2009 NFER survey of Kent children and young people is to take place in schools in the autumn term. The survey provides valuable information for schools, LCSPs, as well as 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', including disabled children who might not otherwise be able to complete a survey
- We will implement actions from the Kent Participation Framework e.g. communicate good practice, develop competencies and produce a participation pledge for young people. We will also assist LCSPs with participation and consultation
- We will continue to seek the views of young people through the Reference Panels
- On 20 November 2009 it will be the 20th anniversary of the United Nations Conventions on the Rights of the Child including Article 12 which sets out children and young people's rights to be involved in decisions that affect them. This will be an opportunity to raise the profile of participation and consultation in the county.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Number of primary schools taking part in the NFER survey	382	389	375	*	Maintain high participation rate
Number of secondary schools and other educational establishments for age 11 to 19 taking part in the NFER survey	98	84	90	*	

* Survey due autumn term 2009

Monitoring completed by: Anthony Mort

Date: 28 July 2009

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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
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Sue Dunn/Pauline Smith

Status: On course

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

Learning and Skills Council (LSC), Connexions Kent & Medway, all schools, colleges, work-based training providers and employers

Outcomes delivered so far:

Masterclasses

KCC's 14 to 24 Innovation Unit has delivered the following vocational sector-based masterclasses presented by employers, entrepreneurs and professionals for 470 learners throughout the county in different specialist subjects:

- Two-day masterclass delivered by dancers and professionals from the Royal Ballet involving 15 professionals and 120 students from 20 schools, leading to a mini production of Swan Lake to parents, teachers, carers, and dignitaries
- Three-day masterclass delivered by leading employers from engineering companies, professionals from schools and colleges, and Brighton University to provide careers materials for young people on engineering courses
- Two-day masterclass highlighting careers in the retail, fashion and business industry, delivered by employers, entrepreneurs, professionals from further education (FE) and higher education (HE), leading to an exhibition and fashion show delivered by 75 students from 30 schools/colleges to over 200 guests
- Two, two-day masterclasses in sustainable construction and building methods in conjunction with Cambridge County Council and Cambridge FE
- A Celebration of Young Achievers of the Year event held in partnership with The 15 Foundation, with 60 hospitality and catering students preparing and serving at a black tie event for parents, staff and dignitaries and 200 young people
- Motor vehicle maintenance and Go Kart challenge at Buckmore Park involving 74 students.

Careers guidance activities

- A pilot of a universal Kent Careers and Guidance programme started in September 2009. This includes a new information platform with up to date impartial information on 15 vocational sectors linking directly to the area prospectus and post-16 websites
- The development of personal tutors in schools for all learners, to support choices and provide careers advice to start in the autumn term 2009
- The Kent Area Prospectus has been developed which contains a programme, pathways information and common application form for young people aged 16. Over 100,000 hits from 16 plus learners were recorded between November 2008 to June 2009 on the Kent

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Area Prospectus website with 61% of learners using this website saying it made a difference and made them more aware of the programmes on offer

- Quality work-related learning activities are being developed by the local 14 -19 planning forums. Continued expansion of the masterclass and taster programme will underpin this activity
- KCC's 14 to 24 Innovation Unit has funded the development of nine lead careers co-ordinators to focus on careers, education and guidance developments. These teachers will be used to develop a robust and impartial Information, Advice and Guidance (IAG) system, and have already developed a Kent Careers Education Curriculum Framework
- 84% secondary schools have completed the IAG health check. This self-evaluation audit highlights the strengths and weaknesses of guidance within schools and other 14-19 providers
- KCC's 14 to 24 Innovation Unit produced 15 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 continued be modified to become an interactive impartial resource for 14 plus learners hosted on KCC's 14 to 24 Innovation Unit IAG/careers guidance website on the Kent Virtual Learning Zone and Kent TV
- The new inspirational information web site called 'My Right Turn' goes live in April 2010. (See also Towards 2010 target 6). This provides a media rich environment for students to explore their possible careers pathway to help them make choices. Pilot projects are in place to start this work with 600 learners in September
- 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
- A major evaluation of IAG by Warwick University has been completed. The outcome of this research is being 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 and post-16 programmes
- 1,000 young people have attended employer-led masterclasses, conferences and taster days giving learners an insight into the world of work and employment
- The 'Brand You' experience is a five-day 'out of school' programme designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Events were held at Dover in June 2008, and Maidstone in February 2009.

What more are we going to do?

- Research continues to identify the most effective ICT guidance tools which would link to a web-based system. The Welsh system, Careers Wales, is a universal careers service is a model that could be adopted in Kent. An IAG/Careers Guidance focus group continues to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. 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 Area Prospectus will be a key driver in further developments

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- For 2009/10, 10 vocational specialist master classes for over 800 Key Stage 4 learners have been arranged by KCC's 14 to 24 Innovation Unit. Alongside these, subject master classes and taster sessions will be run for Year 9 learners to support learners' choice of curriculum offer at 14. The employability conferences and the 'Brand You' experience will focus on four different areas of the county reaching 550 students before the end of the academic year. These master classes need to continue to support learner choices and be linked to the development of the Area Prospectus and Careers, Education and Guidance. The masterclasses and taster days need to be extended to all 14 plus learners
- Plans for the academic year 2009/10 also include a masterclass event linked to the Olympic theme and a continued programme of taster days and employability conferences. Also to be delivered is the development of an interactive web-based resource called the 'IAG/WRL learner journey map'. This is a tool for curriculum planners to help them link IAG and work related learning (WRL), and sets out an entitlement for students.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of secondary school pupils (aged 11 to 16) who think that their school gives them very good careers advice	43%	43%	50%	*	60%

* Survey due autumn 2009

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Sue Dunn

Status: Done and ongoing

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

LSC, Connexions Kent & Medway, seven Further Education Colleges, University of Kent and Canterbury Christ Church University, work based learning providers, 80 Kent schools, and a number of major Kent employers.

Outcomes delivered so far:

- We've already exceeded this Towards 2010 target of 4,000 learners on vocational 14-16 programmes, as can be seen in the PI table
- KCC's 14 to 24 Innovation Unit has funded and established over 25 vocational skills centres across Kent over the past two years. These centres provide high quality vocational/applied learning programmes and support the implementation of diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 5,000 14 to 16 year olds to undertake a vocational course a day per week over two years leading to a wide range of vocational qualifications
- The Unit has also developed and expanded a high quality vocational programme, supporting collaboration between schools and colleges which has significantly reduced the number of NEETs (Not in Education, Employment or Training). This innovative approach to curriculum delivery has put KCC at the forefront of 14 to 19 developments nationally
- Ten specialist subject networks have been established which enable employers and training providers to design and deliver an innovative curriculum across all industry sectors
- An external evaluation has been undertaken by Glasgow University and an annual Learner Voice Survey has also been carried out which evidences the benefits of the skills centres for learners and teachers.

What more are we going to do?

- Develop centres on school premises which is a 'self contained' unit managed entirely by the school but with monitoring and advisory support from KCC's 14 to 24 Innovation Unit. In some cases these units are within the school building and in others they are a separate new building within the school campus. Staff would usually be employed by the school or in some cases seconded from a partner further education (FE) college, for example Thamesview Vocational Centre
- Develop centres on an FE college campus which is entirely managed within the college portfolio, for example North Farm Construction and Engineering Centre at West Kent College

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- Develop more off-site provision, which is usually a converted industrial unit or warehouse on a trading estate, which is owned by KCC, for example Thanet Skills Studio and Swale Skills Centre, but entirely run in partnership with local schools and colleges, adult education and other partners
- Continue the expansion programme of skills centres with Dover Maritime Skills Centre opening in September 2009, a new retail outlet and engineering/bicycle maintenance training facility opening at Swan Valley School, sponsored by Giant Bicycles, and provide and deliver more flexible, personalised learning pathways through the larger skills centres, i.e. Thanet, Sittingbourne, Marsh, Dover and Gravesend. We will also establish a new vocational skills centre embedded within Oakwood House, Maidstone
- Further expand and develop innovative approaches to vocational and applied learning opportunities which will extend to 14-24 year olds and meet the additional demand anticipated through the 'Raising the Participation Age to 18'
- Develop apprenticeship programmes and training for employers which can be delivered through the county network of skills centres.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of children on vocational 14 to 16 programmes	2,200	4,600	5,000	5,500*	6,000**
Percentage of young people participating in vocational programmes who agreed this was having a positive impact on their lives	90%	90%	95%	98%	95%

* Currently being confirmed

** Target revised upwards - was 5,500

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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Target 17: Double the number of participants on the Skill Force programme		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Sue Dunn

Status: Done and ongoing

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

Hartsdown Technology College, Whitstable Community College, Swanley School, Minster College, Archers Court School, Sittingbourne Community College, Walmer School, New Line Learning - Senacre, Aylesford School - Sports College, Chaucer Technology School

Outcomes delivered so far

- The contract with Skill Force to deliver this programme commenced in September 2007 for a period of three years. By September 2008, 400 student places were secured with the Skill Force programme, reaching this Towards 2010 target two years early, as can be seen from the PI table
- As a result of the early success of this project 450 Key Stage 4 pupils will be on a Skill Force programme in Kent from September 2009. Additionally pilot courses for 50 post-16 (Key Stage 5) students started in January 2009. The Skill Force Leadership Award is designed to engage students who traditionally have been in danger of becoming NEET (Not in Employment, Education or Training) during their Year 12 education. The course includes developing and accrediting wider key skills as well as working towards Duke of Edinburgh Awards and we see this as an interesting curriculum offer which can increase post-16 participation in schools and a further 50 students will take advantage of this from September 2009
- 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 and attendance, and provided students with a range of vocational qualifications”.

What more are we going to do?

- Continue to engage with the Skill Force programme, look for new funding opportunities through the transfer of 16-19 funding to local authorities and engage learners in the feedback
- Monitor and evaluate the impact of these courses on young people and review the destination routes of young people ‘graduating’ from the Skill Force programme
- Prepare for the possible re-tender of the provision in 2010 and increase both the number of schools involved in the programme and places for young people to ensure that the Skill Force programmes are more widely available across the county
- Look at a model in Maidstone of accommodating a Skill Force programme that is off-site for students from local schools to access
- Broker links between Skill Force and those schools offering public service diplomas
- Work with Skill Force to develop a framework for external providers to be quality assured by KCC in order that they can offer their programmes directly to schools.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of participants enrolled on Skill Force programme from September each year	200	300	400	500*

*450 Key Stage 4 places have been agreed from September 2009 plus a further 50 Key Stage 5 places. This is an increase from the original target total of 400

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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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: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: On course

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

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

Outcomes delivered so far:

Created a popular, high quality apprenticeship scheme in Kent, offering over 660 apprenticeship opportunities to date (see PI table):

- Kent Success, KCC's innovative Apprenticeship Programme, is now a fully established and formalised employment route of entry into KCC. Apprenticeship placements are being offered across all directorates and departments and young people are undertaking apprenticeships in a variety of different vocational areas. Kent Success provides much more than just an apprenticeship qualification. The apprentices are provided with structured training in confidence building, assertiveness, CV writing, KCC application forms and interview techniques. They are brought together for quarterly peer group meetings offering personal development opportunities and a chance for them to support each other and share their experiences. It is largely based upon the ethos of workplace training and assessment
- Young people are initially employed on a KCC Apprenticeship contract and are paid £105 per week (increased from £80 in January 2009). Young people are supported and encouraged to secure full time permanent contracts of employment at all stages of their training in addition to the successful completion of the apprenticeship qualification
- Placement managers play a vital role in the development of the apprentices and the successful integration of the programme. A manager's guidance booklet and other supporting documentation were produced to support and outline their roles and responsibilities within the programme
- To date, 199 young people have started on the Kent Success Programme and 70 are still currently studying for their apprenticeship qualification. Of the 89 young people who have completed their qualification, 60 have remained employed by KCC and a further 19 have found permanent jobs with other public or private sector organisations and the remaining young people are being supported to ensure that they move forward positively into employment and further training opportunities
- The impact and positive difference made to all apprentices, and the staff and businesses involved in the apprenticeship programme, is clearly demonstrated by the feedback, evaluation and personal statements and case studies. Indicative of our success is the measurement of the ongoing interest and increasing participation and engagement of young people and employers.

Established a strong partnership, focused on shared goals:

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

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

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

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

- All Kent and Medway training providers are above the national benchmark for quality of apprenticeship provision and performance and the success rates are above the national average and highest in the south east region

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- Following a comprehensive tendering process, a marketing and PR contract was awarded in November 2008 (ZERO51) and a marketing and PR strategy and campaign has been developed in partnership with KATO and LSC (NAS) ensuring a consistent Kent approach to our shared vision and delivery of the Kent Apprenticeship Programme. A series of events to promote and highlight Kent's strategy, vision, developments and progress ran alongside the national campaign (headed by Sir Alan Sugar) throughout February and March 2009.

What more are we going to do?

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

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Kent apprenticeships taken on by KCC (cumulative since October 2006)	60	128	200	228	250
Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)	0	0	400	438	750

Monitoring completed by: Pauline Smith

Date: July 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

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

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- At the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent. The main routes of referral have come through extensive partnership working to ensure we are reaching the targets and making a significant impact to the NEET and Towards 2010 agendas where possible. Referrals have been received from Connexions, the Youth Offending Service, Children and Adolescent Mental Health Service, E2E (Entry to Employment) and there have also been many self-referrals from young people.

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

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

Completed a range of valued community projects across the county:

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

2007/08:

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

2008/09:

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

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What more are we going to do?

- KCP is now an established programme of positive engagement and is embedded within the 14 -24 Innovation Unit. Further links will be made in 2009/10 to establish KCP within Kent's NEET strategy and address its sustainability and potential to develop into 16 plus mainstream provision
- Access and participation in KCP is of particular benefit and interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional barriers and challenges. Links are well established with the Youth Offending Service, 16 plus teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that a higher number of young people can access and engage on to KCP and move positively into more sustainable and long-term opportunities and outcomes
- The exciting opportunities which can be achieved by the roll-out and mainstreaming of KCP will support, address and embrace a wide range of targets and indicators reflected in a number of local and national strategies and policies
- Work will continue with the LSC and other relevant stakeholders to identify freedoms and flexibilities that are required to improve support and provision for this very targeted and vulnerable group of young people
- Further projects will be developed countywide ensuring that KCP develops and enhances its contribution to the reduction of the number of young people NEET as well as strengthening the positive outcomes evidenced by young people's commitment and participation in local projects and initiatives. Local projects being developed include:-
 - Allotment Project, Dover
 - Hereson School, Thanet
 - Chilham Sports Centre
 - Ashleigh Gardens Care Centre
 - Thanet Coast Project
 - Future Life Homes, Rectory House, Harrietsham
 - Folkestone Primary School Sports Day.
- Significant priority will be focused on the ongoing development and establishment of the exciting Social Enterprise model in collaboration with Catch22. A comprehensive feasibility study into the setting up of the social enterprise has been completed, reviewed and agreed. The finer details and action plan are currently underway and an expected project implementation date is targeted mid to late 2009.

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

Monitoring completed by: Pauline Smith

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Kent Works facilitated thousands of work-related learning and work experience placements, 7,000 in 2008/09 alone:

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

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

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- Specific focus in 2008/09 was dedicated to developing new and innovative work-related learning activity in line with the requirements of the updated government framework. New enterprise, employability and risk activities have been developed to assist schools in meeting the student entitlement. Demand from schools for support with work-related learning activities has increased year on year and it is likely that the target will be exceeded
- In addition to work-related learning events/activities held in schools, an increasing number of innovative programmes that involve students working away from school sites and into the realm of the employer are now commonplace. Construction site visits and visits to other employer premises, walk-about with local authority environmental teams, work shadowing and hospital visits are just some of the outcomes of strong business-education partnerships facilitated by Kent Works
- Kent Works is actively involved with each of the county's 14 to 19 strategic planning forums and has made contributions to the Diploma Gateway bids submitted by each of them. It works with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities
- Partnerships are now established with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme has raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14 to 19 education reform.

Influenced strategy and policy:

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

What more are we going to do?

- The direction of our plans in Kent will be influenced by changes arising from a national review of work-related learning and EBL
- The majority of the financial resource identified to deliver and promote EBL and work related-learning activities is already delegated to schools. An exercise to review the funding streams and potentially 'marshall the funding' will be an important role for KCC in 2009/10 to ensure that the management and delivery of EBL/work-related learning is focused and prioritised to successfully maximise resources for greatest effectiveness and outcomes
- Kent Works will continue to deliver EBL provision until April 2010 when the EBL contract will be integrated within the Connexions contract for Kent. The EBL contract for 2009/10 will build on the excellent standards already established progressing and supporting schools in delivering a re-energised and re-focused relationship with the business sector. Priorities include the following:
 - Deliver a variety of high profile business education events to inform, engage and increase the participation and development of education business partnerships
 - Deliver sector-related events, developed in partnership with 14 to 19 planning forums linked to the regeneration and skills needs of each area.

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- Work closely with the established infrastructure of local partnerships (14 to 19 Strategic Partnership, 14 to 19 Planning Forums, Local Children’s Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, reams and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities
- Further explore workforce development initiatives and relevant EBL links with public and private sector employers
- Ongoing management of EBL provision in the transitional year and delivery of contract commitments, targets and opportunities for young people within the academic year and beyond
- The development of a longer-term, coherent county-wide strategy, involving all relevant strategic and delivery partners and stakeholders
- Review and evaluation of current and historic EBL activity, funding and policy and the co-ordination and production of a comprehensive strategy to support learners, schools (and other educational establishments), employers and other key stakeholders.

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

Monitoring completed by: Pauline Smith

Date: July 2009

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Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, 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: Done and ongoing

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

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

Outcomes delivered so far:

- ‘What’s On’ was launched in November 2008 as part of Kent TV. It is an interactive site where individuals or groups can upload information on their own events across the county and the technology supporting this ensures out of date information is removed. From its launch until June 2009 the service has had over 10,000 events displayed on the website. There have been 170,167 page views (up to end of August 2009)
- Quality assurance is crucial on this part of the site and Ten Alps, which runs Kent TV, is responsible for ensuring this is delivered at a high standard through the contractual arrangements. (See Towards 2010 target 24)
- A new system has been developed to make it easier for the attractions themselves to upload and edit their own events
- 73 films have been made and attached to various attractions and events to give viewers a flavour of what is available in Kent.

What more are we going to do?

- Continue marketing to raise awareness of the service
- Increase the number of page views and events uploaded
- Increase the number of events with video footage attached.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of website hits on ‘What’s On’	*	*	83,631	200,000

* Launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 30 July 2009 (updated September 2009)

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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/Sarah Hohler	Lead Managing Directors: Amanda Honey/Rosalind Turner	Lead Officers: Chris Hesse/Danny O'Donovan

Status: Done and ongoing

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

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

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

Outcomes delivered so far:

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

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

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- Area competitions and trials are being organised by the 13 School Sport Partnerships, 15 Sports Colleges and seven competition managers, throughout the Autumn 2009 and Spring 2010 terms, which will lead to schools and teams qualifying for the finals in June/July 2010
- Plans are well underway for the finals events, where there will be an increase in the number of sports involved. Plans are also in place to involve a greater cultural element to the Games, involving the specialist arts colleges and KCC's Arts Development Unit.

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

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

- Launch the 2010 Kent School Games on 1 October 2009, with the aim to engage as many of Kent's schools as possible
- Run successful Kent School Games finals in June 2010, with increased number of sports and competitions and an increased cultural element to the Games

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- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012
- Track those performers provided with enhanced support to ascertain their levels of improvement, hopefully leading into world class programmes and squads, as well as success at major national and international events.

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

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

Monitoring completed by: Chris Hespe / Danny O'Donovan

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

We have worked to achieve this target in two ways:

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

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

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

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

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

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

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

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

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

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

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

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

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

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- Theatre roadshows were delivered by the Arts Development Unit and other arts resources (such as Hextable Dance) on tackling issues such as bullying, smoking and drug misuse

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

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

What more are we going to do?

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

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

* As reported by directly funded organisations, youth theatre groups and targeted schools

** Sharp increase in 2008/09 figure due partly to improved data collection systems

*** This target will be revised upwards for 2009/10 in the light of the 2008/09 outturn which has just been received

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**** These targets have been revised upwards drawing on data from NAYT on Kent membership

Monitoring completed by: Sally Staples

Date: July 2009

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

Status: Done and ongoing

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, Kent residents.

Outcomes delivered so far:

There are a number of different strands we have introduced to help deliver this Towards 2010 target – Kent TV, Pic ‘n’ Mix, Kent and Medway Citizens’ Panel, Web jam and localism:

Kent TV

Kent TV was launched in September 2007 and so far the site has received just over two million visits (as at the end of August 2009). It is an internet TV channel for everyone living and working in Kent and is available 24 hours a day 7 days a week. Viewers are able to watch video programmes on their computer about local issues, the arts, business, education, health, leisure, local government, tourism and travel. Kent TV is operated by an independent media company, Ten Alps Digital.

Specific achievements include the following:

- There are now over 2,000 videos available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism
- A number of competitions have been run to highlight and showcase Kent talent, including Sound Clash which attracted 84 entrants and 12,000 registrations to vote and take part
- Kent TV launched KentTV.mobi at the request of its viewers to enable to watch Kent TV on their mobiles
- It has created training opportunities for young people in Kent including involving Canterbury Christchurch University in a debate in which 20 students were given the opportunity to work on set or make films for the project. Kent TV has also provided work experience opportunities in the office on a monthly basis
- The site has undergone a refresh to enhance usability. A new channel was also added entitled ‘How to’, giving viewers information on how to become a police officer to how to write a will
- Our successful policy of enabling viewers to embed our films on other sites ensures that videos are placed on other relevant sites, widening Kent’s reach
- The ‘What’s On’ channel has been launched (see Towards 2010 target 21) detailing events happening in Kent from boot sales to jousting tournaments
- Kent TV located to new offices in Maidstone Studios in April 2008 and has used its new location to forge new links with other creative businesses in Kent. Kent TV is working with Maidstone Studios to offer young people studying for a creative and media diploma an insight in to the creative industries. The diploma is in its early stages but students, as

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part of their studies, will partake in a range of activities which could cover filming and researching for Kent TV

- Kent TV has been short-listed for the European e-government award.

Pic 'n' Mix

Pic 'n' Mix aims to revolutionise the way in which the public are able to access, re-use and share publicly available information. The project uses IBM software and free applications that are readily available on the web. Citizens can use these tools to 'mash up' information from a variety of sources, to create information that is truly relevant and customised to their needs. They are encouraged to share their 'mashups' so others in the community can benefit.

The pilot has been running for two months and has received positive feedback from the 20 SMEs (small and medium sized enterprises) involved in the project. From September, a planned programme of work with schools will engage students and young people. Other community groups and voluntary organisations are also contributing to the project.

The Cabinet Office, DWP, DCSF, LEGSB and IDeA have all shown an interest in Pic 'n' Mix. 'Mashup' technology has the potential to enable data to be shared between directorates, agencies and partners, and this exciting opportunity will be explored more fully.

The Kent and Medway Citizens' Panel

The Kent and Medway Citizens' Panel (KMCP) is a joint initiative between the Kent Messenger (KM) and KCC, giving residents of Kent the opportunity to give feedback on ideas, services and products, by responding to three or four questionnaire based surveys each year. The panel marks a first in that it is the only citizens' panel in the country to be run jointly by a local newspaper and a local authority.

The surveys are conducted by Ipsos MORI and can be carried out online, by telephone or face to face. To date three surveys have been conducted:

- The original survey carried out between February and April 2008
- A snapshot survey carried out in November 2008
- A follow up survey carried out in July 2009.

The KMCP has its own website www.kmcp.co.uk where new panelists can join and existing panelists can see the results from the surveys they responded to.

There has been a recruitment drive taking place across the county to encourage more people to become panelists, which the KM are advertising both through their papers and on their radio stations to encourage more sign ups (the Primary Care Trust (PCT) has also agreed to help recruit new panelists). There are currently 705 residents signed up to the panel.

Web jam

In February 2010, the KCC is proposing to hold a public 'web jam' session. This will enable residents of Kent to ask questions or write comments on a particular subject within an on-line 'real time' environment. The sessions will be interactive allowing moderators and KCC/partners' staff to respond to the questions asked.

KCC will be hosting the web jamming session on behalf of the Kent Partnership. It is due to last between two/three days and we will be procuring appropriate technology assistance shortly. KCC previously held an internal web jam between senior managers, however this will be the first time

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that the format has been used by KCC or any Kent Partnership partners to engage with members of the public. It will have a target participation rate of up to 20,000 people and residents will be asked to post comments and questions regarding a key area of policy, such as health. This will link directly into the review of the Vision for Kent, Kent's sustainable community strategy, and its core priorities.

The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important. The comments and questions raised during the web jam will be used to inform the Kent Partnership's strategic priorities beyond 2010.

Localism

Working with our partners KCC has been piloting a range of models of community engagement bringing together the three tiers of local government - county, district and parish councils - and in some models the police, PCTs and voluntary sector.

Neighbourhood Forums - In Dover and Gravesham there are neighbourhood forums embracing all three tiers of local government. Although joint neighbourhood forums and KCC local boards have existed for a number of years now, the Gravesham neighbourhood forums are looking at new ways to engage with local residents. The forums currently meet 12 times a year, in various parts of the borough, at which members from KCC, Gravesham BC and the parish councillors attend to discuss with local residents issues that are affecting them.

KCC and Gravesham BC are exploring the possibility of webcasting the forums to enable local residents who are unable to attend the meetings to be involved. A bid was submitted to the government for funding to pilot innovative ways of communicating with the public, including the possibility for viewers of a webcast having the facility to email questions they would like to be addressed by the meeting. Unfortunately the bid was unsuccessful. However, our webcasting contract is currently being re-negotiated and Public-i, our current webcast provider, is about to provide us with a quote to lease equipment so that we can webcast some of our forums.

Arrangements are being made to establish neighbourhood forums in Maidstone and discussions are taking place with our partners across the county.

Other forums and ways of engaging - In Swale, local engagement forums have been established which include the PCT and Police. Canterbury City Council has area member panels and Tonbridge and Malling BC has a Tonbridge Forum and Parish Partnership Panel in which County Council members are participating.

KCC is exploring a range of other initiatives which will enhance KCC's community engagement strategy, for example:

- A number of elected KCC members are piloting events where the community make bids for a contribution from the members community grant
- A scheme for e-petitions is also being established which will allow the on-line community to petition KCC on issues of concern
- New technology is being explored including blogs, video uploads, social networking and the creation of a 'virtual county hall' where communities of interest can contact KCC
- KCC is exploring the idea of webcasting some of the meetings for engaging communities e.g. neighbourhood forums etc, as explained earlier

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- KCC is also exploring a project whereby county councillors promote democracy in some of the schools within their electoral divisions.

What more are we going to do?

We will deliver the following actions:

Kent TV

- Submit an Interreg bid with a European partner to create video content about both Kent and Belgium which should encourage tourism to the region
- Continue to raise awareness of Kent TV
- Continue to create opportunities for Kent to showcase their talents and opinions.

Pic 'n' Mix

- Engage new groups in Pic 'n' Mix and respond to feedback
- Continue to secure accurate and relevant data from KCC and partners
- Raise awareness of Pic 'n' Mix via networks, forums and social media

The Kent and Medway Citizen's Panel

- Continue to raise awareness of the panel and market it through the KM and the Kent PCTs
- Increase the number of citizens signed up to the panel to meet the challenging target of 8,000 in total.

Web jam

- The web jam will be held in February 2010
- The project will enable KCC to engage directly with up to 20,000 residents of Kent and get their views on what matters to them
- The comments will be collated to help inform KCC's strategic priorities beyond 2010.

Localism

- The Gravesham neighbourhood forums will pilot the interactive meetings and report back on its successes
- The community liaison manager will explore whether this can be expanded to other forums and local boards in Kent.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Visit numbers for Kent TV (cumulative since Sept 2007)	198,210*	250,000	1,349,231	2,000,000**

* Kent TV started on 20 Sept 2007

**Based on original April 2007 Cabinet paper estimate of 50,000 visits per month

Monitoring completed by: Tanya Oliver, Robert Hardy, Paul Wickenden

Date: 30 July 2009 (updated 3 September 2009)

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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:

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

Outcomes delivered so far:

Providing access to greater activity for residents and encouraging visitors to Kent is the focus of this target. Key to its implementation is repositioning the KCC Arts Development Unit and development of a Kent Cultural Strategy to increase opportunity. We have helped position Kent as a centre for the arts by:

Developing venues and cultural events across the county, working with organisations such as Turner Contemporary, Quarterhouse in Folkestone (see also Towards 2010 targets 1, 2, 3 and 6) and the Theatre Royal Margate:

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

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

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- Turner Contemporary (see Towards 2010 target 27) is building a momentum and focus for visual arts in Kent and we are working with the team on targeted projects (e.g. teenagers project, visitor economy)
- The Folkestone Triennial was the most significant international art event in the south east in 2008 and the Whitstable Biennial has developed a strong reputation for identifying emerging talent
- Strange Cargo's 'Other People's Photographs' project achieved national and international recognition and won six awards
- Deal Festival is highly respected for its quality programmes, including showcasing and new compositions. The East Kent Festivals Cluster project has levered £50,000 from ACE, SE and SEEDA to support festival development hinging around a new art commission with an international vocal artist
- We are supporting the organisational development of Strange Face theatre company and SeeThrewMusic, both emerging talents in rural touring, and rural touring network Applause recognised nationally for its astute programming
- We have partnered Liberty Property Trust (LPTUK) on the refresh of the Rouse Kent Public Art Awards, confidence in which has now resulted in a request from LPTUK to co-ordinate a new £80,000 art commission opportunity so far generating 150 expressions of interest from artists
- We are developing Artists' Suppers, to support up-skilling, networking, new collaborative approaches, development of new audiences, and engaging with new spaces for events and performance
- Supporting London 2012 – KCC's Arts Development Unit chairs the Arts Sectoral Task Group of the Kent 2012 campaign and co-ordinates the UK Cultural Festival Kent action plan that celebrates the Olympic and Paralympic Games
- We work with the arts and cultural sector to maximise take-up of national opportunities, e.g. Artists Taking the Lead, Bandstand Marathon. Our technical advice and project support levered £40,000 into Kent to realise the highly successful 2008 'Light Up, Open Up' event in Dover, for the launch weekend of the Cultural Olympiad in the South East cited as a good model by the SE Creative Programmer
- We are working with stakeholders, advising on development of the Creation Centre, a large-scale production facility in Chatham, which will give Kent's arts sector the large-scale capability for outdoor events (festivals, street arts) with potential to contribute toward 2012 celebrations. We are delivering the Kent Cultural Baton, a portable arts commission that between now and 2012 will be hosted by communities across the county as part of their own local celebratory events.

Building consensus on the value of culture and cultural development in Kent, using events such as the Kent Cultural Summit (next one is autumn 2009) as a catalyst:

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Sally Staples

Date: July 2009

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Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture

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

Outcomes delivered so far:

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

- KCC Libraries and Archives have achieved great results over the past three years, both by investing in our modernisation programme and making general improvements to our service. So far we have modernised 12 libraries: Birchington, Coldharbour, East Peckham, Hadlow, Marling Cross, Thanet Gateway, Newington, Ramsgate, Sevenoaks, Staplehurst, Sherwood and Tenterden. To us, modernisation is more than simply refurbishing a building, it is about finding new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers. Examples include the modern and accessible library at Tenterden Gateway, the relocation of Stanhope Library to the Moat Housing Neighbourhood office and the opening of the new Adult Education Skills Plus Centre in Folkestone Library
- The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Remote visits to the web site have increased by an incredible 1001%, whilst actual visitor numbers have reduced by only 3.5%. Issues in recently refurbished libraries show an increase e.g. issues at Ramsgate and East Peckham have increased by 67% and 11% respectively compared to 2008
- The number of young people involved in activities and borrowing books has increased at modernised libraries. Early years activities involving babies and their parents/carers and primary school children have increased since 2007/08 and Baby Bounce and Rhyme sessions increased by 90.4%. Children of all ages are borrowing more items and developing a love of reading; on average children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/08
- Work on our capital projects is moving forward, and we've been working hard to progress the Kent Library and History Centre, Ashford Gateway Plus, Gravesend Library and the Beaney in Canterbury. Our joint work between archives and museums is continuing to expand, as demonstrated by the Sevenoaks Kaleidoscope, the Folkestone History Resource Centre and the work that is going on in Canterbury
- In March 2009 we implemented Spydus, our new Library Management System. Alongside this we installed more energy efficient hardware, bigger screens and a faster internet connection, and as a result we can offer our customers a significantly better IT service
- We have saved money by using online ordering and supplier selection, which means that we have been able to increase our stock purchasing.

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- In 2009 we were not only awarded the Charter Mark again, but also increased the number of criteria achieving best practice from five in 2008 to six in 2009, which reflects our work to improve customer service.

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

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

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

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

What more are we going to do?

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

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

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

Notes:

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

Monitoring completed by: Cath Anley

Date: July 2009

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

Outcomes delivered so far:

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

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

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

Contributed to the regeneration of Margate and east Kent (see also Towards 2010 target 3):

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

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

Delivered high quality arts programmes:

- Turner Contemporary developed and continues to deliver a wide ranging artistic programme, engaging with diverse audiences and forging relationships with a broad range of partners across the region and beyond. (See Towards 2010 target 25)

Involved and engaged the local community:

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

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

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

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What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Victoria Pomery

Date: July 2009

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Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent

Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officers:

Chris Hespe/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, Medway Council

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

Outcomes delivered so far:

These two Towards 2010 targets are being reported together as they are so interlinked. Outcomes include the following:

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

- **Club Connect Card Scheme:** This provides a range of discounts and benefits for sports clubs, and was developed and officially launched in October 2007 by the KCC Sport, Leisure & Olympics Service. As at June 2009, 292 sports clubs have signed up to the Club Connect Card scheme
- **Clubmark Accreditation Work:** We support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with Clubmark clubs guaranteeing a safe and friendly environment for young people to play sport. In addition, the KCC Sport, Leisure & Olympics Service became registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. 150 sports clubs across the county now have received Clubmark Accreditation
- **Development officer posts:** These have continued to support a wide range of Governing Bodies of Sport with new development officers being secured to develop their sport in swimming, archery, athletics, squash and curling. Funding has been secured to appoint a golf development officer and discussions are well underway with cycling to develop a post at Bedgebury Forest. Funding has also been secured to continue with a netball development officer post until 2013. The KCC Sport, Leisure & Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region
- **The archery development officer post** has provided a 'legacy' from the Archery World Cup in Dover in 2007, through which equipment and training is being delivered to Kent's schools and community groups
- **Small Revenue and Capital Grants:** The Sport, Leisure & Olympics Service has continued to administer a small revenue and capital grants programme, primarily to support local clubs and voluntary sector sport

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- Training and Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and volunteer workforce. This includes working with School Sport Partnerships on a 'Step into Sport' programme for young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations
- Since 2006, nearly 4,000 teachers, leaders, coaches, volunteers and club officials have attended sports education opportunities, supporting the increased quality of provision in the voluntary sector
- Securing funding: Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the KCC Sport, Leisure & Olympics service has levered at least £4 of external funding for every £1 spent on the service by KCC
- 149 awards have been made to voluntary sports clubs and organisations which have benefitted from receiving small grants to run localised community sports projects.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

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

* Based on estimates

** Due October 2009

Monitoring completed by: Chris Hespe / Carole Kincaid

Date: July 2009

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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: Roger Gough	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, and KCC internal business units, Further Education and training organisations, Business Link.

Outcomes delivered so far:

Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and working with district and borough councils and a range of other partners including the NHS, Police, Fire, Job-Centre Plus etc. The focus is on shaping services to fit around customer need, maximising efficiency both for the clients and service providers, and delivering effective, measurable outcomes for people.

The Gateways opened to date are as follows:

- The original pilot, Ashford Gateway, opened in October 2005, prior to the term of this Towards 2010 target, but included for completeness. It was complemented by the first Mobile Gateway (Mobile I), launched in July 2007, with a target area of rural Mid Kent (Ashford to Dover), and is currently being used to raise awareness and understanding of Gateways amongst staff from the statutory and partner organisations involved. It is also supporting regular services in Dover district and various projects and initiatives, such as Adult Learners' Week, Fostering and Adoption Recruitment. A combined Dover district and Adult Social Care program was launched in March 2009, taking services out to urban and rural locations across the district. It has also been used for the 'Backing Kent People' Summer Roadshow, with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team on board offering advice to members of the public (see also Towards 2010 target 61)
- Thanet's Gateway Plus, which includes the library, opened on 7 January 2008. With weekly footfall reaching 9,000 people on average, the anticipated footfall is 450,000 a year, including the library. The opening has seen library membership increases amongst teens and adults, provision of new services for minority groups, new health clinics as well as the opening of the new Kent Contact and Assessment Service (KCAS) service
- Tunbridge Wells Gateway opened on 3 November 2008, situated adjacent to the main pedestrian entrance to Royal Victoria Place, the primary shopping destination in the town. CAB, Kent Adult Social Care, Voluntary Action West Kent (VAWK), Royal British Legion Industries (RBLI), and a range of statutory and voluntary sector partners have made a very positive impact. The number of customers served averages 5,000 per month and an anticipated 60,000 per annum
- Tenterden Gateway opened on 8 December 2008. This Gateway is the first to have a rural post office within it and is also the site for the local library, Tourist Information, borough and county services. Volunteering Ashford is in situ and has experienced a significant upturn in the numbers of people applying for volunteering projects to date

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- Maidstone Gateway opened on 5 January 2009, situated on Kings Street forming an extension to The Mall, and adjacent to the bus terminus for Maidstone. There are approximately 4,800 customers per month with an annual expectation of 58,000. CAB, Age Concern, Registrars, Adult Social Care, and many other key service partners have reported very positive customer satisfaction and activity levels
- Dover Gateway brings Phase 1 to a close and opened to the public on 15 July 2009. This is a very positive development, building on Dover DC's previous town centre presence. The arrival of Gateway complements Dover Discovery Centre and is the first tangible step in the delivery of the regeneration of Dover town, along with the Olympic screen on Market Square
- Tonbridge Gateway (within Phase 2) is on the site at Tonbridge Castle and opened in July 2009. The new space has brought together 'old and new' and has been received very well by customers. A full complement of services began during July
- A PR mobile has been added to the fleet. Launched in June 2009, this will be used for PR, forward promotion and brand awareness.

Other specific Gateway related outcomes are listed below:

- In a detailed audit commissioned by the Cabinet Office, conducted by the IDeA and LGA, Gateway presented the progress made on this initiative at the FOSS (Front Office Shared Services) event in 2009. A number of other authorities want to learn from the examples of best practice
- Gateway achieved top 10 ranking from 600 entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website
- Thanet's Gateway Plus was short-listed for the LGC awards for Innovation and Efficiency in 2008
- Gateway is working in strong partnership with KCC Libraries. Two Gateways have been developed with libraries in Phase 1, with the potential for two future Gateway/library developments planned for Phase 2. This combination is proving very successful in terms of expanding the service offer with increasing appeal to the wider community, and maximising the full potential of existing estate
- Kent is one of only two two-tier authorities to gain Pathfinder status for an important Department of Work & Pensions' led service innovation called TUO (Tell Us Once). This is the first government-led service improvement initiative directly influenced by the Varney report. The aim is to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned enabling district staff to fully engage in TUO. This cost effective implementation in Kent has been openly acknowledged, and representatives have been invited to join a national reference group looking at the longer term governance arrangements for this service. The original unitary and London borough pilots have also been to visit Kent to learn from our approach
- Interreg Funding for 'Customer Insight' - 4.3 m Euros has been secured by KCC, Medway and all 12 district and borough councils to work in partnership with Pas de Calais. This joint funding will develop the means to understand more about the people of Kent their service requirements and service delivery gaps. A Kent and Medway specific segmentation has been produced and a Service Delivery framework is available for the five pilot districts (Swale, Gravesham, Tunbridge Wells, Thanet and Canterbury) leading to action plans to enhance customer service practice. The next tranche of development begins in September.

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What more are we going to do?

- A second mobile (Mobile II) Gateway is planned for 2010
- The planned modernisation of Ashford library (Ashford Gateway Plus) provides natural development opportunities for the original pilot Gateway in the town. Subject to planning, the new iconic development for Ashford could be ready for 2011. Located on the current library site the new three storey building will bring together key services - library, Registrars, adult social care, adult education, and the existing full Gateway service partnership. The building will function as one service.

Planning for roll out of the rest of phase two of Gateway (April 2009 to March 2012) has begun with committed interest in:

- Canterbury – options around Herne Bay regeneration
- Swanley – options around the Swanley Information Point
- Swale – Sittingbourne and Sheppey
- Dartford – planned redevelopment of Dartford town centre and the new community hubs in Thames Gateway present strong opportunities
- Mobile III
- Shepway
- Gravesend (Gravesham)
- Bluewater

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Gateways operating in Kent (cumulative since 2006/07)	1	3*	6**	6	9***

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

*** Tonbridge, Dover, and a PR Mobile launched June 2009 - additional to planned roll-out)

Monitoring completed by: Tanya Oliver

Date: July 2009

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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: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Ian Craig

Status: Done and ongoing

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

Kent public transport operators, Kent Youth County Council, Secondary Schools

Outcomes delivered so far:

- The pilot Kent Freedom Pass scheme, where for £50 per year young people in academic years 7 to 11 can travel for free on public bus services in Kent, 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 was completed in June 2009
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. The total cost of the Kent Freedom Pass has been estimated at £7.6m (net) in 2009/10
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and we are broadly following our projected pass take up
- The total number of Freedom Passes on issue is 16,400 (as at June 2009) with new passes being issued all the time. Term time usage is now running at around 250,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after school opportunities. Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per km traveled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system and indicated a 2% to 6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass
- The scheme is now available to care leavers and home schooled children. The scheme has also been extended to enable previously 'private' school or coach bus services, funded by parents to join. Many of these relatively bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom Pass will reimburse bus operators at the standard reimbursement rate for the scheme. Operators are

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able to charge a top up fee to Freedom Pass holders using these services. For example in the case of Hugh Christie school parents using a service to Edenbridge are now paying £250.

What more are we going to do?

- Provision of additional buses on services to schools with a high take up of passes over the summer ready for the new school year in September to try to meet demand as best we can
- Negotiations are ongoing with several bus operators over reimbursement for journeys made and additional capacity provided
- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways as part of the September 2009 reissue of Freedom Passes in Thanet. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys
- Data is being collated to contribute to a review of the scheme from the start of the new school year in September 2009, by which time the total number of pass holders countywide will be known
- The scheme may be extended to include students living in Kent but attending schools outside the county and, subject to costs, options include extending the scheme beyond academic years 7 to 11 from September 2010
- The results of a questionnaire survey looking at the benefits of the scheme and considering barriers to its use is being used to inform further development.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,178	12,000	12,800	20,000

Monitoring completed by: David Joyner

Date: June 2009

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Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Director of Learning (Vacant)/Scott Bagshaw

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.

Outcomes delivered so far:

The success of this target is also linked to the county wide roll out of the Kent Freedom Pass (see target 30) from June 2009 which will result in a huge shift of student travel away from cars to more sustainable forms of transport. Specific outcomes so far include the following:

- 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. This has been very successful and it has been confirmed that this school day model will continue. At least 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. A total of four schools/academies are therefore operating a staggered *core* day in the current academic year
- Other academies that are planned to open September 2009 and 2010 are considering staggered hours as a routine part of their school offer
- 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 offer to all children and young people for access to extended school activities by 2010 will make a huge difference to this target as increased numbers of children benefit from an extended school day which will stagger their arrival and departure times from school.

What more are we going to do?

- 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
- Ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- 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
- Encourage primary school governing bodies to have more radically staggered hours

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- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

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

* Whilst the 2008/09 target has been missed in terms of schools that are staggering their core hours, increasing numbers of schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

Monitoring completed by: Bjorn Simpole

Date: July 2009

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Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

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 and District Engineers Forum

Outcomes delivered so far:

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

Car parking and yellow lines

Two specific developments are as follows:

- 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 have been opened to the public for pay and display e.g. Invicta House car park in December 2006 (250 spaces).
- 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 12 districts in Kent have been revised to reflect the changes in legislation.

Examples of action taken to date and planned schemes 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, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

Parking provision in Tenterden is under review and is the subject of extensive public consultation.

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 together with 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 planned for 2012/13.

Two inner city car parks have had their status altered to accommodate residents parking therefore easing congestion and releasing approximately 20 further on-street parking spaces for visitors.

Maidstone - Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town and new extensive residents parking schemes are currently being advertised for public comment. Some 30 additional bays have

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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.

Thanet - A three year parking plan commenced in 2007, including further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate. 440 parking spaces will be provided across the Isle of Thanet

Tunbridge Wells - 45 extra parking spaces were created in 2007/08 and single yellow line times were changed to permit residents to park.

Shepway - An extensive parking review is currently ongoing throughout the entire district to identify the need for residents parking, on-street parking bays and unnecessary waiting restrictions. Two residents parking schemes have been identified at an early stage and are currently open to public consultations.

Dartford - A full review of all parking and waiting restrictions is ongoing with approximately 50% of the borough completed. The review will identify unnecessary loading restrictions and loading bans and identify the need for residents parking schemes.

Sevenoaks - A review of on-street parking has recently been carried out resulting in the provision of approximately 100 on-street parking spaces.

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'. However, new sections will be considered within this context.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- Review 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 do not run between 6pm and 7am.)
- KCC, in partnership with the 12 district councils, is reviewing 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 could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the 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

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- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing Traffic Regulation Orders (TROs) to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a better position to establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length
 - Ashford - As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
 - Maidstone - 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.
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently 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.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	400	1,515	1,715*
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	Not set**	**	**

* Target has been increased from 600 which was originally set

** Subject to taking forward the TRO review

Monitoring completed by: Lorna Day

Date: July 2009

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Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

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.

Outcomes delivered so far:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further, short, round of consultation, KCC's application was submitted in January 2009. The application has been given a green light and the introduction of the permit scheme will take place in January 2010, once the relevant notice has been given to all works promoters throughout Kent
- The scheme will increase penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected. Kent's own work on the highway will be subject to the same rules except that the potential penalties will be recorded in performance indicators in order to comply with parity as set out in the TMA - this is explicit in the Kent Permit Scheme application
- The Kent Permit scheme is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on the 6 July 2009. In essence the Permit scheme means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC 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, and ultimately reject permits if the controlling conditions are not in place
- 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 permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation
- 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. The software providers have completed initial development work on a permit system for Kent

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and a live system is now in operation with KHS works now subject to permits as of 7 July 2009

- The new Roadworks structure was populated in August 2008 under the management of the Roadworks Manager. The four co-ordination teams are now located in the Ashford and Aylesford offices with two in each co-located to encourage joint working practices. A regular programme of seminars and reviews of working practice are in place to deliver and improve consistency of working practice and increase the knowledge base. Whilst income at the start of the year, as the Roadworks Teams were being formed, was lower than expected this has recovered and action has been taken to ensure this improves. Those undertaking work on the highway are now regularly challenged and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, and innovative ways of working are becoming more common place
- 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 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. This scheme continues to be effective in improving and maintaining safety standards of work on the highway
- 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
- The performance indicators currently record non-compliance, however, given that there are approximately 70,000 separate occupations of the highway each year across Kent's road network the greater majority complies with the requirements. To reflect this it is intended to add a new indicator showing number of projects completed to time which is a better indicator of how effectively roadworks are carried out in Kent. Currently 93.7% of all works on the Highway are completed on time, the remainder may include granted extensions where there have been reasonable grounds to extend.

What more are we going to do?

- Implement the KHS Permitting Scheme
- 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
- Hold regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars
- Deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press, and on-site notifications
- Ensure there is a 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
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 16 penalties being issued in the first quarter of 2009.

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Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Traffic Management Act permit violations (Section 74)	*	*	38**	50

* Not set as we were awaiting approval of the permit scheme by Department for Transport

** We have still been able to use Section 74 to help improve utility performance as this part has been enacted already. This is an interim measure until the permit scheme is fully in place.

Monitoring completed by: Ian Lancefield / David Beaver

Date: July 2009

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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:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
David Beaver

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.

Outcomes delivered so far:

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). Specific outcomes are as follows:

- We have helped to significantly reduce journey times on Kent's roads. (See PI table) As at June 2009 journey times have reduced by 32% since March 2007 on key radial routes in Maidstone. The Kent Freedom Pass will have had a positive impact on this reduction. However, nationally it is considered that the recession and fuel prices have affected the reduction in traffic volumes by 12%, and as the economy recovers the average journey times may start to rise
- 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 in 2007 and Radio One's Big Weekend in 2008 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. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- Kent Cordon project is a development between Kent Highway Services and the Highways Agency and has led to hardware such as CCTV, variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the Highway's Agency's Regional Control Centre as these roads are diversion routes used following motorway incidents. The work was completed this summer
- 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
- A programme of '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

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- Traffic flow monitoring sites on main roads in Maidstone and Canterbury provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. The traffic flow monitoring sites in Canterbury have been operational for almost a year. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- The system operating car park variable message signs in Canterbury is being updated in two phases in conjunction with the City Council. The existing signs are to be replaced in phase one, for which an order has been placed, with installation before Christmas. Phase two will see coverage extended to the remaining significant car parks in the city. Installation of these signs is planned for the spring of next year. All will be operated through the TMC with control of the information displayed available locally in Canterbury.
- ANPR data from the partnership with Kent Police is now online providing the opportunity to give TMC operators early warning of problems on all the radial routes into Maidstone and Canterbury by monitoring journey times and recording progress against targets.
- The TMC now has access to the control and view images from the Highway Agency's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- The TMC has contributed to a significant improvement in travel times in and around the town. The data available to date compares the morning peak base values established in March 2007 with the first four months of the financial year 2008/09 and the first three months of 2009/10. These results are reflected in the feedback we have received from the public and the business community who 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 to 1900 Monday to Friday and 0800 to 1700 on Saturdays.
- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. 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, now known as Kent Traffic Officers (KTOs). They will have a strong and recognisable street presence through clearly branded vehicles resembling the brand image of Highway Agency Traffic Officers but clearly marked as KTOs. They will be able to use bus lanes to enable faster access to incidents on the highway. The KTO scheme was launched in June 2009 using road works inspectors. Extensive training has taken place and all those participating have passed the required examination in order to receive the delegated powers. The delay in introducing KTOs is due to the need to submit a whole new scheme to Kent Police for consideration and approval. This has been submitted and is considered a model application. A high degree of co-operation has been achieved with the Police who are keen to make this trial a success. KTOs 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; they will be deployed via the TMC.

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What more are we going to do?

- Run a trial of the KTO scheme focussed on Maidstone and record and review effectiveness of the scheme. Consider extending the scheme subject to review and budgetary constraints
- Extend remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC
- Deploy web-based access to the TMC systems for stakeholders enabling them to access data and to provide details of incidents for access by other users
- Complete deployment of Intelligent Transport Systems (ITS) equipment in Maidstone and Canterbury. Continuing evaluation of the results obtained to inform the programmed roll out across Kent, starting with Dartford and Gravesend in early 2009, Tunbridge Wells and Thanet thereafter
- Extend TMC coverage to Canterbury, Dartford and Gravesend during 2009/10 followed by Kent Thameside and Tunbridge Wells in 2010/11
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. There will be the need to address different issues from those encountered in Maidstone. For example, Canterbury has a significantly lower traffic signal population and will depend more on monitoring and guiding traffic rather than absolute control. 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
- Increase interaction with adjacent Highway Authorities to exchange information and manage traffic movements 'across borders'
- Improve guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non-essential traffic movement
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Gravesend and Canterbury to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Continue 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 the summer of 2009 will enable joint management of traffic on the key diversions by the RCC and the TMC
- Kent's work with the HA has led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools should enable existing levels of staff resources to monitor and manage traffic across the county
- Enhance and expand the Kent Traffic and Travel website as the programme for ITS deployment rolls out beyond Maidstone to realise similar improvements in the other key towns and on the inter-urban network.

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Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Target	March 2009 Actual	March 2010 Target
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.07 minutes*	Not available	5% reduction over 2007 value	3.45 minutes (15% reduction over 2007 value)**	10% reduction over 2007/08 value***

* 2007 baseline based on manual calculation. The automated system was introduced in December 2008

** As at June 2009 this figure reduced again to 2.79 minutes (31% reduction over 2007 value).

*** This target has been reconsidered in the light of the 2009 results but will remain at 10% as traffic volumes may rise as we come out of the recession

Monitoring completed by: Sue Westwood

Date: July 2009

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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:
Nick Chard/Kevin Lynes

Lead Managing Director:
Mike Austerberry

Lead Officers:
Mick Sutch/David Joyner

Status: On course

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

Southeastern Trains, Eurostar, Network Rail, Arriva, Stagecoach, other bus operators, district councils.

Outcomes delivered so far:

- KCC continues to lobby Southeastern to improve its performance. Latest published data shows 87.1% of its trains arriving on time (as at third quarter 2008/09) compared to 85.1% in the equivalent period in 2007/08. Overall 91.0% arrived on time in the year ending December 2008 compared to 89.6% year ending December 2007
- Passenger satisfaction on the railway is also improving with the number of complaints in the 2008/09 third quarter dropping from 20 per 100,000 passenger journeys to 13
- KCC has consistently supported the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in east and north Kent. Full High Speed 1 services are on target to start this December and preview services started between Ashford and St. Pancras via Ebbsfleet in June – six months early
- Overall, Southeastern will be operating 200 more services from mid-December – a 5% increase in capacity. All major towns in Kent will have more services to and from London, with the exception of Maidstone. However, pressure has been put on Southeastern to retain the service to Cannon Street and it is now preparing options to retain it
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. There has been a further 7% increase in 2008/09 over the figures for the previous year to over 55 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for over 60s
- New partnership agreements (Quality Bus Partnerships) were launched in 2009 in Dover and Ashford with Stagecoach and in Thanet in partnership with Eastonways. The Ashford Quality Bus Partnership (QBP) was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded through a KCC Kickstart grant, with Stagecoach providing additional funding and marketing to increase patronage
- Around two thirds of the total bus fleet in Kent are now easy access, low floor entry
- A scheme to upgrade bus stop poles and provide improved timetable information at around 600 bus stops across Kent will be completed in 2010. Real-time electronic displays showing arrival times are also being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive

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- KCC has worked with operators to encourage joint ticketing, and a scheme called 'Plus bus' is now available at 26 main railway stations in Kent which enables rail passengers to buy a rail ticket that includes onward travel on local bus services
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford Borough Council and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as Travel Plan Partners¹. It is intended that this will be a model for other stations in Kent
- KCC has part funded new ticket machines for approximately 800 buses across Kent. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with smart Freedom passes in Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in September 2009. (See also Towards 2010 target 30)
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009 at which point 16,400 passes had been issued. Term time usage is now running at around 250,000 single trips per month. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll out
- KCC provides financial support to around 200 bus services and 7 Kent Karriers. Kent Karriers provide dial-a-ride accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2009
- KCC is providing additional funding to the Kent and Medway Concessionary Travel Scheme for over 60s. This has enabled the scheme's start time to be returned to 9.00am and for disabled companion passes to be issued and be valid across all Kent district areas. There are currently 220,000 pass holders in the scheme and of these 180,000 are residents in the KCC area
- Bids were submitted to the Department for Transport in July 2009 seeking Kickstart funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells and for the Stagecoach Triangle services between Canterbury, Whitstable and Herne Bay. If successful, these will provide new buses and more frequent services.
- KCC is working closely with health authorities to improve public transport services to hospitals and to ensure that information on these services is widely distributed.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill) before December
- The changes in passenger rail services from December are extensive and, although generally positive, the overall effects will need to be closely monitored next year to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in east and north Kent. Pressure will be maintained on Network Rail through the Rail Utilisation Strategy

¹ Travel Plan Partners are people who have signed up to try an alternative to using their car to get to the station and we have provided them with a personalised travel plan - a list of all their options for getting from their house to the station.

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(RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained

- QBPs will be developed for new areas of the county building on operator investment in vehicles and taking advantage of Government and Kent Kickstart initiatives. Existing QBPs will be reviewed in the light of the new Local Transport Act 2008 which enables Statutory Partnerships and Quality Contracts to seek further improvements in local services
- KCC will continue to work with South Eastern and Railtrack to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services
- Further expansion of KCC's award winning Fastrack network of high quality bus services in Kent Thameside is planned. Work is in hand to deliver a similar scheme for Ashford called Smartlink, beginning with the launch of a new bus service called the E Line in March 2009, linking Eureka and Orbital Business Parks to the town centre. This is the precursor to Smartlink which will link with a Park & Ride site at the Warren in 2012
- KCC will continue to lobby government over proposed changes to responsibility for and funding of the Concessionary Fares scheme for over 60s
- The emerging Integrated Transport Strategy for Kent sets out proposals to maximise the benefits of rail by building on the high speed services with new stations and reduced journey times on other parts of the network. It also advocates the need for a fully integrated bus system with a network of high quality inter urban coach services, improvements to rural bus networks and further Fastrack and Smartlink type schemes for town centres. Partnership with operators is key to achieving this vision. It is hoped to develop a number of pilot projects over the next 12 months
- Further improvements to public transport services to hospitals and other health facilities will be discussed at a Kent-wide Transport and Health Conference in September.

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 Joyner

Date: June 2009

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Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mick Sutch

Status: On course

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

Essex County Council (CC)

Outcomes delivered so far:

- Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex CC announced that they too were to commission consultants to look at the same issue. This initiated the Department for Transport (DfT) commissioning their study which started in February 2008 and was completed in April 2009
- The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury and to the east of Gravesend and Tilbury
- Consultants for KCC and Essex CC have produced a draft report which identifies the same three options as the government.

What more are we going to do?

- Finalise the joint report with Essex CC to ensure there is agreement of factual data in both reports
- The DfT has proposed that the issue will be taken forward as one of the Delivering a Sustainable Transport System's (DaSTS's) studies commencing later this year and reporting in March 2010. As a key partner in this issue, KCC expects to be included in the Steering Group of this study and is lobbying for this to occur.

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: July 2009

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Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Kim Hills

Status: On course

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

Ringway, Jacobs, TSUK, KCC Contact Centre

Outcomes delivered so far:

The winter of 2008/09 brought below freezing temperatures for significant periods resulting in many days where frost remained within the carriageway construction and the thaw produced major damage and potholes.

Specific outcomes so far include the following:

- From early January 2009 we provided additional crews for repair. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed
- We are operating at twice the number of patching crews compared to where we started in April 2008 and this high level will be maintained throughout 2009/10
- The increases in budgets have enabled us to further improve the level of carriageway and footway maintenance. We are operating two 'Jetpatcher' machines (a fast process, able to achieve significant patching and pothole repairs on rural roads) for the first six months of this financial year. This will enable us, by the end of this summer, to apply approximately 3,500 tonnes of material, patching our minor road network
- Extra funding (approximately 35%) is achieving a significant increase in carriageway surfacing schemes. This year we will surface nearly 1,000,000m² and to the end of June 2009 we had already completed 390,000m²
- Additionally, this year we are tackling 'minor surfacing' by machine, which allows for local short term responses to poor carriageway condition. Previously short lengths (100 to 150 metre lengths) may have been heavily patched, where local condition was poor. We are now delivering an increase in full width/short length machine surfacing and should achieve approx 50,000m²
- Alongside improvements in the physical work are major enhancements in customer communication. This is seeing requests acknowledged and any call back requests processed within two working days. Completion dates are being set for each request and shared with the customer. Very positive feedback is being received
- Closer links are now in place with all parish/town councils and KCC Members, who all have a designated named liaison officer. Some good relationships are being built and we are engaging positively with local communities
- We are focused on improving our performance against some 'killer' PIs for this service. The latest figures are as follows:

	Aug 08	Aug 09
Potholes reported by Highways inspectors	897	1,242
Potholes reported by members of the public	140	193

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Average pothole repair time from call to completion	25 days	17 days
Routine faults reported by members of the public	2,426	2,000
Routine faults completed in 28 days	56%	76%

What more are we going to do?

- Undertake a full review of our Winter Service response to ensure we are in a position to respond in a positive manner
- Continue to improve our customer care interface due to close working with Members and parish/town councils through our new Community Liaison Officer arrangements
- Allow on-line web access to local information via the Parish Portal with reports fully operational by the end of summer 2009. We will continue to expand and improve in the future, taking advantage of technology enhancements
- Introduce new systems to help our Contact Centre record service requests more accurately using map based co-ordinates, obtain more detailed information and so direct crews to the correct location
- Continue the use of ‘Jetpatcher’ to repair minor roads
- Undertake a further 600,000m² of carriageway resurfacing to be completed in 2009/10
- Retain a high level of patching crews through the remainder of 2009/10 and continue this frontline focus in the future years
- Continue improved operational flexibility (crew types and programming) which is already improving efficiency and productivity
- Ensure more performance data becomes available from our customer system, allowing us to target and improve operation in the coming years.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Net satisfaction of residents with condition of roads in Kent	+5%	+19%	+20%	+29%	+30%*

* Target has been increased from 23% that was set originally

Monitoring completed by: Kim Hills

Date: July 2009 (updated September 2009)

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Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	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.

Outcomes delivered so far:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 60% in 2002/03 to 78% in 2007/08 during a period of rising housing completions overall. In total, 76% of housing development completed in the five-year period 2003/08 was on previously developed land. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation.

Housing completion rates and the contribution of previously developed land to this remained high until early 2008. However, the severe downturn in the housing market associated with the recession is affecting both the level of new development and its composition in the short term, and in particular the significant cut back in higher density housing schemes on more costly and complex brownfield sites as a result of changing economic viability will put pressure on this Towards 2010 target in the short term.

Specific outcomes in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Tunbridge Wells and Shepway. Proposals for Dover and Shepway include substantial use of surplus Ministry of Defence land, involving previously developed sites. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek, Sittingbourne will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites. Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously 'topped up'. Almost three quarters of the additional land identified through LDFs or new planning permissions between 2004 and 2008 has involved previously developed land
- KCC has worked with all 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 by the authorities in December 2008. This will include the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC is participating in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land.

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What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. 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. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications KCC will continue to review local planning proposals for the role expected of brownfield land. During 2009/10 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet and Sevenoaks
- The needs of commercial development as well as housing 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 South East England Partnership Board 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 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	78.0%	70%	*	70%

* Available late autumn 2009

Monitoring completed by: Richard Feasey

Date: July 2009

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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: David Cockburn	Lead Officer: Theresa Bruton

Status: Done and ongoing

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

All 12 Kent district councils

Outcomes delivered so far:

KCC launched the 'No Use Empty' initiative in 2005 with a £5million funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The LAA1 target was exceeded securing a government reward grant of £2.239 million.

Following the enormous success of this scheme, a joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county. Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

Specific successes include the following:

- The 2009/10 target was increased from the original 650 properties to 850 in June 2009, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule following the successful roll-out of the initiative across the whole county in April 2008
- Enforced the sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing, with the first one becoming occupied in January 2009
- Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for some five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 2009). A full planning application is being worked on which will see the site returned as affordable housing
- Direct purchasing, although the first property to be acquired under this intervention is proceeding slower than anticipated having been delayed by complex legal issues
- Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing eight units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK

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- Website: www.no-use-empty.org

What more are we going to do?

- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Target specific areas inviting landlords/traders to participate in workshops to promote the initiative and offer any potential applicant the free services of a property management company for one hour. If successful, this approach could be replicated in other parts of the county
- Look at other innovative ways of engaging with others and creating new opportunities
- Continue to facilitate training sessions for empty property officers.

The approved re-alignment of the budget for the initiative currently profiled to 2013 will also allow for:

- Continuation of the loan scheme available to all districts who wish to sign up
- Creation of a new fund from within the existing budget allocation for the exclusive use of the east Kent partners to retain the high profile of the initiative and rewarding them for their significant contribution to KCC achieving the Performance Reward Grant.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	339	511	728	850**

** Target increased from original of 650 to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008.

Monitoring completed by: Steve Grimshaw

Date: 27 July 2009

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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: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: On course

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

District councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group

Outcomes delivered so far:

KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures.

Following a recent invitation by Government, KCC has submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the US. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth' maintains KCC's commitment to assess the nature of infrastructure required to address the high level of housing growth to be accommodated in Kent and the financial and investment implications of this.

The former Development Plan for Kent, the Kent and Medway Structure Plan 2006, contained strong policies to ensure that development is accompanied by the required infrastructure and services but these policies ceased to have effect from July 2009 following approval of the South East Plan. Policy CC7 of the South East Plan includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore 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. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the potential introduction of a Community Infrastructure Levy from 2010
- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. Although few districts as yet have either submitted or adopted core strategies for the LDFs (only Tonbridge and Malling and

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Ashford so far) both of these districts provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC's intervention and the public inquiry. Negotiations on other district LDFs continue. During 2009/10, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Thanet and Sevenoaks

- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer
- 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, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- 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, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- We have contributed to strategic housing market assessments (HMAs) 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. Under the Kent Housing Strategy, a Kentwide Strategic Housing Management Assessment has been commissioned to review evidence on housing need and mix in terms of type, size and tenure, by interrogating the data set out in the Districts own HMAs.
- 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, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of

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county-wide significance which includes a maintenance and management protocol or toolkit on streets within town centres, community safety, (with the Kent Fire Service), planning for crime prevention (with Kent Police), a farmstead design toolkit (with English Heritage and the Kent Downs AONB Unit), as well as disabled access

- We have also produced the second ‘showcase’ document on ‘Street and public space’, using Kent examples to celebrate good practice exemplars throughout the county; and in April 2009 launched the 2009 Kent Design Awards, which includes new categories for RSLs, craftsmanship to reward the best contractor, and the Lord Sandy Bruce-Lockhart Award for the project of the year. The Award Event is scheduled for mid-March 2010.

What more are going to do?

- Complete and publish the Kent Housing Strategy in conjunction with the Kent Economic Board by February 2009.
- Continue to monitor the development of detailed proposals and regulations that will govern the introduction of a Community Infrastructure Levy (CIL) enabled by the 2008 Planning Act. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent
- 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
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies. A development industry seminar is to be held autumn 2009 to explore new solutions including deferred payments in the current market
- The KDI will continue to roll out the guidance and policy notes, and are looking to work with cross-district/county working groups on new themes such as housing space standards – both internal and external - (linked to lifetime homes and ensuring that properties meet the changing needs of the vulnerable, disabled and elderly), infill development for smaller sites of under 20 houses, rural housing and a characterisation study on towns and villages
- The KDI will develop bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members, and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Section 106 developer contributions achieved as a percentage of those sought: Minor applications (up to 500 units)	82%	82%	80%	89%	80%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009 (updated September 2009)

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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: Nick Chard	Lead Managing Director: Peter Gilroy/Mike Austerberry	Lead Officers: Peter Binnie/Carolyn McKenzie
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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.

Outcomes delivered so far:

- New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its second year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Progress on this Towards 2010 target is monitored through SET which is responsible to the KCC Environment Board
- Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate (see Towards 2010 target 27) and this will produce renewable energy when the building is operational.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste
- Plans are underway to make Oakwood House Conference Centre more sustainable, by retro-fitting solar technology and a ground source heat pump to provide heating and hot water for the bedroom accommodation
- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work
- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated
- KCC Property Group and Laser will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects

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- A database of completed construction projects has been compiled and a selection of these will be reviewed to assess the benefits of any environmental elements in practice, and this will help build upon existing knowledge and further develop good practice.

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

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Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialing the use of biofuels and other new technologies		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officers: Carolyn McKenzie

Status: More progress needed

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

LASER energy buying group, Carbon Trust, Creative Environment Networks.

Outcomes delivered so far:

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 Targets 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

KCC's target is to reduce carbon dioxide emissions by 10% by 2010. This Towards 2010 target has focused on buildings, but has been extended to include carbon emissions from street lighting and traffic controls, business travel and Kent fleet mileage over the last two years.

Progress against this target is not on track, as can be seen from the PI table. This is due to increases in emissions from the estate in certain areas, in particular schools as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

Specific savings and achievements include:

- All KCC directorates are accredited to ISO14001. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- We have delivered a 5% decrease in office carbon emissions since 2004
- We have invested over £1m committed to energy efficiency measures giving lifetime savings of £1.1m and 6,695 tonnes of CO₂
- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and four biomass boilers
- We have a 50% recycling rate at County Hall
- We have delivered a 2% reduction in total business miles for 2008/09
- We have promoted Kent Car Share, a 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. Over 642 tonnes of carbon have been saved by KCC staff alone

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- Over 160 Green Guardians have been recruited. Their role is to help implement KCC's ISO14001 and deliver campaigns to change staff attitudes and behaviour such as the 'Switch it off' campaign.

As a result of the challenges faced by KCC, carbon management has become an integral part of KCC's renewed corporate environmental performance programme. Ongoing activities include:

- Strengthening the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. Over 50 EWIF projects have been completed or are underway including light zoning/sensors, passive infra red sensor urinals/taps, a tunnel lighting project, power factor voltage reduction projects and thermostatic radiator valves for heating systems. This also includes over 20 renewable energy projects being developed across the KCC estate including photovoltaic panels at Hever CEP and Shatterlocks Infant School, and three biomass boilers
- Cross-KCC training programmes including a 'Good Deeds Grow' training event in February involving schools, caretakers and internal green guardians which attracted over 100 participants
- Promoting the Kent Car Share scheme
- Promoting Kent Street Car where KCC has 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). The scheme is being extended to three cars due to increased demand
- A new scheme has been launched to allow 'salary sacrifice' for bus travel which will encourage greater use of bus services by commuting staff. Salary sacrifice allows people to buy discounted tickets by paying for them directly from their salaries before tax deductions are made (as with childcare vouchers), making purchasing bus tickets cheaper and easier.

Biofuels - As stated in last year's report, since the Towards 2010 targets were published three 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. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- KCC is developing a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused on reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Investment in low carbon technologies and measures in the KCC estate will continue, including a specific focus on Oakwood House, installing an improved building management system at Invicta House and delivering energy efficiency improvements in the heating system at Sessions House. Potential planned projects also include a new biomass boiler for the proposed new highways depot
- Roll out the use of smarter working technologies and facilities including BT Meet Me and video conferencing suites

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- Installing SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% increase	3% reduction	3% increase	Not set	10% reduction

NB Current progress against the Towards 2010 10% carbon reduction target is +3% (2008/09 data). However, assessment against the Carbon Trust Standard last year, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

Monitoring completed by: Carolyn McKenzie

Date: July 2009

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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:
Nick Chard

Lead Managing Director:
Mike Austerberry

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 (CPS), Environment Agency, Highways Agency, Kent Probation Service.

We have also further developed key relationships with the KCC Gypsy and Traveller Unit, Trading Standards, AONB and Public Rights of Way team.

Outcomes delivered so far:

We have undertaken the following actions to reduce the incidence of fly-tipping in Kent and bring offenders to justice:

- **Numbers prosecuted:** We have secured criminal convictions in respect of a total of 17 defendants (three in Crown Court and 14 in various Magistrates' Courts)
- **Prosecution fines:** Fines imposed total £12,662. Costs awarded for prosecution and clear up total £9,470 including victim surcharge. Notably, there has been a 28 day custodial sentence imposed on one defendant, in addition to 100 day suspended sentence for another defendant
- **Fixed penalty notices:** Clean Kent investigations have secured evidence against 14 defendants, thus enabling the issue of Fixed Penalty Notices amounting to a total of £2,400, for the benefit of Gravesham, Tonbridge and Malling, Dartford and Shepway Councils
- **Cases waiting to be heard:** Two further cases are within the criminal justice system awaiting trial and a number of investigations are currently coming to fruition with further prosecutions anticipated in the coming months. A further 15 offenders have been dealt with by way of police cautions and formal warnings
- **Fly-tipping and Fraud case:** Prosecution of Nigel Nash, involving fly tipping at a KCC Household Waste Recycling Centre and other criminal offences of fraud. This was carried out as a joint investigation with Maidstone Police, leading to prosecution by the CPS. Nash was convicted at Sittingbourne Magistrates court in March 2009 and sentenced to 120 days imprisonment, suspended for 4 months, 150 hours of community service, electronic tagging for six months and an indefinite ASBO
- **Performance across the south east region:** Fly-tipping enforcement activity across the south east region has been running at approximately 76 prosecution cases a year (63 local authorities located within eight counties). Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level
- **Hot spot resolution:** The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues and sites added when they become particular targets for fly-tipping activity. Out of the previously reported hot spots,

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four have been resolved and are no longer the subject of fly tipping. They have therefore been removed from the list and replaced by a further four. The current list is as follows:

	Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working with KCC gypsy liaison team to resolve. One investigation pending
2	Hartley Bottom Road, Ash cum Ridley	Monitoring recent flytipping after long period of no fly-tipping
3	Springhead Road, Gravesend	Subject to current action and two investigations pending. Three successful prosecutions to date
4	Lower Road, Hextable	Monitoring, flytipping ceased in area following enforcement activity. Fixed Penalty Notice to one offender
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of flytipping
6	Chelsfield Lane, Shoreham	Monitoring, no current reports
7	Great Buckland Road, Luddesdown	No current investigation or flytipping. Area being monitored
8	Mill Pond Lane, West Kingsdown	Monitoring, no further reports at present
9	Commority Road, Vigo	Monitoring, no further reports at present
10	Dering Way, Gravesend	Subject to current action, partnership working to resolve. One prosecution pending, one current investigation
11	Back Lane, Boughton Mon Chelsea	Monitoring, no further reports at present
12	Barnfield Park, New Ash Green	Monitoring, no further reports at present
13	Canada Farm Road, Horton Kirby	Monitoring, infrequent reports of flytipping
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one investigation pending
15	St Mary's in the Marsh	No further reports
16	Seasalter Marshes	Monitoring, no further reports at present
17	Ifield Road, Shorne	Infrequent reports of flytipping, partnership working to resolve. Monitoring continues
18	Crabble Lane, Dover	Subject to current action, two prosecutions by Dover DC pending
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Recent reports and investigations, partnership working to resolve, partnership working with police
20	Crete Road East, Folkestone	Subject to current action, three prosecutions by Shepway DC pending

What more are we going to do?

- Continue to secure increasing numbers and impact of prosecutions as a significant deterrent across the county with widespread 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 training delivered to officers of partner authorities

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- Improve intelligence handling, analytical support and use of GIS to improve effectiveness of targeting resources
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with Trading Standards to ensure proportionality etc.
- Develop a fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005
- Develop improved cross-border intelligence sharing with Surrey authorities etc.
- Ensure strong links with Environment Agency on unregulated waste companies
- Ensure joint-working with KCC wardens to improve data gathering, intelligence and prompt response times
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities
- Use 'Smartwater' technology to support criminal evidence
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime
- Continue to champion DNA recording nationally in respect of criminal convictions for fly-tipping
- Support national lobbying such as powers in respect of litter thrown from vehicles
- Invest in high performance surveillance equipment and utilise new technology such as body cameras
- Work with the media to raise the profile and unacceptability of environmental crime.

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: June 2009

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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:

David Cockburn

Lead Officer:

Elizabeth Harrison

The world has changed since the original Towards 2010 concept for a Global Centre for non-food crops was first proposed. Concerns regarding environmental sustainability, food prices, and the displacement of agriculture have led to a decline in the general public's acceptance of some non-food crops, which, together with a growth of other centres specialising in this area, means that the benefits of this target to Kent are limited.

It has been decided that resources would be better spent:

- Developing a clearer understanding of the innovative new opportunities, in terms of Kent's rural economy and businesses, environment, skills base, and jobs related to this area
- Working to position Kent as a focal point for the development and promotion of secure food and non-food crops in the rural economy.

Subsequently, and with the agreement of the Leader and Chief Executive of the Council in April 2009, progress will no longer be specifically reported against this target.

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Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mike Overbeke

Status: On course

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, GOSE, SEEDA, 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, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Outcomes delivered so far:

Protect and enhance Kent's ancient woodlands

- A project started in January 2009 to provide specialist advice to woodland owners in the Kent Downs Area of Outstanding Natural Beauty (AONB) to bring woodlands back into management. This was a direct result of the wood lots report (described in the previous two annual reports) and the AONB management plan priorities. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600Ha of woodland in management i.e. with a new management plan or grant put in place, and will continue for another two and a half years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. Event topics might include game management, deer management, butterfly and moth promotion and woodland archaeology
- An action plan to promote wood fuels in Kent has been agreed between the Kent Downs AONB Unit and Greener Kent team. Woodland owners have been consulted on the plan and Interreg funding has been secured. The project will produce a toolkit for biomass producers and procurers to help develop the wood fuel market. It will assist producers to sell their product to the public sector, raise awareness of the potential for wood fuels and give procurers access to more information to help them achieve their targets on greener energy
- AONB grants this year supported the following projects so helping to deliver against this target:
 - A British Trust for Conservation Volunteers project recording Kent's Heritage Trees, encouraging tree wardens and members of the public to identify veteran trees around the AONB and the rest of the county. A £3,000 grant was given to support the £5,800 project which will result in the creation of a database of trees, locations and local history surrounding the trees. The presence of ancient trees in the landscape is being used as a monitoring indicator to the condition of the AONB, and the database will serve as an educational resource and also as a means to ensure that local tree officers are aware of their presence. Whilst inclusion on the database will not automatically mean their protection via a Tree Preservation Order, the information

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will help if the existence of a particular tree is threatened and consequently more likely to be given a preservation order. An additional and important part of the project is the community engagement element and the raised awareness of the importance of trees in the landscape

- A grant of £8,095 was awarded to Wye Community Farm used to help support works in the woodland of Wye National Nature Reserve. The woodland work carried out then supported a log and charcoal supply business
- The Denge Woods Project - Working with owners and managers of ancient woodland a three year project has begun with the aim of improving habitat conditions for woodland specialist butterflies and moths, through sustainable woodland management practices in the East Kent Downs. The Forestry Commission has provided a higher level of Woodland Improvement Grant at 80% of standard costs (versus the normal 50%) in the project area encouraging glade, ride and coppice works. The project officer is providing landowner advice, assistance with English Woodland Improvement Grant and other grant applications, co-ordinating butterfly and moth survey and running workshops and events for volunteers, general public and woodland managers
- The Free Trees scheme has been extended across Kent where residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees will help to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime – almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them.

Improve access to countryside, coast and heritage

- The Kent Countryside Access Improvement Plan, which sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside, won the prestigious "Most innovative and enterprising Improvement plan" in the country in March 2009
- New design standards have helped to improve the quality of the furniture on the Public Rights of Way (PROW) network (i.e. gates, stiles, bridges etc). The standards were recognised in 'Country Walking' magazine as leading the way nationally in improving access to the countryside and will assist landowners and others in the county to ensure that the network is accessible to all, including those with mobility issues
- We have contributed to developing Local Development Framework's (LDFs), with the aim of maximising opportunities to protect and provide access to the countryside
- Major improvements have been made to a route linking Ebbsfleet International Station to Swanscombe to enable residents to walk to the station, thus relieving pressure on the road network
- 15 routes to schools have been substantially improved and are now providing a facility for 'walking buses' of school children to use, relieving traffic congestion at peak times in those areas
- A new education pack for schools was launched in February 2009 and distributed to all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children covering topics such as travel to school, the Countryside Code, PROW, and who looks after them
- 30 volunteer surveyors were recruited and trained, and are now active across Kent, monitoring the network and keeping the database up to date
- The development of (currently 20) walks that can be downloaded from the Explore Kent website onto multi-media players and phones for people to take on their walks to guide them

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- Funding from the East Kent and Coast Primary Care Trust has been agreed to develop projects to help reduce obesity levels, working with GPs to prescribe healthy activity and walks to help patients get fitter and lose weight
- The East Kent Ploughing and Cropping campaign has been targeting landowners who repeatedly prevent the use of the PROW network already delivering improvements to the network accessibility in east Kent
- The Medway Estuary and Swale Shoreline Management Plan, and Isle of Grain to South Foreland Shoreline Management Plan were adopted by KCC. These set out a policy for the sustainable management of our coast in the face of climate change and inform strategic and sustainable planning of our coast line
- Kent's Coastal Week and 'Kent Goes Wild' – These events have been running now for three years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. These have provided free activities for residents and visitors to Kent's coast in these difficult economic times
- 'Exploring Kent's Past' project has been completed with the launch of an online heritage database in April 2009, preparation of education packs, visits to local schools and community groups, and new thematic heritage pages for the kent.gov web site, including a 'getting involved' section
- The Randall Manor community archaeology project was held for three weeks in July. This project started in July 2006 with one week of activity and by 2009 had grown in popularity so that the activity stretched across three weeks in July. It provides an opportunity for schools and young people's groups and members of the public to learn and appreciate more about their local history whilst actually being involved in an archaeological dig. We also held a public open day at archaeological excavations at Margett's Pit, Burham
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the 'Valley of Visions' Heritage Lottery Fund (HLF) project.

What more are we going to do?

In addition to the many projects stated above which will continue to be delivered over the coming year and beyond, we will:

- Deliver £1m worth of capital improvements to the PROW infrastructure to ensure that the network continues to provide safe access to the countryside
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Bill)
- Continue to promote the Free Trees scheme across Kent
- Investigate facilitating the compulsory purchase of badly fragmented woods to provide better protection
- Kent Downs AONB Sustainable Development Fund will continue to support sustainable and environmental based projects in the AONB; applications for the coming year have been received but not yet assessed and they include a number of woodland and accessed-based projects
- Contribute to the public exhibition of important Anglo-Saxon finds from excavations in advance of housing development in Sittingbourne
- Work with Swanscombe and Greenhithe Town Council to submit a HLF bid for Swanscombe Heritage Park

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- Organise a community archaeological excavation as part of East Kent Access road scheme
- Seek funding to develop an Archaeological Resource Centre 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: Mike Overbeke

Date: July 2009

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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: David Cockburn	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, Regeneration Partnership, Waterwise, Consumer Council for Water, SEEDA, Kent Wildlife Trust, Dover District Council, Swale Borough Council.

Outcomes delivered so far:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment.

Improvements to water resources are difficult to measure, they are significantly influenced by weather patterns and it can take years to identify reliable trends. However there are indications that per capita water demand may be stabilising after years of growth and there is evidence of some river water quality improvements despite the growth in housing. Furthermore, KCC believes that its tough stance with water companies is helping to control customer bills.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC called for a public enquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formerly asked the Secretary of State at DEFRA to call for a public inquiry into these plans. At the beginning of February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. However, we remained concerned about the South East WRMP and follow-up letters were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In August 2009, DEFRA announced a public inquiry into the WRMP for South East Water and Thames Water.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works. Phase 1 of upgrading the Bybrook wastewater treatment works has also been completed already leading to improvements in the water quality in the River Stour

Maidstone BC is currently developing a Water Cycle Strategy that will assess the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this

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growth. KCC will influence the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have been completed for Kent Thameside, Dover and Ashford.

- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively and in December 2008 KCC was invited to an expert review of the water section of the CSH.
- The SouthEast Plan includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration
- Water infrastructure provision is covered in the SouthEast Plan sub-regional strategies into which KCC had significant input
- The KCC Minerals and Waste Development Framework 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
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC is working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. 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. The housing developer now installs these water saving measures in all their new homes.

Action 4: Wider use of water-saving technology

- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project promoting simple, free water saving measures to households. The project aims to offer a cost effective mechanism for offsetting the additional water use from new homes at the same time as helping local residents to save money on their water bills
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. KCC is supporting the development of a similar partnership projects in Swale and Dover districts.

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
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This aims to help people understand the link between their water use and the local aquatic environment.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

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What more are we going to do?

- Wider opportunities will be found to roll out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- 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
- KCC will embrace the opportunities that the draft Floods and Water Management Bill presents for improving water management and the protection of Kent's water resources
- We will focus on activities to improve groundwater quality
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group. During the remaining time up to 2010 this will be focused on water use in schools.

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: 29 July 2009

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

Lead Cabinet Members:
Mike Hill/Sarah Hohler

Lead Managing Directors:
Amanda Honey/Rosalind
Turner

Lead Officers:
Chris Hesse/Danny
O'Donovan

Status: On course

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

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

Outcomes delivered so far:

We have increased the amount of PE, school sport and competitive school sport in Kent with 88% of pupils now participating in two hours of high quality PE and school sport per week, compared to 64% three years before. This is 1% above the local PSA stretch target. In addition, 44% of pupils are involved in inter-school sport competitions, which is above the national average.

Specific outcomes are as follows:

Improved access to competitive sport:

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

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

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

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

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

What more are we going to do?

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

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

Monitoring completed by: Chris Hespe/Danny O'Donovan

Date: July 2009

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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, KCC Sport, Leisure & Olympics Service, KCC Environment, Highways and Waste directorate, East Kent and Coastal PCT, West Kent PCT, KCC Adult Education, private sector leisure industry, district councils, Kent Adult Social Services, KCC CFE (School Sports Partnership, Healthy Schools, Extended School Hours programmes).

Outcomes delivered so far:

KCC’s Environment, Highways and Waste directorate has had a particular impact on helping to deliver this Towards 2010 target through its work on projects including the following:

- Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils. ‘Walk on Wednesdays’ and ‘Walking Bug’ saved 26,635 car journeys across eight districts in three months
- ‘Naturally Active’ and ‘Walking for Health’ programmes have been delivering hundreds of country walks within Kent’s country parks
- 30 ‘Activmobs’ are in operation involved in varied activities including Nordic walking, singing, dancing, gardening and dog training (see Towards 2010 targets 49 and 54)
- Maidstone BC has initiated well-attended ‘Outdoor’ programmes and new outdoor skills are being taught through ‘Branching Out’ programmes. ‘Branching Out’ was the result of an initiative by Maidstone Ramblers as their response to the Disability Discrimination Act 1955 Directive. The new all-ability group has been developed in conjunction with the research project ‘By All Means’, whose aim is to increase opportunities for disabled people to explore the countryside
- The Kent 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:

- The highly successful Kent School Games (see Towards 2010 target 22) had well over 500 schools participating and we also organised the Kent Disability Youth Games which included 21 schools and 564 individual participants
- Adult Education are delivering increased sports participation to users of their centres
- Active support for adults with mental health problems is given through a part-time officer to help and assist people
- The Kent Outdoor Pursuits Disability Project brings access for sporting opportunities to people with disabilities with over 7,000 participants so far

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- Return to Sport' is being run including sport specific and community sport with Active Kent promoting sport and active recreation across the county.

In addition, there are other partnerships with the Kent Department of Public Health including:

- Developing a social enterprise to expand the 'Activmobs' programme to 2,000 participants next year. 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
- Initiatives to promote physical activity among groups currently identified as undertaking either no or low levels of physical activity e.g. physical activity for adults with Charlton Athletic (192 people over six months) and exercise for those with mental health needs at Curves, Gravesend (50+ people for six months) – see also below
- 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. For example, Curves is a women only exercise facility that offers a more informal version of gym-based activity. Curves in Gravesend has been working with us to provide up to 50 local women from the Asian community and others who have mental wellbeing issues with opportunity to take more exercise and socialise together. This has been very well attended with some women using Curves up to four times per week. For some of the women attending this has become the major source of socialising in their lives
- Plans to establish physical activity in workplace strategies across the public and private sectors including the KCC 'Welfare at Work' programme
- Implementation of the Kent Healthy Weight Strategy and new partnerships schemes to tackle obesity (such as Don't Sit-Get fit, MEND, Bus Club etc)
- The development of new opportunities for older people to remain active and independent through the Kent strategy for later life, 'Living Later Life to the Full' together with free swimming for the over 60's in east Kent.

District councils are very proactive in promoting opportunities for exercise. In east Kent, Active Ashford, Active Canterbury and Active Dover provide information and activities for people in their area. Much of this is about easy to access exercise such as walking and cycling as well as community sporting events. In west Kent, Get Sorted gives lifestyle advice to people including exercise. The Exercise Referral scheme from the NHS professionals also operates across the county.

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 help improve access to and enjoyment of the countryside and open space.

What more are we going to do?

Delivery of the Kent Agreement includes a target to increase the amount of physical exercise taken by people aged over 16 years from 20.3% of the population to 22.5% by March 2011.

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 to 24 to participate in physical activity

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- Charlton Athletic FC partnerships, particularly through 'Physical Activity for Adults' (for adults aged 50+), will 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. New activities instigated through 'Activmobs' already have over 100 members.
- 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
- Work is well underway to make the provision of Health Walks more accessible to the more deprived communities in Kent.
- We are working with the universities and other academic institutions in Kent to find new ways of evaluating and benchmarking the activity we undertake.

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 2009

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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), 12 district councils, 'Activmobs', private sector leisure industry, voluntary organisations.

Outcomes delivered so far:

We are using new ways of communicating with the public to ensure health messages are received more effectively. Social marketing techniques now enable us to reach people in ways they understand better and are able to act upon more easily and the 'House' campaign (see Towards 2010 target 50) and 'Activmobs' demonstrate this approach (see Towards 2010 targets 48 and 54)

We have renamed the Kent Obesity Strategy as the Kent Healthy Weight Strategy which is considered less judgmental. The strategy has been based on the outcomes of the KCC Select Committee report and was produced by East Kent and Coastal PCT in partnership with KCC.

Many organisations across the county are making huge efforts and devoting considerable resources to help their communities live healthier lifestyles. This includes the following outcomes:

- All school children are now measured in their reception year and year 6 to determine obesity levels in children
- Teenage life-checks, funded by the Department of Health, are being rolled out across the county
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48) with health trainers now in all parts of the county
- 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.

Resources are being shared much more widely between organizations, especially with East Kent and Coastal Kent PCT. Both Kent PCTs are contributing large budgets to joint programmes designed to improve people's health above and beyond the Department of Health (DH) allocated 'Choosing Health' funding that now amounts to over £4 million in East Kent and £3.3 million in West Kent. The two PCTs have committed all their 'Choosing Health' funding allocation to public health priorities and have made local application for this funding for projects and programmes much clearer and easier. This funding has supported numerous initiatives, for example:

- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnerships across the county

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- Health Action Gravesham (Gravesham BC, 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 East Kent 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
- 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
- Weight Management Clinics are now established in Maidstone
- In Sevenoaks Get Sorted and the Why Weight Plan offer people lifestyle advice with an emphasis on managing their weight
- Tunbridge Wells offers Food 4You workshops, Grow it Cook it Eat it courses and Looking 4Ward with Food to increase people's familiarity with healthy eating
- Veg Bag schemes operate in East Kent which also has a Weight Management Scheme run by the PCT
- 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 including Community Chefs
- Adult Education Centres often offer similar support to HLCs in other parts of the county
- 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
- The School Sports Partnership promotes sports with young people.

A range of other activity has also been developed:

- KCC has 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. (See Towards 2010 target 51)
- 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, is going well.
- A new smoking policy for KCC aimed at promoting giving up smoking and assisting those that want to has been adopted

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- 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' and a new alcohol strategy currently being consulted upon
- KCC has a major workplace initiative designed to improve the health of the 45,000 workforce called Wellbeing at Work. This includes annual health checks, on-line access to information and healthy activities such as The Virtual Gym
- Kent Adult Social Services are expanding their preventative programmes including reducing falls in older people and increasing physical activity levels. The Brighter Futures Group helps people aged over 75 with volunteer support to give advice and assistance including health and wellbeing (see also Towards 2010 targets 52, 54, 56)
- NHS 'Life Checks' offering screening services for heart disease have been rolled out across the county.
- Kent Health Watch has been established to ensure that people's views on the health and social care services they receive are properly recorded and addressed.
- The KCC 'House' campaign (see Towards 2010 target 50) is delivering 'House' shops in each of the 12 district council town centres and houses multi-agency partnerships between the PCTs, KCC directorates and the private and voluntary sector to work in innovative ways to deliver health and lifestyle messages to young people. This is an exciting and effective way of engaging young people who may otherwise not access the range of existing services offered in traditional settings.

What more are we going to do?

Delivery of Towards 2010 targets 48 and 50 is also key to the delivery of this target. In addition, implementation of the Kent Healthy Weight Strategy is a key priority of all partner organisations as well as implementation of the Health Inequalities Action Plan across KCC, districts and other partners.

All the programmes above will continue. In addition, the following actions are planned:

- Working with the community in Betteshanger ward to improve lifestyles and health
- Extending the Health Trainers programme is being extended across the county
- Rolling out the Expert Patient Programme to support people with long-term health conditions
- Increasing the number of pharmacies offering weight management programmes.

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 2009

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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: Done and ongoing

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, 12 District Councils, Connexions, M&C Saatchi, local town centre management, KCC's Youth Service, Children, Families and Education Directorate, Youth Offending Service and Communication & Media Centre

Outcomes delivered so far:

The purpose of this campaign for young people is to reduce the risk of:

- Drug and alcohol misuse
- Smoking
- Poor sexual health
- Teenage pregnancy.

The campaign targets those who are most vulnerable to such risky behaviours and was introduced and launched in Gravesend in November 2008. It is overseen by a steering group of stakeholders who have an interest and/or expertise in delivering campaign messages to young people.

M&C Saatchi were awarded the contract to design the campaign aimed at young people working with a wide range of agencies to deliver the 'Kent Campaign' message. Saatchi engaged young people in the design and marketing of the campaign and campaign materials in order to ensure that there is maximum potential for behaviour change and that services and resources are accessible to all young people.

Studying interactions between teenagers, their friends and support services, Saatchi realised what was needed was a real place, an environment which used teenagers most influential medium – conversations. Working with teenagers to understand the format they would feel most comfortable with culminated in the brief – a 'mate's house'. The teenagers designed, and co-created the space naming it 'House'.

The 'House' campaign runs for a month in town centre shops located in each of the 12 Kent districts throughout the year up to December 2009.

The results have been phenomenal. So far it has visited nine town centres and 6,500 people have visited it at least once (total visits are 10,500), many of whom are currently unknown to and do not access existing services. 'House' has provided agencies with new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Across the first six sites over 8,000 attendances were recorded (almost certainly an underestimate). Several organisations are reviewing how they work in the light of their experience in 'House'.

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Quantitative and qualitative evaluation is demonstrating that the 'House' campaign is proving a tremendous success with young people and agencies alike, with young people regarding the 'House' as great and wanting the shop to continue on a long term basis.

It is also highly innovative in the way it is marketed relying almost solely on word of mouth and underground 'guerrilla' marketing. Within two hours of one site opening, with no forward publicity, 60 young people were inside. This has earned 'House' a nomination in several categories of the APG Creative Strategy Awards (the advertising industries most prestigious) and a guaranteed Bronze Medal or better.

'House' works because it is an environment designed by and for young people where they decide whether they go, whether they stay and whether they engage or not with the professionals that make themselves available. This has led to almost unprecedented engagement such as young people waiting to see the sexual health nurse, queuing in groups of up to 20, and young people listening to the experiences of a former drugs user for an hour at a time. Over 50 Chlamydia tests were completed in the first two months.

'House' campaign posters portraying hard-hitting imagery have been produced. Other local campaigns relevant to this 'Kent Campaign' are also being identified. Youthbytes (creative pop-up links accessed through College Personal Computers) has 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 colleges. Youthbytes will now be rolled out to all interested secondary schools in east Kent.

What more are we going to do?

Funding has been secured from East Kent and Coastal PCT and KDAAT to extend the operation of 'House' through a mobile facility that will be able to reach into local communities themselves, rather than town centres. Both organisations want to take their activities into communities that could most benefit. Engagement with young people has produced a design brief for a mobile facility that will deliver 'House' directly into estates and other communities across Kent over the next two years. The design process for this is currently being undertaken with young people across Kent and the facility will be ready for launch in November 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.

Sheerness and Ashford, both of which have hosted 'House', are actively pursuing establishing a permanent presence modelled on 'House' as it has proved so successful.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment. However, footfall and profile of young peoples' visits are being monitored and evaluation questionnaires are being issued to invite user feedback which will in turn, be used as a learning process for each of the 'House' shops.

Monitoring completed by: Debbie Smith

Date: July 2009 (updated September 2009)

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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: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Sean Carter/Mark Sleep/Janet Stein

Status: Done and ongoing

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

The five pilots - Community Cooking Skills (including, Community Chefs and Kent Cooks Schools' Cooking Competition); Fruit and vegetable Bag Schemes; Healthy Eating Training Programmes; National Children's Bureau Health Challenge Programme and Increasing School Meal Uptake - are being delivered with partners from the health, education and community sectors.

Outcomes delivered so far:

There are five pilots associated with the delivery of this Towards 2010 target. Some of the work has already completed the delivery stage, other parts are still running. BMG, the research contractor, is currently evaluating outcomes using impact based evaluation. Emergent findings are available at this stage with a full and final evaluation report expected in spring 2010.

Pilot 1 – Community Cooking Skills

Community Chefs - Key outcome:

- Improved cooking confidence and the transfer of this to the home environment, including the involvement of children with cooking and raised awareness of a healthy balanced diet within the family.

Kent Cooks! competition - Key outcomes:

- Being involved in the competition has had tangible positive impacts in increasing confidence levels in general amongst those young people involved, not just increased confidence around cooking
- The young people taking part have increased awareness and knowledge around healthy eating and have learnt new skills
- Involvement in the competition has had a positive effect on creating greater awareness of healthy eating and changing attitudes and behaviour within the families of the young people participating in the competition.

Pilot 2 – Access to Fruit and Vegetables - Key outcome:

- Emergent findings from the evaluation indicate that the fruit and veg bags have resulted in increased incorporation of fruit and vegetables in the family meals of those taking part.

Pilot 3 – The Healthy Eating Training Package – Key outcome:

- Those involved felt that they have acquired new skills and knowledge around healthy eating and are more confident in delivering those messages to families they work with, reporting improvements in healthy cooking and eating amongst the families.

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Pilot 4 – Increasing School Meal Uptake - Key outcome:

- The evaluation of this pilot is complete. The key outcomes point to only two of the interventions - the Enhanced Food Offer and the Partner Support Programme - resulting in a net increase in the take up of school meals. However, all partners drew positives from being involved in all the interventions. A critical success factor that has been identified is the need for leadership and buy-in at a senior level within the school.

Pilot 5 – National Children’s Bureau Health Challenge Programme - Key outcomes:

Baseline data was collected by the National Children’s Bureau (NCB) and follow up data was completed by the end of July 2008 to determine the impact of the Health Challenge. The evaluation has found:

- Young people taking part in the health challenge enjoyed it, felt it was a positive experience and remembered key messages about healthy eating and healthy lifestyles
- Significant positive impacts on health and well-being with evidence of changing attitudes and behaviour amongst participants.

Key outcomes as a whole:

The reach of the pilots is extensive and as such needs to be viewed as contributing to the evidence base listed below:

- 100% of Kent’s schools are engaged in the Healthy Schools Programme with 78% of schools having now achieved Healthy Schools status. There are already reports of evidence from schools that healthy schools activity is leading to improved pupil behaviour, including punctuality and attendance
- 310 learners attended family programmes with a healthy eating focus provided by the Adult Education Service working with the Extended Schools Team
- Obesity in both the Reception Year and Year 6 is below national and statistical neighbours’ averages, and has slightly reduced. Reception year is 9.0% down from 9.4%, Year 6 is 16.7% down from 16.9%
- Parents receive information from the school nursing services which offers pathways to help and support should their children be deemed an unhealthy weight or at risk of becoming so
- Primary children in 2008 are more likely than children in 2006/07 to think that it is healthy to eat different types of food (67% and 61% respectively). (Kent Pupil Survey)
- More post-16 young people eat five portions of fruit or vegetables a day at least one or two times a week in 2008, compared to those in 2006/07 (40% and 35% respectively). (Kent Pupil Survey).

What more are we going to do?

Pilot 1 – Community Cooking Skills

The Community Chef

- Funding has been secured via East Kent and Coastal Primary Care Trust to sustain and widen the remit of the Community Chef based in Sheppey
- Funding to sustain the Community Chef based in Dartford/Gravesham is being sought
- We will develop partnerships with Kent Farmers Markets to enable the Community Chefs to work with farmers markets to provide cooking skill demonstrations/classes and healthy eating information

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- Opportunities to work more closely with Thanet College are being explored to develop an ‘offer’ to young people in schools to deliver cooking skills.

Kent Cooks!

- Build upon success of the 2009 competition e.g. plan high profile cooking competition for 2010
- Plan and develop 2010 Kent Cooks! along the lines of a family cooking competition
- Work in partnership with Thanet College to deliver competition
- Identify further sponsors and partners.

Pilot 2 – Access to Fruit and Vegetables

- Develop, launch and evaluate three more fruit and vegetable bag schemes. Partnerships are already forged with East Kent and Coastal PCT where proposals are being developed to roll out fruit and veg bag schemes across east Kent
- Develop partnerships with Kent Farmers Markets to incorporate use of recipe cards and healthy eating guidance
- Look at options for developing veg bag schemes into community markets at specific locations.

Pilot 3 – The Healthy Eating Training Programme

- Develop further training packages for PSA and Children’s Centre Staff. On the basis of feedback already received, training packages providing advice and guidance on packed lunch content are being developed
- 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

- 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. To this end, a best practice toolkit is to be developed in partnership with school meals contractors and head teachers
- 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

- The pilot has been viewed as a success. Building on the Kent pilot, the Health Challenge Programme is to be rolled out nationally by the Food Standards Agency and National Children’s Bureau in 2009.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of schools which have achieved Healthy Schools status as at December each year*	38%	62%	75%	78%	80%
Number of parents and children reached through School/Community Healthy Eating Pilots	New Indicator	4,595	4,840	5,000	5,000

* Percentage is of a total of 593 schools

Monitoring completed by: Sean Carter

Date: 17 July 2009

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<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <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 		
<p>Lead Cabinet Member: Graham Gibbens</p>	<p>Lead Managing Director: Oliver Mills</p>	<p>Lead Officers: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam</p>

Status: Done and ongoing

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

12 district councils, Registered Social Landlords (RSLs), Health Service - PCTs and Mental Health Trust, voluntary agencies – who manage many of the support projects, private sector e.g. home care providers, training providers such as local FE colleges - delivering specialist courses on independence for care workers and personal assistants, other statutory agencies including the Police and Ambulance Service

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. This Towards 2010 target was to increase the number of people (by 3,000, as set out in the action plan) supported to live independently in their own homes. This has been achieved, as can be seen from the PI table.

The main outcomes delivered so far are as follows:

Increasing suitable housing to promote independence - A key aspect of this Towards 2010 target is the development of suitable housing to enable people to live independently. A number of housing schemes catering for people with a whole range of needs, from older people through to people with learning disabilities, have been developed through PFIs in partnership with district councils (see previous Towards 2010 Annual Reports for more detail). We fully expect there to be at least 417 new housing units built and ready for occupation by 2010.

Kent Adult Social Services is now represented at the Kent Housing Group and promotes this Towards 2010 target with partner housing commissioners and providers in Kent.

Increased direct payments – Direct payments gives more people the opportunity to have control over their package of support which enables them to live independently. It is being actively promoted, leading to a significant increase in take-up with 2,342 people using this service in Kent. Additionally, the Kent Card is already being used by 831 people as a banking option for direct payments.

More access to TeleHealth and Telecare - These are preventative interventions which embrace new technology to enable people to remain in their own homes. As documented in detail in previous annual reports, Kent has been a Whole Systems Demonstrator (WSD) site, one of only three authorities selected by the Department of Health. Kent was a forerunner in the development of such interventions and the WSD project enabled Kent to offer the benefits of TeleHealth and Telecare to far more people. The outcome will be for an extra 1,000 people to

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be offered Telecare and an extra 1,000 people to be offered TeleHealth (as at June 2009 there were 1,348 people on Telecare and 727 on TeleHealth). The majority of this work will be completed by the end of the year and the programme end date is July 2010.

Continued investment in a wide range of innovative localised community-based preventative schemes - These include:

- Brighter Futures, which encourages more able older people to support more needy people through volunteering. Originally piloted in west Kent this is now being expanded across the county, but ensuring each project is tailored for its local community (see also Towards 2010 target 49, 54, 56)
- INVOKE – described in more detail in Towards 2010 target 54
- A whole range of local projects often delivered by the voluntary sector focusing on a wide range of issues from dementia to ‘falls’ projects.

These schemes enable more people to remain independent. Evidence of this can be seen in the recent Care Quality Commission inspection of Kent Adult Social Services.

Delivering Active Lives for Adults (ALfA) – This is a major change programme focused on promoting personalisation and independence thus enabling people to have more choice and control. New services built around this ethos are being implemented and include the following:

- Enablement services² which have been extended substantially. These services are provided in peoples’ homes and are aimed at providing a quick, time limited response to people who need help to regain their confidence and skills in order to remain independent in their home
- The ‘Good Day Programme’ which is transforming day support for people with learning disabilities, offering more opportunities and choice.

Safeguarding vulnerable adults - To enable people to live independently it is important people feel safe from abuse. KCC, along with its partners, has a strong multi-disciplinary Safeguarding Board which has lead on ensuring that safeguarding vulnerable adults is a high priority. Further evidence to support this can be seen in the recent inspection report³.

Providing training – Further education (FE) colleges in Kent deliver a range of NVQs at levels 2, 3 and 4 in Health and Social Care, as well as Level 4 Leadership and Management in care services. Kent Adult Social Services has a contract with South Kent College called Training4Care where they deliver 32 social care courses for the private, voluntary and independent (PVI) sector. These courses are available to personal assistants and we have also purchased an e-learning package for them to access. ‘Enabling independence’ training has been delivered to seven social care providers who won contracts to provide enablement services in Kent.

What more are we going to do?

- Promoting independence continues to be the overall objective which will be driven by ALfA, a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is Self-Directed Support (SDS), where people can self manage their support or, if they choose to, have somebody else, including Kent Adult Social Services, manage it for them. Kent Adult Social

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

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Services is currently in the middle of implementing this major programme and it will be progressively rolled out during 2009/10

- Delivery of fast track equipment - Last year a new innovation of enabling delivery of core equipment through the County Duty Service was piloted. It proved successful and is now being rolled out across the county. This fast-track system allows equipment to be delivered quickly following first contact. It will also extend to deal with Health Service requests. The outcome of this system is to enable people to have fast access to equipment, vital in maintaining independence
- As part of the ALfA programme, a strategic review of older people services is being undertaken to ensure that these services are shaped to meet the challenges of personalisation and SDS
- Based on the success of 'Better Homes/Active Lives' we have, in partnership with five district councils, developed another PFI bid which will deliver 228 units of social housing for vulnerable people
- A Housing Action Plan has been developed to focus on the needs of people with learning disabilities as part of 'Valuing People Now' and implementation of this has begun. This will help to ensure suitable housing solutions are available to enable people with learning disabilities to be independent
- Telehealth and Telecare will continue to be a significant part of our preventative strategy and will continue to expand to enable more people to be supported independently
- We will continue to develop community-based preventative services with the private and voluntary sector in partnership with the Health Service to enable more people to live independent fulfilled lives within their community
- Following the Independence, Wellbeing and Choice inspection a Safeguarding action plan has been agreed with the Care Quality Commission which will further improve safeguarding in Kent.
- FE colleges will need to respond to the new Qualification Credit Framework that is being delivered for all industry sectors where social care qualifications are being restructured. Implementation for social care is planned from October 2010 and we are looking to develop further personal assistant training through the contract. We are also looking to commission enablement training for the wider PVI sector later this financial year as there is much interest from the sector.

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	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 March each year	31,027	31,990	32,983	35,473	34,027*

* This is the original target of 3,000 extra people as agreed at the outset of Towards 2010 (i.e. March 2006 baseline plus 3,000). This target has been met one year early

Monitoring completed by: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam
Date: July 2009

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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 Officers: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Status: On course

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

KCC Children, Families and Education Directorate, Communities Directorate, Kent Children's Fund, Carers Support Organisations, University of Kent, Health Service, Jobcentre Plus (JCP), Kent Drug and Alcohol Team (KDAAT), independent providers

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. Outcomes delivered so far on this target:

The Select Committee Report 'Carers in Kent' - In January 2008 this report set 14 recommendations for Kent. The outcome of the Select Committee has been to stimulate and give direction to the activity which supports this target. Progress was reviewed in January 2009 and many of these recommendations have already been implemented.

Kent Adult Carers Strategy – This was launched in July 2009 and is Kent's response to delivering the National Carers' Strategy, published in June 2008. There are five outcomes:

- Improving information, advice and guidance
- Access to integrated and personalised services
- Carers having a life of their own
- Carers not being forced into financial hardship
- Helping carers to stay mentally and physically well.

The outcomes will be delivered via multi-agency joint commissioning plans which will be completed in autumn 2009. There will be two plans, one for east Kent and one for west Kent. The Health Service, Jobcentre Plus and KDAAT have identified carers leads who are working in partnership with Kent Adult Social Services to deliver the Kent Adult Carers' Strategy and associated commissioning plans.

An Annual Carers Report – This was published alongside the Kent Adult Carers' Strategy in July 2009. This report has for the first time captured the true nature of the support offered to carers in Kent and shown the range and depth of support offered across all sectors.

The Kent Carers Emergency Card Scheme – This was launched in December 2008. The aim of the scheme is to:

- Provide carers with peace of mind when away from the person that they care for
- Offer carers as much support as necessary to complete their emergency plan
- Ensure that the County Duty or the Out of Hours service will step in to arrange emergency support if the plan fails
- Ensure that this support is available to all carers not just those carers of people receiving community care services

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- Increase levels of community-based respite.

Currently there are over 750 carers signed up to the scheme, the number is growing steadily and the feedback regarding the scheme has been positive.

The Mental Health Matters help-line – This is now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays. The service is available to carers, referrals can be made to the Crisis Resolution and Home Treatment Teams and it has received positive feedback.

A Mental Health carer's support group – Funded in each locality in Kent these provide:

- Advice, support and information to carers of people with functional mental health problems
- One to one support for carers
- Carer support groups that meet regularly
- Carers' participation in the decision making meetings about the commissioning of mental health services
- Carers assessment workers
- Funding for carers breaks.

On average at any one time about 850 carers are 'on the books' receiving this support.

The Kent Adult Social Services Carers Assessment Policy – This was revised in April 2009 and resulted in a trial to outsource the carers' assessment to carer support organisations in two pilot sites, Tonbridge and Dover. With the pilot due to end in April 2010 evaluation will take place on a three monthly basis.

The Young Carers Strategy - 'Invisible people' – This was launched in July 2008 with the following outcomes:

- Guidance has been issued to all schools
- The 'voice of Kent' young carers has been captured by DVD which highlights young carers' issues in training for professionals
- A joint young carers' protocol has been agreed between Kent Adult Social Services and KCC Children, Families and Education to clarify referral routes across Directorates. Training is to begin in autumn 2009.

The KCC Staff Carers' Leave pilot scheme – This has been well received and was launched to all staff in June 2009.

Kent Adult Social Services provide a range 'short breaks' which benefit carers and the people they support. These include:

- Day care
- Support in the home
- Overnight care
- Adult placements
- Emergency breaks.

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A Carers Advisory Group in Kent has been formed bringing together all the key strategic partners involved in supporting carers together.

West Kent PCT and Kent Adult Social Services have also been successful in the bid to become a Department of Health Carers' Strategy Demonstrator Site which will bring in about £410,000 over two years.

What more are we going to do?

- Within Kent Adult Social Services, training is underway to reinforce policy implementation and further clarify duties and responsibilities towards carers to create a far more consistent approach to the assessment and support offered to carers
- A group of carers support organisations across Kent has been successful in a bid, fully supported by Kent Adult Social Services, to be a pilot site for 'Caring with Confidence' training. This training will form part of the learning opportunities developed in conjunction with the joint commissioning plans to ensure that carers are supported as expert partners in care. The first facilitator training has now been completed and the programme is expected to commence in the immediate future
- We are exploring mechanisms for information sharing across health, social care and the voluntary sector. Carers assessments have been considered in discussions regarding Kent Adult Social Services' decision to procure a Common Assessment Framework
- We will continue to develop services which meet the needs of carers in line with the Select Committee recommendations
- Kent Adult Social Services have identified £30,000 for KDAAT to use in order to support carers of people with drug/alcohol problems
- KCC as an employer is surveying staff to gain an insight into the number of employees juggling caring with employment. The survey will explore if staff would like a Carers' Staff Forum to be developed.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of carers extremely or very satisfied with the help from Kent Adult Social Services	New indicator	N/A	46.9%	70%

Monitoring completed by: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Date: July 2009

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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: Nick Sherlock/ Cathi Sacco/ Mike Dorman

Status: On course

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

The main partners that assist in the delivery of this target are the Health Service in Kent, particularly the two Primary Care Trusts (PCTs) and the Mental Health Trust. However, the voluntary and private sector and district councils all make significant and valuable contributions in managing many of the community-based projects.

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues in this section.

KCC has a strong tradition of working closely with the Health Service, as evidenced by the established Section 75 partnerships. Initiatives delivered within the context of this target include:

Joint Commissioning with PCTs - There are joint commissioning arrangements in both east Kent and west Kent and with Mental Health and a number of jointly appointed commissioning posts have been established. The outcome is that the PCTs, Kent and Medway Partnership Trust and Kent Adult Social Services have shared priorities at strategic and local levels as well as resources to commission the services to meet these priorities. Evidence of this is the shared cross-cutting targets in Kent Agreement 2 (LAA).

Joint Strategic Needs Assessment (JSNA) - This has been developed as a tool which is being used to identify joint commissioning priorities. Underneath the overarching JSNA, specialist assessments have been developed around areas such as dementia and mental health. The outcome of these activities has been to ensure that identified priorities and commissioning have been developed from an evidenced-based needs assessment.

Public Health Department - This is now firmly established and led by a jointly appointed Public Health Director for Kent. Its agenda for action is set out in the Public Health Strategy (Live Life to the Full) and the Public Health Annual Report. The establishment of the Public Health Department has seen a wider focus on prevention and health inequalities and development of new ways of working with the Health Service and communities. Such projects as 'Activmobs' are evidence of this (see Towards 2010 targets 48 and 49).

INVOKE⁴ (Independence through the Voluntary action of Kent Elders) – This is the project that has been developed out of the successful Partnerships for Older People bid. This project has introduced a range of initiatives which have supported older people in the community. There are a range of outcomes, which have been drawn out through research and this includes reduction in overnight stays in hospital to ensuring people within the project have received all the benefits to which they are entitled.

⁴ More detail on this project have been provided in previous Annual Reports

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Prevention in the community – These projects are in partnership with Health and through joint investment in the voluntary sector. This includes Brighter Futures (see also Towards 2010 targets 49, 52, 56), which encourages more able older people to support more needy people through volunteering. Other initiatives range from community support to those with dementia to ‘Falls’ projects. The outcome has been to enable more people to remain independent. Evidence of this can be seen in the recent Care Quality Commission Inspection of Kent Adult Social Services⁵.

TeleHealth and Telecare - The partnership with Health in developing the Whole Systems Demonstrator, already described in detail in Towards 2010 target 52, is another initiative which is supporting the development of this target. The outcome of this is to improve the independence, health and wellbeing of people through the use of new technology. This was also evidenced in the recent inspection⁶.

Reducing delayed transfer of care – This continues to be an area of high priority across health and social care. There are a whole range of joint initiatives, including intermediate care, enablement, and rapid response. Many of these have been described in more detail in previous Towards 2010 annual reports. The outcome has been to reduce the level of delayed discharges from hospital where the number has reduced from 1,304 in September 2007 to 622 in June 2009, and for those for which Kent Adult Social Services are responsible this has reduced from 219 to 128 over the same timescale. This success was recognised by the Health Overview and Scrutiny Committee in October 2008 and through the evidence presented to the Care Quality Commission⁷.

Intermediate care - We have developed a wide range of intermediate care projects in partnership with Health which are preventing avoidable hospital admission, facilitating safe early discharge from hospitals and maximising people’s ability to regain their independence. Intermediate care has played a significant part in tackling delayed discharges from hospital and enabling people to live independently.

Learning Disability – By March 2010, approximately 400 people will transfer from the Health Service to Kent Adult Social Services under the Section 256/NHS Act 2007. This is a huge project which has been outlined in detail in previous Towards 2010 annual reports. The outcome of this project will be to give this group of people more opportunities of choice and independence. The transfer is rooted in the principles of Valuing People.

The vast majority of the above initiatives will be developed beyond 2010 continuing to deliver better outcomes for people.

What more are we going to do?

The major priorities for the next three years focus on working with the Health Service in delivering more personalised services which offer people choice and control i.e. Self Directed Support. A key feature continues to be a focus on community-based preventative services in order to deliver the joint priorities outlined in such strategies as the Carers Strategy, the End of Life Strategy and the Dementia Strategy. A key feature will be the development of shared pathways of care planned jointly. Outlined below are some planned initiatives delivered within the context of this target along with expected outcomes:

- Mental Health Trust – Already well established, the Trust is applying for Foundation Status which will give it more flexibility in setting local priorities and commissioning services

⁵ Independence Wellbeing and Choice Inspection

⁶ Independence Wellbeing and Choice Inspection

⁷ Kent Adult Social Services’ submission to CQC for the Annual Review Meeting 30 June 2009

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- Joint commissioning posts - In line with the major changes needed to implement Self-Directed Support, in partnership with the PCTs, further joint posts focused on strategic commissioning are being established which will ensure an integrated approach to commissioning focused on shared priorities
- Implementation of the Carers Strategy – This is being done jointly with the PCTs to put in place more support for carers
- Whole Systems Demonstrator/Telecare/TeleHealth - The continued implementation of this project will deliver further opportunities for people to use technology to enhance their independence and wellbeing
- Autistic spectrum - A recent Select Committee on this issue has been completed and the recommendations are now published. We will be working jointly to improve the services for this group
- Common Assessment Framework - We are working with the Health Service to develop this through Functional Assessment in Care Environments (FACE). This will mean that we will have a joint co-ordinated assessment process where people will only have to answer questions once about their circumstances.

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 Sherlock/ Cathi Sacco/ Mike Dorman **Date:** July 2009

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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/Sarah Hohler	Lead Managing Directors: Oliver Mills/Rosalind Turner	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 and KCC Children, Families and Education (CFE) directorates are leading the partnership which includes the Kent Learning Disability Partnership Board, parent organisations, PCTs, Learning Skills Council (LSC), Connexions and schools. We are expanding the partners to include KCC's Communities directorate, local further education (FE) providers and district councils.

Outcomes delivered so far:

- A major driver for the work to support this Towards 2010 target was the Select Committee from which a number of successful initiatives have sprung, overseen by the Transition Board. The multi-agency transition protocols are an example of this and set out the clear commitment to every disabled young person in Kent that they will get co-ordinated support to help them move from adolescence to adulthood. The protocols also ensure that this transition support will be personalised, co-ordinated around individual needs and reflect the young person's aspirations and that young people, their families and the professionals involved all have a clear understanding of who will be involved and what they will do
- Young people who may need additional support with their transition into adult life will be identified when they have their transition review in Year 9. With the young people and their carer's consent, this links together basic identifying information held by CFE, the Health Service and social care agencies and will ensure that no-one who needs and wants support through transition will be missed
- Training to support the implementation of the transition protocols, across all agencies, has been delivered in every locality. This builds on the best practice already within the county and is developing local virtual teams who will lead on transition for the local children. The effectiveness of these is being monitored by all the agencies involved and all these actions will ensure that the practice around transition is improved upon
- The young people, carer and easy-read guides to the transition process have been distributed through a network of professionals so that it will be available to every young person who needs it. This will ensure that each young person and their families will know what support they will receive and how to access it. It is also available on each agency's websites and at www.kent.gov.uk/transition
- The effectiveness of the support given through transition and the implementation of the transition protocols has been monitored by satisfaction surveys. In the last six months, 106 young people or their carers have been asked to rate their satisfaction with the support they have received in the key areas of:
 - Involvement of appropriate agencies
 - Provision of sufficient information, advice and guidance

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- Young person's views and aspirations being central to the process
- Satisfaction with the current support.

The percentage of people who said they were happy or very happy ranged from 77% who were satisfied with their current support to 68% who said they were satisfied that their views and aspirations were listened to. Overall, 73% said that they were either happy or very happy with the support they have received during the transition period (see PI table).

What more are we going to do?

- The experiences of young people during and after transition will continue to be monitored. Further groups of young people and their carers will be asked to rate their satisfaction with their support to ensure that the protocols are making an improvement. This will provide a rolling measure as the impact is more widely felt
- The training to support the implementation of the transition protocols across all agencies will be extended to include mainstream schools so that the local virtual transition teams pick up all young people with disabilities who will benefit from supported transition
- The significant increase in uptake of direct payments from CFE will continue to be built on and work is ongoing to ensure that the transition from a CFE direct payment to a Kent Adult Social Services personal budget is managed smoothly. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of Self Directed Support, personal budgets will become the norm for every adult 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 delivery of this Towards 2010 target is 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).

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Young people with disability or their carers who were wither happy or very happy with the support they received during the transition period	New indicator	Not set	73%	80%

Monitoring completed by: Michael Thomas-Sam/Colin Feltham

Date: July 2009

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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: Michael Thomas-Sam

Status: On course

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

Our partners include the Pension Service (part of the Department of Work and Pensions (DWP) that deals with people over 60), district councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau (CAB), Citizens Rights for Older People.

Outcomes delivered so far:

Offering information, advice and assistance - Older people receiving social care services from KCC are offered information, advice and, if necessary, assistance to claim all the benefits they are entitled to. We have increased the effectiveness of this work by creating specialist teams and by working with the Pension Service, district councils and local voluntary organisations. In addition, we have provided extra funding to the 12 Kent CABs which will enable them to help more people claim the benefits to which they are entitled.

Increasing take up - Partnership working is contributing to the increase in benefit take up for older people in Kent and as a direct result of joint working with the Pension Service between April 2007 and 31 March 2009 £2.1 million in additional benefits was raised for Kent residents. Broken down this is £885,000 in Pension Credit, £898,000 in Attendance Allowance, £98,000 in Disability Living Allowance, £127,000 in Housing Benefit and £93,000 in Council Tax Benefit. In addition to monetary gain, joint working leads to a better experience for our service users who receive a quicker and less time consuming service.

Many of the community-based preventative projects run by the voluntary sector are working with older people to maximise their benefits, as are initiatives such as INVOKE and Brighter Futures (see also Towards 2010 target 54).

What more are we going to do?

We will continue to work with the Pension Service and district councils to target those older people not receiving all their benefit entitlement. This includes working in the new Gateways (see Towards 2010 target 29) and taking part in media campaigns targeted specifically at older people in Kent.

Measurable Indicator (s)	Aug 06 Actual	Aug 07 Actual	Aug 08 Actual	May 09 Actual	Aug 09 Target
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,560	36,330	38,300	38,670	36,290
Number of older people who are in receipt of Pension Credit	70,270	70,960	71,240	71,300	73,780
Number of older people in receipt of council tax benefit	53,590	53,790	*	*	56,270

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* Not yet available. There is always a time lag before figures are available from the DWP and there have been particular problems with data on Council Tax Benefit. The DWP have informed us that this data will be available by the end of the year.

Monitoring completed by: Michael Thomas-Sam

Date: July 2009

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Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

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

Kent Police, district councils, parish councils, police community safety officers, Kent Fire and Rescue Service, Crime & Disorder Reduction Partnerships (CDRPs)

Outcomes delivered so far:

Helped communities to raise and tackle local issues:

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

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

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

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

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

Extended neighbourhood policing:

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

What more are we going to do?

- Adult Education – The KCC community wardens are working with Adult Education tutors in areas of high deprivation to encourage resident's engagement which could enhance their lives and create stronger communities
- Inter-generational work and work with vulnerable people – The KCC Communities directorate, including community wardens, are looking at ways to bring generations together and through 'Dreams Come True' the wardens will be working with a variety of

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

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

Measurable indicators:

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

Monitoring completed by: Stuart Beaumont

Date: July 2009

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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.

Outcomes delivered so far:

By focusing on this target we have helped to:

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

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

Tackle alcohol misuse problems via campaigns linked to underage sales:

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

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

Encourage domestic abuse victims to report incidents to police:

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

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

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

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

What more are we going to do?

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

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

Monitoring completed by: Stuart Beaumont

Date: July 2009

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Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Done and ongoing

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

Kent Police, Kent Fire and Rescue, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered so far:

- Through our second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final reported figure for 2007 was 723 KSI on roads in Kent which was within 0.5% of the 40% reduction target. However, the 2007 figure for roads for which KCC was responsible was 588 and was a 41.8% reduction. This target needs to be maintained and to focus on this, KHS is aiming at a 45% local reduction target as opposed to the 40% reduction which is the national 2010 target. The 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007 and a 47% reduction compared with the 1994-98 target, already achieving the local target set. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers which 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
- In addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to last 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.
- The KHS Road Safety team led a programme of high profile campaigns that utilised TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants, messages on the dangers of

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using mobile phones whilst driving, how easy it could be for young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- 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 3,000 drivers during the period. 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 during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council
- 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
- KCC and Kent Police have led the development of countrywide partnering activities. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe group. The CaRe group will provide added value by ensuring that the recourses of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels.

What more are we going to do?

- KCC needs to stay focused on reducing the number of KSI over the coming 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
- Deliver further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young/novice drivers
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Continue the speed limit review
- Review the scope for development and opportunities for further reducing casualties to 2020.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	674*	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	588	520	554*	538*

* Agreed KA2 targets

Monitoring completed by: Ian Procter

Date: July 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Outcomes delivered to date are as follows:

Reduction in the number of children and young people entering the Youth Justice System in 2007/08 compared to 2006/07 as can be seen by the PI table:

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

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

- There is raised awareness and wider understanding of the Prevention agenda across all partnerships. There has been improved partnership working through the Local Children's Services Partnerships and the links with Kent Agreement 2 have ensured that

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district council partners have fully supported the Youth Inclusion Support Panels' (YISPs) aim to reduce first time entrants

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

Established a prevention-led approach to tackling youth offending:

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

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

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

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

What more are we going to do?

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

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

* Figure available Nov 2009. However, early indications are very positive

Monitoring completed by: Glan Hopkin

Date: July 2009

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: On course

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

Trading Standards Alerts are sent to around 250 organisations, including Age Concern, Neighbourhood Watch, Help the Aged, Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, parish and town Councils. Other partners include Kent Police, KCC community wardens

Outcomes delivered so far:

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

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. For example, prompted by one of our messages, we were called by a meals delivery service because one of their drivers was concerned about some people he saw visiting a client. We became involved, together with other agencies, and were able to stop the client becoming a victim
- Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number around 250, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 9,000 co-ordinators in Kent so potentially we can reach 300,000 people.

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

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

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conclusion” – from a church in Gravesend which received £2,000 compensation after rogue traders had tarmaced the driveway

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

Increased prosecutions and other formal actions:

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

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

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

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

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

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

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder’s Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about the scheme. We have 102 approved traders and the most popular hits on the website are for landscape

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and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers

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

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards Alerts, education initiatives and working with partners
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards Officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses
- This work will dovetail with the proposal for a Kent Credit Union and KCC's policy on financial inclusion (see also Towards 2010 targets 1, 2, and 9)

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

* Base number of organisations is 200

Monitoring completed by: Ian Treacher/Sue Edmunds

Date: July 2009

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Target 62: Expand the Kent 'HandyVan' scheme, making the homes of older and vulnerable people more secure.		
Lead Cabinet Member: Mike Hill	Lead Director: Amanda Honey	Lead Officer: Stuart Beaumont

Status: On course

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

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

Outcomes delivered so far:

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

- The HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The scheme began in November 2001 with four fitters and vans covering the whole of Kent and is funded by the Community Safety Unit in partnership with Help the Aged
- In August 2007 an additional HandyVan vehicle and fitter was introduced to focus in areas of high burglary and/or fear of crime
- The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations
- The HandyVan fitters not only install safety and security products but are also involved in a variety of partnership events and campaigns across the county to provide information to the public, raise awareness of the service, as well as promoting good citizen focus and reducing crime and the fear of crime. A recent event was the 'Safer Autumn' campaign run by Kent Police which included a week long campaign in an area of Ashford. During the campaign the HandyVan worked alongside the Police to focus on burglary reduction
- KCC community wardens (see Towards 2010 target 57) play an integral role in the HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service.

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

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

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in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%

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

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

- A steering group was established, consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire & Rescue, district councils and other partners with the aim of ensuring maximum use/efficiency of the whole service
- The HandyVan service works closely with the borough councils in north Kent providing awareness training to council staff about the service as well as working in partnership to focus their efforts in the areas of greatest need
- Discussions with the PCT and Kent Adult Social Services have identified opportunities to link HandyVan with hospital discharges, occupational therapy and social service referrals. These links are provided in a number of ways including leaflet/poster campaign, warden and other KCC/PCT officer home visits and advertisements in relevant publications
- Help the Aged has explored with the Kent and Medway domestic violence co-ordinator how the service could engage with domestic abuse sanctuary schemes and discussions have taken place with local authorities. Most districts have referral mechanisms run by the local housing departments and local domestic abuse police officers (see also Towards 2010 target 58)
- During 2008/09, the number of self-referrals to the HandyVan service accounted for 35% of all referrals and the community wardens for 13% with the remainder coming from a wide range partners. The community wardens consistently support this service and by working in partnership with Help the Aged have helped the elderly and vulnerable within their communities to remain safe and secure.

What more are we going to do?

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

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

* The changing focus of the service resulted in less checks than forecast as more time is now spent at each location to make people feel safe (borne out by the survey results, described above)

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Monitoring completed by: Stuart Beaumont

Date: July 2009

END

By: Kevin Lynes, Cabinet Member for Regeneration and Economic Development
 Nick Chard, Cabinet Member for Environment, Highways and Waste
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To: Council -15 October 2009

Subject: Local Act for amendment of Road Traffic Regulation Act 1984 – The Kent County Council (Filming on Highways) Bill

Classification: Unrestricted

Summary: This report sets out the case for the promotion of a Private Bill to enable road closures for filming in Kent

Introduction

- 1 Since its launch in 2006, the Kent Film Office has been responsible for attracting over £13 million into the local economy through filming within the county.
- 2 The Kent Film Office regularly receives requests to close roads for the purpose of filming on the highways and to alleviate the effect of modern traffic noise on period productions. Currently, Kent Police does not support road closures or traffic regulation for filming using the provisions of the Road Traffic Regulation Act 1984 (“RTRA”), which is the legislation governing temporary road closures for “relevant events”.
- 3 At present, therefore, filming on Kent’s roads is usually achieved by production companies either:
 - (i) hiring off-duty police officers to hold traffic for a limited amount of time during takes; or
 - (ii) persuading local district or borough councils to put in place a temporary road closure for filming based on the Town Police Clauses Act 1847 (“TCPA”).
4. Both options are not without problems. For example, when holding traffic, police can only request that drivers stop but cannot legally require them to do so. If a driver asks to be let through they must be allowed to do so, thus interrupting the flow of filming, which can be very costly. These scenarios also have health and safety implications, in that traffic is passing through areas occupied by workers concentrating on their tasks and not the traffic flow. Passing traffic is also distracted by filming activity and thus potential for accidents is increased.
- 5 The TCPA has only been used by some district and borough councils and only in exceptional cases as they consider doing so makes them vulnerable to a legal challenge. In addition, Kent Police are not supportive of temporary road closures for filming under the TCPA. Accordingly, only requests for filming with virtually no impact on the highway are currently being allowed.

- 6 As explained above, Kent Police does not support temporary highway closures under the RTRA either. The RTRA provides for the closure of roads for “*relevant events*”, which are defined as “*any sporting event, social event or entertainment which is held on a road*”. There is considerable uncertainty in respect of whether filming falls within this definition and there is therefore a risk of challenge if powers under this section were exercised for the purpose of closing roads for filming.
- 7 There are further restrictions in that an order under the RTRA may only remain in force for a maximum of three days (unless before the order is made, the Secretary of State has agreed that it should continue for a longer period) and an order may only be made for a specific road or part of such a road once per year. This restriction is not limited to closing the road for a particular purpose and it therefore prevents a road being closed for any other purpose in that year. As this will include, for example, community events, local communities are often reluctant to agree to road closures for filming in prime locations.
- 8 The potential financial advantages of being able to close roads for filming are considerable. This year a road closure was implemented for filming in Chilham. It is estimated that this brought in approximately £64,000 in direct spend during the week that they filmed there.
- 9 The Kent Film Office has lost major filming projects due to the inability to close roads for lack of police or district agreement, in particular period films where modern traffic presents obvious complications.
- 10 Districts which allow road closures under the existing TPCA powers, such as Thanet, Canterbury and Ashford, see proportionally higher levels of filming activity than those that do not support this. KCC currently has no powers at local level with regard to these decisions.
- 11 The London Local Authorities and Transport for London Act 2008 (“LLATLA”) contains provisions that amend the RTRA in order to facilitate the closure of highways in London for filming purposes. In summary these provisions:
 - (a) define filming as a “relevant event”;
 - (b) lengthen the maximum time that a road may be closed for filming from three to seven days; and
 - (c) increase the number of times that a particular road may be closed in any one year (from once per year to up to six times per year).

Procedural Matters

- 12 The County Council has sought the advice of Parliamentary Agents who have produced a draft Bill (a copy of which is annexed to this report), and which is currently subject to consultation. The draft Bill contains similar provisions to those outlined in the LLATLA above, together with an additional provision which will confer upon the County Council the power to authorise any person making a film to temporarily place objects on the highway.
- 13 In order to promote the Bill, KCC must comply with the provisions of section 239 of the Local Government Act 1972. Primarily, KCC must pass the necessary resolutions. The first resolution (to be given at the 15 October 2009 Council meeting) confirms that KCC considers it expedient to promote the Bill. The second resolution (to be given at a later meeting) confirms the first resolution and the deposit of the Bill in Parliament.

- 14 The procedure to be followed is as follows:
- a – The County Council meeting on 15 October 2009 will consider approval for pursuing the Bill. A full majority of the whole County Council will be required to pursue the Bill. A majority of those present and voting is not sufficient.
 - b – If the first resolution is made at the 15 October 2009 meeting, the Bill is to be deposited in Parliament by 27 November 2009. If it is not deposited by this date, KCC will have to wait until 27 November 2010 to deposit the Bill. This is because private Bills can only be deposited once a year, on or before the 27 November.
 - c – A second County Council resolution must also be confirmed by a majority at a further meeting convened and held not earlier than 14 days after the deposit of the Bill, confirming that the Council wishes to proceed.
 - d - There will be various stages of the Bill through Parliament which will be facilitated by our Parliamentary Agents. If successful, it is likely to be enacted by Spring 2011.

Report Structure

- 15 The decision to deposit the Bill with Parliament is within the authority of the County Council. This report sets out the need case for road closures for filming in Kent and how this will be accomplished by the promotion of the Bill (rather than by other means) to inform the meeting of the full County Council on 15 October 2009.

Policy Framework

- 16 The Bill will enable the Kent Film Office to continue its progress to raise the profile of the county as a major venue for film, television and the wider creative industries and benefit the Kent economy as set out in Target 8 of the Towards 2010 document. The powers under the Bill, if enacted, will offer legal certainty to Kent County Council in respect of authorising road closures for filming and would enable the Kent Film Office to work within the protection of the law.
- 17 Economically, it would put Kent in a unique position as the only UK region outside London with these powers. This would make Kent extremely competitive with the capital and indeed other parts of Europe, where such legislation also exists.
- 18 It would also help to deliver Priority One of the Kent Film and Television Strategy: “The Film Office is critical to delivering the Kent Film Strategy. It will build on its recent successes across a broad spectrum of activity in establishing internal and external mechanisms that will provide effective support, information and advice to the film and television industry. Actions include:
- Delivering the economic potential of the film and television industry into Kent increasing the number and the scale of film productions in the county.
 - Examining and exploiting the prospects of income generation through the Kent Film Office.”
- 19 The Bill would facilitate the Kent Film Office not only to attract more filming into the county, but also to offer the county to more high level – high impact filming.

- 20 The Bill will also have implications for other events, as it will enable roads to be closed more than once in a year. This will allow for large scale events, such as the Tour de France, to take place on the same length of road within the same year. This means all sporting and community events will benefit from the Bill and might even offer further opportunities for Kent's role in the 2012 Olympics.

Implications

- 21 Financial - Costs for the Bill will be paid by KCC. This includes the parliamentary agents' fees and disbursements. It is expected that these will be recouped through filming spend into the county, as well as spend around other large scale events indirectly made possible through this Bill. The costs of obtaining the Bill are estimated to be £58,000. Costs incurred by road closures will be recouped directly from the production companies requesting the road closure. This may include costs for implementing diversions, signage and staff time.
- 22 Legal – The Bill will lead to a change in legislation which will be applicable within the Kent County Council administrative area only.
- 23 Reputation – A framework for granting road closures has already been prepared and partially set out within the A-Z Filming Guidelines under the Kent Filming Partnership. Road closures will be granted in close consultation with Kent Highway Services, Kent Police and other emergency services. Production companies will be obliged to cover costs, provide risk assessments, consult with local residents and businesses and put in place procedures for emergencies before a film order permitting closure of a road is granted.

Consultations

24. There has been internal consultation with officers from Kent Highway Services in respect of both the principle and the provisions of the draft Bill. External consultation with Kent Police, the district Councils, statutory undertakers, Royal Mail and the AA and RAC commenced on 1 August and ran for a period of one month.
- 25 Details of the consultation have been published on the County Council website.
- 26 Consultation with Government Departments and Kent Members of Parliament is being carried out by the Parliamentary Agents.

Conclusion

- 27 At its meeting on 14 September, Cabinet agreed to support the recommendations to enable the Kent Film Office to proceed with the Bill to close roads for the purpose of filming, subject to the approval of the County Council. Once the Bill is enacted by Parliament, it will make Kent unique as the only county in the UK where filming in the highway is permitted in this way. This will potentially attract more high level filming to the county and increase the amount of direct spend from filming, which directly benefits residents and businesses in Kent.
- 28 Other options considered were:
- A - to continue to close roads either by stop/go method or via districts under the TCPA. However, this method relies on the co-operation of the districts and/or Kent Police. In the past the Kent Film Office has lost major filming projects because it was unable to close roads.

B - to ask other councils whether they would participate in the Bill. Whilst there may be some economies of scale if additional councils were to proceed with the same Bill as KCC, these would be outweighed by the loss of competitive advantage from being the only council with these powers. In addition, there would be potential for the Bill to be delayed if other councils were not able to meet the prescriptive timetable for the submission of the Bill to Parliament and there would be an increase in the risk of challenges, which may not be directly relevant to the County Council.

Recommendations

- 29 The County Council is recommended to agree that:-
1. The Council deposits the Kent County Council (Filming on Highways) Bill to confer powers in relation to filming on highways and for related purposes.
 2. The Council authorises the Chief Executive, in consultation with the Cabinet Member for Regeneration and Economic Development and the Cabinet Member for Environment Highways and Waste to address procedural matters that may arise in relation to the promotion of the Bill and to enter into undertakings or commitments in relation to it.
 3. The Council authorises the Director of Strategic Development and Public Access to agree to the making of any amendments to the Bill that may arise during the course of the promotion of the Bill.

Background Documents:

- 1- London Local Authorities and Transport for London Act 2008
- 2 – The Draft Kent County Council Filming on Highways Bill

Other Useful Information:

Kent Film and Television Strategy

Kent Filming Partnership Agreement

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Kent County Council (Filming on Highways) Bill

EXPLANATORY MEMORANDUM

This Act provides Kent County Council with powers in relation to filming on highways.

Clause 1 deals with citation.

Clause 2 sets out definitions of certain expressions used in the Act. It defines "Council" as Kent County Council, and that expression will be used in this Explanatory Memorandum.

Clause 3 enables the Council, by order or by notice, to prohibit or restrict traffic on roads for the purpose of enabling the making of a film to take place. It also enables closures for the purpose of enabling members of the public to watch the making of a film or to reduce the disruption to traffic likely to be caused by the making of a film. The clause modifies section 16A of the Road Traffic Regulation Act 1984 which provides powers to traffic authorities to close roads for the purpose of special events, such as cycle races. Notices can be issued to enable the immediate prohibition or restriction of traffic if it appears to the Council that the prohibition or restriction should be imposed without delay.

By altering the application of section 16B of the 1984 Act, *Clause 4* sets out restrictions which would apply to orders made and notices given for film making purposes. An order under *Clause 3* may not remain in force for longer than 7 days whilst a notice under that clause may not continue in force for a period of more than 24 hours. The 1984 Act applies so as to enable the Secretary of State to direct that orders may continue in force for longer than 3 days. Section 16B is also altered so as to prevent any more than 6 orders being made in one calendar year as regards any stretch of road.

[*Clause 5* enables the Council to grant permission to any person making a film to place temporarily on the highway any object or thing required for the purposes of making a film. The clause contains safeguards for statutory undertakers.]

EUROPEAN CONVENTION ON HUMAN RIGHTS

In the view of the Council the provisions of the Kent County Council (Filming on Highways) Bill are compatible with the Convention Rights.

Kent County Council (Filming on Highways) Bill

A

BILL

To confer powers on Kent County Council in relation to filming on highways; and for related purposes

SESSION 2009-10

BIRCHAM DYSON BELL LLP
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Kent County Council (Filming on Highways) Bill

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B I L L

To confer powers on Kent County Council in relation to filming on highways; and for related purposes

5 **W**HEREAS—

- (1) It is expedient that the powers of Kent County Council (hereinafter referred to as “the Council”) should be extended and amended as provided in this Act:
- (2) It is expedient that provision be made in relation to filming on highways in Kent:
- 10 (3) [It is expedient that the other provisions contained in this Act should be enacted:]
- (4) The purposes of this Act cannot be effected without the authority of Parliament:
- (5) In relation to the promotion of this Act the Council has complied with the requirements of section 239 of the Local Government Act 1972 (c. 70):

15 May it therefore please your Majesty that it may be enacted, and be it enacted, by the Queen’s Most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

20 **1 Citation**

This Act may be cited as the Kent County Council (Filming on Highways) Act 2010.

2 Interpretation

In this Act—

- 25 “the 1984 Act” means the Road Traffic Regulation Act 1984 (c. 27); and
 “the Council” means Kent County Council.

3 Prohibition or restriction on roads in connection with filming

(1) Section 16A of the 1984 Act (prohibition or restriction on roads in connection with certain events) shall apply to the Council with the following modifications.

(2) The expressions “relevant event” and “the holding of a relevant event” include the making of a film.

(3) After subsection (2), the following subsection is inserted—

“(2A) The traffic authority for a road may at any time by notice restrict or prohibit temporarily the use of the road, or any part of it, by vehicles, or vehicles of any class, or by pedestrians, where it appears to them that it is expedient for the making of a film and that the restriction or prohibition should come into force without delay.”

(4) The references, in subsections (3) and (5) to (10), to an order under section 16A include references to a notice under subsection (2A) of that section, as inserted by subsection (3) above, and references to the making of such an order include references to the issuing of such a notice.

4 Restrictions on orders and notices

(1) Section 16B of the 1984 Act (restrictions on orders under section 16A) shall apply in the county of Kent with the following modifications.

(2) In subsection (1) after the words “three days” the words “(or seven days, in the case of a film order)” are inserted.

(3) In subsection (6) the words “Subject to subsection (6A),” are inserted at the beginning.

(4) After subsection (6), the following subsections are inserted—

“(6A) No more than 6 film orders may be made under section 16A in any calendar year so as to affect any length of road, unless a further film order—

(a) is made by the Secretary of State as the traffic authority for the road concerned; or

(b) is made with his consent.

(6B) No film notice shall continue in force for more than 24 hours from the time at which it comes into effect.

(6C) In this section, “film orders” and “film notices” are orders and notices under section 16A of this Act which are made or issued in relation to the making of a film.”.

(5) In subsection (7), for “subsection (6)” there is substituted “subsections (6) and (6A)”.

5 [Power to place objects on highways]

5 (1) Subject to the provisions of this section, the Council, as highway authority, may grant permission for any person making a film to place temporarily on the highway any object or thing required for the purposes of making a film.

10 (2) A person making a film shall not, in pursuance of a grant of permission under this section, place any object or thing on a bridge over a railway, or under a bridge carrying a railway over a highway or a public open space, or within four metres of the abutments of a bridge carrying a railway over a highway or a public open space, except with the consent of the railway undertakers concerned.

(3) In exercising their functions under this section the Council —

15 (a) shall take steps to prevent, so far as reasonably practicable, interference with vehicular and pedestrian traffic using the highway; and

(b) shall not grant any permission which would have the effect of obstructing or rendering less convenient—

20 (i) the access to or exit from premises belonging to canal, inland navigation, dock, harbour, tramway, or statutory undertakers, or persons authorised by any enactment to carry out on any other public undertaking; or

(ii) the use by those undertakers or persons of such premises for the purposes of their undertaking.

(4) In subsection (3) above, “statutory undertakers” means any of the following—

25 (a) a licence holder within the meaning of Part 1 of the Electricity Act 1989 (c. 29);

(b) a public gas supplier within the meaning of Part 1 of the Gas Act 1986 (c. 44);

(c) a water undertaker within the meaning of the Water Industry Act 1991 (c. 56);

(d) a sewerage undertaker within Part 1 of the said Act of 1991;

30 (e) a local authority which is a relevant authority for the purposes of section 97 of the said Act of 1991.]

By: Graham Gibbens, Cabinet Member for Adult Social Services
Mike Angell, Older People's Champion

To: County Council - 15th October 2009

Subject: Kent's Policy Framework for Later Life

Classification: Unrestricted

Summary To ask County Council formally to adopt Kent's Policy Framework for Later Life - *Living Later Life to the Full* – in the light of discussions at Cabinet and the Policy Overview Committees.

1. Introduction

- 1.1 The Vision for Kent identifies seven key challenges, of which the ageing population is one. Demographic changes in Kent (and most of Western Europe) bring enormous opportunities as well as significant challenges. Older people are often the volunteers, carers, mentors and activists that provide the backbone of communities and Kent will benefit from having proportionately more of these people. In late 2007 Kent County Council ran a series of workshops with older citizens and partners to establish what people thought were the key issues and concerns relating to later life which needed action. This resulted in an embryonic Strategy for Later Life (February 2008) which has been further consulted upon. ASSPOC has taken the lead within the County Council on this work although the issues are far broader than social care and health, encompassing transport, leisure, housing, community safety and community planning and design.
- 1.2 Although KCC has initiated and driven this work, only by working in partnership across organisations in Kent can real improvements be made to the lives of older people. From the start, therefore, the Later Life work has been undertaken in partnership. Within the Kent Partnership, the Public Health Board agreed to take the lead, but recognised that the issues relating to older people cut across all the Kent Partnership Boards.
- 1.3 The Policy Framework (which will continue to evolve) is the result of these discussions and conferences. It represents the aspirations set out by those older people who contributed to the consultation, and the representatives of partner organisations, as well as KCC Members. On 10th February the Kent Partnership endorsed the Policy Framework, subject to it being considered by individual organisations, and asked that reports should be brought back in a year on the action that would be taken to achieve the aspirations set out in the Framework. Annex 1 summarises the priorities in the Framework, the full

document is at Annex 2 and KCC's action plan to deliver the aspirations set out in the Policy Framework is at Annex 3.

- 1.4 Cabinet considered the Framework on 30th March and asked that all the July Policy Overview Committees consider what they will do to deliver it. Within KCC, the Later Life work is a strand of the Regeneration Framework, linking closely with the other strategies and in part being delivered through them.

2. Discussions at the Policy Overview Committees (POCs)

2.1 Without exception, discussion at the POCs was animated not only because of the importance of the agenda but also because Members were excited by the cross-cutting nature of the issues. They enthusiastically supported the Policy Framework, evidently finding it a stimulating document. The main points to emerge in discussion were:

- If we get things right for older people we often get them right for everyone. The transformations KCC has made in accessing services and advice benefit all our citizens, including (indeed arguably especially) those in their later years. So Gateways, the 24 hour phone line, interactive websites and Kent TV have all had an impact.
- People want seamless services and the financial squeeze ahead makes it imperative that we look to combine and integrate services in a way that improves the customer experience whilst also delivering efficiency savings.
- The wide range of actions listed in the lengthy KCC action plan demonstrate the breadth of projects and activity already underway. However we need to distil out the most critical projects to be delivered over the next year, and ensure that the MTP and business planning process reflects those priorities.
- Transport had been identified during the consultation as high priority for action, and Members reinforced the importance of this, particularly for non-drivers and particularly (but not exclusively) in rural areas. The Integrated Transport Strategy is taking account of the issues raised by older people. Promoting voluntary transport schemes and making better use of the many mini-buses and vehicles used by the voluntary sector was mentioned several times by Members.
- Intergenerational activity was a major theme at every POC and Members gave many examples of innovative small-scale projects. It was agreed that specific work should be done on identifying and sharing good practice.
- The importance of supporting communities and individuals to take responsibility for themselves and their families and neighbours was highlighted. The voluntary and community sector is vital, but it's not only about formal volunteering but being a 'good neighbour' and creating cohesive communities where people are not socially isolated unless they want to be. Members gave several examples of local projects that achieved these sorts of aims, and again there was interest in spreading good practice.
- How do we measure the impact this activity is having in terms of improving outcomes for older people? We should see an improvement in indicators of wellbeing amongst older people over time, and it is important to monitor that.

3. Next Steps

- 3.1 The Framework looks at how older people want to live their lives, and is deliberately aspirational and positive, emphasising the benefits that the ageing population brings, and promoting a positive image of old age because this was an important message from the consultation. It sets out the overarching ambitions that KCC and its partners have in improving the quality of life for older people. It will play an important role in ensuring that there is an ongoing focus on preventative activities that will enable people to live their later lives to the full. Work is now going on across KCC directorates with Districts & Boroughs, Health, Police and Fire & Rescue and the voluntary sector to map out activities already underway which support these priorities and targets. This will enable us to more effectively publicise the examples of excellence already underway, or planned, of which people may not be aware. This process will also enable us to see if there are any gaps in current service provision and decide whether further action should be taken.
- 3.2 The Regeneration Framework has a chapter entitled 'Embracing a Growing and Ageing Population' which identifies a number of actions that KCC wish to promote. These all fall within the strategic framework set out within the Policy Framework for Later Life. The ensuing mapping exercise and streamlined action plan will therefore provide a vehicle for taking this element of the Regeneration Framework forward.
- 3.3 It is important that by creating a Policy Framework for Later Life we do not establish a new 'silo' for older people but build consideration of older people's interests into the planning of existing services, organisations and partnerships. All aspects of public service and policy development should take account of the interests of all generations. Younger people need to prepare for their futures and everyone should be encouraged to plan for their later lives, whatever their age.

4. Recommendations

In view of the positive reception at the Policy Overview Committees, the County Council is asked to ADOPT Kent's Policy Framework for Later Life

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1) To ensure communities are designed to be ‘age proof’, stronger, safer and sustainable, by:

- Working with developers to make sure that new developments are designed to be sustainable and age-proof.
- Actively tackling housing disrepair and supporting older people in maintaining and adapting their own homes.
- Developing and designing existing communities to be more “age friendly”, in respect both of physical infrastructure and social inclusion
- Helping older people feel safe and secure within their own homes and community
- Preparing for changes in the environment and climate-proofing communities to make them sustainable for the future

2) To improve transport and accessibility, by:

- Increasing transport options for older people, including services for those who are disabled or live in rural areas.
- Making people more aware of the transport options already available to them

3) To enable older people to lead healthier lives and have better access to healthcare, by:

- Focussing on the prevention of health problems
- Enabling the older people of Kent to participate in regular exercise and live an active life
- Developing better integrated health and social care services
- Assisting people to manage their own health and independence in order to keep living in the community for as long as possible

4) To support older people’s citizenship, learning and participation in community life, by:

- Encouraging older people’s participation and inclusion in community activity, raising social capital
- Ensuring older people have a voice and are able to exert their influence over policy making
- Enabling older people to have the opportunity and ability to participate in life-long learning
- Making sure older people in Kent have employment opportunities if they want them.
- Helping older people have access to new technology as well as the ability to use it

5) To ensure those older people who need support to live independently have choice, control and good quality care, by:

- Ensuring service provision is based upon a person centred approach
- Working to remove the barriers that can impair the quality of older people’s lives
- Making sure individuals have access to ‘joined up’ information when they need it
- Supporting carers in having a life apart from caring

6) To encourage people to plan for a secure later life, by:

- Making older people in Kent more aware of the services and support available including access to financial information and advice.
- Reducing fuel poverty by increasing the take-up of energy saving initiatives and increasing awareness of affordable warmth.
- Improving the economic well-being of older people within Kent

7) To promote a positive image of later life and dignity and respect for older people, by:

- Promoting the value of later life and changing attitudes towards older members of society
- Encouraging inter-generational activities and community cohesion

Living Later Life to the Full

A Policy Framework for Later Life

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Introduction

The people of Kent are living longer, healthier lives than ever before. This brings huge opportunities because it is often in people's later years that they have the time to get involved in community life. This is also a time when they have built up a wealth of knowledge and life-experience from which younger people can benefit. We need to design Kent's communities and service provision in a way that encourages social interaction both within and between the generations, enables people to lead the lives they want as well as make a full contribution to society.

This Policy Framework, *Living Later Life to the Full*, sets out how people in Kent want to live their later lives and what they want from public and community services and facilities. It is based upon widespread consultation over 18 months, involving discussions with Kent residents, the voluntary and community sector, representatives of black and minority ethnic communities, residential and domiciliary care providers, Health, Police, Fire and local government. People were asked what they wanted to see in a Strategy for Later Life and what they think currently works well. The Policy Framework has built on the Vision for Kent (Kent's Community Strategy), taking the themes identified there and scrutinising them from the perspective of older people. It is also informed by research from elsewhere, including the World Health Organisation's work on Global Age-friendly Cities, and the work of the Better Government for Older People Network.

In writing this Policy Framework, we have struggled with the definition of an "older person" for two reasons. Firstly, identifying when someone becomes "old" is highly subjective. The concept of age is very tricky; some people will never feel old, to others an older person is always someone 20 years older than they are now, and others will feel 'old' relatively early in life. Secondly, in this country there are negative connotations to being an "old person" (frail, dependent, out of touch) rather than the much more positive view taken in some cultures of their "elders" (wise, experienced, balanced). We want this Policy Framework to celebrate the virtues of old age, as well as acknowledging the challenges and losses that it brings, and to promote a positive image of older people. There was no consensus in the consultation over the best way to describe older people, and for the most part we all concluded that it was better to talk about "people". The Government focuses on the 50+ population in its guidance for older people's strategies, because of the importance of preparing for later life, so the statistical analysis upon which some of the Policy Framework is based looks at population data from age 50. But only the very young would regard people in their 50's as being "older people", so we have tried to avoid using chronological age where we can. After all, apart from when people are very ill, their fundamental interests and desires don't actually change that much as they grow older. People enjoy doing the same sort of things, within reason, throughout their lives if they can. Generally, it is only in the last 18 months or so of life that people need very intensive support and care, and it is vital that, collectively, we organise services so that this is provided in a way that best meets people's needs at that critical time. This Strategy does cover such issues, but it mostly focuses on how to make people's later lives happy, fulfilled and productive.

People said to us that they didn't think another detailed strategy document was needed, and indeed we have many plans in Kent already, some of them specifically targeted at

older people. This Policy Framework is therefore an over-arching summary of the strategic issues that are important to Kent residents, developed collectively. From the themes identified in the consultations, seven key priorities have been developed to reflect the issues and concerns that are important to the older people of Kent. These are numbered for easy reference, but the order is not significant – all are important:

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

Key strategic targets have been drawn up under each of these priorities, and are set out in this Policy Framework. A mapping process is now underway to identify and collate all the action public services in Kent are undertaking and planning for older people. This will publicise the excellent projects already in existence which people may not be aware of, and will also highlight key areas that require strategic and collective actions for the future. A detailed collective action plan will be drawn up, based on the mapping, and will be publicly available in June 2009. This action plan will enable residents to hold agencies to account for delivering improvements in relation to the issues they have highlighted, and ensure that the ambitions in this Policy Framework get translated into outcomes.

Another significant change since the consultation began is that the formal mechanisms for feeding people’s views into the decision-making processes have been strengthened through raising the profile and influence of Older People’s Champions.

Throughout the consultation, officers were clear that there would not be additional resources available to implement this strategy, and the economic climate may well result in an overall reduction of resources to the public sector as a whole over the medium term. But the public sector will still control vast sums of money and the Policy Framework is about ensuring that older people’s needs and views influence how resources are utilised. Also, of course, not all the changes people want to see will require money. The action plan resulting from the mapping exercise will set out planned changes and the timescale within which they will happen. The actions will also vary across Kent according to local circumstances, needs and priorities.

The aim of Kent's Policy Framework for Later Life is therefore to focus attention on the strategic objectives which will enable us as a county to embrace the demographic changes we face, make the most of the opportunities which this brings, and be prepared to address the challenges too. Much of what is contained in this document is already well understood, and much is already happening, but this is the first time that public services in Kent have combined to agree the strategic action needed in relation to older people. The priorities and strategic objectives have been designed for and developed by older people in Kent and provide a framework against which we, collectively, will shape the future of public services.

We are very keen to continue the discussion with Kent residents about priorities, strategic targets and specific actions. If you want to comment on this document or contribute to the development of the action plan, contact details are provided on page 33.

A Special Thanks...

We would like to use this opportunity to thank everyone who has contributed to and continues to contribute to the work we are doing. We value the time and effort you have invested in helping us take this policy framework forward and the ideas and suggestions you have given us. We would particularly like to thank members of the editorial panel, consultation groups, older people's forums and the officers who have put so much work into this strategy.

Priority 1: To ensure communities are designed to be “age proof”, stronger, safer and sustainable

Towns and cities should be designed with all residents in mind. There is much to learn from the World Health Organisation and those other countries, particularly Scandinavia and the USA, who are ahead of the UK on this. Improving community well being and the quality of living is a key theme in the ‘Vision for Kent’. Making sure our communities are stronger and safer benefits everyone; however, it is particularly important for older and more vulnerable adults.

"Design for the young and you exclude the old; design for the old and you include the young." Bernard Isaacs, founding Director of the Birmingham Centre for Applied Gerontology

Decent Homes

Planning for future housing needs is particularly important in view of the ageing population. For frail older people, the nature of their housing can have a significant impact on their degree of independence and therefore quality of life. In particular, there is a strong link between poor housing condition and poor health. Tackling housing issues can therefore have a dramatic impact on people’s health and well-being. Adapting a person’s existing property to make it more suitable for them can be hugely expensive, both for the individual and for the state. Planning ahead and making sure that a substantial proportion of new housing is built to ‘lifetime homes’ standard is therefore very important.

It is also important that there is a range of housing options that older people can select from as their circumstances change. The five year aim of the national report, ‘Lifetime homes, Lifetime Neighbourhoods’ is that “there will be more mainstream and specialist homes of the right type in the right location’ for older people”. A key issue is to ensure that older people have choice. This includes the choice to move into extra-care housing. Many older people may end up on their own in a large property much too big for their needs, leading to high heating and maintenance costs, which they may not be able to afford. While many older people want to remain in a home that contains memories and has room for friends and relatives to visit, they need to be made aware that there are other options available. For older people who are asset rich, but cash poor, it is also essential we help find solutions, such as equity release, that benefit the individual.

Home Improvement Agencies

The role of Home Improvement Agencies (HIAs) is vital. People generally wish to stay in their own homes as they get older but often need help to repair or adapt it in their later life. In the consultation, home owners discussed concerns about ‘cowboy’ builders and rogue traders carrying out home maintenance. While Trading Standards have an important role in tackling rogue traders, people also wanted more information about accredited companies and better awareness of the schemes promoted by the Kent Housing Group which include the ten HIAs across the county. HIAs offer practical support and advice to enable older people to make necessary adaptations and modifications to their homes that they might not otherwise have been able to make without assistance. Through improving people’s living conditions, HIAs help to enhance quality of life and enable people to remain in their own home in greater comfort and security as part of the local community.

Safe Homes

The Kent Handyvan scheme is greatly valued by residents of Kent; people made the connection between such services and feeling safer in their own homes both in terms of accidents and crime. The Handyvan Scheme aims to reduce the risk of burglary by fitting security equipment such as door chains and viewers, window locks and safety features such as smoke and carbon monoxide detectors. Even by making small improvements such as these, quality of life for people can be much improved. The Police and Fire and Rescue Service are also very active in helping people feel safe and secure in their homes. The Fire service offer free home fire safety checks, and the installation of smoke detectors if required. They have also made older people a priority in their service delivery. Kent Police run a number of initiatives to help older people feel safe and secure. This includes 'nominated neighbour' and 'rogue trader' schemes to help prevent distraction burglary and 'Senior Watch' an initiative that makes sure messages from the police and others get to those who need to know. It is important that older people are aware that there is free help available when looking to make their homes safer. We should look to build on and publicise the good work the Police and Fire and Rescue Service are already doing.

Perceptions of crime

Older people in Kent as a group are less worried about crime and less likely to be victims of crime than younger age groups, and crime was not a major theme to emerge during the consultation. However, some people were scared to leave the house after dark, and had experienced anti-social behaviour which had a devastating impact on them. We know from national and local research that fear of crime can prevent people from accessing social activities and can contribute towards the creation of social isolation and loneliness. It is crucial that we prevent this from happening and promote initiatives to make people feel safe and secure in their own homes and communities. The role of community wardens and neighbourhood policing is important here as they do much to help people feel safe in the community. Each neighbourhood now has named police community support officers to report to on a very local level, and who work closely with community wardens. We should be supportive of community policing programmes that help to reduce fear and reduce anti-social behaviour.

Age-friendly Communities

Whole communities, not just the homes in which older people live, must be age-friendly. This includes making sure that pavements are accessible and free from trip hazards, that there are dropped kerbs to allow the use of mobility scooters, there are places for older people to rest and that there is a pleasant and clean environment. For older people, the fear of falling is a major concern and if the neighbourhood is perceived to be hazardous, this may lead to social isolation. Roads should also have adequate pedestrian crossings with enough time for people to cross. Many older people expressed concerns that 'green man' controlled crossings often did not give them enough time to cross the road, and that drivers were too keen to drive through on an amber light, which suggests a need to improve some drivers' road safety awareness.

A key concern expressed was that of the need for better access to public toilets. Incontinence can be a real problem and many people do not go out simply because there are no public toilets in their local area. A report by Help the Aged, entitled 'Nowhere to go'

calls on local government to develop a toilet strategy to improve older people's dignity, health and well-being. It highlighted examples of older people who said that they simply didn't drink so that they would not need the toilet, or carried a jug out with them, just in case. During the consultation for this Strategy, many said that disabled toilet access was also a problem for them. While many shops and cafes now provide for disabled access, often their toilets are not disability friendly, which makes the whole place inaccessible. Action needs to be taken to ensure that there are more public toilets across Kent. These should also provide disability access, with large cubicles and doors that are easy to open to make it easier for older people to get out and about.

A broad range of activities geared for older people

To increase people's participation in community life, social inclusion and the contribution they make to society, communities need to have a broad range of activities geared towards older people. It is essential that future participants are involved in the planning of such activities. In some cases, older people themselves run activities specifically for older people, for example, over 50s clubs, Pensioner Forums, the Active Retirement Association, and so on. The World Health Organization's work on Age-friendly Cities has emphasised the importance of older people meeting with their peers and supporting each other. But in addition to this, people also want to mix with different generations and have social activities that are geared to all age groups. We must ensure that older people shape and influence the development of community activities in general or there is a danger that their particular interests, needs and expertise could be overlooked.

Growing old in a changing climate

When looking to 'age-proof' communities for the future, it is vital to examine what impact changes in the climate could have for future generations. It is widely accepted that climate change will lead to hotter, drier summers and stormier, wetter winters and this will have a bigger impact on the more vulnerable members of our community. We should plan ahead to keep people warm in the winter, and cool in the summer. This includes planning for plenty of shady areas, good ventilation in homes and energy efficiency.

Key strategic targets

We will ensure that communities are 'age proof', stronger, safer and sustainable by;

- Working with architects, designers and developers to make sure that new developments are designed to be sustainable and age-proof.
- Actively tackling housing disrepair and supporting older people in maintaining and adapting their own homes.
- Developing and designing existing communities to be more "age friendly", in respect both of physical infrastructure and social inclusion
- Helping older people feel safe and secure within their own homes and community
- Preparing for changes in the environment and climate-proofing communities to make them sustainable for the future

What is already being done to...

...ensure communities are designed to be “age proof”, stronger, safer and sustainable

HandyVan

The Handyvan scheme was set up to help older and vulnerable people feel safer in their own homes.

Many older people are concerned about crime, burglary and anti-social behaviour. As a response to this concern, KCC in partnership with Help the Aged, Kent Fire and Rescue Service and Kent Police, launched the HandyVan service in 2001. The scheme was initially aimed at the over 60's on low income to help them feel safer in their own homes by installing safety and security products free of charge. The service operates on a referral basis, with requests coming from the Crime and Disorder Reduction Partnerships, the voluntary sector and clients themselves.



“We are writing to say how pleased we are with the work done by the Handyvan fitter. It has given us peace of mind to know that our home is really secure, both when we are at home and when we go out. We also have two new smoke alarms and everything was carefully explained to us.”

Community Wardens

The Kent community Warden Scheme began with a band of 12 wardens in May 2002 as part of a three-year pilot scheme. It delivered such early successes that numbers were increased within six months and in March 2005, a new training centre – the first of its kind in the UK – as opened to help bring the team of wardens up to 100. Community wardens aim to help the people of Kent to live safely and independently in their neighbourhoods and communities. They provide a visible uniformed presence to tackle anti-social behaviour. Many wardens are regarded as the focal point for the communities they serve and their mobile telephone number is accessible to them all. To date they have been involved in over 38,000 activities, incidents, queries or interactions with the public, spend 71.3% of their time providing advice, reassurance, visits, surgeries or a visible presence in their communities and were engaged with 28,986 instances of partnership working. 90% of those surveyed who had dealings with a KCC community warden were satisfied with the assistance they received.

“They are a trusted friend to our community” – Kent resident

Case Study: Staying Put, Swale's Home Improvement Agency

Mrs C was a 75-year-old lady living on her own. She was admitted to hospital after a heart attack and prior to her discharge, her son had visited her property and realised the terrible conditions Mrs C was living in. He contacted the Staying Put scheme for help.



Mrs C had lived in the property for 75 years and had inherited it from her parents. As she only received a small weekly pension, she found it very hard to keep the house maintained and as a result it had become unfit for human habitation. In recent years, the family had only been in the front room and had not realised the deteriorating condition of the property. The electrics were no longer working, there was no bathroom, the property had considerable damp,

the roof was leaking and doors and windows were all rotten. Mrs C's son decided she would live with him until he could ensure her house was comfortable for her to live in.

Staying Put visited with a Technical Officer and a schedule of works was prepared. Despite having had a heart attack, Mrs C was a very fit lady and could cope with stairs, so it was decided that the bathroom would be relocated upstairs to replace the back bedroom. Discussions were held with Mrs C to agree the work to be done, and decide (after receiving estimates) on the contractor. Mrs C was very excited about the prospect of Staying Put helping her with the repairs and even tried to save money out of her pension to buy other items to help. During the work, several other issues were discovered. The back wall of the property was only four and half-inch brick so had to be upgraded, ceilings and floors had to be repaired and the drains had to be renewed. The family got together and helped her with decorating the property.

When the work was completed Mrs C moved back into her property and was extremely pleased with what had been done. She is now taking great pride in her home and her health has much improved. We hope she will continue enjoy her home for many years to come.



Priority 2: To improve transport and accessibility

Transport and accessibility have a huge impact on people's lives. Throughout the consultations transport issues were consistently highlighted as a major concern. More broadly, many non-drivers spoke eloquently about how difficult it was to access the leisure and social activities that they wanted to, let alone visit someone in hospital. With the trend towards out of town shopping centres and more emphasis on internet based communication, there is a danger that some older and more vulnerable individuals can become socially isolated. There should be a focus on providing safe, reliable and affordable transport options that are easily accessible for all. People acknowledged that this would not be easy, but felt very strongly that improvement was needed in Kent.

"There's no point in having a bus pass if you don't have access to a bus" Kent Resident

Transport

The accessibility and availability of public transport is critically important as many older people are more reliant than the majority of working-age people on public transport. Indeed, 67.9% of those over 85 do not have a car. Local authorities are required by the Transport Act 2000 to produce a Local Transport Plan considering how the transport needs of various groups will be addressed. The current Local Transport Plan (2006-2011) addresses the issue of accessibility and particularly social exclusion and its impact on quality of life.

Approximately 80% of bus services in Kent are provided by private, commercial bus companies, for example Arriva and Stagecoach. Kent County Council spends around £7 million a year from the transport budget to offer the remaining 20% of bus services that are not "commercially viable", in other words, services where the running costs are more than the money received from passengers fares. These resources pay for rural bus services in Kent, which provide links to villages and country areas. This budget also provides journeys that are early morning, late evening and at weekends. Priority for funding 'socially necessary' bus services in Kent is based upon the Government's social inclusion model using access to health care, food shopping, learning and employment as the key considerations.

Access to Healthcare

A number of people in the consultations explained that transport after hospital discharge is a particular issue. It is hugely important that people have good access to healthcare if they are to stay fit and healthy. This is not just about access to hospitals but also to GP surgeries and pharmacies. People should also be able to visit friends and relatives in hospital; something which current transport service provision often does not allow for. Public services in Kent have a role, collectively, to ensure that people have adequate and equitable access to healthcare.

Transport Options and Accessibility

It was also highlighted by many people we spoke to that more flexible approaches to transport are needed. This includes more choice about the type of transport available and greater access to dial-a-ride schemes and taxi vouchers. There is also a need to make

sure that taxis themselves are accessible, with drivers sympathetic to those with mobility problems. It was also felt that the timings of buses and trains made it difficult for people to engage in social activity. The reliability and frequency of public transport is important for those who are dependent upon it to travel. For many older people, particularly in rural areas, there may only be one bus a day, meaning that opportunities for socialising and shopping are severely limited. Older people should be able to visit their local town to complete their shopping as well as spend time meeting friends. However, bus times can often restrict this and force a choice between one and the other. Often the destinations to which transport options travel are also limiting, taking choice and control away from the individual. Some older people also expressed concern that they found using buses difficult. They explained that buses would pull away before they had time to find a seat, causing them to fall or trip. This is an issue that can easily be resolved through better education and training of drivers to make them sympathetic to the issues facing older people. Additionally, there were worries about the reliability of buses, particular when there is only one or two a day. If a bus does not turn up or is very late, this can cause people to be left stranded.

There are a number of alternatives for those who have no public transport links, or have mobility problems. The Kent Karrier scheme is one such example; however, it is currently limited in what it can offer as a solution. Journeys are restricted within district boundaries, and the service only operates at a specific time on a specific day of the week. By far the most successful solution to the transport issues has been volunteer driver initiatives led by the voluntary sector. These allow much greater flexibility in journey time, and provide a far wider choice of destination to the individual. Often volunteer drivers are older people themselves, and this offers a great opportunity for social interaction. Such initiatives do much to tackle isolation and help older people to access services and facilities that they might not otherwise have been able to. Across Kent there are 35 volunteer car schemes, ranging in size from 2 to 50 volunteer drivers. Most schemes need more drivers or larger vehicles to meet demand. We should support the voluntary sector in providing services such as these, and help to expand them as far as possible. For example, by supplying vehicles that can be used to provide the service and adequate insurance.

Disabled Access

Only 17% of disabled people are born with a disability, therefore the majority of people develop a disability later on in life. Accessibility is therefore a key issue when considering the needs of older people. Of course this is a requirement under the Disability Discrimination Acts 1995 and 2005 - local authorities, shops, cafes and leisure centres have a duty not to discriminate against disabled people. Where physical features make it impossible or unreasonably difficult for disabled people to make use of a service, the service provider must either remove the feature or alter it so that the disabled person can make use of it. Examples might be ticket machines at stations, a step leading up to a shop or a toilet that isn't wide enough to manoeuvre a wheelchair into. Such changes are part of the physical infrastructure covered in Priority 1.

Transport providers such as those who run buses and trains are also required to ensure that they do not discriminate against disabled people. This could be by ensuring staff are trained in disability awareness, ensuring that new vehicles are made fully accessible, and

that existing vehicles are amended to ensure they are accessible for disabled people. Making a vehicle accessible means things like step free access, colour contrast within the vehicle and audible/visual information systems. These facilities can assist many older people who might not be registered disabled but nonetheless have restricted mobility or sight and hearing difficulties. Whilst work is already underway to improve disabled access by transport providers, people felt it should be given a higher priority than it currently has.

Information

As for most priorities within this Strategy, providing better information is key to improving use of transport and increasing accessibility. Within the consultations, older people felt that better access to bus timetables was needed. It was also suggested that timetables should show where disabled bus access is available to make it easier for those with disabilities to travel. Many simply wanted to be better informed about what transport options are available to them.

Key strategic targets:

We will improve transport and accessibility by:

- Increasing transport options, including services for those who are disabled or live in rural areas
- Making people more aware of the transport options already available to them

Priority 3: To enable people to lead healthier lives and have better access to healthcare.

To 'live later life to the full', it is vital that people of all ages take action to keep fit and healthy as far as possible. Health is crucial to people's quality of life and without it participation and engagement in society can be inhibited. Keeping fit requires active exercise which can become increasingly difficult to achieve as people get older. It is vital that barriers to accessing leisure facilities, such as transport and financial difficulties, are removed or minimised so that all older people have the ability to be active.

Good health

During the consultation, the majority of people commented on how important it was to have good health. Whilst some poor health cannot be avoided, there is a lot that individuals can do themselves to stay healthy. Health promotion was therefore seen as very important, as was access to healthy activities such as sports facilities, walking, dancing and so on. Few older people are actively engaged in sport and so initiatives are needed to encourage this. It was also seen as important to provide support and services for people that prevent further deterioration of existing conditions, and enable them to remain independent for longer.

Prevention

The drive to promote good health as a way to prevent avoidable ill health problems in later life needs to be a major priority. As they say, 'prevention is better than the cure'. We need to build upon and use the experiences of successful smoking cessation initiatives to begin tackling other issues such as obesity and diabetes. People should be encouraged to take charge of their own health, going for regular check-ups and eating healthily. It is important that people understand that the things they do and choices they make can impact on their ability to live a full later life. Particularly in youth, people feel that they are invincible. It is vital that we educate people to take good care of themselves and make sure that they are aware of the consequences if they do not. This is not just about younger people, though. For those who have unhealthy lifestyles, it is never too late to get fitter. Improving diet and exercise, stopping drinking too much, and stopping smoking will have a positive impact at any age. There are many health and lifestyle benefits of physical activity for older people. People with an active lifestyle feel healthier and have an improved sense of wellbeing. Physical activity also reduces the risk of heart disease, stroke diabetes and high blood pressure. Staying mentally active is also vital to help prevent the onset of mental health problems.

Maintaining health and Independence

As far as possible, older people should be assisted in managing their health problems so that they are able to remain in their own homes and communities for as long as possible. It is vital that we develop services in the community and at home to enable this to happen and to assist early discharge back home for those that are admitted to hospital or care. We also need to ensure that those people who do have long term conditions are prevented from being admitted to hospital or residential care unnecessarily. For example, harnessing the benefits of new technology to support people in their homes is increasing through such schemes as Tele-health and Tele-care. Priority 5 goes into more detail on this.

Healthcare Improvement

The Kent Public Health Strategy sets out priorities for improving public health and the Annual Public Health Report has a specific chapter relating to older people, with priorities for action. Older people living in the poorer areas of Kent may suffer from significant inequalities in health that require targeted actions to address. In the consultation, people felt that there should be better integrated health and social care with more of a 'seamless' service. Better communication between KCC, NHS, District and Borough Councils and other agencies is needed to make this a reality.

One of the key targets in Kent's Public Health Strategy is 'more adults living healthier lives and preventing more disease'. A key principle for caring for frail older people is timely intervention. This will be achieved through 'joined up care', allowing early identification of problems, and early treatment. This will prevent crisis and avoid emergency hospital admissions. Helping people achieve good health is the responsibility of the whole community. It is vital that different agencies work in partnership with one another if good quality integrated services are to be provided.

Key strategic targets;

We will enable people to live healthier lives and have better access to healthcare by;

- Focussing on the prevention of health problems
- Enabling older residents to participate in regular exercise and live an active life
- Developing better integrated health and social care services
- Addressing health inequalities for older people
- Assisting people to manage their own health and independence in order to keep living in the community for a long as possible

What is already being done to...

....enable people to lead healthier lives and have better access to healthcare

Brighter Futures Group & INVOKE



The **Brighter Futures Group** is a partnership between KCC, Primary Care Trusts, and voluntary and community organisations. It aims to increase the independence of older people, by supporting people aged 75 and over who are living in poor housing and on a low income. By providing a range of community services, mainly delivered by volunteers, the programme helps people stay independent in the community and reduces avoidable admissions into hospitals and care homes. As some of the projects have evolved,

they have expanded to include internet cafes, exercise classes and healthy lifestyle sessions. The programme runs in the Ashford, Maidstone, Tunbridge Wells, Tonbridge & Malling and Sevenoaks areas.

INVOKE is a project running in East Kent that is designed to give older people independence through the delivery of local services to the community and increasing choice and control. It supports older people in their own homes by increasing community services and aims to reduce the number of emergency hospital admissions. The three services provided are Community Matron Support Workers, Community Information and Liaison Assistants and Care Navigators.

Fit as a Fiddle

Fit as a fiddle is a major new programme funded by the Big Lottery Fund and delivered by Age Concern and its partners. It aims to make a difference to older people's health and wellbeing, by encouraging them to take more physical exercise and eat the right kinds of foods. Fit as a fiddle will help older people to access safe physical activity sessions designed to meet their needs. The programme provides a wide range of activities including nutritional advice targeted at older people to encourage them to eat a varied, balanced diet, community based initiatives to reduce isolation and social support for older people who have, or are at risk of developing mental health problems.



Most of the projects being developed will focus on engaging older people in activities that are fun and where they have the opportunity for social interaction. Many of the projects will be developed using trained older volunteers. Older people will be enhancing their cooking skills, doing yoga, line dancing, gardening, doing seated exercises, socialising with others and doing everything to enable them to be 'fit as fiddles!'.

The GRAND - Gravesham

The GRAND Project was set up in 2001 through a joint funded initiative that included the Health Action Gravesham Regeneration Partnership and the New Opportunities Fund (now known as the Big Lottery Fund). The project is based upon listening to what people want and developing and delivering health related programmes that meet these needs.

There are a number of services provide by the GRAND project, both in the community and at the GR@ND, a town-centre cyber-café. The GR@ND provides service such as;

- Fast public access to the Internet (free in many cases).
- Guided Internet access for people wanting to learn about how to get information from the World Wide Web.
- A healthy food café.
- A meeting space for community groups to use.
- Special programmes and activities for young people.
- Advice and information on a wide range of health issues for everyone

The GR@ND centre also delivers a Silver Surfers programme, which over 700 older people have attended since 2002.



The GRAND project supports other community-based activities for older people across Gravesham including weekly activity and exercise sessions for those in residential or sheltered accommodation. In addition, it also supports activities that help people identify how they can improve their health, including community cooking sessions to improve diet and nutrition and smoking cessation programmes.



Priority 4: To support people's citizenship, learning and participation in community life.

Learning is an essential part of adapting to the challenges that life brings at different stages. People need excellent information to enable them to stay healthy, be involved in community life and get the support they need. New technology can provide opportunities to increase information and awareness, but can also pose difficulties for those who struggle to keep up with the pace of new developments. To make sure older people are engaged in community life, it is vital they are aware of the opportunities available and that they are able to participate in lifelong learning.

"The internet is becoming the town square for the global village of tomorrow" Bill Gates

Volunteering

Within Kent, a large number of older people are volunteers or care for people who need support. Voluntary work is important in its own right, providing community support and activities that would otherwise be unaffordable as well as enabling knowledge, experience and expertise to be put to good use. Older people often provide unpaid care, and Priority 5 includes consideration of carers' needs. Unpaid care may involve looking after a spouse, family member or friend but can also be providing childcare for grandchildren. It is estimated that 60% of childcare across the country is provided by grandparents, saving the UK economy £4bn per year. In total, unpaid contributions in the form of both caring and volunteering are worth £24bn nationally. There are also benefits for the volunteers in terms of the "feel good" factor from contributing to community life, which brings good self-esteem and mental wellbeing. People should be encouraged to get involved in voluntary or community activity where possible, and it is vital there is a strategic relationship between the public and voluntary sector to achieve this.

In Kent we are fortunate to have a thriving voluntary and community sector. Central government and local public services alike see the need to expand and enhance the voluntary and community sector. Voluntary agencies were keen to emphasise that a strategic approach is needed to ensure their sustainability and to enable them to maintain their ethos, which is distinct from that of the public sector. Considerable action is already underway, reflected by the fact that the current Local Area Agreement includes a target to increase volunteering, and by the establishment of the Kent-wide Voluntary Sector Compact which sets out the relationship between the public and voluntary sectors in Kent.

Employment

Increasingly, people are electing to carry on in paid work, sometimes on a part-time basis, beyond the traditional retirement age, and Government has introduced legislative changes to encourage this over time. The demographic changes mean that it is in our interests as a society for people to work for longer. Older workers may need upskilling and retraining, particularly in new technologies, but they bring continuity, knowledge and perspective to the workplace and can be invaluable mentors to younger staff members. Whilst the element of choice needs to remain for those people who are eager to retire, we will work with Kent employers across all sectors to identify any specific actions needed to increase employment of older people. This includes looking at flexible retirement options, such as a

gradual reduction in hours in a way that does not affect pensions, particularly for those on final salary pension schemes. We also need to be better at managing the transition from full time employment into retirement. Many people still wish to contribute to both the economy and society after they retire; we should make it easier for people to volunteer or embark on a second career.

Citizenship

It is vitally important that people are involved in their local communities and are engaged in matters that affect them. This involves not just inclusion in community activity but also greater advocacy and influence over policy-making. To some extent people do already have a voice through pensioners' forums and similar groups. However, the links between these forums and the policymakers themselves need to be formalised. There also needs to be coverage across all of Kent, and this is now happening. Within communities, older people should be supported to develop the activities they themselves want. The Smarden Good Neighbours scheme and Aylesham Neighbourhood Project are excellent examples of community-led action that has widespread benefits and there are many other such projects taking place across the county. We should facilitate other local communities to adopt similar actions, and find new models to suit different kinds of communities.

Learning

In the consultation, people were keen to embrace life-long learning and often for learning's sake alone. There is a key link between staying mentally active and reducing the risk of mental illnesses. However, many older people have very few formal qualifications and some lack the confidence to seek education later in life. Enrolment in adult education courses should be, and is, actively encouraged. The University of the Third Age is also a great opportunity for Older People, allowing those no longer in paid employment to share their knowledge, experience and skills with other members. Self managed learning should also be encouraged through local community groups. This can help people develop life skills including money and financial management that will help them prepare for a secure later life. Conversely, older people often have a wealth of knowledge and experience that they are able to share with others. This sharing of expertise should also be inter-generational to allow older and younger people to interact. This can have many spill-over benefits including greater respect between age groups. For the older people themselves, much can be learnt, with younger people teaching skills such as use of the internet and technology (for example, digital photography) in return.

Innovations

The pace at which new ideas and technologies develop gets faster all the time. Some people in the consultations were anxious about new technology and felt left behind and excluded. A lot of people did not have internet access, and this is something we must address. Broadband is expensive for people on limited, fixed incomes and we must explore how it can be made more affordable for those who could most benefit. In terms of learning how to use computers, there are courses specifically targeted at older people but perhaps even more are needed. This is a potential virtuous circle because the more confident older people become with new technology, the easier it is for them to access information, support and social interaction, producing a positive impact on their health and wellbeing. Webcams, telecare and telehealth are not a complete substitute for personal

contact, but can be a tremendous supplement to it, enabling people to have virtual face-to-face contact with relatives, friends and professionals on a regular basis and as needed. Kent TV is another great source of information. A focus on the provision of access to new technology as well as the ability to use it would therefore have numerous spill-over benefits.

Key strategic targets:

We will support people's citizenship, learning and participation in community life by;

- Encouraging people's participation and inclusion in community activity, raising social capital
- Ensuring people are able to exert their influence over policy making
- Enabling people to have the opportunity and ability to participate in life-long learning
- Making sure older people in Kent have employment opportunities if they want them.
- Encouraging people to take part in voluntary activity
- Helping people have access to new technology as well as the ability to use it

What is already being done to.....

....support people's citizenship, learning and participation in community life

The Smarden Good Neighbour Scheme

The Smarden Good Neighbour Scheme is designed to support older people in the village of Smarden. It helps older members of the community to remain in their own homes and overcome the transport difficulties of rural isolation. The scheme provides;



- A volunteer car scheme to enable older people to get to the doctor, dentist and shops
- A 'Meals on Wheels' service from the village school and local pub
- Information on a range of services and facilities from health to social services in a 'red folder' available from the Post Office

Smarden is the 9th most isolated Parish in Kent with limited transport links. Previously many senior citizens had been forced to leave Smarden; however, the Good Neighbour Scheme is allowing many older residents to stay in their own homes. The Meals on Wheels service alone has enabled at least five people to stay in their own home when recovering from operations or growing frail and up to sixteen meals are delivered each day by volunteers. The scheme is not means tested as the service provides daily personal contact for older citizens who may be lonely or depressed.



The scheme also provides an Afternoon Club for people aged 50 and over. It offers activities, services and guest speakers and provides a channel through which residents can be consulted on developments within the village. The scheme focuses on involving older people in village life. Many use the IT Centre to develop new skills and the local school invites members of the Afternoon Club to join children for Christmas lunch.

Smarden was awarded first prize in the National Association of Local Council's

Community Empowerment Awards Older People section in 2007 for the Good Neighbour Scheme and was judged Kent Village of the Year 2007-2008.

The Aylesham Neighbourhood Project

The Aylesham Neighbourhood Project was established in 1997 as part of work to regenerate the former coalfield communities of East Kent. The project provides a wide range of services and support for the local community and is managed by local residents. It is an excellent example of a community led scheme that enables all members of the community to participate in community life.



As part of the project, the community has reclaimed and transformed the derelict school into a sustainable social enterprise including workspace and training facilities. The project also offers a valuable neighbourhood programme to support families through improving childcare, family support and adult education

Some of the services provided by the project include;

- **The Relativity Project**
This project aims to engage families from the Aylesham community in a variety of fun and creative activities. There is an emphasis on the enjoyment of shared learning and providing 'quality time' together to broaden skills and provide opportunities for all family members to be involved. The learning activities encourage children, parents, grandparents, carers, uncles and aunts to come together to engage in innovative activities and workshops
- **Café on the Square**
The Café provides a pleasant environment in which to meet with friends
- **Counselling**
The counselling service is subsidised for those on benefits or a low income, and appointments with childcare are available for parents with young children
- **Children's Centres**
- **Room Hire**
- **Young Chefs**
This scheme aims to get children interested in cooking, trying new foods and learning new skills

More information on the Aylesham Neighbourhood project can be found at;
www.aylesham-np.org.uk

CASE STUDY: Time2Give, Kent Libraries and Archives

Time2Give is an exciting volunteering programme managed by Community Service Volunteers (CSV) for Kent Libraries and Archives. It offers enjoyable and worthwhile volunteering opportunities across the county's libraries. Some of the more popular activities for Time2Give volunteers include;

- Computer buddies – helping customers who are using library based computers
- Researching, collating and indexing local studies resources
- Helping staff with activities to encourage family use of libraries like rhyme-time or study help.
- Assisting with functions and events including publicity and displays, or helping out in a practical way, such as the library garden
- Helping people across the community access library services, taking services into the community, such as delivering books to customers who are homebound.

There are a vast number of examples of brilliant individuals who give up their time to volunteer within the county's libraries. One of these is highlighted below;

Time2Give Volunteer – Carol Johnson



Carol Johnson (centre) was Kent Libraries and Archive's Volunteer of the Year in 2008. A Baby Rhyme Time host at Ashford Library since 2005, she also helps with a wide variety of other library activities. Carol came to volunteering as part of her recovery following a stroke. Getting involved in a community activity was important to keep in touch with people.

"I get a tremendous buzz helping with Baby Rhyme Time. I enjoy the singing and the actions have health benefits for me too. Actions help me move my weaker arm, so it is good exercise for me singing 'Dingle Dangle Scarecrow' and the 'Grand Old Duke of York.'"

Ashford's Customer Services Officer Angie Van Zeller highlighted the benefits to the library and its customers. "Carol's contribution is exceptional. She is a lovely individual, reliable, steadfast and friendly.

She is always cheerful and helpful and knows the public she helps very well. She chats easily with parents, carers and children. She is brilliant!"

Priority 5: To ensure those people who need support to live independently have choice, control and good quality care

People want to retain their independence for as long as possible, and need the community to support them in doing so. This is the major objective in 'Active Lives', KCC's ten year vision for adult social care, supported by the District and Borough Councils, Health, Police and Fire and Rescue Services, which sets out a number of commitments for public services to deliver.

"The aim is to empower people to identify, choose and control the support or care they need to live life as they want." Active Lives

Although this Strategy emphasises the positive aspects of the ageing population, there is no getting away from the fact that the demographic changes will result in more people with long-term conditions such as dementia, arthritis, cardio-vascular problems, or who have had strokes. Medical advances mean that people with some kinds of learning disabilities who in previous generations would have died young are now living long lives, so we are starting to see more older people with learning disabilities such as dementia, for example. We therefore need to plan to support more people with long-term conditions or disabilities in Kent, and much is happening on this front, underpinned by Kent's Joint Strategic Needs Assessment for Adults. It is also critically important to ensure that vulnerable older people are protected from abuse and neglect. Whilst the statutory services have a responsibility here, the community as a whole also has a role to play.

Person-centred approach

Increasingly people have moved away from the 'one size fits all' model of service delivery. Today people rightly expect services to be flexible and targeted at their individual needs rather than expecting people to fit around the service. Over time this is becoming more of a reality through such mechanisms as:

- Direct control of resources – direct payments and individualised budgets
- Involving people directly in the planning and development of future services
- Planning support in a way which focuses on the needs of people

The challenge is to enable the person-centred approach to become universal, and to be applied across different agencies.

Reduce isolation

The demographic projections for the future strongly indicate that there will be a far greater percentage of people living alone in Kent in later life than there has ever been in the past, and it is particularly important for people living alone to be involved in the local community. There is plenty of evidence to show that social isolation leads to poor mental health, physical deterioration and generally a poorer quality of life and prognosis for the future. People have a fundamental need to be engaged in society. It is important to look at what action can and should be taken to reduce social isolation. This is not just the responsibility of KCC and its partners; it is also a community responsibility.

There is a need for more attractive housing options for older people across all types of tenure, which better meet their needs and reduce social isolation (as covered in Priority 1). It is vital that we support people to live in their own homes, but there are ways of doing this that will allow the individual greater independence. For example, helping an older person find a ground floor flat or bungalow with easy access rather than having stairs to climb.

Choice and Control

Having independence is about having choice and control. This also includes having access to 'joined' up information so that informed decisions can be made. People making use of services want to see a seamless provision. Often they are not concerned with who provides the service, but rather the quality of service they receive. It is vital therefore that KCC, its partners, District and Borough Councils, and the voluntary sector all work together to provide consistency in service and care.

It is also crucial to involve older people directly in the planning and development of future services through consultations and older people's forums, and this is happening more and more extensively. For many older people, a number of barriers exist that impair their quality of life. This can range from a simple lack of information through to disability or lack of support. It is vital that we work to remove any barriers that exist and help older people to help themselves. There will be a number of older people that do not want to have control over their own social care. Their choice would be to have KCC arrange things on their behalf. What is vital is that individuals are allowed this choice and therefore feel that they have control over matters affecting their lives.

Although in the consultation people agreed strongly with the principle of choice and control, there were very real fears about how this was being offered in practice in relation to social care. People were nervous that Kent Adult Social Services would relinquish responsibility and expect individuals to sort everything out themselves, which was not generally what older people wanted (and is not what is happening – people can choose for Kent Adult Social Services to organise things on their behalf). There were also concerns about the effectiveness of contract monitoring of service providers, and about service quality in some cases. Although Kent has operated for many years with a "mixed economy" of social care provision (i.e. mostly contracted out to private and voluntary providers, with only around 15% of the social care budget spent on local authority services), some people were still uncomfortable with private sector provision, feeling that it is not right to make a profit out of social care. "Active Lives" clearly sets a direction which strengthens the mixed economy, particularly in relation to the voluntary sector but also the private sector, because it should not matter who provides the service as long as the quality and value for money is good, and there are excellent private providers. There is clearly a need to communicate better the underpinning rationale for the way in which social care provision is evolving in Kent, and constantly ensure that people's anxieties about future changes do not come to pass.

Information

Access to information was discussed as a key priority at all the workshops. People said that they do not know how to find information about services, facilities or support at the point they need it. This is disappointing, given the effort that has gone into improved

information provision. It is important that we enable people to be well informed without bombarding them with information when they do not need it, and much work has already been done but people did not seem to know about it. For example, Kent's Library Service is now so much broader than simply book lending. The "Ask a Kent Librarian" scheme is fantastic and could be more widely used. All static Kent Libraries have free internet access so people without their own computer can access the web from their library. It was suggested that information should be located at places where people regularly visit, for example GP surgeries and supermarkets. As more new Gateways open, based in retail centres where people frequently visit, they will be a valuable source of information. Kent TV also has a wealth of information for those who have access to the internet. Many parts of Kent also have booklets or guides full of useful contacts and information. Because access to information came out as such a high priority in the consultation, it is vital that the strategy seeks ways to improve this in all areas of service provision. Each of the Priorities in this Policy Framework in some way reflect the need to improve information on what services are provided and how people can access them. As a broader initiative, an Older People's Handbook will be produced to highlight what help and support is already available to older people.

Better support for carers

At some point, in most people's lives, there will be a need to either give or receive care. Caring is something that touches all of us, and while most people would not deem themselves 'carers' in a formal sense, it is vital that we offer support to those who provide this essential role. The majority of community care is undertaken by carers who are relatives, friends or neighbours of the person in need. Many of these individuals will need to both work and care. It is important that carers gain the support of employers to give them the flexibility they need in order to provide care, and that we ensure carers are able to have a life apart from caring.

According to the 2001 census, there are already 127,848 carers in Kent, representing 12.6% of the population. As the population ages, this percentage will increase significantly, particularly given the focus on supporting people to live in their own homes for as long as possible. Many of the carers will be older people themselves, caring for partners, but some will be younger – children or even grandchildren. In view of this, Kent Adult Social Services and NHS are working together to develop a Kent Adult Carers Strategy which will ensure that there is multi-agency commitment and action to meet the needs of carers, including Young Carers.

End of Life Care

This Policy Framework has emphasised that people are living longer, healthier lives. However, most people do need a great deal of medical and social care at the very end of their lives. With end of life care, as with other forms of support, it is essential that people are given choice about where they would like to live and die. The Government published an End of Life Care Strategy in July 2008, and we are working to implement this in Kent.

Key strategic targets

We will ensure those people who need support to live independently have choice, control and good quality care by:

- Ensuring service provision is based upon a person-centred approach
- Working to remove the barriers that can impair the quality of people's lives
- Making sure individuals have access to 'joined up' information when they need it
- Supporting carers in having a life apart from caring

What is already being done to...

...ensure those people who need support to live independently have choice, control and good quality care

Online Self Assessment

Kent Adult Social Services has developed a software platform that enables assessments for social care to be carried out online via the KCC website.

This service allows people to complete an assessment of their needs and find out immediately if they may be eligible for support. It is aimed at adults who are finding it difficult to manage everyday activities or for people who care for someone on a regular basis and want to find out what support KCC can provide for them as a carer.



This forms part of the 'Active Lives for Adults' programme that will help KASS change the way services are provided, placing greater choice and control in the hands of the people that use them.

Kent Card

The Kent card is an innovative new payment method from KCC, which enables service users to have greater control over their own lives and make their own lifestyle choices.



Service users are offered cash, known as a direct payment, as an alternative to having services provided for them. This allows them to determine for themselves when they get assistance, how and from whom. The Kent Card allows payments to be paid directly to individuals without the need for a bank account or complicated record keeping. The card comes pre-loaded with the amount agreed to meet the service users need. Any additional top-up funding can also be loaded onto the card by the service user. The Kent card gives service users

choice and control over the services they receive. It also gives them flexibility when they need support at short notice as it allows them to arrange alternative agencies independently of Kent Adult Social Services.

Priority 6: To encourage people to plan for a secure later life.

Preparing for later life needs to be a lifetime quest. However, it becomes particularly important for people in their middle years, or beyond, to plan for their future if they have not already started to do so.

“It’s never too late to take charge of your finances - even if you’re in your 50s, and even if you’ve never got your head round them before. The older you are, the more important it is to start planning. And if you take action now, you’ll be well set up for the long life ahead of you” Help the Aged, 2008

Financial Security

A key consideration in planning for the future is financial security. Economic well-being was a major concern within the consultation groups despite the proportion of pensioners in poverty having fallen. Many thought there should be greater support and assistance to help them manage their finances. Others thought that there was not enough information on how to collect benefits to which they are entitled or services from which they can benefit. Fuel poverty, defined as a household in which greater than 10% of income is spent on warmth, is also a particular issue for many older people. There will always be people who do not earn enough to save or pay into a pension, and who will be reliant upon the State Pension. In the consultation, people felt strongly that the level of the State Pension needs to be sufficient to enable people to have a reasonable quality of life.

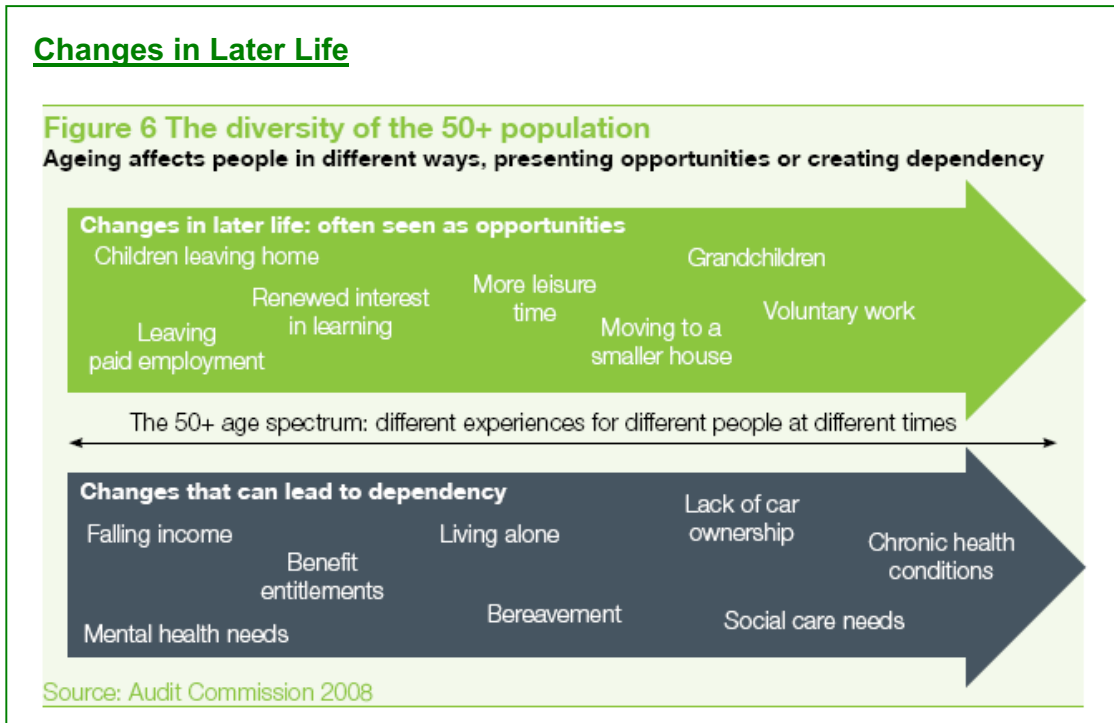
Information and advice

A big issue emerging from the consultation was that some people do not know how to plan for financial security, and often leave it too late. They felt they needed more advice and support to plan for later life. This Policy Framework aims to encourage this forward planning. Through the provision of better quality information and advice as well as improving access to it, people will be better informed to make financial decisions. It is also important that we encourage people to start planning for their later life much earlier. We should help people understand the importance of entering a pension scheme or making sure they make financial preparations for when they retire. The increase in the number of Gateways will increase people’s ability to access joined up information, as will the Access Kent Project. Kent TV is another good information source and covers a variety of topics that can help people prepare for later life.

Preparing for Change

There are a number of significant changes that happen in people’s lives as they enter retirement and beyond. These changes can often be confusing and difficult. Some of the changes are beneficial, for example, increased leisure time and having grandchildren. However, some changes will be negative. Most older people will face bereavement, and there can be losses associated with leaving paid employment. Some changes can lead to increased dependency, such as living alone and ill health. The diagram, below, produced by the Audit Commission highlights the key ways that ageing can affect people. For some, ageing will be a pleasant experience most of the time, but age does bring challenges for everyone and some people have particularly difficult circumstances to cope with. Different people will age at different times and at different rates. The Older People’s handbook will

seek to signpost people to help and advice that can guide them through the various stages of their later life.



Key strategic targets

We will encourage people to plan for a secure later life by:

- Making people in Kent more aware of the services and support available including access to financial information and advice.
- Reducing fuel poverty by increasing the take-up of energy saving initiatives and increasing awareness of affordable warmth.
- Improving the economic well-being of older people within Kent

What is already being done to...

... Make people in Kent more aware of the services and support available, including access to financial information and advice.

Gateways

The concept of Gateways is to provide 'council and community services under one roof'. Gateways offer a convenient public service point and are based in modern retail settings. Residents are able to physically access frontline customer advisors from a wide range of public services including KCC, borough and district councils, Kent Police, the voluntary sector and Health. Gateways unite services under a neutral brand, removing the confusion that having lots of public service organisations can bring, and are designed to meet the needs of the whole community.



Each Gateway offers the latest innovative technologies and a wide range of services, including;

- information and self help, including free internet, service directory, payment kiosk
- routine advice and transactions, including bus passes, refuse, parking, licensing
- surgeries by agencies such as Hi Kent, Connexions, NHS and registrars
- cross agency services, including council tax, benefits, planning, housing, library, adult education and occupational therapy

There are plans to extend services to include private sector partners such as pharmacies, to support the public health agenda. The focus is on shaping services to fit around customer need, providing face to face contact and joining up services.

"Gateway is about creating a better experience for people and improving their quality of life by joining public services and making them more accessible in a friendly and attractive way." Peter Gilroy, KCC Chief Executive



There are currently Gateways in Thanet, Maidstone, Tenterden, Ashford and Tunbridge Wells, along with a Mobile Gateway that operates from Ashford. A number of these Gateways incorporate library services and the Tenterden Gateway includes the local post office.

Gateways are an invaluable way for people to directly access services and to seek information on services and benefits to which they are entitled. The expansion and promotion of these will be key to ensuring older people have improved access to services.

Priority 7: To promote a positive image of later life and dignity and respect for older people.

In the consultations many people raised the fact that old age is so often perceived very negatively. It was felt that too often older people are seen as a 'burden on society' particularly due to the changing demographics and the increasing pressures on services. It is crucial that this negative image is dispelled and a more balanced, realistic picture of older people is promoted. Taking positive actions to address this priority is harder than for the other priorities because of the "soft" nature of the issues concerned. However, these issues came out strongly in the consultations and it is important to discuss them even if the solutions are not straightforward.

"The way older people are perceived needs to be altered so that they are seen not only as users of community services, but also as providers" Kent Resident

Valuing Later life

In the media, all too often old people are either invisible and overlooked, or portrayed negatively. Whilst old age can indeed bring disability, poverty and isolation, the balance needs to shift. Older people contribute a vast amount to the communities in Kent, indeed, most volunteering and unpaid caring is carried out by older people. Many people felt that in Kent we do not make the most of the wealth of experience and knowledge available amongst older people.

Respect

Respect is a two-way process; people should have respect for each other and in this way will gain respect for themselves. Older people recognised that they needed to respect young people, but also felt that there was a lack of respect towards older people as a group. Part of respect is treating people as individuals, not a homogenous group, and this is an inherent part of treating people with dignity.

Towards a more caring and compassionate society

People need companionship and friendship, and communities need to tackle social isolation which can affect all age groups, but particularly very old people. People need to be educated to look out for each other. They also need to be educated about ageing – if younger people had a better understanding of ageing perhaps they would be more tolerant, considerate and respectful of older people.

Key strategic targets;

We will promote a positive image of later life and dignity and respect for older people by:

- Promoting the value of later life and changing attitudes towards older members of society
- Encouraging inter-generational activities and community cohesion

What is already being done to...

.... *promote a positive image of later life and dignity and respect for older people*

Sing United!



An established partnership with Kent County Council (KCC) has enabled another year of intergenerational arts projects that connect older people with younger members of their community. The projects, collectively entitled 'SingUnited', use a range of creative arts as a catalyst for meaningful and sustainable community engagement. SingUnited 2008 provided nine projects, involving over 200 primary and secondary aged children and more than 120 older people. The projects culminated in a exhibition and performing arts Festival.

Projects included:

- A textile curtain of over 100 hand painted panels each illustrating an element of healthy living, produced by children at Kingsdown Primary School and Sir Roger Manwood's School in collaboration with Kingsdown Women's Institute.
- In 'Colours of the Rainbow', children from Eastry Primary School and adult members of Canterbury's Rainbow Centre produced thirty beautifully composed poems and prose pieces which were musically and photographically illustrated.
- Children from Sandwich Primary School joined members of Deal Centre for Retired in drama workshops to write, produce and act in their own play, 'The Wedding'.
- Community members in Lydden, near Dover, and children from the local primary school produced a musical play centred entirely on the real-life experiences of older members of the community.
- Members of a number of dance clubs in Dover, Deal and Sandwich joined forces with children at Whitfield and Aspen Primary School for two events, 'Tea-time and Song', in which the children provided home-made sandwiches and cakes to accompany an afternoon of shared singing, and DanceUnited, in which children and adult dancers socialised, swapped dancing experiences and shared afternoon tea.

SingUnited 2009 is currently gathering pace with two dance projects connecting older and younger people, a music remix project involving the Deal Centre for the Retired choir and students from Castle Community College, a Tai Chi project and connected ambient music-writing music project for people with enduring mental health problems and children from local primary and secondary schools. A partnership with Kent County Council's Extended Schools, the Creative Foundation, Folkestone and Youth Music has enabled a new project, which is due to start in Shepway later this year.



For more information about this year's SingUnited or schools training programmes, please contact Trish at musicdotcircus@care2.com or telephone 07790 263762.

What is already being done to...

.... *promote a positive image of later life and dignity and respect for older people*

Skills Swap

Health and Social Care students from the Marsh Academy together with the Shepway Extended Schools Team and volunteers from the Marsh Youth Support Network Group have been working together to develop a project which will integrate young people with the local retired community of the Romney Marsh, with an aim to set up a Skills Swapping Club.

On the 31st March local retired residents from across the Marsh were collected by minibus and welcomed into the School by the students to see how they can develop this idea further and discuss skills they feel they could learn from one another. As part of the morning the students and their guests watched a theatre performance on bogus callers and the impact this can have on people's lives. A representative from the local Police Neighbourhood Watch Team also joined us to answer any concerns raised about bogus callers and staying safe.



After the production the students and their retired guests exchanged stories and discussed skills. The students also gave demonstrations on the Wii and Wii fit, with many of the retired guests joining in and having a go for the first time. From their discussions, the following opportunities for inter-generational activity were identified:



- Computer Skills
- Knitting
- Lunch Club/Afternoon Tea
- Arts and Crafts/Card Making
- Tai Chi
- Cooking
- Playing Cards/Board Games
- Wii
- Drama Productions
- Reminiscing
- Film Club

From this event the Extended Schools team and the Marsh Academy will be working together to develop these ideas further and put them into practice.

Have your say

Do you agree or disagree with the priorities and strategic targets set out in this Strategy, or have further comments to make? Do you want to contribute to the development of the detailed action plan? If so, please contact Tim Woolmer on 01622 694027, **Tim.Woolmer@kent.gov.uk** or write to him at:

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Who are the Older People of Kent?

Government has suggested that older people's strategies should be targeted at those aged 50 and above because of the importance of planning for later life. However, in the consultation people felt that this was ridiculously young (it would encompass a third of the total Kent population) and the big challenges were generally faced by much older people. Also, chronological age is not very helpful in considering some of the issues as everyone's experience of old age is different and people vary hugely in their particular circumstances. So within this strategy we have done our best to avoid references to chronological age. However, if we are to provide statistical information about older people in Kent this does need to categorise people by age group.

....Some broad features of a diverse group

Below we set out some statistics drawn from 'The Older People of Kent'¹. Whilst some of the statistics may not apply to all, they help to build up a picture of who the older people in Kent are.

I. Demographics

In 2007 there were 508,200 people aged 50 and over in Kent, accounting for 36% of the total population. Within the next 20 years this 50+ population is forecast to increase by 30.7%, meaning that by 2026, people aged 50+ will represent 44% of the population.

The older population is growing at a much greater rate than the "traditional working age" population. In 2001 there were 3.1 people of working age for every person of state pension age. By 2026 this will have fallen to 2, unless (and we anticipate that this is what will happen in practice) more people in their 60s and 70s carry on with some level of paid work.

The group of those aged 50 and above can be sub-divided as below;

Age Group	Number	Percentage	Percentage by 2026
50-64	266,100	52.4%	45.9%
65-74	123,900	24.4%	25.4%
75-84	84,600	16.6%	20.1%
85+	33,700	6.6%	8.6%

¹ The Older People of Kent report can be found at <http://www.kent.gov.uk/publications/community-and-living/the-older-people-of-kent-report.htm>

By region, Thanet has the highest proportion of 75-80 year olds at 19.1%. It also has the highest proportion of those aged 85 and above, at 8%.

At the time of the 2001 Census, 1.3% of all of those aged 50+ were categorised as Black or Minority Ethnic (BME). However, there are pockets of higher concentration, for example in Gravesham 5.4% of residents aged 50+ are BME.

II. Health

Based upon data obtained from the 2001 Census, 49% of residents aged 50+ said they were in good health and 35% said they were in fairly good health. 16% said they were not in good health, which is better than the England and Wales average of 19%. Generally, health deteriorates with age, and 31.4% of those aged over 85 are not in good health compared to 11.9% of 50-64 year olds.

74.2% of those aged 85 and over identified themselves as having a limiting long-term illness, compared to 22.5% of 50-64 year olds. As the older population grows, the number of people with mental health problems such as dementia will also grow.

III. Housing

52% of people in Kent aged over 85 live in owner occupied accommodation. This compares to 78% of Kent's 50+ population, suggesting that the percentage will rise over time.

22.5% of those aged over 50 live alone. Thanet has the largest proportion (27%).

According to the 2001 census, 9% of those aged over 85 lived in accommodation with no central heating. This decreases to 6.5% for those over 50.

IV. Economic Activity

48% of 50-74 year olds are economically active and make up 27% of those who are economically active in Kent.

10% of 65-74 year olds continue to work.

18% of Kent's 60+ year olds are claiming some form of pension credit.

People aged 50+ account for approximately 1/3 of all people receiving carer's allowance.

V. Leisure and Learning

Those aged 50 and above account for 42.1% of those enrolled on a course provided by the Kent Adult Education Service in 2007/08. Only 11% of this group were aged over 85.

16% of active library users are aged 60 and above, 9% of these rely on the mobile library service. 60+ year olds account for 30.3% of all mobile library users.

Of those aged 85+ only 12% have access to the internet. 91% of people under 50 have access to the internet compared to 50% of those aged 50 and above.

93.2% of those aged 50+ who use the internet access it from home.

68% of 50+ year olds are inactive (zero days of 30 minutes moderate participation in last 4 weeks). 12.8% are regularly active (3 days a week of 30 minute moderate participation).

The top sporting activities for 50+ year olds are walking, swimming and golf.

VI. Transport

67.9% of people aged 85+ have no car compared to 9.5% of people aged 50-64.

13.4% of those aged 50+ in rural areas have no car compared to 24.5% in urban areas.

78.5% of people aged over 60 had a free bus pass up to Nov 2007, this equates to 260,000 bus passes. In April 2008, the local boundaries to travelling on a concessionary fare were removed, meaning over 60's could travel nationwide on their bus pass. This led to a further 21,569 residents of Kent applying for a bus pass between 01/04/08 and 20/06/2008.

VII. Communities

31.5% of 75+ year olds and 25% of those aged 65-74 said that their fear of crime has a moderate to high impact on their quality of life. This is lower than the proportion of 36% for all adults.

56% of 75+ and 51% of 65-74 year olds felt that the local police are doing a good/excellent job, compared to 53% for all adults.

Only 4% of 75+ and 10% of 65-74 year olds have a high perception of anti-social behaviour, compared to 16% for all adults.

Strategic Context

Vision for Kent (Kent Partnership, 2006)

Vision for Kent is the community strategy for the county. It sets the aims for all the key players working to improve the quality of life for everybody in Kent. The ageing population is identified as a priority within this document, as is promoting independence and engaging communities.

Towards 2010 (KCC, 2006)

Towards 2010 sets out how KCC plans to achieve its goals in 7 key areas. These are; increased prosperity for Kent through business growth and job creation; transformation in education; reduced traffic congestion; improved health and quality of life; quality homes in a well-managed environment; a safer Kent and continued improvements in services while keeping council tax down.

Kent Public Health Strategy (Partnership Document, 2007)

This strategy brings together the public health plans and activities of Primary Care Trusts and Local Authorities and is a joint commitment from them to the public, to improve the health of Kent residents. It clarifies what is meant by public health, explains why it is so important to address health inequalities and identifies the top priorities.

Kent Health Inequalities Action Plan (Partnership Document, 2008)

This details the many initiatives and activities being delivered by KCC and the District Councils of Kent to address Health Inequalities

Regeneration Framework (KCC 2009)

This consultation document sets out KCC's view of the strategic issues which face Kent in relation to economic development and business, skills, the demographic changes, transport, strategic planning of housing and infrastructure, and climate change.

Joint Older People's Commissioning Strategy for Health and Social Care in West Kent (2009 – 2013)

This is the first joint commissioning strategy for West Kent focused on older people. This sets out a vision and guiding principles for the next five years and aims to strengthen commissioning for health and well-being undertaken by Kent Adult Social Services and NHS West Kent.

Promoting Health and Active Living in Older Age in Eastern Coastal Kent (Eastern and Coastal Kent Primary Care Trust, March 2008)

This strategy seeks to inform and influence both the public and also public, private and voluntary organisations that contribute whether directly or indirectly, to the promotion and maintenance of healthy living for older people in East Kent.

Older People of Kent (KCC, 2008)

The Older People of Kent is a statistical document that presents some of the key features of the older population in Kent. It is designed as a tool to aid policymakers in designing policy for the future.

Active Lives, the 10 year vision for social care in Kent (KCC, 2007)

Active Lives sets out the KCC's aspirations for social care in Kent, looking forward to 2016. It reflects the direction of travel set out in the Government White Paper 'Our Health, Our Care, Our Say'.

Local Transport Plan (2006 – 2011) (KCC, 2006)

This is the second Local Transport Plan (LTP) for Kent. It sets out the transport vision for the County for 2025 as developed with partners and the community during the last eighteen months and, in the shorter term, the Plan sets out a strategy to take the County towards this vision. This LTP also explains how KCC intends to invest the money the Government has indicated will be available for the period from 2006 to 2011 and how extra resources from KCC and its partners will be added to this to maximise the value of the overall investment.

ASK - Accessibility Strategy in Kent (KCC, 2006-2011)

Improving accessibility is recognised as an important issue at national and local levels and is amongst the shared priority objectives for Kent. Accessibility planning is designed to deliver benefits for all residents, although an emphasis is given to groups in the community which are socially excluded and need help to improve access to key life opportunities.

Kent Supporting People Five Year Strategy 2005 – 2010

The Supporting People Programme aims to improve the quality of life for vulnerable people by enabling them to live more independent lives in their communities, or maintaining their capacity to do so. The Five Year Strategy sets out the aspirations for the future of Kent's Supporting People programme.

Cultural Development Strategy

This aims to reap the benefits that arts can deliver in creating places in which people choose to live and want to visit, in building a modern, knowledge based economy, and in enriching the quality of everyday life for individuals and communities across Kent.

Local Context

Ashford Housing, Care and Support Strategy (2004 – 2014)

Ashford Housing Strategy (2008 – 2011)

Canterbury Community Development Strategy (2008 – 2012)

Canterbury Housing Strategy (2010 – 2015)

Canterbury Corporate Plan (2008 – 2012)

Canterbury Strategy (a vision for 2030)

Dartford Housing Strategy (Available September 2009)

Dartford Older Person's Strategy (Available May 2009)

Gravesham Review of Social Housing Provision for Older People (September 2008)

Maidstone Housing Strategy (including Older People Supplement) (2005 – 2009)

Maidstone Sustainable Community Strategy (2009 – 2013)

Maidstone Homelessness Strategy (2008 – 2013)

Sevenoaks Sustainable Community Plan (2007 – 2010)

Sevenoaks Community Safety Strategy and Action Plan (2008 – 2011)

Tonbridge & Malling Sustainable Community Strategy (2006 – 2009)

Tunbridge Wells Sustainable Community Plan (2007-2011)

Tunbridge Wells Housing Strategy and sub-strategies (including Older People's Housing Strategy) (2006-2011)

Thanet Community Safety Partnership Plan (2008 – 2011)

Thanet District Council Housing Strategy (2006 – 2010)

Thanet Private Sector Housing Strategy (2007 – 2011)

Thanet District Council Travel Plan (2005 – 2011)

Background Papers

A Sure Start to Later Life (Dept Communities and Local Government, 2006)

Our Health, Our Care, Our Say (Dept Health, 2006)

Travel, Access and Older People – A review of local transport accessibility planning
(Help the Aged, 2006)

Lifetime Homes, Lifetime Neighbourhoods (Dept Communities and Local Government, 2008)

Global Age-friendly Cities: A Guide (World Health Organization, 2007)

‘Don’t Stop Me Now’ – Preparing for an Ageing Population (Audit Commission, 2008)

Voice – A Briefing Paper (Help the Aged & ILC, 2008)

Growing Old in a Changing Climate (Stockholm Environment Institute, 2008)

Travel, Access and Older People (Help the Aged, 2006)

Towards Lifetime Neighbourhoods (ILC, November 2007)

Nowhere to Go – Public Toilet Provision in the UK (Help the Aged, 2007)

Community Transport Provision in Rural Kent and Medway (Action with Communities in Rural Kent)

Glossary of Terms

Ask a Kent Librarian – This service allows you to have your questions answered by a specialist team, without having to visit your local library. The service promises to answer or acknowledge queries within 48 hours and operates directly by phone, fax, mail, web form and email 6 days a week.

Commissioning – This is the means by which best value is secured for local people, by specifying and procuring services to meet their aspirations and needs.

Extra Care Housing - This is housing to rent or to buy, designed with the needs of frailer older people in mind and with varying levels of care and support available on site. People who live in extra care housing have their own self contained homes, their own front doors and a legal right to occupy the property.

Gerontology - is the study of the social, psychological and biological aspects of ageing

Handyvan Service – The Handyvan is a home support service for older people. Handyvan fitters work to ensure that people's homes are safe and secure. They aim to reduce the risk of burglary by fitting security equipment such as door chains and viewers, window locks and installing safety features such as smoke and carbon monoxide detectors.

Home Improvement Agency – Home Improvement Agencies (HIAs) help older and vulnerable people to maintain their independence. Their focus is to help repair and adapt a client's home to meet their individual need, and may also provide a range of services to support this, depending on local needs and circumstances

Kent Partnership – The Kent Partnership is the countywide local strategic partnership that was formed in 2002 as a result of the Local Government Act 2000. It is made up of representatives from the private, public, voluntary and community sectors and oversees the Kent Agreement.

Lifetime Homes – A lifetime home is the incorporation of 16 design features that create a flexible template for accessible and adaptable housing.

Older People's Champion – The role of an older people's champion is to represent the voice of older people within an organisation. They should ensure that older people are involved in developing services and should challenge age discrimination where it exists.

University of the Third Age (U3A) – this is a learning cooperative for people no longer in full time employment. It consists of local U3As all over the UK, which are charities in their own right and are run entirely by volunteers. Between them, U3As offer the chance to study over 300 different subjects. A typical U3A has about 250 members but could be as small as 12 and as large as 2000. The U3A approach to learning is learning for pleasure.

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DRAFT KENT COUNTY COUNCIL ACTION PLAN FOR 'LIVING LATER LIFE TO THE FULL'

June 2009



Mike Angell, KCC's Older People's Champion

This draft Action Plan sets out what KCC is already doing to help achieve the strategic priorities established within 'Living Later Life to the Full' – Kent's Policy Framework for Later Life. It is essentially a mapping exercise that captures what we are doing for older people at this snapshot in time. This process has been particularly important in raising awareness of the issues at stake and gathering evidence of the vast amounts of work we are doing to enable people to live later life as they would wish. In collecting these actions, and comparing them with those of our partner organisations, it has also been possible to evaluate where there may be gaps in addressing issues and what new actions need to be taken, collectively, in moving forwards. This draft action plan will be developed into a KCC Strategy for Later Life which will underpin the Kent Policy Framework and deliver the older people's workstream within KCC's Regeneration Framework.

This work demonstrates that KCC relies upon cross-directorate and indeed cross-agency working to address the issues important to Kent residents. Critically, though, this is about giving older residents a stronger voice in influencing strategic and local decision-making that impacts on their lives, and we will continue to work with them in developing and implementing future actions.

KENT COUNTY COUNCIL

Priority 1 – To ensure communities are designed to be “age proof”, stronger, safer and sustainable

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>1A – Ensure all new developments are sustainable and age-proof</p>	<p>Influence new housing for older people through the planning process to aim to improve accessibility to transport/services.</p> <p>Aim to influence the implementation of a bespoke housing needs assessment for older people. Consider sheltered housing needs in negotiating provision of affordable housing.</p> <p>Provision of extra care Sheltered Housing Schemes specifically for older people to have alternative choice to residential care.</p> <p>Lifetime homes/Developer Contributions for Community Infrastructure and input to LDF process and community strategies. For all new housing developments Kent Adult Social Services (KASS) works with District Councils to promote the development of Lifetime homes and Wheelchair Accessible Housing. KASS also seek developer contributions to help provide facilities in the community that are fully accessible, e.g. Adult Changing Places.</p>	<p>KHS Richard Feasey</p> <p>Richard Feasey (Planning Policy team)</p> <p>2009 / 2010 David Weiss /</p> <p>Ongoing: East Kent: Maria Coates / Rocío Arias-Dumeige West Kent : Nicola McLeish (Sustainable Communities Project Officers)</p>	<p>PFI Orbit RSL</p> <p>Local Development Frameworks & Core strategies</p>	<p>Purpose built to provide accommodation to enable vulnerable older people to live in their own homes as an alternative to residential / nursing care.</p> <p>Ensure new housing is adaptable in accordance with Lifetime Home standards.</p> <p>Ensure there is involvement of older people in the planning of future community facilities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>In Partnership with Eastern and Coastal Kent PCT, KASS was successful in bidding for the Partnerships for Older People Project. Out of this has come the INVOKE (Independence through the Voluntary Action of Kent Elders) project. There are three significant strands to INVOKE; the care navigator service, Information and Liaison assistants and the Community Matron Support workers. The project is designed to give older people greater independence, enhance self-management through choice and control and reduce hospital admissions.</p> <p>INVOKE early intervention services support the location of information that is accessible to the community via selected 'community hubs' – areas that are established as accessible to the public. Provide a District specific Directory that enhances choice and control.</p> <p>Ensure that the Arts Development Unit services and operations are aligned with KCC's Equalities and Diversities policy.</p> <p>Support key capital projects, to ensure the creation of new facilities and networks that can support accessible arts programming and audience development.</p>	<p>Contracted to March 2010- Dawn Woodward -Project Manager</p> <p>Sally Staples, Kent Arts Development Unit (KADU)</p> <p>Gail Brown, KADU</p>	<p>Staff time</p> <p>Staff time</p>	<p>Person centred planning that supports early intervention services to people who fall outside set KASS Eligibility criteria as well as ongoing clients.</p>
<p>1B - Develop existing communities to make sure that they are age friendly</p>	<p>Collections of books and Audio Visual items delivered to residential and nursing homes, sheltered housing, day centres and hospitals. Poetry & Prose sessions for residents of the above are currently delivered by staff. Reading Group book boxes for Homes etc.</p>	<p>Sue Fordham, Open Access Manager</p>		<p>A volunteering role to deliver Poetry & Prose sessions is being considered. Longer term aim to offer Time2Give volunteering opportunities to manage collections and promote use in Homes.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Collections of materials for Reminiscence sessions.</p> <p>Local staff have made contact with some groups e.g. Maidstone, Stepping Out at Sevenoaks.</p> <p>Investment in voluntary and community sector to deliver range of preventative services; providing information, advice and guidance. Thanet Island Guide recently re-launched and West Kent Older Persons Handbook being developed.</p> <p>Voluntary & Community Sector financial support/Transforming Social Care Grant money for early intervention and prevention services. Voluntary action assisted shopping, Age Concern Malling lunch club, Age Concern Sevenoaks postural stability classes.</p> <p>Develop Kent's national and international position as an innovative and pioneering platform for festivals and combined arts. KADU is assisting key independent arts festivals to work as a cluster in East Kent to widen audiences at local, regional and national level. The cluster will ensure more groups in Kent interact with each other through the arts, paying particular attention to young and older segments. The cluster's outreach programme in 2009 will cross fertilise audiences to start formulating a tailor-made events programme in 2010.</p>	<p>Tricia Fincher, Service Development Librarian (Health & Older People)</p> <p>2009 – 2010 KASS/PCTs/Districts</p> <p>Ongoing</p> <p>Gail Brown, Michael Sanchez, and Sarah Wren KADU</p>	<p>Base Budget - Grants</p> <p>Services funded by Direct Payments</p> <p>Staff time SEEDA cluster funding</p>	<p>Training in Reminiscence work for staff in Homes is being developed.</p> <p>Brighter Futures Group (BFG) is just starting so further opportunities to promote our services and develop partnerships with BFG groups.</p> <p>Increased community resources for older people.</p> <p>Increased community resources for older people to minimise social isolation.</p> <p>Enabling festivals to prosper by widening and increasing their consumer base. It is envisaged that hidden audiences like older groups will interact with other age groups throughout the programme. Festivals would aspire for older groups to be seen as pillars of local communities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>INVOKE - Community Action Network Group created to support increased understanding of existing community networks includes mapping of communities within each of the EK Districts.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p> <p>Pensioner Forums set up/being established (see outcome 4B for more details).</p>	<p>Ongoing - Dawn Woodward -Project Manager</p> <p>Sally Staples and Sarah Wren, KADU</p> <p>KASS supporting Age Concern on this.</p>	<p>Community Action Network Group-EK</p> <p>Staff time and KADU budget</p>	<p>Stronger voice for older people.</p>
<p>1C - Actively tackle housing disrepair and support older people in caring for their own homes.</p>	<p>Facilitate events such as Higham Community Day, publicising partners services including Kent Fire and Rescue Service, HandyPerson, Crime Prevention Bus, Police, PCSOs and Community Wardens.</p> <p>The Supporting People Programme is contributing £682,856 to Kent's Home Improvement Agencies, co-funded by Districts/Boroughs and Health. The Supporting People Programme is also contributing £447,572 towards HandyPerson services.</p> <p>The HandyVan service provides minor repairs and safety equipment to vulnerable people e.g. locks and smoke detectors, to ensure that people feel safe in their own home. Community Technicians provide minor equipment to people e.g. grab rails and raised toilet seats. They are also qualified assessors.</p>	<p>Sue Fordham / Christel Pobgee</p> <p>Kent Supporting People Claire Martin/Ute Vann</p> <p>Home Improvement Agencies/District Councils/Supporting People/KASS/PCTs</p>		<p>Use made of libraries and Home Library Service (HLS) volunteers (currently delivering sets of books to mainly older homebound people) to advertise/distribute relevant information.</p> <p>Sustainability of supporting people funding beyond the next Comprehensive spending review, and the introduction of area based grant from April 2010.</p> <p>Robust, viable services that can respond effectively to identified need.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Expand the reach and remit of HandyVan and promote the service in partnership with KASS, KFRS, Help the Aged and Local Authority Community Safety Units in areas where historically uptake of the service has been limited.</p> <p>A Successful pilot project in Thanet to enable professionals visiting older people to log identifiable repairs on multi-agency referral form and sent to central location for action.</p>	<p>Stuart Beaumont</p> <p>Lesley Clay/Tanya Wenham Thanet District Council/KASS/EKPCT</p>		<p>Pilot adopted in each District but will require level of funding to develop a central administrative hub.</p>
<p>1D - Older people will feel safe and secure within their own homes and community</p>	<p>Encourage consideration of community safety in the design and layout of older persons accommodation to ensure residents feel confident outside their home</p> <p>Facilitate events such as Higham Community Day, and Community Warden surgeries (e.g at Higham, Coldharbour, Riverview, Meopham, Staplehurst libraries etc).</p> <p>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.</p>	<p>Richard Feasey (Planning Policy Team)</p> <p>Sue Fordham / Christel Pobgee</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p>		<p>Attempt to reach more household older people and promote this service to anyone who spends significant time in their homes e.g. carers, people with disabilities or mental health problems that prevent them leaving home. Could partners help us reach these people to offer these services where appropriate?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Community Safety Strategy.</p> <p>Early warning email messaging system which alerts local communities to bogus trading practices. Target to increase the number of community organisations in Kent receiving alerts about the activities of rogue traders by 25% in 2009/10</p> <p>The Community Safety Training Unit runs events and trains people about Bogus Caller Distraction Burglary. When Kent Trading Standards receives information and the rogue trader is still on the premises, the Rapid Action Team responds immediately.</p> <p>Cold Calling Control Zones - These are now fairly well established across the county and we are currently supporting the expansion of schemes in Maidstone, Tunbridge Wells, Dover and Swale. The scheme is being relaunched in Gravesham and Dartford where at least two areas have been identified which will benefit from becoming Cold Calling Control Zones. Kent Trading Standards will continue to assist local partnerships establish Cold Calling Control Zones.</p> <p>Kent Trading Standards will continue to promote its good trader scheme, 'Buy With Confidence'.</p> <p>INVOKE –provision of local community information (Who can help me? information directory) that enables key services / contacts to be identified. Also available on website: www.kent.gov.uk/invoke</p>	<p>Stuart Beaumont / CFE part of delivery</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Kent Trading Standards Ian Treacher/Sue Edmunds</p> <p>Ongoing Dawn Woodward -Project Manager</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>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 police presence in problem areas.</p> <p>‘Restorative Neighbourhoods’ address issues identified by the local community as their priority concerns (e.g. PaCT Priorities) by bringing victims, offenders and communities together to resolve problems before formal entry into the criminal justice system. Two pathfinder sites have been established in Shepway (Cheriton/Morehall/Lydd and Hawkinge) and Maidstone (Shepway/Staplehurst and East) which will last for 12 months and has full backing from the districts/borough councils and CDRPs.</p> <p>The Community Warden service will be providing information to the public via their WebPages about when and where members of the public can drop in and be assured of meeting up with either their warden or PCSO.</p> <p>Bogus caller buttons are one of the Telecare devices being offered within WSD. These enable users to summon help if they are worried by unwanted callers. Other sensors such as Gas and Smoke detectors also help contribute towards keeping an individual safe and secure at home.</p> <p>Deliver targeted Handyvan services to areas of high burglary or fear of burglary.</p>	<p>Stuart Beaumont</p> <p>Stuart Beaumont</p> <p>Stuart Beaumont</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Government Grant</p>	<p>To mainstream the service countywide.</p> <p>Delivery of targeted service to all high risk areas.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Work with partners on Crime Reduction Partnerships to ensure that the views/concerns of the older community are fully reflected in the strategic assessments carried out at District level.</p> <p>Provide mechanisms for the vulnerable elderly to report local community safety concerns to statutory bodies via their interface with home carers.</p> <p>Work with CDRP partners to improve the presentation of media reporting of community safety issues and therefore improve the perception of crime in local areas.</p> <p>Embrace the PACT (Partners and Communities Together) approach in conjunction with Neighbourhood Policing to ensure that identified local concerns are dealt with.</p> <p>Work with the Clean Kent initiative to deliver a targeted approach to problem areas to improve the public perception of community safety.</p> <p>KCC Community Wardens will be equipped as part of their training to have an understanding and engagement with Adult Protection, Dealing with Vulnerable Persons, Care in the Community, and Mental Health.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		<p>To ensure that the concerns of the older population are fully embraced in the plans of CDRP's.</p> <p>Equip officers who visit the homes of the vulnerable elderly with the necessary skills to report community safety issues/concerns on behalf of their clients.</p> <p>Improvement in the perception of crime as measured by the KCVS.</p> <p>Engage KCC service units in the delivery of PACT priorities.</p> <p>Clean Kent will assist the visual improvement of areas and help improve public perception.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>KCC Community Wardens will also be provided with the necessary skills to make referrals on issues relating to Drugs, Alcohol and Trading Standards.</p> <p>UK Cultural Festival Kent: Establish street arts toolkit. KADU is supporting the development of an online resource being developed by the University of Kent. COPOR (Celebratory and Outdoor Performance Online Resource) is a platform for street theatre artists and community groups to network with each other and develop / deliver projects during the Cultural Olympiad and beyond. These projects will allow all age groups and local communities to interact and obtain information / advice from COPOR and its help-desk.</p> <p>UK Cultural Festival Kent: Commission and roll out Cultural Baton.</p>	<p>Ongoing</p> <p>Sally Staples and Michael Sanchez, KADU</p> <p>Sally Staples, KADU</p>	<p>Staff time</p> <p>Staff Time</p>	<p>COPOR aspires to develop a strong network of street artists and local communities so that projects can be delivered more effectively. Older people will welcome and enjoy working with younger people who themselves are perceived negatively (troublesome, loud) rather than positively (fresh, energetic, etc.).</p>
<p>1E - Prepare for changes in the environment and climate-proof communities to make them sustainable for the future</p>	<p>Working with the Kent Partnership to determine key opportunities and threats relating to climate change with a view to take necessary adaptation actions across the county where required.</p> <p>Undertaking a Local Climate Impacts Profile across the Kent Partnership to determine current vulnerability to severe weather events to inform future adaptation actions (e.g., heat wave impacts on health).</p> <p>Building adaptation capacity through increasing awareness of the impacts of climate change across the Kent Partnership. Carrying out climate change adaptation workshops across KCC services (and the wider partnership where required) with a view to develop climate change adaptation action plans.</p>	<p>On-going</p> <p>Wendy Lockton-Goddard</p> <p>Carolyn McKenzie</p>		<p>To ensure that older people and the services they use are well prepared for the future impacts of climate change.</p>

Priority 2 – To improve transport and accessibility

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>2A - Increase transport options for older people, including services for those who are disabled or live in rural areas.</p>	<p>Provide funding to extend concessionary fare period from 09:00 to 09:30 for 60+.</p> <p>Increase percentage of buses with low floor access in Quality Bus Partnership (QBP) areas by 35% to reach 79% by 2010/11.</p> <p>KCC has already commenced a programme of improvements to the Canterbury 'Triangle' routes 4/4A/4X and 6/6A/6X to deliver raised boarders for easy access in conjunction with low-floor buses, bus stop clearways with clearway plates and new bus stop poles. Stagecoach in East Kent is also providing new bus stop flags and timetable displays to compliment this programme.</p> <p>Better publicise low floor bus services and routes. Symbols are already used on public transport maps and Traveline to indicate services running low floor buses.</p> <p>Kent Karrier is a fully accessible dial-a-ride service which takes its members directly from their door to the nearest town centre. Membership is £5 per year, with a small fee payable for each journey. KCC financially supports 10 Kent Karrier services across the County. KCC also funds the provision of minibuses for local community groups (Lenham and Stockbury) not already covered by Kent Karrier.</p>	<p>Kenneth Cobb</p> <p>Local Transport Plan for Kent 2006-11</p> <p>KHS</p> <p>Kenneth Cobb</p>	<p>KCC £100K 2009/10</p> <p>KCC £100K 2010/11 (if Kickstart bid successful)</p> <p>N/A</p> <p>£860k pa (2008/09 figures)</p>	<p>(difficult to assess due to potential shortfall in grant funding from government to support the scheme).</p> <p>A Kickstart bid to the Department for Transport is being prepared which, if successful, will deliver a regular 10-minute frequency during the day on Mondays to Saturdays.</p> <p>KCC is keen to utilise the growing potential of active retirees in supporting community bus services, especially in rural areas.</p>

	<p>Increase the number of dropped kerbs to make roads easier to cross. There is a countywide programme (£100K) of dropped crossings alongside local schemes in Dartford (£25K) and Gravesham (£75K).</p> <p>Improve pedestrian access to town centres and cycling networks – schemes proposed for 2009/10 include an off-road cycle link between Canterbury and Chartham, a new footway in Bean High Street, a cycle route along the River Dour in Dover and pedestrian improvements in Folkestone.</p> <p>Overlap with families and young people with disability? Make sure that there is a joined up approach to transport.</p> <p>In East Kent older persons attending day centres that meet eligibility criteria now offered Direct payments and access to taxis and voluntary escort transport rather than sitting for long periods on mini buses.</p> <p>In West Kent KASS working with partners in Districts and other KCC Directorates e.g. through Older People's Forum and in response to LDF Consultation to raise awareness of transport issues faced by older people.</p> <p>KCC in partnership with Arriva is to submit DfT Kickstart bid for Routes 6 and 7, linking Maidstone, Tonbridge, Pembury Hospital and Tunbridge Wells to increase service frequencies, provide modern and accessible low-floor vehicles and upgrade bus stop infrastructure.</p>	<p>KHS</p> <p>KHS</p> <p>KHS/CFE</p> <p>June 2008 Derek Hall Ongoing</p> <p>KHS</p>	<p>KCC £175K 2009/10 LTP</p> <p>Approx £2m 2009/10 LTP</p> <p>Base budget of commission ers</p> <p>tbc</p>	<p>Ongoing walking and cycling improvements included in the LTP in future years.</p> <p>Older people able to exercise choice and control over how they access services in the community.</p> <p>Create awareness of the challenges faced by older people.</p> <p>Better public transport connections to/from Pembury Hospital and local towns.</p>
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<p>2B - Make people more aware of the transport options already available to them</p>	<p>Access to Hospital leaflets produced and jointly funded by 3 major hospitals in East Kent. 50,000 leaflets distributed via GP surgeries/hospitals/supermarkets and libraries etc. Work will be completed with West Kent shortly.</p> <p>High level agreement between hospital trusts, KCC and PCTs to work jointly on transport and health issues.</p> <p>The Traveline national number is promoted on all public transport leaflets, bus maps and other transport related publicity.</p> <p>Improved information, advice and guidance provided locally, e.g. Gateways, Care Navigators and through Co-ordination / brokerage. Work is ongoing to carry out KCC's Public Transport Information Strategy which will see the completion of a programme to upgrade all of the 560 most important bus stops in Kent, working in partnership with local operators.</p>	<p>KHS</p> <p>Martyn Ayre Tim Woolmer</p> <p>KHS</p> <p>From 2009</p>	<p>N/A</p> <p>£250K</p>	<p>As above use could be made of our libraries and Home Library Service volunteers to advertise/ distribute relevant information.</p>
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Priority 3 – To enable older people to lead healthier lives and have better access to healthcare

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>3A - There is greater focus on the prevention of health problems</p>	<p>Improve access to Hospitals and GP surgeries.</p> <p>Health monitoring within Gateways – currently a pilot in Maidstone. Measures and monitors blood pressure and weight.</p> <p>Healthy Living walks delivered in partnership with local PCT Health Promotion staff and in some districts with District/Borough Councils, also Literary and Historical walks (eg in the Gravesend District in partnership with Gravesend Historical Society; Dartford with Dartford Borough Museum and Ashford with the Town Centre Partnership).</p> <p>Community Information Day at Gravesend Library.</p> <p>Healthy Eating/Living Fairs & New Years Resolutions events - in partnership with Health Promotion, Trading Standards, Kent Sports Development, Volunteer Bureau, Kent Drug and Alcohol Action Team (KDAAT), independent practitioners, Adult Education, Kent Now, Activmobs etc.</p> <p>Promote library buildings as possible suitable venues for stop smoking sessions.</p> <p>Health and wellbeing groups established in each District. Joint Strategic Needs assessments completed, identifying health inequalities and a focus on preventative services</p>	<p>LTP/KA2 Target Vicki Hubert</p> <p>Tanya Oliver</p> <p>Libraries and Archives</p> <p>Libraries</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>2008 - KASS</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>In West Kent the Brighter Future Group (BFG) is an example of innovative preventative work. It is a partnership between KCC, PCT's and voluntary and community organisations aimed at helping older people remain independent. It is delivered via a range of volunteer services designed to reduce avoidable admissions into hospital or long-term care, as well as keeping older people healthy, promoting social inclusion and independence and producing other benefits to the volunteers and their communities.</p> <p>KASS working with public health colleagues to develop the Joint Strategic Needs Assessment (JSNA). This will inform future commissioning strategies and business plans. West Kent has established the Older Persons Change Board which will inform future joint initiatives. The West Kent Older Persons Forum is a multi agency meeting which aims to promote info sharing a joint working.</p> <p>INVOKE - Delivery of health promotion activities by the Community Information and Liaison Assistant (CILA) that is specifically provided to identify groups of people where the need has been recognised.</p> <p>Silver Song clubs over 600 members in East Kent alone. Delivering outcomes in terms of reducing isolation, social cohesion, reminiscence and exercise.</p> <p>As part of the WSD programme and building on the Kent pilot, Telehealth equipment is being provided to an increasing number of people with long term conditions (LTCs). This enables clinicians to pick up on changes in individuals/readings and take action so as to prevent a person ending up in hospital.</p>	<p>Ongoing - KASS</p> <p>Ongoing – Dawn Woodward, Project Manager</p> <p>2008/11</p> <p>Ongoing</p>	<p>PCT's Choosing health Allocation. Funded with £1.38m from HM Treasury (An Invest to Save bid).</p> <p>KASS and E&CKPCT</p> <p>Government Grant</p>	<p>Health and Wellbeing groups to feed local health issues into Strategic Commissioners for Health to promote new services. It has proved successful and is now being mainstreamed with support from the Social Care Reform Grant.</p> <p>Roll out as mainstream activity.</p> <p>To mainstream the service countywide.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>3B - The older people of Kent participate in regular exercise and live an active life</p>	<p>Cross-cutting projects delivered in the different localities of Kent that contribute to place-making, health, cultural tourism and cultural diversity.</p> <p>A range of discreet courses will be further developed to support older people with specific health problems to maintain an active lifestyle.</p> <p>Developing partnerships i.e. with Help the Aged (Fit as a Fiddle) to make links with wider community based groups.</p> <p>Providing Chair Based exercise sessions in care homes and training care home staff to deliver these appropriately.</p> <p>TSCG Preventative Services.</p> <p>Healthy Living walks delivered in partnership with local PCT Health Promotion staff and in some districts with local councils, also Literary and Historical walks.</p> <p>Yoga and dance classes held at Westgate Library in partnership with the Health Authority.</p> <p>Volunteer opportunities in libraries for older people in the Time2Give scheme.</p> <p>Visit Kent / Explore Kent – opportunities for older people to stay active.</p> <p>Increasing investment in preventative services made possible via Transforming Social Care Grant.</p>	<p>All - KADU</p> <p>Kate Atterton</p> <p>Revised offer in place by September 2009</p> <p>As above</p> <p>WKASS</p> <p>Tricia Fincher</p> <p>Tricia Fincher</p> <p>Tricia Fincher</p> <p>Nicola Browne, Volunteer Development Coordinator</p> <p>KASS</p>	<p>Staff time and KADU budget</p>	<p>Are there ways we can offer discounts that target older people?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Numerous Schemes Funded via choosing health allocations via agreement at local health & Well being Subgroups many of which are dedicate to people who are 50+.</p> <p>In West Kent Seated exercise programmes delivered within Age Concern Groups as a roll out from Brighter Futures Group pilot.</p> <p>INVOKE – Delivery of health promotion activities such as one to one cooking, Chair Based Exercise, stop smoking and social opportunities that support community inclusion.</p> <p>Silver Song clubs (see 3A).</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Ongoing</p> <p>2008</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>John Barnes</p> <p>Gail Brown, KADU</p>	<p>PCT's Choosing health Allocation</p> <p>Specific Grants</p> <p>Staff time KADU budget</p>	<p>Exercise programmes available for older people, improving balance and reducing risk of falls.</p>
3C - Developing better integrated health and social care services	<p>Integrated Discharge Teams using assessment beds throughout the area, assessing people in a non-acute environment.</p> <p>Integrated Care Centres at Westview, Tenterden and Westbrook House, Margate.</p> <p>End of Life Strategy being jointly developed across Kent with local implementation groups in East and West Kent.</p> <p>Joint commissioning of community and voluntary sector services – Bridging the Gap.</p>	<p>2008</p> <p>2007</p> <p>2009</p> <p>2008-9 Derek Hall</p>	<p>PCT KASS</p> <p>PFI / base budget</p> <p>PCT</p> <p>KASS / Ashford BC</p>	<p>Reduced delays in transfer of care.</p> <p>Improved care pathways.</p> <p>Integrated care pathway and jointly commissioned services.</p> <p>Improved relationships to enable competitive tendering.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Multi Agency Adult Carers strategy is being developed focusing on 5 key priorities areas. It will have local implementation and delivery plans for East/West Kent.</p> <p>Early Adopter site focussed on Customer Care and Public Involvement under DOH “Making Experiences Count”.</p> <p>As 3a also WSD project. Also as we modernise our services there is a greater emphasis of co-location and joint working.</p> <p>Development of Adult Strategic Partnerships in East Kent that support joint working. INVOKE multi-agency bid led by KASS for Partnerships for Older People Project funding to support Prevention agenda.</p> <p>INVOKE – Commissioning of health promotion training designed specifically for the CILA that enables accreditation to Understanding Health Award 2 –Royal Institute of Public Health.</p> <p>The WSD programme is a good example of integrated working and involves both PCT’s KASS and GP practices across the county. Community nursing services are now starting to respond to Telecare alerts which mean that health issues can be picked up an early stage.</p>	<p>2009</p> <p>2008 Customer Care Team</p> <p>Ongoing</p> <p>Ongoing – District Managers</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>KASS/PCTs Ongoing</p>	<p>Carers Grant</p> <p>District Managers Adult Social Services Strategic Group</p> <p>Government Grant</p>	<p>Carers have access to range of jointly commissioned services.</p> <p>Joined up Health and Social Care complaints system.</p>

<p>3D - Assisting people to manage their own health and independence in order to keep living in the community for as long as possible</p>	<p>Adult education are developing a large range of IT courses and programmes to be delivered within sheltered housing or car home settings.</p> <p>East Kent Health Trainers are using libraries for weekly drop in/surgery sessions at Stanhope, Wood Avenue & Dover.</p> <p>Working in partnership to deliver the INVOKE project. Collaborating with CILAs (Community Information and Liaison Assistants) who are producing information resources to be held in Community Hubs which include libraries and also the mobile libraries.</p> <p>Healthy Eating/Living Fairs (see 3A).</p> <p>Books Can Help Scheme – aims to assist people with mild to moderate mental health problems through the delivery of books on prescription. Collections in 39 libraries. Also working in partnership with Macmillan Cancer Support and Kent & Medway Cancer Network to provide and promote 13 collections of cancer-related information resources (most for loan).</p> <p>Reading Groups, including those aimed at specific audiences (MIND Reading group meets monthly at Maidstone Library, Dover book listening group, visually impaired library groups meet regularly at Gravesend, Dartford and Sturry Libraries).</p> <p>Developing systems (self assessment) and supporting people to manage their own lives and to determine how they should be supported to achieve this.</p>	<p>Adult Education</p> <p>Tricia Fincher,</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>2009 - KASS</p>	<p>SDS</p>	<p>Older people can exercise real choice and control over how they live fulfilled lives.</p>
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	<p>WSD/Telecare/Enablement Services/Active Care/ Day Services/ Domiciliary Services/SDS. As new facilities are developed these are planned and designed to be accessible to all groups within the community e.g. libraries and leisure centres.</p> <p>Sheltered housing, floating support, Home Improvement Agencies and Handypersons contribute to maintaining independence. The Programme is spending £7.5 million on housing related support, £682,856 on HIAs, and £447,572 on handy person.</p> <p>Provision of District specific information that supports advice ,information and guidance that is readily available within communities.</p> <p>Care Navigator service enables a one to one contact where the potential resolutions of the need /problem are explored enabling client choice and control.</p> <p>Directly accessible health promotion opportunities as organised by the CILA.</p> <p>Telecare and Telehealth contribute significantly to the maintenance of residents' independence.</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Ongoing</p> <p>Supporting People</p> <p>Ongoing - Dawn Woodward - Project Manager</p> <p>KASS</p> <p>KASS</p> <p>Ongoing</p> <p>Gail Brown, KADU</p>	<p>Government Grant</p> <p>Staff time and KADU budget</p>	<p>Sustainability of supporting people funding beyond the next Comprehensive spending review, and the introduction of area based grant from April 2010.</p>
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Priority 4 – To support Older People’s citizenship, learning and participation in community life

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>4A - Encourage participation and inclusion in community activity</p>	<p>Explore the feasibility of advertising volunteering roles on KCC website.</p> <p>Promoting libraries as social networking and learning centres at certain times of the week.</p> <p>Housing related support encourages people to access education, training, and employment opportunities.</p> <p>See Libraries and Archives activities listed under Priority 3.</p> <p>The concept of a Living Library has been piloted in Sevenoaks. People from the local community who are passionate about a subject, or an expert in their field or have a significant life experience that they are willing to share, can be ‘borrowed’ for a conversation lasting about 20 -30 minutes. It allows people to find out about other people or activities in their community in a safe environment without any need to first be introduced formally or any obligation to follow up the meeting, unless they wish to do so.</p> <p>The Time 2 Give volunteering programme in Libraries & Archives managed by CSV offers enjoyable and worthwhile volunteering across the county’s libraries. A wide variety of opportunities and activities are available for all abilities including those who are not in employment for reasons of ill health. Some volunteers are supported by their carers. Not only does volunteering help develop skills but also builds up confidence and a sense worth.</p>	<p>Nigel Fairburn</p> <p>Sheila Golden / Christel Pobgee</p> <p>Supporting People</p> <p>Libraries and Archives</p> <p>Sheila Golden, Archive staff at 3 centres in Kent and Rob Illingworth (Local Studies Development Librarian)</p> <p>Libraries and Archives</p>		<p>Living Library gives people the opportunity to gain a greater understanding of others in their community and break down barriers. It is planned to extend the pilot to other locations. We would be happy to discuss with partners how the concept can support their priorities.</p> <p>Volunteering opportunities identified for older people to read to children in libraries. Set up community history centres and groups to collect and give access to historic local material, helping to create a local identity and engage older people in intergenerational sessions.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Gateways building up links with volunteer centres and even housing them within Gateways to boost the number of volunteers.</p> <p>In East Kent support given to the Smarden Good Neighbourhood Scheme.</p> <p>Investing in early Intervention and prevention and supporting Older People Forums.</p> <p>Participation opportunities within the project included interview and tender panel membership as well as Board and other forum membership. Community Action Network group mapping to explore the ways current communities function and what they focus on.</p> <p>Forum members are being invited to get involved in the Arts in Thanet (Turner) Dover Arts Development, Silver songs Canterbury, Intergenerational work Swale.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p> <p>Encourage inter-cultural arts work including the Festival of Light.</p> <p>Work with Kent RFOs and AIF supported organisations to develop innovative models for audience development.</p>	<p>Christine Beaney, District Mgr, 2008</p> <p>John Barnes</p> <p>Ongoing- Dawn Woodward – INVOKE Project Manager</p> <p>2008/9—onwards John Barnes</p> <p>Sally Staples and Sarah Wren, KADU</p> <p>Gail Brown, KADU</p> <p>Gail Brown, KADU</p>	<p>Grant</p> <p>INVOKE Project Board Community Action Network Group</p> <p>Part of core agreement</p> <p>Staff time and KADU budget</p> <p>Staff time</p> <p>Staff time</p>	<p>Encourage communities to support themselves.</p> <p>Public Involvement Network – a framework to support engagement t by providing training, induction and role descriptions that will enable selection of the right role for them by them.</p> <p>Confirm arrangements</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>4B - Ensure that older people have a voice and are able to exert their influence over policy making</p>	<p>UK Cultural Festival Kent: Commission and roll out Cultural Baton.</p> <p>Kent TV currently shows videos relating to issues that affect the older community. We have also covered some consultations including the future of care and support from Adult Social Services regarding plans to pay for our own social care with a view to Adult Social Services collating data.</p> <p>Promoting local forums for the 50+ citizens of Kent to influence the provision of Life Long Learning as part of OFSTED overview for KAES.</p> <p>In West Kent Older Peoples Forums exist in some districts but where they are not currently in existence KASS are working with District Councils to set them up.</p> <p>Build better links with existing forums and formalise through OP champion.</p> <p>L&A have a range of user and friends groups and provide other opportunities for feedback (surveys, consultations, comments/complaint forms).</p> <p>The annual surveys in Open Access (10% of delivery to homes service, 5% of postal loan spoken word service and a sample of the Home Library Service customers) have two main priorities; to assess user satisfaction with all elements of the service and to inform and shape future developments.</p> <p>As part of the WSD programme there is a service support network and service users are invited to attend Board meetings in order to contribute towards the direction and development of the programme.</p>	<p>Sally Staples, KADU</p> <p>Pascale Blackburn</p> <p>Adult Education Business plans for 2009-12</p> <p>Hilary Francomb</p> <p>Tim Woolmer / Mike Angell</p> <p>Libraries and Archives</p> <p>Ongoing</p>	<p>Staff time</p> <p>Govt Grant</p>	<p>Kent TV will continue to cover issues and items that are of interest to this generation. Including any consultations that may affect old people.</p> <p>Older people to have a voice in their communities.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Five older persons forums established in East Kent, each constituted with bank accounts and committees, annual reports and AGM's, open days and portfolios, plus web sites and newsletters. Pan-east Kent forum established to represent views across EK boundary issues.</p> <p>The Supporting People Programme involves service users in every aspect of strategic and operational activity.</p>	<p>John Barnes</p> <p>Supporting People</p>	<p>E&CKPCT and KASSD, £5k per forum</p>	<p>Develop one in Ashford.</p>
<p>4C - Older people have the opportunity and ability to participate in life-long learning</p>	<p>Targeted concessions for older learners for range of KAES courses.</p> <p>Review programme of courses to respond to all sectors of the community including the older learner.</p> <p>Role of Voluntary Organisations e.g. Age Concerns in delivering schemes such as Silver Service.</p> <p>Range of resources available in libraries and remotely via our website. Access to information about courses. Author talks and events/activities offered as part of Adult & Family learning weeks. Past examples include Indian Head massage, salsa dancing, knittorama, CV writing, family history, creative writing, etc - working in partnership with Kent Adult Education, other education providers and community groups. All accompanied by displays and partner's information.</p> <p>Web wizards available regularly in some libraries to assist with IT issues and teach the basics.</p> <p>Talks on history and archive collections offered at Sessions House and throughout of the county.</p>	<p>Adult Education Sept 2009</p> <p>As above</p> <p>As above</p> <p>Gillian Lawrence, Lifelong Learning Manager, Libraries and Archives</p> <p>Libraries and Archives</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Hosting of Adult Education classes and sessions on local history at the Centre for Kentish Studies, Maidstone and Canterbury Cathedral Archives.</p> <p>Housing related support encourages people to access educational opportunities.</p> <p>Music as a Therapeutic Medium of Engagement for Elderly People and their Carers involves the Sidney de Haan Research Foundation and the Kent and Medway Life Long Learning Network. The aim of the project is to promote:</p> <ul style="list-style-type: none"> • Active lives at the end of the life span • Support for independence for the elderly • Health promotion through increased wellbeing of carers and the care for via the medium of music and improved communication • Development for the care sector through staff development and HE qualifications <p>Increase adult engagement in the arts – work with Kent arts and cultural orgs to support targeted projects.</p>	<p>Libraries and Archives</p> <p>Supporting People</p> <p>John Barnes (2008/9) as pilot</p> <p>KADU</p>	<p>£3k-KASSD</p>	<p>Develop in other districts.</p>
<p>4D - To make sure older people in Kent have employment opportunities if they want them.</p>	<p>Work in partnership with Kent Top Temps to ensure job opportunities are available to older people.</p> <p>Engage with Kent employers on actions that will benefit both employers and older people.</p> <p>Volunteering Opportunities – KCC Policies.</p> <p>Help people find out information on second careers after retiring – Contact Kent can help here.</p>	<p>Nigel Fairburn</p> <p>Nigel Fairburn / Debra Exall</p> <p>Contact Kent</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>4E - Older people have access to new technology as well as the ability to use it</p>	<p>Housing related support encourages people to access education, training, and employment opportunities.</p> <p>Schools offer community learning and access to IT (particularly in areas where no libraries). Extended services working with local groups.</p> <p>Kent TV is at the cutting edge of new technology but is keen not to exclude any age groups including older people. As such there are a variety of videos covering interests and issues that may be of interest to this generation. Kent TV is also accessible with transcribed videos and subtitling available in many cases.</p> <p>Wide range of courses to support this learning including e-mail courses specific for keeping in touch with relatives and 'Parents' Guide to Chatrooms and Websites particularly applicable for those looking after grandchildren.</p> <p>Free access to PCs in all KCC libraries. Silver Surfer and IT taster sessions in libraries and Web wizards sessions take place regularly in some branches.</p> <p>Older volunteers engaged on cataloguing and indexing projects at archive centres and local history centres using new technology.</p> <p>Housing related support includes funding for community alarms which enable a platform for enhanced assistive technology/telehealth opportunities to be accessed. HIAs/handy person can also facilitate.</p>	<p>Supporting People</p> <p>CFE, Marisa White</p> <p>Pascale Blackburn</p> <p>Adult Education Current and ongoing</p> <p>Libraries and Archives</p> <p>Libraries and Archives</p> <p>Supporting People</p>		<p>Kent TV will continue to progress in making more programmes accessible and cover issues that affect the elderly.</p> <p>Many housebound older people lack access to IT in the home. Could we work together to look at solutions? Government drive to have broadband in every home by 2012. Need to find ways to help older people to engage with new technology. Masterclasses in libraries / gateways?</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Access to the internet will be provided in the Extra care sheltered housing schemes and in some Age Concern Day Centres.</p> <p>As part of the WSD programme there is a service support network and service users are invited to attend Board meetings in order to contribute towards the direction and development of the programme.</p>	<p>2009 – 2010 David Weiss</p> <p>Ongoing</p>	<p>PFI</p> <p>Govt Grant</p>	

Priority 5 – To ensure those older people who need support to live independently have choice, control and good quality care

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>5A - Service provision is based upon a person centred approach</p>	<p>Self Directed Support.</p> <p>Supporting People Programme has consulted with older people on service delivery. The consensus largely remains with warden/scheme manager based services. Services can be changed by agreement between providers and service users.</p> <p>Introduction of Self Directed Support will provide new clients with a personal budget.</p> <p>Increase in take up of Direct Payments.</p>	<p>KASS</p> <p>Supporting People</p> <p>2009</p>	<p>Base</p>	<p>Social care reform to respond to demographic changes giving people choice and control in helping them live independent fulfilled lives in their community.</p>
	<p>INVOKE- CN supports one to one sessions that explore with the individual the potential solutions to their need/problem enabling informed choice by the individual.</p>	<p>Ongoing- Dawn Woodward - Project Manager</p>	<p>Care Navigator</p>	

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>5B - We will work to remove the barriers that can impair the quality of older people's lives</p>	<p>Ensure that Arts Development Unit services and operations are aligned with KCC's Equalities and Diversities policy.</p> <p>Increased support for voluntary carers through voluntary organisations delivering flexible respite care.</p> <p>Free access at all libraries to talking books for people who are visually impaired or cannot access print for other reasons e.g. dyslexia or unable to hold a book.</p> <p>Postal talking book service for visually impaired people – currently delivered to 1,300 customers out of approx 10,000 people in Kent registered as visually impaired.</p> <p>Work with District Access Partnerships to make library services accessible for adults with learning disabilities. This includes consulting on modernisation of libraries and the choice of collections, activities and events offered in them. Working to make signage more accessible e.g. use of Makaton and Cue cards, and there is a Symbwriter at Broadstairs.</p> <p>Kent Libraries stock books in over 40 languages plus dual language books, large print, talking books, DVDs, Easy Reads.</p> <p>Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p>	<p>Fennah Podschies, KADU</p> <p>2009 - KASS</p> <p>Sue Fordham,</p> <p>Elizabeth Taylor, Service Development Librarian,</p> <p>Libraries and Archives</p> <p>Sally Staples and Sarah Wren, KADU</p>	<p>Staff time</p> <p>Carers Grant</p> <p>Staff time and KADU budget</p>	<p>Range of provision that is required to be available to support carers to continue caring.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Increase adult engagement in the arts – work with Kent arts and cultural orgs to support targeted projects.	Gail Brown, KADU	Staff time and ACE funding	
5C - Individuals have access to 'joined up' information when they need it	<p>Kent TV has accumulated and has also filmed many videos about services and community activities that are available. The video, where possible, is accompanied with web address where they can obtain further information and/or phone numbers and addresses.</p> <p>Thanet Island Guide (3rd Re-write) Launched specifically for older people.</p> <p>Mobile Gateways bring Gateway services to rural areas for those with less mobility. Have free internet access and target services according to the needs of the local population.</p> <p>Gateways join up services and provide face to face contact for some of the more complex services people may require.</p> <p>The Access Kent programme will be joining up public sector services, removing confusion and making accessing services more convenient.</p> <p>Libraries provide local access to information and Ask a Kent Librarian provides a central point of information delivery and signposting by phone, mail, email and virtual messaging.</p> <p>Development of information, advice and guidance delivered locally, e.g. Gateways.</p>	<p>Pascale Blackburn</p> <p>2009 Kirstie Amos</p> <p>Tanya Oliver</p> <p>Tanya Oliver</p> <p>Tanya Oliver</p> <p>Christel Pobgee, Information Services Manager</p> <p>2004 (Ashford) and on-going Mike Dorman</p>		<p>Kent TV will continue to signpost to relevant websites to ensure that viewers are able to access further information.</p> <p>High quality infoin format that can be read at home.</p> <p>Access to good information locally at a time and venue that is convenient.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>KCC has a programme to roll out Gateway's as a point of contact. KASS fund Voluntary Organisations to provide advice and guidance e.g. DIAL.</p> <p>KASS have Care Managers co-located in GP Practices to improve communication.</p> <p>Directory accessible in some GP surgeries where agreement has been established as well as publicity events to support wider knowledge of INVOKE services.</p> <p>Work to ensure that the arts and arts audiences' needs are reflected in the local plans and frameworks for Kent.</p> <p>One of the projects within WSD is the development of an information sharing platform. This will pilot the sharing of TH and TC data as well as the individuals care plan on an IT platform which will be accessible to both users and carers as well as health and social care professionals.</p> <p>Enhance KADU online presence to ensure it is fit for purpose and providing the service needed by stakeholders.</p>	<p>Ongoing</p> <p>KASS</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>All staff - KADU</p> <p>Ongoing</p> <p>Gail Brown, KADU</p>	<p>Staff time</p> <p>Govt Grant</p> <p>Staff time KADU budget</p>	<p>If successful will inform the development of the common assessment framework across the county.</p>
<p>5D - We will support carers to have a life apart from caring</p>	<p>Offer City and Guilds certificate in Development and Learning for Unpaid Carers with free places available. Courses can be run in range of community venues.</p> <p>Suite of courses to be developed to support Carers including finance/budgeting, personal wellbeing and assertiveness and confidence building.</p> <p>Carers assessments and Carers Card. Funding delivered directly and through Voluntary Organisations.</p>	<p>Adult Education From January 2009</p> <p>Adult Education In development from Jan 09</p> <p>WKASS</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	Carers reading group being piloted in Maidstone.	Tricia Fincher,		
	In line with carers strategy a pilot scheme to undertake carers assessments by the voluntary sector underway.	Derek Hall East Kent and Kerry Kearney West Kent (2009)	Carers Grant	Carers can have an assessment undertaken as an individual by appropriate voluntary sector bodies.
	Development in voluntary sector of range of respite and training services that the voluntary Sector have identified in working with carers.	KASS	Carers Grant	Carers have access to range of services to support them in living a life away from caring.

Priority 6 – To encourage people to plan for a secure later life

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
6A - Older people in Kent will be more aware of the services and support available including access to financial information and advice.	Debt advice – look at how this is accessed via children’s centres and schools. Make sure resources are joined up. Kent TV has a number of videos demonstrating what is available and also the ‘how to’ channel offers advice on how to get help with a number of things including housing for the elderly and dealing with Rogue traders. Libraries provide local access to signposting. Ask a Kent Librarian (see 5c). HIAs and handyperson services provide advice and support in relation to this including maximising welfare benefits/income and financial inclusion.	CFE / Marisa White Pascale Blackburn Christel Pobgee Christel Pobgee Supporting People		Kent TV will continue to provide information on issues that affect the elderly. Publicise via libraries, mobile libraries, HLS. Looking for partners to deliver financial literacy surgeries in libraries.

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Development of gateways will see 'one stop shop' approach to a range of information, advice and guidance.</p> <p>The Benefits Advice staff to provide access to financial information and advice.</p> <p>In West Kent an Older People's Handbook is in development with Health and District Council colleagues.</p> <p>INVOKE –provision of local community information that enables key services / contacts to be identified also available on website :www.kent.gov.uk/invoke.</p> <p>The Kent Registration Service is currently putting together a booklet for the recently bereaved, which will include advice, guidance, and signposting to support services.</p> <p>Enhance KADU online presence to ensure it is fit for purpose and providing the service needed by stakeholders. Clear brand, marketing and communications improve the profile, understanding and take-up of KADU services and their impact.</p> <p>Develop messages and stories to promote the arts in Kent.</p>	<p>2009 onwards</p> <p>Margaret Howard KASS/PCT District and borough Councils</p> <p>Ongoing- Dawn Woodward - Project Manager</p> <p>Gill Bromley</p> <p>Gail Brown, KADU</p> <p>All – KADU</p>	<p>Staff time and KADU budget</p> <p>Staff time</p>	<p>Access to local information, advice and guidance at convenient times and locations.</p> <p>Convenient one stop guide to all local services. Improve access to services and support.</p>

<p>6B - Reduce Fuel poverty through increased take-up of energy saving initiatives. There will be increased awareness of affordable warmth.</p>	<p>Increase take-up of affordable warmth. Area Benefit Officer's and CM's provide advice to service users. Home Improvement Agencies and handyperson services provide advice and support. Publicise the annual central government 'Keep warm, keep well' campaign.</p>	<p>Area Benefit Officer's Supporting People - Ongoing Christel Pobgee</p>		<p>Promote initiatives via libraries, mobile libraries, HLS if publicity/ stands available.</p>
<p>6C - Improved economic well-being for older people within Kent</p>	<p>Work on creation of a Kent-wide Credit Union. Benefits Advice Staff (see 6A). HIAs and handyperson services (see 6A). INVOKE – Localised networking by CILA's to support benefit uptake and enable clear identification as to where it has enhanced clients economic wellbeing. Mobilising Out Ageing Assets is a Partnership with the Chambers of Commerce who have submitted a BASIS Lotto bid with VCS to increase the wellbeing and independence of older people by developing a tailor made range of services that encourages them back into a working environment, either on a voluntary or paid basis. Once established they will then involve KCC and PCTs in delivery.</p>	<p>SILK On-going SP Ongoing- Dawn Woodward - Project Manager John Barnes</p>	<p>£5k- (2008/9) from Major lottery bid KASSD</p>	<p>Looking for partners to deliver financial literacy surgeries/ talks in libraries.</p>

Priority 7 – To promote a positive image of later life and dignity and respect for older people

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
<p>7A - Promote the value of later life and change attitudes towards older members of society</p>	<p>Time 2 Give (see 4A). Contracts for care and support include a clause that requires people to be treated with dignity and respect at all times. Increase volunteering opportunities and peer support schemes. Mobilising out aging assets (see 6C). Lead arts input on Folkestone Forward programme, supporting innovative ways for joined-up cultural services to have a positive impact on hard-to-reach groups.</p>	<p>L & A On-going KASS John Barnes Sally Staples and Sarah Wren, KADU</p>	<p>Staff time and KADU budget</p>	<p>Older people are valued as individuals regardless of their vulnerability and age.</p>
<p>7B - Encourage intergenerational activity and community cohesion</p>	<p>Schools have a duty to promote community cohesion through Extended Schools. Expand this to ensure the inclusion of older people. Research into the role of grandparents. Apprenticeships. Responsive provision for inter-generational learning for schools and Children's Centres, enabling parents/grandparents and carers to work with children to explore new ways of learning- i.e. 'Keeping up with the Children'.</p>	<p>CFE / Marisa White CFE / Jo Hook Pauline Smith / Nigel Fairburn Adult Education Ongoing through 2009-10</p>		

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>Youth Service running schemes where younger and older people can share skills (e.g. younger people's technology skills) and learn from one another, leading to improved relationships and promotion of positive images of young people within their local communities.</p> <p>Various L & A activities in the past have involved young people collecting memories, or older people sharing their experience with groups of children.</p> <p>Examples of activities in Gravesham: Inter generational computer sessions at Meopham Library; Meopham Christmas entertainment of elderly by pupils of Meopham School; Action Earth at Higham & Coldharbour, young & old working on improving courtyard & garden.</p> <p>INVOKE – CILA's will be training community members to continue group activities where appropriate enabling the provision to be community run where possible.</p> <p>Flight is a programme co-ordinated by Help the Aged with the National Youth Theatre to engage with older people via drama and reminiscence. It is starting in Swale and involves the Swale Senior Citizens Forum. It is making a Lottery bid for a pilot scheme. PCT have been approached but deal not yet finalised on this.</p> <p>SingUnited: Intergenerational Projects Supporting Older People through the Arts and Music. To this end, a large-scale, intergenerational, multimedia arts and health project is proposed over a 12 month period. Talks are under way with prospective partners, Folkestone's Creative Foundation, through Shepway's <i>Find Your Talent</i> project and the national organisation, Youth Music, through east Kent's <i>Power Plus</i> initiative.</p>	<p>Ongoing- Dawn Woodward - Project Manager</p> <p>2009/10</p> <p>£17k estimated</p>	<p>KASSD £5k Folkestone creative foundation</p>	<p>Looking to develop further activities promoting inter-generational exchanges (see 4A). Potential to roll out similar activities to other communities with partner support.</p> <p>Further developments in area of deprivation.</p> <p>Initial target numbers are 300 adults and 250 younger people.</p>

Outcome	Actions that are being taken	Timescale/lead responsibility	Resource (if known)	Aspirations for the future?
	<p>A Community Cohesion questionnaire has been undertaken and the responses are to be collated into a database.</p> <p>A KCC internal Community Cohesion Steering Group has been set-up to examine the issues of Community Cohesion which KCC are or should be acting upon.</p> <p>An intergenerational workshop is being organised for Communities Directorate which will have a broad remit of Community Cohesion but focusing on all intergenerational issues. The intergenerational workshop will raise Communities Directorate staff awareness of intergenerational issues.</p> <p>Commission and roll out Cultural Baton, develop East Kent festivals cluster and network for Kent festivals. <i>Note: KADU will be strategically supporting Melas (Maidstone Mela, etc), Council led community events (e.g. Herne Bay Festival, Whitstable Oyster Festival, etc) arts independent festivals (e.g. Folkestone Triennial, Whitstable Biennale, Canterbury Festival, Broadstairs Folkweek, etc) and major arts projects (e.g. Marlowe Theatre, Turner Contemporary, etc). Melas for instance, require outreach programmes at grass-root level to reach older and younger groups to take part in various parts of the event.</i></p> <p>Increase adult engagement in the arts.</p>	<p>Ongoing / Mary Blanche</p> <p>Ongoing / Amanda Honey + Mary Blanche</p> <p>Provisional date of workshop July 2009 / Mary Blanche</p> <p>Sally Staples, Michael Sanchez and Sarah Wren, KADU</p> <p>Sally Staples and Gail Brown, KADU</p>	<p>Staff time, SEEDA cluster funding</p> <p>Staff time ACE funding</p>	<p>Increasing KCC's awareness of its own community cohesion work. The database will also aid best practice knowledge distribution.</p> <p>The steering group will provide the link between high-level buy-in and mainstreaming awareness across KCC.</p> <p>Suggestions and ideas of future actions will be looked for from both KCC staff attending and external sources including guest speaker.</p> <p>For younger and older groups to gain clearer understanding of culture in order to encourage everyone to devote more time to the arts and enjoy the outcomes, whilst strengthening communities through a more cohesive community; a major deterrent to crime and unsocial behaviour.</p>

By: Graham Gibbens, Cabinet Member for Adult Social Services
 Oliver Mills, Managing Director, Kent Adult Social Services

To: County Council – 15 October 2009

Subject: **GOVERNMENT CONSULTATION ON ‘SHAPING THE FUTURE OF CARE TOGETHER’ - THE GREEN PAPER ON CARE AND SUPPORT**

Classification: Unrestricted

Summary: The Government published a Green Paper on 14 July 2009 outlining a number of radical proposals for the reform of the care and support system in England. The outcome of the debate around what the care and support system will look like in the future, and how it will be funded, will potentially have profound implications for Kent County Council. This paper sets out the main proposals of the Green Paper and their context, and seeks Members’ comments on and agreement for KCC’s draft response to the Green Paper. It also includes a copy of KCC’s draft response as Appendix 1.

FOR DECISION

Introduction

1. (1) This paper informs KCC Members of the draft Kent County Council’s draft response to the recent Government Green Paper, *Shaping the Future of Care Together*, and regarding the context and significance of the Green Paper for Kent County Council. It seeks Members’ comments on and agreement for the draft response, and also their agreement for the manner in which any final points of detail and editing may be approved before submission of the response.

(2) The Government is consulting on the proposals until 13 November 2009, and stakeholders including the general public have been invited to comment. Kent County Council will be submitting a response to the consultation, having analysed the implications of the various proposals and engaged with stakeholders within Kent.

(3) This paper contains details of the engagement carried out with our key partners in Kent and the steps undertaken in developing the KCC response, including key dates. It also provides (as an appendix) a copy of KCC’s draft response to the consultation, which has been formed after engagement with Members, Corporate Policy and Legal colleagues, and based on analysis produced by the KASS policy team.

Background

2. (1) In May 2008, the Government issued *The Case for Change – Why England needs a new care and support system*, launching a six-month engagement and consultation process. The responses received fed into the Green Paper *Shaping the Future of Care Together*, which was published on 14 July 2009.

(2) The Green Paper should be seen in the context of the *Transformation* agenda, a drive by Government over recent years to modernise Adult Social Care, particularly through an increased emphasis on *Personalisation*. The key policy documents which set forth these reforms are the White Paper *Our Health, Our Care, Our Say* (2006) and *Putting People First* (2007).

Proposals

3. (1) The Green Paper proposes the creation of a National Care Service, and sets out six things people should be able to expect from it:

- prevention services
- national assessment
- a joined-up service
- information and advice
- personalised care and support
- fair funding

(2) It then goes on to detail the changes that would be required to deliver such a system:

- more joined-up working
- a wider range of care and support services
- better quality and innovation

(3) After which it discusses ways of making better use of existing funding, most notably through bringing together social care and disability benefits for older people, and ways of bringing additional funding into the system. The Green Paper discusses five options for raising this additional money:

- pay for yourself (ruled out)
- partnership
- insurance
- comprehensive
- tax-funded (ruled out)

Developing a Kent response

Kent Adult Social Services

4. (1) A Green Paper Response Team within KASS has been working on analysing the implications for Kent County Council, with input from colleagues in Chief Executive's Department (Legal, Policy and Finance) and across KASS itself.

The implications have been set out and discussed at KASS Policy Development and Review Board (3 September 2009) and Strategic Management Team (4 September 2009), and was also tabled at the Chief Officer Group (COG) meeting on 7 October 2009 in order to inform the draft response.

Liaison with Members

(2) The Green Paper Response Team has been in contact with key Members from across all three Groups, as well as with the Independent Member. The Team has taken a flexible approach (including meetings, email conversations and telephone conversations) to ensure that Members were offered an opportunity to be briefed about the Green Paper and to make early comments about the proposals it contains. Members have also had the chance to formally comment on the Paper and feed into the Council's response to it at Adult Social Services Policy Overview Committee (22 September 2009). The draft response was presented to the Cabinet meeting on 12 October 2009, in advance of being brought to County Council on 15 October 2009.

Liaison with outside agencies, organisations and stakeholders

(3) As part of its community leadership role, the Council (through the Green Paper response team) has contacted Local Strategic Partnerships and key partners in Health (including the LINKs), housing, the private and voluntary care provision sectors and interested voluntary groups, to raise their awareness of the Green Paper and encourage them to consider submitting their own responses to the national consultation. The Team has also extended an offer through the Community Liaison Managers to speak at Local Boards and other fora.

Kent's response

5. (1) A copy of Kent County Council's draft response to the Green Paper consultation is attached as **Appendix 1** to this report. Members are asked to comment on the draft response.

(2) Members are also asked to agree that the Cabinet Member for Adult Social Services, together with the Managing Director for Kent Adult Social Services, be granted authority to approve any final points of detail and editing before the response is submitted to Government, which must be done by 13 November 2009.

Conclusion

6. (1) The Green Paper seeks to address the future demographic pressures facing England and their ramifications for care and support. It is critical that the solution that is eventually decided on meets the needs and the growing expectations of the people of Kent. It is therefore vital that Kent County Council delivers a robust response to the consultation, to help ensure that the people of Kent have a care and support system that will enable them to lead healthy and fulfilling lives.

Recommendations

7. (1) County Council is asked to:
 - (a) COMMENT on the draft consultation response; and,
 - (b) AGREE the proposed response to the Green Paper and further agree that the Cabinet Member for Adult Social Services together with the Managing Director for Kent Adult Social Services be granted authority to approve any final points of detail and editing before the response is submitted to Government which must be done by 13 November 2009.

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DRAFT

KENT COUNTY COUNCIL'S RESPONSE TO 'SHAPING THE FUTURE OF CARE TOGETHER' – THE GREEN PAPER ON CARE AND SUPPORT

This draft response will be further revised following Chief Officer Group, Cabinet and County Council consideration.

A glossary of acronyms is attached as Appendix A.

1. Introduction

(1) Kent County Council endorses the view that the current system of social care is not fit for purpose. We agree with the aspiration to build a social care system that is fair, simple and affordable and therefore welcome the Green Paper and the opportunity it gives us to feed into the design of a new system.

(2) Kent is the largest Council with Adult Social Services Responsibilities in England; it contains some of the most deprived areas in the South East; it consists of large coastal areas which contribute to it having above average residential home capacity. This, combined with its proximity to London, leads to many individuals being placed from out of area that can then end up becoming our funding responsibility under the Ordinary Residence rules.

(3) Kent has a strong track record in pioneering transforming adult social care in its broadest sense, and is already delivering many of the components of the 'expectations' set out in the Green Paper.

(4) Against this backdrop our delivering of social care has been assessed as three stars by the Commission for Social Care Inspection (CSCI) since the star rating system was introduced, all the while supporting individuals right down to the Moderate Fair Access to Care Services (FACS) eligibility criteria. Kent has had to raise additional funding through local taxation, but has managed to maintain a non-residential charging policy which is generous by comparison with many other authorities. We also believe Kent County Council is best-placed to serve the care and support needs of its citizens, and has demonstrated that it can do this both efficiently and to a high standard, with a national reputation for innovation.

(5) The issues covered in the Green Paper raise important legal, democratic accountability and financial questions, and we believe it is important to build a new system that has cross party and public support, and is sustainable in the long term.

(6) Fundamentally, we believe that the new system should be based on a 'partnership' between the individual and the state, which must include a strong role for local, democratically accountable government.

(7) Kent recognises that the current system is not sustainable given the demographic pressures and their financial implications. In line with the demographic changes across England set out in the Green Paper, population forecasts for the Kent County Council area project an increase in people 85 and over from 29,300 in 2006 to 64,500 in 2026, which represents a doubling in this age group.

(8) We have taken the decision to respond to this consultation from the point of view of Kent as a strategic authority. We have carried out our responsibility to stimulate debate about these issues and encouraged individuals and organisations in Kent to respond themselves to the consultation. However we have not attempted to incorporate these views into our response given the tight timescale in order to enable elected Members to debate such important and complex issues fully in advance of submission.

(9) In the following response, rather than answer the questions set, we have commented on what we consider to be the main issues raised in the Green Paper.

2. National Care Service

(1) The concept of the 'National Care Service' is not well defined in the Green Paper. To the extent that it could mean a national care offer or entitlement based around the six expectations, we would support it. However, we would not support a 'National Care Service' if this is intended as a body controlled by central government as this would create a democratic deficit, by removing local political accountability for social care.

(2) We would particularly oppose any move which removed a local authority's ability to decide how much should be spent on social care in their area and to raise extra revenue from Council Tax, if required.

(3) It is clear that there is inequality in the provision of social care across the country. The Fair Access to Care criteria introduced in 2003 attempted to bring greater standardization and transparency to the system. Despite this it allowed local authorities to decide the level of eligible need to use in their area. This effectively sanctioned the continuation of the so called 'postcode lottery'. This clearly disadvantages some people needing care and support and dissuades people from moving to new areas in the country, a right everyone should be able to enjoy. This is particularly relevant in Kent as we operate to the Moderate criteria, unlike many authorities in the surrounding areas. However, we believe that the best way to address this is for government, through reform of the current funding system, to provide increased funding for the social care sector rather than taking power away from local accountable bodies.

(4) (a) We believe that the Green Paper does not adequately address the issue of the health/social care divide, which is clearly one of the issues of most concern to people with high level needs for care and support. In this respect, an aspiration to create a national care and health offer could have been helpful.

(b) However, we recognise that the Green Paper does not represent an end point in the 'Big Care Debate' and that proposals for the future of care and support, and its relationship with healthcare, will continue to develop. We also appreciate that there may be further developments to explore following the Prime Minister's statements regarding care and support on 27 September.

3. National Assessment

(1) The proposal to have a national, portable assessment is something which we would agree with in principle. However we do have concerns about where the threshold would be set and whether this would disadvantage Kent's residents. Kent County Council has delivered to the Moderate level ever since the implementation of the Fair Access to Care Services criteria in 2003, and would be opposed to any system that prevented us continuing to provide services to people at this level of need.

(2) The stated aim in the Green Paper is to place prevention at the heart of any new system and this may indicate that a universal threshold would be at least equivalent to Moderate, if not lower. CSCI's review of eligibility criteria for social care, *Cutting the Cake Fairly*, documented existing tensions between FACS and personalisation, prevention and low-level services. One of the proposals put forward during the engagement process carried out by CSCI was to merge the moderate and low bands into a separate 'prevention' band. This would be something we would support. However unless sufficient funding is available in the new system this may not be achievable, as councils are already finding it increasingly difficult to maintain existing levels of service.

(3) The introduction of a universal threshold, if equivalent to Moderate or lower, would potentially lead to extra funding being given to those authorities who were not yet offering services down to the chosen level. This could disadvantage Kent and other authorities which are currently able to provide services down to Moderate level.

(4) The proposal to have the same proportion of a person's care and support costs paid for wherever they live is attractive superficially as it appears equitable and may make it easier for disabled people to move around the country. However we do have certain reservations about this proposal:

- We think the amount of money the proportion translates into should be determined locally, based on local market conditions
- Unless we were assured of sufficient funding from national government to provide services, we would be loath to give up the discretion available in the charging regime for non-residential services, since this provides councils with another mechanism to keep eligibility levels low within existing funding. In 2007 Kent took the decision to increase the percentage of available income used for charging purposes from 65% to 85%. This was done so that eligibility criteria could be maintained at Moderate.

4. A joined up service

(1) Creating a more joined up service is an admirable aim, but difficult to achieve. In particular, we believe more should be done to strengthen joint working between health and social care services – though we acknowledge and welcome the fact that much has already been done to align health and social care provision, for example by the creation of joint delivery teams in the areas of learning disability, creating a single inspection and regulation body and a single set of performance indicators and the work around the Common Assessment Framework

(2) There are many good examples of joined-up working in Kent, particularly between Kent Adult Social Services, health services and the voluntary sector. The development of preventative services relies heavily on partnership working across the Health and social care sectors (see section 5 below)

(3) KASS and both Kent PCTs have agreed to adopt Functional Assessment in Community Environments (FACE) with the principle of 'do once and share'. We are currently in discussions with the Department of Health about piloting the CAF FACE forms for claiming Attendance Allowance.

(4) (a) In the long term complete merging of funding streams would seem to be a more efficient way of distributing the finite resources available and we would be interested in working with government to test how this may work in Kent.

(b) Specifically one of the proposals around a joined up service in the Green Paper is to completely merge disability benefits for older people (mainly Attendance Allowance) with the current funding for social care. We believe this should be given serious consideration as it may offer the best of both systems. Advantages may include:

- Universal entitlement to at least a set proportion of care costs (from AA)
- Entitlement only after an assessment providing eligibility is kept low (from the current social care system) – this could help guarantee that support would go to those who needed it most
- Advice and help on how to best meet identified needs (from the current social care system)
- Ability to spend the money on whatever the individual feels best meets their needs (from AA). This would, however, require a change in the current legislation governing councils with adult social services responsibilities' (CASSRs) duties towards people assessed as requiring their support. Even with Personal Budgets paid as a Direct Payment, we still have a duty to ensure that the money given is spent on meeting assessed need.

(c) However there are various issues which need to be explored regarding any such proposal in respect of Attendance Allowance and other disability benefits. These issues include:

- Would eligibility for care and support be set at a level comparable with that for current disability benefits?
- Would people have the same freedom as they currently do with disability benefits to use it for what they feel is best? If so, this would require legislative change, as outlined above.
- Would there be transitional arrangements for people in receipt of disability benefits when any change was made to the system?
- At the moment receipt of Attendance Allowance acts to passport people and their carers to extra benefits. A mechanism would be needed to make sure people didn't lose out if AA were to be phased out.

5. Prevention, Personalised Care and Information/Advice

(1) The emphasis on prevention, personalised care and support and providing high quality information and advice is particularly welcomed. These are integral to the direction of travel already spelled out in 'Our Health, Our Care, Our Say' and 'Putting People First'. Kent is fully behind these objectives and has already implemented a number of innovations to transform social care in the broader sense.. These include:

- Offering Telecare since 2004
- Whole System Demonstrator/Telehealth partnership with local PCTs – Kent now has over 900 people using Telehealth, the largest project in Europe
- Providing a website to enable people to carry out a 'self assessment' of their care and support needs anytime of the day or night, since 2004
- Working with service users, representatives from local voluntary organisations and carers to develop our Information, Advice and Guidance Policy. The policy will ensure a good standard of information is given to any person requiring it, irrespective of their eligibility for public funds or support from Kent Adult Social Services.
- Implementing Self Directed Support to meet the personalisation agenda including:
 - Offering Personal Budgets to new clients since April 2009.
 - Over 900 service users using the ground breaking pre-loaded Kent Card for their Direct Payments
 - Offering Enablement Support for up to 6 weeks free of charge to new clients
 - Introducing Support Planning to enable outcome focused support and increased choice and control of support options.
- Using Partnerships for Older People Projects (POPPS) funding to provide:
 - Community Matron Support Workers who work with people who have long term conditions
 - Community Information Liaison Assistants who have produced information directories for services within local communities.
 - Care Navigator Service which will visit a person's home to explore community solutions to meet need and provide community information.

(2) Prevention is at the heart of the Directorate's approach to promoting independence and ensuring services are personalised. It has a long legacy in Kent through funding and collaboration with Health, housing and the voluntary sector. There are many examples of our preventive approach, as set out above. The fundamental principle is to take a wide angled view of social capital while maintaining our eligibility criteria at Moderate, despite significant financial and demand pressures at the higher end.

6. Funding Options

(1) The commitment to find solutions for how the system can be funded is very welcome, as the current arrangements are not sustainable. However it raises a number of important questions, some of which we believe have been given insufficient attention in the Green Paper.

(2) We believe that the basis for any new system should be a partnership between the individual and the state. There are various ways this can be structured and we outline below how we feel the Voluntary Insurance option could work in Kent. Although we acknowledge the difficulties inherent in the fully tax funded option, we would have preferred to see more analysis of this option in the Green Paper rather than it being simply ruled out.

(3) We agree in principle with a system in which everyone, regardless of means, receives at least a set proportion of the cost of their care. In a sense this already exists because Attendance Allowance, which in theory is awarded for care needs, is given regardless of means. If AA were to be abolished and the funding transferred to the social care budget, it would be logical to provide a similar level of funding to all, regardless of means.

(4) The proposal that everyone should receive some state funding, regardless of means, would inevitably lead to a huge increase in the numbers of people being assessed and funded through councils with adult social services responsibilities (CASSRs). We believe there is insufficient analysis in the Green Paper about the implications of this, in particular the legal and financial consequences.

(5) CASSRs currently have a responsibility to ensure that assessed needs are being met. Unless legislation was changed, this duty would extend to new clients accessing support through the local authority. There would potentially need to be many more staff involved in the council's assessment, monitoring and review process

(6) Currently, KASS has about 34,000 clients at any one time. However, if we use receipt of disability benefits as a measure of those with social care needs, there are approximately 100,000 people in Kent who could potentially become clients of KASS (60,000 people entitled to Disability Living Allowance (DLA), of which 12,000 are over 65, and 38,000 entitled to Attendance Allowance (AA)¹). Using these figures as a rough indication would suggest that we could potentially be supporting three times the number of people we do now, before we take into account any demographic changes. Moreover, it is difficult to accurately predict the likely additional numbers without knowing the threshold a person would need to pass before receiving support under any new system.

(7) It is acknowledged that the Partnership model on its own would leave many people unable to cover the full cost of their care. The Green Paper indicates that the least well off would get the whole cost of their care paid for by the state, but a significant number of people would fall outside of this safety net. It is this cohort which would need a mechanism for funding the remaining cost. Kent County Council believes this mechanism should be voluntary insurance.

(8) **We believe that the Voluntary Insurance scheme could work along the lines of the evidence submitted by Kent to the Wanless Report in 2006.** We carried out research into the Long Term Care Insurance model in 2004 with a leading insurance company and were keen to do further analysis in order to build a case for some type of central government subsidy to bring down the cost of insurance to the customer. However at that time national government did not wish to fund further modelling work. We provide further details of our proposal as Appendix B to this response.

¹ These figures include both those people in receipt of these benefits as well as those with 'underlying entitlement', that is those people whose benefits have ceased after entering long term residential / nursing care.

(9) A key point stressed in the Green Paper is that the costs of 'care and support' should be viewed as being distinct from the costs of 'housing and living', the rationale being that everyone is expected to buy their own food and pay their own bills and rent / mortgage whether or not they have care and support needs. Thus, if someone is in need of residential care, they will be expected to pay for their own accommodation costs as they would if they were living in the community. We have concerns about this approach as clearly in many cases the care and support required is inextricably linked to the type of accommodation, such as a residential care home. No consideration is given to the fact that many people in later life will have paid off their mortgages, so it does not follow that accommodation costs in a care home equate to housing costs in the community.

(10) It is estimated that about half the cost of living in a residential care home is for the board and lodging element (i.e. accommodation). The proposals in the Green Paper do not solve the problem of people possibly having to sell their homes or at best, losing much of the equity in their properties.

(11) We believe that incentives to save for one's old age are not sufficiently considered in the Green Paper. The proposal to offer some state funding to all, regardless of means, goes some way to address a perceived disincentive to save. However, several times in the Green Paper it is stated that more help will be given to people who are "less well off", without defining what that means. If the government is proposing to use the current system of means testing for residential care to determine who gets full help (as opposed to only a proportion), then this system needs to be reviewed and possibly reformed.

(12) Finally we have serious concerns regarding potential massive financial risks if local authorities would have to administer all the money given to individuals and any 'deferred payment' system for a person's contributions.

7. Role of local government

(1) We believe that local government should decide how much money people should receive towards their assessed care and support needs. Local government is best placed to understand and respond to the needs of their populations, including the variations within a large and diverse county such as Kent, which covers one of the most deprived districts in the South East (Thanet) and one of the least deprived (Sevenoaks).

(2) Moreover, should the ability to determine how much care should cost locally be taken away from CASSRs, it would partially limit our ability to shape the market of care and support providers. We strongly agree that market shaping should be a key element of our ongoing role in delivering care and support.

(3) As we have stated above, we have an excellent track record for innovation and delivering good outcomes, as assessed by CSCI (now CQC). We have maintained eligibility criteria at the Moderate level for the last six years, with cross-party backing from County Councillors.

(4) As public finances will be tight for the foreseeable future whatever Government is in power, we would wish to maintain our ability to raise extra money locally through council tax, and as a Total Place Pilot, make best use of all the resources already deployed in Kent. Missing this opportunity will undermine the aspiration in the Green Paper that early intervention and prevention should be cornerstones of care and support in future.

8. **Concluding Remarks**

As our response makes clear, Kent County Council welcomes the Green Paper's drive towards greater personalisation, closer working between health and social care, and a fairer and more sustainable long-term funding regime. However, for any reform of the social care system to be successful, it is important to build on and learn the lessons of previous experience. Based on our long and successful experience of delivering high-quality social care services, we believe that Kent County Council has an important contribution to make to the development of social care reform. We would welcome the opportunity to co-operate with national government in future to explore specific aspects of this area of work.

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Appendix A: Glossary of acronyms

AA	Attendance Allowance
CAF	Common Assessment Framework
CASSRs	Councils with Adult Social Service Responsibilities
CQC	Care Quality Commission
CSCI	Commission for Social Care Inspection
DLA	Disability Living Allowance
FACE	Functional Assessments in Community Environments
FACS	Fair Access to Care Services
KASS	Kent Adult Social Services
LTCI	Long Term Care Insurance
PCT	Primary Care Trust
POPPs	Partnerships for Older People Projects

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Appendix B: Kent County Council's research into Long Term Care Insurance

In Kent there is a sizeable proportion of older people who start off paying for social care as self-funders, but whose assets then erode to a level at which they need to approach Kent County Council for funding under the means-testing rules.

We carried out research into the Long Term Care Insurance (LTCI) model in 2004 with a leading insurance company and with the advice of the Association of British Insurers. The plan was to offer a new partnership insurance product, targeted either at people from middle age to retirement with middle incomes and a property, or at people with retirement pension lump sums. The LTCI partnership product would create a new category for Kent social services of "fully funded through insurance". There would be no need for a means-test for policyholders.

Aside from financial considerations, Kent County Council was also aware that many self-funders may be inappropriately admitted to care homes in the absence of any care management advice. The proposed LTCI scheme therefore included care management in the expectation that more people would then be supported to remain in their own homes.

Under the scheme eligibility of the policyholders for care would be assessed by Kent County Council, and this assessment would be accepted by the insurance company. Any future payout by the insurer would be on the basis of the Kent County Council eligibility criteria in force at the time the policy was originally taken out, thus protecting the policyholder against changes over time. Those criteria would have to be very clearly delineated, which would be one of the challenges of the scheme.

Kent County Council's proposed LTCI scheme followed certain guidelines, which could be followed by other councils around the country:

- The "partnership" would be between the council and a single insurance company (although one insurer might have agreements with several councils in order to spread the risk)
- The product would be priced on the basis of premiums that were simple to understand, age-related and gender-related.
- The policy would be significantly less expensive than current long-term care products
- In the pricing it was assumed that Attendance Allowance would always be put towards the costs of the care package (this could be substituted with the 1/3 or 1/4 state funding contribution suggested in the Green Paper).
- The benefits would be portable, and could be used to pay for care in another local authority area if the insured person moved
- There could be the choice of Standard level and Enhanced level cover
- The LTCI would be separately targeted but ideally with an option to "package in" with a Stakeholder Pension in order to encourage pension saving

Financial modelling was carried out to demonstrate the impact of the proposed insurance partnership on various types of user. The LTCI greatly reduced the financial burden on self-funders, but also alleviated the costs to Kent County Council. However more work is needed to look at the impact of KCC having to carry out the needs assessment and on their legal obligations under the current legislation.

It was always anticipated that poorer users who could not afford the LTCI premiums would not be affected by the scheme and would continue to be supported by KCC.

The challenge, as always with LTCI, was whether the estimated premiums would be affordable. The insurance company produced draft premiums varying from £20 a month for a 45-year-old man to £110.75 a month for a 75-year-old woman. Subsequent estimates were higher and it was considered that this level of premiums would not be taken up by enough consumers to create a viable product.

Kent County Council was keen to do further analysis in order to build a case for some type of central government subsidy to bring down the price. It was suggested that this could possibly be through council tax reductions for policyholders, or tax breaks on policy premiums. Wider savings might be achieved because case management would help self-funders postpone residential care and offer preventative measures which would reduce demands on free NHS nursing. Unfortunately we were unable to persuade government to fund further modelling on how such a scheme could be implemented.

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KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

MINUTES of a meeting of the Governance and Audit Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 June 2009.

PRESENT: Mr R W Bayford, Mr A R Chell, Mr K A Ferrin, MBE, Mr C Hibberd, Mr D A Hirst, Mr P W A Lake, Mr J F London, Mr T Prater, Mr M V Snelling, Mr R Tolputt, Mr C T Wells and Mrs P A V Stockell (Substitute for Mr R L H Long, TD)

OFFICERS: Mr P Sass (Head of Democratic Services and Local Leadership)

: UNRESTRICTED ITEMS

15. Membership
(Item 1)

The Committee noted its Membership as set out above

16. Election of Chairman
(Item 3)

RESOLVED that Mr R L H Long TD be elected Chairman of the Committee.

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KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

MINUTES of a meeting of the Governance and Audit Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 30 June 2009.

PRESENT: Mr R W Bayford, Mr A R Chell, Mr C Hibberd, Mr J F London, Mr R L H Long, TD, Mr J Ozog (Substitute for Mr P W A Lake), Mr T Prater, Mr R Tolputt and Mr C T Wells

ALSO PRESENT: Ms S J Carey and Mr J D Simmonds

OFFICERS: Ms L McMullan (Director of Finance), Mr N Vickers (Head of Financial Services), Mr A Wood (Head of Financial Management), Mrs C Head (Chief Accountant), Mrs D Mattingly (Corporate Risk & Insurance Manager), Miss J Purvis (Improvement & Engagement Officer), Ms J Dawson (Head of Audit and Risk), Mrs J Armstrong (Senior Audit Manager), Mr C Bainbridge (Director of Community Safety & Regulatory Services), Mr P Mulholland (Group Leader, Property and Commercial) and Mr A Tait (Democratic Services Officer)

ALSO PRESENT were Mr D Wells and Mr G Brown of the Audit Commission.

UNRESTRICTED ITEMS

17. Election of Vice-Chairman

(Item 1)

Mr R Tolputt moved, seconded by Mr A R Chell that Mr M V Snelling be elected Vice-Chairman of the Committee.

Carried with no opposition.

18. Terms of Reference and dates of future meetings

(Item 2)

(1) The Committee noted its Terms of Reference subject to the following minor amendments:-

(f) the deletion of "Best Value Inspectorate" and its replacement by "the Audit Commission; and

(j) the deletion of "Strategic Director (Resources) and its replacement by "Director of Finance."

(2) The Committee noted the following future meeting dates:-

Wednesday, 16 September 2009;

Tuesday, 1 December 2009;

Friday, 30 April 2010;

Wednesday, 30 June 2010;

Wednesday, 15 September 2010; and
Tuesday, 30 November 2010.

- (3) RESOLVED that subject to (1) above, the Terms of Reference and dates of future meetings be noted.

19. Minutes - 4 March 2009 and 25 June 2009 (To Follow)
(Item 4)

- (1) The Minutes of the Committee meeting held on 25 June 2009 were tabled.
- (2) RESOLVED that the Minutes of the meetings held on 4 March 2009 and 25 June 2009 are correctly recorded and that they be signed by the Chairman.

20. Trading Activities Sub-Group (Oral report)
(Item 5)

- (1) The Terms of Reference of the Trading Activities Sub-Group had been circulated in the supplementary papers.
- (2) The Committee agreed to a minor amendment to the Terms of Reference of the Sub-Group so that its membership would be 2 Conservative and 1 Liberal Democrat Member with an invitation also being extended to the Labour Group to nominate one Member.
- (3) RESOLVED that subject to (2) above, the Terms of Reference and membership of the Trading Activities Sub-Group be agreed.

21. Draft Internal Audit Annual Report 2008/09
(Item 6)

- (1) The report has been circulated to Members with the supplementary papers.
- (2) RESOLVED that approval be given to the Head of Audit and Risk's Annual Report.

22. External Audit Progress Report (To Follow)
(Item 7)

RESOLVED that the report be noted.

23. Annual Audit Fee letter 2009/10
(Item 8)

RESOLVED that the report be noted.

24. Annual Inspection Fee letter 2009/10
(Item 9)

RESOLVED that the report be noted.

25. Treasury Management Annual Review

(Item 10)

(1) Mr J D Simmonds, Cabinet Member for Finance was present for this item pursuant to Committee Procedure Rule 2.24 and spoke.

(2) RESOLVED that the report be noted.

26. Annual Audit and Inspection Letter

(Item 11)

RESOLVED that the report be noted.

27. Draft Statement of Accounts 2008/09 (including Annual Governance Report)

(Item 12)

(1) The Audit Commission's Annual Governance Report had previously been circulated to the Committee.

(2) RESOLVED that:-

(a) approval be given to the Statement of Accounts for 2008/09 subject to the Chairman and Liberal Democrat Group Spokesman being informed of any changes which may be made to the Accounts following completion of the external audit; and

(b) the recommendations made in the Annual Governance Report be noted.

28. Ombudsman Complaints

(Item 13)

The Committee deferred consideration of this item to its next meeting.

29. Annual Report on surveillance activities carried out by KCC between January and December 2008

(Item 14)

RESOLVED to:-

(a) note the report;

(b) note the manner in which KCC's formal Policy and Protocol and Surveillance (including the acquisition of Communications data) has been used and followed during the previous year, including the type of criminal offences where surveillance has been used or communications data has been requested; and

(c) note the use of a periodic audit across KCC senior managers to ascertain activities which may fall within the ambit of the Regulation of Investigatory Powers Act 2000 (RIPA).

30. Strategic Risk Register

(Item 15)

RESOLVED that the revised Strategic Risk Register be noted.

31. Internal Audit Progress Report

(Item 16)

(1) The response of the Managing Director of Children, Families and Education to the findings of the audit on Cluster Funding had previously been circulated to the Committee.

(2) RESOLVED that the report be noted.

KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

MINUTES of a meeting of the Governance and Audit Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 16 September 2009.

PRESENT: Mr R L H Long, TD (Chairman), Mr M V Snelling (Vice-Chairman), Mr A R Chell, Mr K A Ferrin, MBE, Mr C Hibberd, Mr P W A Lake, Mr J F London, Mr R J Parry, Mr T Prater, Mr R Tolputt and Mr C T Wells

ALSO PRESENT: Ms S J Carey and Mr J D Simmonds

OFFICERS: Ms L McMullan (Director of Finance), Mr G Wild (Director of Law and Governance), Ms J Dawson (Head of Audit and Risk), Mrs J Armstrong (Senior Audit Manager), Mr R Fitzgerald (Performance Monitoring Manager), Ms J Hill (Performance Manager), Mrs D Mattingly (Corporate Risk & Insurance Manager) and Mr A Tait (Democratic Services Officer)

ALSO IN ATTENDANCE: Mr D Wells and Mr G Brown from the Audit Commission.

UNRESTRICTED ITEMS

32. Presentation on the Role and Terms of Reference for the Governance and Audit Committee

(Item 3)

(1) The Head of Audit and Risk gave a detailed presentation on the role of the Committee. This was supplemented by the Director of Law and Governance, who set out the governance aspects of the Committee's work.

(2) Members of the Committee considered that it should take a more pro-active view of its role. The Committee therefore welcomed the Chairman's commitment to discuss amendments to the agenda-setting process with the Committee's lead officers.

(3) As this was Mrs Janet Dawson's last meeting as Head of Audit and Risk, the Committee thanked her for all her work on its behalf and wished her well in the future.

33. Minutes - 30 June 2009

(Item 4)

RESOLVED that, subject to the deletion of Mr Parry from the list of those present and to the inclusion of Mr D Wells and Mr G Brown from the Audit Commission, the Minutes of the meeting held on 30 June 2009 are correctly recorded and that they be signed by the Chairman.

34. Trading Activities Sub-Group Notes - 1 September 2009

(Item 5)

(1) Mr M V Snelling made a declaration of personal interest for this item and the following item (Minute 35) as he was a Director of a number of KCC Commercial Services Trading Companies. He left the meeting for the duration of both items.

(2) This item was considered in conjunction with the following item on the agenda (Minute 35).

(3) RESOLVED that the notes of the Trading Activities Sub-Group meeting held on 1 September 2009 be noted.

35. External Audit Review of KCC's Commercial Operations

(Item 6)

(1) This item was considered in conjunction with the previous item on the agenda (Minute 34).

(2) A motion by Mr T Prater to amend the actions in Recommendation 3 on page 13 of the agenda papers was withdrawn following an assurance from the Director of Finance that reviews could be carried out by other bodies apart from Internal Audit if it was considered appropriate.

(3) Mr C T Wells moved and it was duly seconded that the overarching aim of the Trading Activities Sub-Group be amended to read: "To ensure that the trading activities of the Council are run properly and transparently."

Carried 6 votes to 2.

(4) Mr T Prater moved, seconded by Mr C T Wells that the membership of the Trading Activities Sub-Group should include a representative from the business community.

Lost 2 votes to 7

(5) RESOLVED that:-

(a) the contents of the Audit Commission's independent review of KCC's commercial operations be noted;

(b) the actions set out in Appendix B of the report to meet the Audit Commission's 8 recommendations be agreed; AND

(c) the overarching aim of the Trading Activities Sub-Group be amended to read: "to ensure that the trading activities of the Council are run properly and transparently."

36. 2008/09 Final Accounts and Annual Governance Report

(Item 7)

(1) Members of the Committee requested that there should be a report to a future meeting on the full impact on and risks to the County Council resulting from the Private Finance Initiative, particularly in respect of the Building Schools for the Future programme.

(2) RESOLVED that the report be noted.

37. Insurance Activity and new Performance Indicators
(Item 8)

(1) The Committee noted that Mr J D Simmonds, Cabinet Portfolio Holder for Finance was the co-author of the report rather than Mr Long.

(2) RESOLVED that the report be noted.

38. Internal Audit Benchmarking Results
(Item 9)

RESOLVED that the report be noted.

39. Internal Audit Progress Report
(Item 10)

RESOLVED that the report be noted.

40. Data Quality
(Item 11)

RESOLVED that the report be noted.

41. Ombudsman Complaints
(Item 12)

RESOLVED that the report be noted.

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KENT COUNTY COUNCIL

PLANNING APPLICATIONS COMMITTEE

MINUTES of A meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 June 2009.

PRESENT: Mr R Brookbank, Mr A R Chell, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr G A Horne MBE, Mr R E King, Mr J D Kirby, Mr R J Lees, Mr J F London, Mr R F Manning, Mr R J Parry, Mr K Pugh, Mr M Robertson, Mr C P Smith, Mr K Smith, Mrs P A V Stockell and Mr A Willicombe

ALSO PRESENT:

IN ATTENDANCE: Mr P Sass (Head of Democratic Services and Local Leadership)

UNRESTRICTED ITEMS

33. Membership
(Item A1)

The Committee noted its membership as set out below:-

Conservative (16): Mr R Brookbank, Mr A R Chell, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr G A Horne MBE, Mr R E King, Mr J Kirby, Mr J F London, Mr R F Manning, Mr R J Parry, Mr K Pugh, Mr C Smith, Mr K Smith, Mrs P A V Stockell, Mr A Willicombe

Liberal Democrat (1): Mr M Robertson

Independent (1): Mr R Lees

34. Election of Chairman
(Item A3)

RESOLVED that Mr R E King be elected Chairman of the Committee.

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PLANNING APPLICATIONS COMMITTEE

MINUTES of A meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 14 July 2009.

PRESENT: Mr R E King (Chairman), Mr R Brookbank, Mr A R Chell, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr G A Horne MBE, Mr J D Kirby, Mr R J Lees, Mr J F London, Mr R F Manning, Mr R J Parry, Mr K Pugh, Mr C P Smith, Mrs P A V Stockell and Mr D S Daley (Substitute) (Substitute for Mr M Robertson)

ALSO PRESENT: Mrs V J Dagger

IN ATTENDANCE: Mr G Wild (Director of Law and Governance), Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development), Mr J Wooldridge (Team Leader - Mineral Developments), Mr N Sarrafan (County Transport & Development Manager) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

35. Election of Vice-Chairman
(Item A2)

Mr R E King moved, seconded by Mrs P A V Stockell that Mr J F London be elected Vice-Chairman of the Committee.

Carried Unanimously

36. Terms of Reference and dates of future meetings
(Item A3)

The Committee noted its terms of Reference and the following future meeting dates:-

Tuesday, 18 August 2009
Tuesday, 8 September 2009
Tuesday, 6 October 2009
Tuesday, 3 November 2009
Tuesday, 8 December 2009
Thursday, 21 January 2010
Tuesday, 16 February 2010
Tuesday, 16 March 2010
Tuesday, 13 April 2010
Tuesday, 11 May 2010
Tuesday, 15 June 2010
Tuesday, 27 July 2010
Tuesday, 17 August 2010 (Provisional)
Tuesday, 7 September 2010
Tuesday, 12 October 2010
Tuesday, 2 November 2010; and
Tuesday, 7 December 2010.

37. Minutes - 26 May 2009 and 25 June 2009
(Item A5)

RESOLVED that, subject to the deletion of Mr R J Parry and Mr C Smith from the list of those present on 25 July 2009, the Minutes of the meetings held on 26 May 2009 and 25 July 2009 are correctly recorded and that they be signed by the Chairman.

38. Site Meetings and Other Meetings
(Item A6)

The Committee agreed to the following site visit and training dates:-

- (a) Tilmanstone composting proposal on 18 August 2009;
- (b) Sevenoaks Quarry extension on 8 September 2009 (provisional);
- (c) Northfleet Works – Bulk aggregates import terminal on 6 October 2009;
- (d) Training on 3 November 2009; and
- (e) Coach Tour of permitted development sites on 24 November 2009.

39. Probity in Planning
(Item B1- Report by Director of Law and Governance)

RESOLVED that the report be noted.

40. Application TM/08/3715/R8 - Dust Control Scheme pursuant to Condition 8 of Permission TM/08/3715 at Borough Green Quarry, Wrotham Road, Borough Green, Sevenoaks; Cemex UK Materials Ltd
(Item C1- Report by Head of Planning Applications Group)

(1) Mrs V J Dagger was present for this item and spoke pursuant to Committee Procedure Rule 2.24.

(2) The Head of Planning Applications informed the Committee of correspondence from Wrotham Parish Council raising a number of questions in respect of the application. A response was given to the questions raised.

(3) Mr M Taylor of Borough Green PC and Mr H Rayner of Wrotham PC addressed the Committee in opposition to the application. Mrs K Hannaford-Hill from Cemex spoke in reply.

(4) The Committee agreed to include an additional condition requiring all loaded vehicles (in and out) to be sheeted. It also asked for an Informative asking Cemex to invite representatives from Tonbridge and Malling BC (Environmental Health) and the Environment Agency to attend the Liaison Group meetings.

(5) RESOLVED that:-

- (a) approval be given pursuant to condition 8 of Permission TM/08/3715 for the dust control scheme subject to conditions including the operator reporting complaints to the Quarry Liaison Group on a regular basis and providing contact details for those wishing to make complaints; the speed limit on internal haul roads being restricted to 10mph with signs being erected to this effect within the site; and all loaded vehicles (in and out) being sheeted; and
- (b) the operator be informed by Informative of the Committee's view that representatives from Tonbridge and Malling BC (Environmental Health) and the Environment Agency should be invited to its Liaison Group meetings.

41. Application DA/09/364 - Variation of Conditions 6 (infilling restoration) and 15 (Noise) of Permission DA/98/805/MR27 at Stone Pit II, St James Lane, Greenhithe, Dartford; Stone Pit Restoration Ltd
(Item C2- Report by Head of Planning Applications Group)

RESOLVED that:-

- (a) permission be granted to the to the variation of Conditions 6 and 15 of permission DA/98/805/MR27 subject to conditions including conditions relating to hours of working (0800 to 1800 Mondays to Fridays, with no operations including deliveries and collections to and from the site on Saturdays, Sundays or Public Holidays, and when working along the eastern boundary 1000 to 1600 on Mondays to Fridays only); operations being undertaken in accordance with the proposed scheme of infilling;, noise limits; submission of noise, dust and vibration monitoring details; and details of final landscaping and restoration; and
- (b) the applicants be advised by Informative that all other conditions imposed under Permission DA/98/805/MR remain in force, and of the requirements of National Grid and EDF Energy in terms of the need to safeguard their interests.

42. Application SE/08/2141 - Amendment of Condition 3 of Permission SE/00/2739 to allow additional time for completion of development and enable restoration to approved levels and to amend the approved Ecological Management Scheme to reflect a delay in commencement of operations at Greatness Quarry, Bat and Ball Road, Sevenoaks; Cory Environmental Ltd
(Item C3- Report by Head of Planning Applications Group)

(1) Mr G A Horne and Mr J F London made declarations of personal interest in respect of this item.

(2) Correspondence from Sevenoaks Town Council objecting to the application was tabled.

(3) The Head of Planning Applications Group informed the Committee of correspondence from Mr N J D Chard, the Local Member supporting the recommendations.

(4) RESOLVED that:-

(a) subject to the applicant entering into and satisfactory completing a Section 106 Agreement (and paying reasonable legal and administrative costs and disbursements incurred by the County Council) permission be granted to the proposed variation of Condition 3 of permission SE/00/2739 and the proposed amendment to the approved Ecological Management Scheme subject to Condition 3 being reworded as follows:-

“ Unless otherwise approved in writing by the County Planning Authority, all waste treatment and disposal operations shall cease by 15 August 2017 and the site shall be restored in accordance with details approved pursuant to condition (10)(a) of this permission on 7 October 2002 by 15 August 2017”; and

(b) the applicant be reminded that all other conditions imposed under Permission SE/00/2739 remain in effect.

43. Application CA/09/341 - Motor control centre kiosk and vent stack as part of sewer upgrade works at Maxted Court, Highfields View, Herne Bay; Southern Water Ltd

(Item C4- Report by Head of Planning Applications Group)

The Head of Planning Applications Group informed the Committee that this application had been withdrawn.

44. Application AS/09/530 - Wastewater pumping station, including construction of a motor control centre kiosk, sub station kiosk, standby generator and steel palisade fencing at Land to south of Alsops Road, Willesborough, Ashford; Southern Water Ltd

(Item C5- Report by Head of Planning Applications Group)

RESOLVED that:-

(a) permission be granted to the application subject to conditions including the standard time condition; noise controls; construction hours; details of parking and loading arrangements; measures to prevent mud or debris on the highway; and details of methods of disposing of surface water within the site; and

(b) Informatives sought by the Environment Agency regarding groundwater vulnerability, drainage, land contamination and storage of fuels and chemicals be attached to any permission.

45. Proposal TW/09/79 - Fenced and floodlit synthetic multi-sports pitch with associated car parking and landscaping at Tunbridge Wells Grammar School for Boys, St John's Road, Tunbridge Wells; Governors of Tunbridge Wells Grammar School for Boys

(Item D1- Report by Head of Planning Applications Group)

(1) Mr J F London made a declaration of personal Interest as his grandson was a pupil at the School.

(2) The Head of Planning Applications Group reported the further views of Mr Edwards, a local resident asking for further restrictions on hours of use.

(3) RESOLVED that permission be granted to the Proposal subject to conditions, including conditions covering the standard time limit; the development being carried out in accordance with the permitted details; the School's changing facilities being kept available for use after school hours, unless another arrangement is secured; details of the cycling storage being submitted for approval and then installed before the commencement of use of the pitch; the new car park not being used until the floodlit pitch is built; the development being carried out in accordance with the lighting and other details specified in the application and not varied without prior written approval of the County Planning Authority; no trees being removed without County Planning Authority approval and a Tree protection plan being submitted; the submission of Landscaping scheme details, including bund details (existing vegetation along the bank to the east of the pitch should be strengthened through further planting and additional planting should be incorporated along the existing bank to the south of the pitch and extended along the western extent of the pitch), illustration of the changes in topography in relation to the existing banks and existing vegetation; Light levels not exceeding the levels applied for; Hours of use for the pitch and the floodlighting being restricted to between 0900 and 2200 hours Mondays to Fridays, 1000 and 2000 hours on Saturdays, 1000 and 1800 hours Sundays and no use on Bank Holidays; Lighting not being in use when the pitch is not in use; Community Use agreements being submitted and approved; and the development being carried out in accordance with the permitted details.

46. Proposal SH/09/418 - Modular building for use as a dining hall including associated groundwork at Pent Valley Technology College, Surrenden Road, Folkestone; Governors of Pent Valley Technology College

(Item D2- Report by Head of Planning Applications Group)

(1) Mrs M Brown, a local resident addressed the Committee in opposition to the proposal. Mrs J Rose (Business Manager at Pent Valley School) spoke in reply.

(2) The Committee agreed to the inclusion of an Informative asking the School to consider the installation of semi-fixed seating.

(3) RESOLVED that:-

- (a) permission be granted to the proposal subject to conditions, including conditions covering the building being removed from the site by the end of 2012; no amplified or musical equipment being used in the building; the building only being used between 0800 and 1800 hours

on weekdays and in term time only; and the development being carried out in accordance with the permitted details; and

- (b) the applicants be advised by Informative about the boundary planting along the southern boundary to help with the ongoing conflict with the neighbours, and of the Committee's view that semi-fixed seating should be installed in order to reduce noise levels.

47. Proposal SE/09/889 - 6KW wind turbine with 15m mast on the front lawn of college buildings and installation of solar photovoltaic panels on college flat roof at Swanley Technology College, St Mary's Road, Swanley; Governors of Swanley Technology College

(Item D3- Report by Head of Planning Applications Group)

- (3) RESOLVED that permission be granted to the Proposal subject to conditions, including conditions covering the standard time limit; white finish of the blades and turbine head; and the development being carried out in accordance with the approved details.

48. Proposal MA/09/594 -Siting of a mobile catering van at Teston Bridge Country Park, Teston Lane, Teston, Maidstone; KCC Country Parks Service

(Item D4- Report by Head of Planning Applications Group)

- (1) Correspondence from Teston Parish Council was tabled
- (2) Mrs O Oxley (Chairman of Teston PC), Mrs E Henderson (a local resident) and Mrs F Gooch (the local Borough Councillor) addressed the Committee in opposition to the proposal. Mr L Grover (Area Country Parks Manager) spoke in reply.
- (3) In approving the proposal, the Committee included a condition restricting the Permission to a period of 2 years.
- (4) RESOLVED that temporary permission be granted to the proposal for a period of two years subject to conditions, including restrictions on the hours of use; the development being in accordance with the approved plans; the permission be restricted specifically to the catering van (and menu) applied for within the application; the provision of adequate litter facilities and the area being kept clean and tidy; no advertisements being displayed on the highway; and no music being emitted or played in the van when on site.

49. Proposal SH/09/440 - Conversion of existing bicycle shed for vocational hairdressing unit for use of Pent Valley Technology College students studying hair and beauty at Morehall Primary School, Chart Road, Folkestone; Governors of Pent Valley Technology College

(Item D5- Report by Head of Planning Applications Group)

RESOLVED that permission be granted to the proposal subject to conditions, including the development being commenced within 3 years; the development

being carried out in accordance with the permitted details; the development being constructed using the materials detailed in the application; and the provision of replacement cycle parking;

50. Proposal DA/09/583 - Two five-bay mobile classroom units at Craylands Primary School, Craylands Lane, Swanscombe; KCC Children, Families and Education

(Item D6- Report by Head of Planning Applications Group)

(1) Mr R Lees made a declaration of interest as Chairman of Governors of Craylands Primary School. He took no part in the discussion or decision making on this item.

(2) RESOLVED that:-

(a) temporary permission be granted to the proposal subject to conditions, including a temporary consent for the period of 3 years from the date of permission; removal of classroom units at the expiration of the 3 year period and the subsequent restoration of the site thereafter; the development being carried out in accordance with the permitted details; and the use of the mobile buildings being restricted to ancillary teaching accommodation, community use and storage in connection with a one form entry Primary School; and

(b) the applicants be advised by Informative of the concerns raised by the Parish Council.

51. Proposal SE/09/1028 - Retention of a single storey modular building and installation of a new modular building and link corridor at Milestone School, Ash Road, New Ash Green; KCC Children, Families and Education

(Item D7- Report by Head of Planning Applications Group)

(1) The Head of Planning Applications Group informed the Committee of correspondence from Sevenoaks DC withdrawing its objection to the proposal.

(2) RESOLVED that:-

(a) permission be granted to the proposal subject to conditions, including the buildings being removed and the site restored within 5 years of the grant of planning permission; and the additional modular unit matching the existing building in colour, style and finish; and

(b) the applicant be advised by Informative that the mobile classrooms have been granted temporary permission on Green Belt land on the basis of very special circumstances which outweigh any potential harm, and on the understanding that the post 16 facilities will be provided off site in the future.

52. County matters dealt with under delegated powers
(Items E1-E5- Reports by Head of Planning Applications Group)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils or Government Departments;
- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 18 August 2009.

PRESENT: Mr R E King (Chairman), Mr R Brookbank, Mr A R Chell, Mr T Gates, Mr W A Hayton, Mr J D Kirby, Mr J F London, Mr R F Manning, Mr R A Pascoe, Mr M Robertson, Mr C P Smith and Mr A Willicombe

IN ATTENDANCE: Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development) and Mr R White (Transport and Development Business Manager) and Mr G Mills, Democratic Services.

UNRESTRICTED ITEMS

53. Membership

(Item A1)

The Committee noted the appointment of Mrs Dagger and Mr Pascoe to the Committee in place of Mrs P Stockell and Mr K Pugh.

54. Minutes - 21 July 2009

(Item A4)

RESOLVED that, subject to the month of July being amended to read June in paragraph 37, the minutes are correctly recorded and that they be signed by the Chairman.

55. Site Meetings and Other Meetings

(Item A5)

- (1) The Committee were advised of the following site visits:
 - (a) Tilmanstone composting proposal, site visit will commence at 17.00 on 16 September 2009. The Public Meeting will then follow at 19.00 in Eastry Village Hall.
 - (b) Sevenoaks Quarry extension, site visit will commence at 14.00 on 8 September 2009.
- (2) Mr King emphasised the importance of as many Members as possible to attend public meetings as it is a good opportunity to listen and learn.
- (3) Discussion took place whether to change the date of the Planning Committee meeting on 6 October to 16 October 2009 as it had become apparent that as the 6th clashed with the Conservative Conference in Manchester the number of Members being able to attend the Committee meeting. It was decided that

both dates would be left open and a decision taken at the Committees meeting on 8 September 2009.

56. Application TM/09/1414 - Variation of Condition 4 of Permission TM/04/2028 to allow time for completion of quarry restoration until 30 November 2010 at Workhouse Quarry, Workhouse Road, Ryarsh; Gallagher Aggregates Ltd
(Item C1)

(1) The views of Mrs Hohler as the Local Member were reported to the meeting.

(2) RESOLVED that permission be granted subject to conditions covering amongst other matters; infilling and final restoration to be completed by November 2010, hours of working, vehicle number restrictions, implementation of drainage scheme approved, wheel cleaning, noise and dust controls and requiring that upon completion of restoration that reinstatement of Workhouse Road be completed in accordance with Keith Funnell drawing number RQ/L10B received with accompanying letter dated 15 November 2004 as approved on 23 December 2004.

57. Proposal CA/09/702 - New slip road linking the existing A28 Thanington Road to the existing A2 dual carriageway to provide access onto the A2 London bound from the Wincheap and Thanington Without area, including demolition of former community centre building, relocation of existing BMX track and formalisation of parking spaces for existing community centre building at A28 Thanington Road and A2 Canterbury By-pass, Thanington Without, Canterbury; KCC Major Projects
(Item D1)

(1) Mr J Benger and Miss Differ addressed the Committee and raised a number of concerns on behalf of local residents. Mr G Cripps spoke in reply.

(2) The Committee agreed to include as an additional informative about the installation of a Urban Traffic Management Control (UTMC) system and also requested the applicant to investigate any reasonably possible options for providing alternative off street parking facilities should these be put forward to them prior to the commencement of the development.

(3) RESOLVED that planning permission be granted, subject to conditions, including amongst others, conditions to cover the following aspects:

- 5 year time limit for implementation;
- The development to be carried out in accordance with the permitted details;
- Overall landscaping scheme to be submitted to and approved prior to the commencement of operations on site, and thereafter be fully implemented as approved within the first planting season following the completion of works;
- Planting scheme retention and maintenance requirement for a period of not less than 5 years;
- Tree protection measures be imposed (in accordance with British Standard 5837:2005) on trees to be retained in the locality of the development site;

- The development shall be carried out strictly in accordance with the various ecological mitigation measures detailed within the Environmental Report;
- Traffic monitoring strategy;
- Traffic signal operation protocol;
- Construction management plan;
- Surface water drainage, ground contamination and oil & chemical storage details;
- Programme of archaeological works;
- Construction environmental management plan demonstrating measures to mitigate the risk of contamination of surface waters on the River Stour;
- Details of contractors compound;
- Dust suppression measures and controls to limit mud/debris on the highway;
- Hours of construction be limited to between 0700 and 1900 Monday to Saturday, and no operations shall take place on Sundays and Bank Holidays, except as may be agreed in writing by the County Planning Authority in liaison with the City Council as a result of a clearly demonstrated need to work outside of the 'standard' working hours during construction operations;
- Removal of all plant and equipment and restoration of site following completion of works.

(4) An INFORMATIVE be placed on any decision notice to require the applicant to fully investigate any reasonably possible compensatory parking measure put forward to them prior to the commencement of the development. Also, to require the applicant to investigate the scope for installing a UTMC in Canterbury.

58. Proposal CA/09/680 - Partial demolition of existing school buildings and alterations and extension to form a multi-use sports arena and activity hall, and creation of additional car parking spaces at Herne Bay High School, Bullockstone Road, Herne Bay; Kent Local Education Partnership 1.

(Item D2)

(1) The views of Mr D Hirst and Mrs J Law as the Local County Members were reported to the meeting. Mr Hirst supported the application subject to the provision of parking spaces in the High School grounds and the highway improvements as described in the Officer report. He noted that the pavement to Greenhill East is not continuous from the main school entrance. Mrs Law considered that unless all the highway matters are dealt with under this application then she was not minded to accept this application as footway improvements along both lengths of Bullockstone Road where none exist should be included as a matter of course.

(2) The views of the Lawn Tennis Association were reported to the meeting. The Lawn Tennis Association formally object to the proposals on the basis of the loss of tennis facilities at the High School site.

(3) During the course of discussion on this item Mr King proposed and Mr Hayton seconded that the application be approved subject to the premises being closed on a Saturday at 23:00 hours and not 24:00 hours as proposed in the report.

(2) RESOLVED that subject to the satisfactory resolution of outstanding highway improvements, that planning permission be granted, subject to conditions, including amongst others, conditions to cover the following aspects:

- Standard time limit ;
- The development to be carried out in accordance with the permitted details;
- Full details of all external materials to be submitted to and approved prior to the commencement of operations;
- Details of mechanical ventilation measures be submitted for approval;
- Site levels and finished floor levels shall be submitted to and approved prior to any works commencing;
- School travel plan be updated prior to first occupation of development to take account of the new sports complex;
- Parking to be made available out of school hours within the site in connection with the sports centre use;
- Adequate measures be taken to ensure that vehicles leaving the site engaged in the construction work do not deposit mud or other debris on the public highway;
- Construction works only take place between the hours of 08:00 to 18:00 Monday to Fridays; 09:00 to 13:00 Saturdays; and no working on Sundays or Bank Holidays;
- Landscaping scheme to be submitted to and approved prior to the commencement of operations on site, and thereafter be fully implemented as approved within the first planting season following the completion of works;
- Programme of archaeological evaluation;
- Surface water drainage scheme be submitted for approval by the County Planning Authority in liaison with Environment Agency and Canterbury City Council;
- Land contamination;
- Fuel, oil and chemical storage measures;
- Submission of a Community Use Scheme and Sports Development Plan to be approved in writing by the County Planning Authority in conjunction with Sport England;
- Details of external lighting to be approved by County Planning Authority;
- Control of mud and debris on highway in connection with construction activities;
- Coach turning facilities made available at all times on site;
- Coaches leaving site do so in a forward gear and park off site in designated coach parking;
- Sports hall to be marked out for intended multi-use;
- Internal layout designed in accordance with Sport England Guidance Notes;
- Implementation of new car park prior to bringing the sports complex into use by the community;

(3) Hours of use of internal facilities of new sports centre be limited to - Mondays to Fridays: 08:00 to 23:00 hours, Saturdays: 08:00 to 23:00 hours, Sundays and Bank Holidays 08:00 to 22:30 hours;

59. Proposal AS/09/460 - Victoria Way Initial Phase. Single carriageway (2-way) with footways between the existing Leacon Road and Victoria Road , Ashford; Kent Highways Services
(Item D3)

(1) Mr Wolna of National Grid Property addressed the Committee on behalf of the Company and said it did not object to the application as such but did object to the lack of provision of a second access point to the company's land in Victoria Way thus affecting its future development potential. Mr Watson of Jacobs spoke in reply.

(2) RESOLVED that planning permission be granted subject to conditions, including conditions covering the following:

- 5-year time limit to commence the scheme, given the extra time that is typically required to complete all the statutory procedures for major development proposals;
- details of the carriageway design and all finished surfaces, including the kerb lines; dropped kerbs; tactile paving, pedestrian crossings and vehicle crossovers;
- details of all structures, signage and other street furniture; including seating; litter bins; bollards; cycle racks; pedestrian signage and bus shelters;
- details of all lighting and CCTV elements;
- details of further noise mitigation measures;
- details of landscaping (including tree and hedge protection during the installation);
- details of surface drainage; including prevention of discharges to the highway; and details of the underground storage system for discharge to the River (at a rate 4 litres per second per hectare) and of flood pathways under the proposed road;
- details of Victoria Square (including dimensions, materials, street furniture, public art and other materials);
- details of the finished road and site levels;
- details of each of the proposed access points to adjacent development sites prior to the construction of such accesses.
- the provision and maintenance of visibility splays;
- the widths and design details of the Public Rights of Way;
- submission of a Waste Management Plan;
- submission of a Management and Maintenance Strategy;
- submission of a Code of Construction Practice;
- provisions for contractor's parking, deliveries, off-loading and turning;
- submission of a full highway and public realm Safety Audit;
- implementation of a programme of archaeological work;
- recommendations of the habitat survey to be carried forward, and a long term habitat mitigation strategy to be submitted,
- measures to prevent groundwater contamination;
- precautions to prevent the deposit of mud on the public highway;
- a sustainability statement for construction materials;
- the implementation of all details to be submitted.

(3) It was further agreed that the applicants be advised of the need to investigate the following aspects:

- the scope for using renewable energy sources for the proposed lighting, such as solar power;
- the scope for minimising the extent of any street works by the Utility companies and ensuring the quality of any associated restoration work;
- the use of porous paving surfaces and Sustainable Urban Drainage Systems generally on this scheme;
- the habitat survey recommendations to be carried forward, such as the impact of lighting on bats.

60. Proposal AS/09/102 - Twelve 1-bed supported apartments at Ashford Disabilities Opportunity Service, St Stephen's Walk, Ashford; Kent Adult Social Services.

(Item D4)

RESOLVED that permission be granted, subject to conditions, including the following:

- standard time conditions for an outline permission;
- the submission of reserved matters relating to scale, design and landscaping;
- the development to be carried out in accordance with the permitted layout and access arrangements;
- no development to occur on site unless suitable alternate community services are provided, as set out in the statement received from Kent Adult Social Services;
- the height of the building not to exceed 10 metres;
- measures to be taken if contamination not previously identified on site is found;
- tree protection measures;
- details of all hard landscaping including fencing proposed on site;
- details of foul and surface water drainage;
- hours of operation during construction;
- dust suppression measures;
- measures to ensure no mud is deposited on the public highway;
- no external lighting to be installed without prior approval;
- the provision of vehicle parking spaces prior to first occupation;
- the provision of cycle parking; and
- the use of the building be restricted solely for the use applied for.

61. Proposal GR/09/440 - A2 Activity Park Scheme consisting of an outdoor activity park including car parking, pavilion and associated buildings, cycle tracks, footpaths, boundary treatments and landscaping on the A2 Corridor and adjacent agricultural land at land between the new A2 Watling Street from the Pepper Hill Junction to the Marling Cross Junction, Gravesend; Kent Highways Services.

(Item D5)

(1) Mrs K Van Beveren addressed the Committee and raised a number of objections to the application on behalf of some local residents.

(2) The views of Mr M Snelling as a Local County Member and Leader of Gravesham Borough Council were reported to the meeting, together with further

views from Gravesham Borough Council arguing that the proposed development did not constitute appropriate development in the Green Belt issues and therefore needed to be justified by very special circumstances. Mr Snelling supported the application provided there were appropriate safeguards put in place regarding nearby resident amenities. Mr L Christie and Mr H Craske also attended the meeting as Local County Members. Both expressed their general support for the application but also brought to the attention of the Committee some concerns which had been made known to them by local residents and which they asked the Committee to note in its consideration of this application. Mr L Tricker spoke in reply and Mr Crossley provided further advice on a number of planning points which had been raised.

(3) During the course of debate, the view of Members was that the application should be approved subject to some changes to the list of conditions as follows:-

- deletion of the 'subject to' relating to the Highway Agency in favour of an extra condition requiring the submission of a Travel Plan and Parking Management Strategy;
- adjustment of the first condition relating to external lighting to refer to details of the pavilion and car park security lighting only;
- addition of a condition prohibiting any external lighting within the Activity Park other than security and car park lighting; and
- addition of a condition prohibiting the use of the proposed pavilion and ancillary buildings for privately hired functions.

(4) RESOLVED that permission be granted subject to conditions, covering:

- a 5 year time limit for implementation;
- the submission of a Travel Plan and Parking Management Strategy
- the development to be carried out in accordance with the permitted details;
- no 'major weekend events' to be held on site until such time as an application for such events is submitted to and permitted by the County Planning Authority;
- the submission of details of all materials to be used externally for the pavilion and ancillary buildings, and design details of the ancillary buildings;
- the submission of details of all external security lighting of the pavilion and car park;
- no lighting of the existing parks cycle/footpath or bridle way without approval;
- all external lighting within the Activity Park is prohibited other than security lights and car park lighting;
- all lighting on site, except security lighting, to be extinguished by 10pm, or 15 minutes after last use of the facility if earlier;
- details of CCTV;
- a scheme of hard and soft landscaping, its implementation and maintenance, and details of earth works and land contours;
- measures to protect trees to be retained;
- details of fencing, gates and means of enclosure, including colour finishes;
- contaminated land assessment;
- control of surface water drainage;
- limit on noise levels from public address/tannoy systems;
- details of foundation design/below ground excavations;
- implementation of a programme of archaeological work;
- development to accord with the recommendations made in the submitted Ecological Scoping Survey;
- protection of nesting birds;

- identified ecological enhancements to be incorporated into the scheme;
- the provision of car parking and access prior to occupation;
- the provision of overflow parking, should in be required;
- restrictions on hours of use of the Core Activity Park, and the pavilion and car park;
- hours of working during construction;
- construction code of practice to include measures to prevent dust etc during construction, prevention of the deposition of mud on the local highway network and details of construction methodology;
- the use of the proposed pavilion and ancillary building for privately hired functions to be prohibited;

62. Proposal SW/09/513 - New detached single storey timber clad dining hall with ramped access, playground extension and pond at lower Halstow Primary School, School Lane, Lower Halstow; Governors of Lower Halstow Primary School
(Item D6)

RESOLVED that permission be granted subject to the imposition of conditions, including:

- the standard time limit;
- the development to be carried out in accordance with the permitted details;
- the development to be constructed using the materials set out in the drawings received.

63. County matter applications
(Item E1)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils or Government Departments;
- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

KENT COUNTY COUNCIL

PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 8 September 2009.

PRESENT: Mr R E King (Chairman), Mr J F London (Vice-Chairman), Mr R Brookbank, Mr A R Chell, Mrs V J Dagger, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr J D Kirby, Mr S J G Koowaree (Substitute for Mr M Robertson), Mr R J Lees, Mr R F Manning, Mr R A Pascoe, Mr C P Smith, Mr K Smith and Mr A Willicombe

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr J Crossley (Team Leader - County Council Development), Mr R White (Transport and Development Business Manager) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

64. Minutes - 18 August 2009

(Item A3)

RESOLVED that subject to the amendment of the start time for the visit to Sevenoaks Quarry (Minute 55) being amended to 1400, the Minutes of the meeting are correctly recorded and that they be signed by the Chairman.

65. Site Meetings and Other Meetings

(Item A4)

The Committee noted that its meeting in February 2010 would now be held on Wednesday, 17 February 2010. It also agreed that the Tour of permitted development sites, previously scheduled for 24 November, would now take place on Wednesday, 16 December 2009.

66. Application CA/09/55 - Application to extend the existing Certificate of Lawful Use to include the mechanical sorting and crushing of incoming generally inert waste material to recover a greater percentage of reusable materials Rear of Kemberland, Herne Bay Road, Fox Hill, Sturry, Canterbury; Mr Martin J Thomas.

(Item C1)

The Committee agreed to the applicants' request for this item to be deferred to a future meeting of the Committee in order to enable them to complete an assessment of predicted noise levels.

67. Proposal TW/09/1033 - New Sports Hall and extended Tennis Courts at The Skinners' School, St John's Road, Tunbridge Wells; Governors of The Skinners' School

(Item D1)

(1) The views of the local Member, Mr J R Bullock were tabled and the Head of Planning Applications Group reported the receipt of a late representation from a resident in Stephen's Road together with a petition on behalf of local residents objecting to the proposed development.

(2) Mr C Woodward, a local Borough Council and Mr S Norris, a local resident addressed the Committee in opposition to the Proposal. Mr S Everson, Head Teacher at The Skinners School and Mr S Eatock from the Architects, Michael Cook Associates spoke in reply.

(3) On being put to the vote, the Head of Planning Applications Group's recommendations were unanimously agreed.

(4) RESOLVED that permission be granted to the proposal subject to conditions including covering the standard time limit; the development being carried out in accordance with the permitted details; the submission of details of all materials to be used externally; details of all external lighting; a scheme of landscaping, its implementation and maintenance, including planting to the southern and eastern site boundaries, the area between the sports hall and the southern site boundary and the southern and eastern elevations of the building; details of fencing, gates and means of enclosure, including colour finishes, fencing of the tennis courts and the area to the rear of the sports hall; kick boards surrounding the tennis courts being covered in a noise absorbing material; windows on the southern elevation not being opened and doors remaining closed when the building is in use; the noise rating level from all fixed plant associated with the sports hall not exceeding the measured background noise level (L_{A90}) at the closest residential receiver; contaminated land; details of sustainable urban drainage system; restriction on hours of use, including school and community use (0800 to 2200 Mondays to Fridays. 0900 to 1800 on Saturdays and 1000 to 1800 on Sundays); restrictions on the type of use, including school and community use; hours of working during construction; and details of a 'construction code of practice'.

68. Matters dealt with under delegated powers

(Items E1- E6)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils or Government Departments (None);
- (c) County Council developments;

- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

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KENT COUNTY COUNCIL

REGULATION COMMITTEE

MINUTES of a meeting of the Regulation Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 June 2009.

PRESENT: Mr A H T Bowles, Mr R Brookbank, Mr C J Capon, Mr I S Chittenden (Substitute for Mr S J G Koowaree), Mr H Craske, Mr A D Crowther, Mr J Cubitt, Mr W A Hayton, Mr M J Harrison, Mr R J Lees, Mr S Manion, Mr R F Manning, Mr J Ozog, Mr R A Pascoe, Mrs P A V Stockell (Substitute for Mr T Gates), Mr J Wedgbury and Mr M Whiting

ALSO PRESENT:

IN ATTENDANCE: Mr P Sass (Head of Democratic Services and Local Leadership)

UNRESTRICTED ITEMS

15. Membership

(Item 1)

The Committee noted its membership as set out above.

16. Election of Chairman

(Item 3)

RESOLVED that Mr M J Harrison be elected Chairman of the Committee.

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KENT COUNTY COUNCIL

REGULATION COMMITTEE

MINUTES of a meeting of the Regulation Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 10 September 2009.

PRESENT: Mr M J Harrison (Chairman) Mr R Brookbank, Mr C J Capon, Mr H Craske, Mr A D Crowther, Mr T Gates, Mr W A Hayton, Mr S J G Koowaree, Mr R J Lees, Mr S Manion, Mr R F Manning, Mr J Ozog, Mr J Wedgbury, Mr M Whiting and Mr A Willicombe (Substitute for Mr A H T Bowles)

ALSO PRESENT: Mr P J Homewood

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr R Gregory (Principal Planning Officer Enforcement), Mr A Goodison (Planning Contraventions Officer), Miss M McNeir (Public Rights Of Way Officer (Definition Team)) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

17. Election of Vice Chairman

(Item 3)

Mr C J Capon moved, seconded by Mr H Craske that Mr A D Crowther be elected Vice-Chairman of the Committee.

Carried unanimously.

18. Terms of Reference and dates of future meetings

(Item 4)

RESOLVED that the Terms of Reference and future meeting dates set out in the report be noted, together with the procedure rules for the various Member Panels appended to these Minutes.

19. Minutes

(Item 5)

RESOLVED that the Minutes of the Committee meetings held on 19 May 2009 and 25 June 2009 and of the member Panel held on 7 August 2009 are correctly recorded and that they be signed by the Chairman.

20. Update on Planning Enforcement Issues

(Item 6)

(1) Mr P Homewood was present for this item pursuant to Committee Procedure Rule 2.24 and spoke.

(2) The Head of Planning Applications Group introduced this item by giving a presentation on the role of the Committee in Planning Enforcement and on the work of the Enforcement Team.

(3) RESOLVED to endorse the actions taken or contemplated on the respective cases set out in paragraphs 9 to 21 of the report and those contained in the Schedules set out in Appendices 1 to 3.

21. Public Rights of Way and Village Greens

(Item)

(1) The Chairman invited the Public Rights of Way Officer to give a brief introduction on the Committee's role in respect of Public Rights of Way and Town/Village Greens.

(2) RESOLVED that the Public Rights of Way Officer be thanked for her presentation.

EXEMPT ITEMS (Open Access to Minutes)

(Members resolved under Section 100A of the Local Government Act 1972 that the public be excluded from the meeting for the following business on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 5 and 6 of Part 1 of Schedule 12A of the Act)

22. Update on Planning Enforcement issues at Deal Field Shaw, Charing

(Item 8)

(1) The head of Planning Applications Group reported on the latest enforcement position concerning the Deal Field Shaw (Shaw Grange) former landfill site, Charing.

(2) RESOLVED that the enforcement and site strategy set out in paragraphs 5 to 7 of the report be endorsed.

23. Update on Planning Enforcement issues at Four Gun Field, Upchurch

(Item 9)

(1) The Head of Planning Applications Group reported the latest enforcement strategy concerning the Four Gun Field site, Otterham Quay Lane, Upchurch.

(2) RESOLVED to endorse the enforcement strategy outlined in paragraphs 4 to 8 of the report.

24. Update on Planning Enforcement Issues at Woodgers Wharf, Upchurch

(Item 10)

(1) The Head of Planning Applications Group reported on the latest enforcement position concerning the Woodgers Wharf site, Upchurch.

(2) RESOLVED to endorse the enforcement strategy set out in paragraphs 3 and 4 of the report.

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