



AGENDA

CORPORATE POLICY OVERVIEW COMMITTEE

Thursday, 8 November 2007 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: Denise Fitch

Telephone 01622 694269

Tea/Coffee will be available 30 minutes before the meeting

Membership (15)

Conservative (10): Mr E E C Hotson (Chairman), Mr R H C Bliss, Mr R B Burgess,
Mr B R Cope, Mr J A Davies, Mr C G Findlay, Mr J E Scholes,
Mr J D Simmonds and Mr R J Parry

Labour (3): Ms A Harrison (Vice-Chairman), Mr D Smyth and Mr J I Muckle

Liberal Democrat (1): Mrs T Dean

UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

A1 Substitutes

A2 Declaration of Interests by Members in items on the Agenda for this meeting.

A3 Minutes held on 27 September 2008 (Pages 1 - 6)

A4 Dates of Meetings 2008

To note the following meeting dates. Meetings are due to start at 10:00 am and may last all day depending on the agenda

25 January 2008

27 March 2008

28 May 2008

26 September 2008

14 November 2008

B. ITEMS FOR CONSIDERATION

- B1 Financial Monitoring Report : Corporate Services 2007/08 (Pages 7 - 22)
- B2 Medium Term Plan 2008-09 and 2010-11 (Pages 23 - 48)
- B3 CED Risk Register (Pages 49 - 58)
- B4 European Affairs Update (Pages 59 - 118)
- B5 Equality Strategy (Pages 119 - 126)
- B6 Strategy for staff update (Pages 127 - 134)
- B7 Local Involvement Network in Kent (Pages 135 - 140)
- B8 KCC Health Inequalities Action Plan (Pages 141 - 180)

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (Pages 181 - 182)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Stuart Ballard
Head of Democratic Services

Wednesday, 31 October 2007

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CORPORATE POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Corporate Policy Overview Committee held at Sessions House, County Hall, Maidstone on Thursday 27 September 2007.

PRESENT: Mr E E C Hotson (Chairman), Ms A Harrison (Vice-Chairman), Mr R H C Bliss, , Mr B R Cope, Mrs T Dean, Mr J I Muckle, Mr R Parry, and Mr D Smyth.

ALSO PRESENT: Mr A King, Cabinet Member for Policy and Performance and Mr G Gibbens, Cabinet Member for Public Health

IN ATTENDANCE: Ms D Fitch, Assistant Democratic Services Manager (Policy Overview).

UNRESTRICTED ITEMS

61. Membership

It was noted that that Mr C Findlay has replaced Mr J Fullarton and Mr J Simmonds has replaced Mr A Marsh as Members of this Committee

62. Minutes

RESOLVED that the Minutes of the meeting held on 12 July 2007 are correctly recorded and that they be signed by the Chairman.

63 Matters arising

It was agreed that the minutes from meetings of this POC would be sent out to Members of the Committee for information as soon as possible in addition to being despatched with the next agenda

64. "Towards 2010"

(Item B1 – Mrs S Garton, Head of Corporate Performance, Mr R Fitzgerald (Performance Manager), Mr N Vickers (Head of Financial Services), Ms T Oliver (Head of Strategic Development Unit), Mr M Lemon (Policy Manager), Mr N Moon (Social Inclusion Officer) were present for this item).

(1) The Committee considered a report which set out the process for finalising the first *Towards 2010* Annual Report prior to approval by County Council on 18 October 2007. Included with the report were the eight corporate-related targets for Members' comment.

(2) Mr King emphasised that this was an opportunity for Policy Overview Committee Members to comment on the targets.

(3) Mr Vickers circulated additional information in relation to target 5 and explained the new procurement environment for KCC.

(4) Mrs Garton explained that a few Performance Indicators for the targets were still being developed by lead officers and that as information was collected over the next 12 months others would come on stream.

(5) Members were invited to make comments and ask questions on the targets which included the following:-

a) General

Members welcomed the targets and commended officers for doing an excellent job. It was emphasised that it was essential that the targets were both measurable and achievable. It was pointed out that five of the targets had no measurable indicators and it was suggested that the process was being done the wrong way around in that the Towards 2010 targets were set without regard to how they would be measured. It was noted that the 2010 target delivery process was only at the end of year one. Next year there would be evidence that the Cabinet Members had moved forward with the targets.

b) Target 5 – Ensure Kent County Council uses its significant purchasing power to allow fair and open competition

- It was agreed that a presentation would be given at a future meeting of the POC on KCC's new procurement framework.
- It was confirmed that the "VFM Price Book " was work to benchmark the quality and unit price of 21 services across the 14 Councils in Kent.
- Consideration should be given to the significant bearing that Small/Medium Industries could have on Rural post offices being kept open.
- In response to a question on whether we were able to exert influence to ensure that local jobs go to local businesses, Members were informed that as every contract over £8,000 needed three competitive tenders and a large amount of liability insurance was required it was difficult to do this.
- It was suggested that Members should be made aware of contentious issues arising from KCC's market regulator role. Further consideration would be given at the next agenda discussion meeting as to whether to establishing a sub group of this Committee to have an overview of KCC's market regulator role.

c) Target 8 - Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy

- It was noted that KCC did not make investment in the Film and Television Board (other than cost of meetings). The Kent Development Fund was something which KCC was hoping to develop with partners like SEEDA so that in future KCC could attract more film and television investment into Kent. There was currently not a Development Fund.
- It was agreed that mention would be made of the important role of Maidstone studios
- In future, KCC would try and obtain written agreement where possible for KCC's investment to be mentioned in the credits for films and TV programmes that used the film offices services.

d) Target 9 - Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits

- The people element should form part of the measurable indicators for this target
- It was difficult to balance the effects of encouraging people to take up benefits that they were entitled to and moving people away from dependency on benefits
- It was noted that the Kent NOW programme was aimed at supporting recipients of incapacity benefit to return to work

e) Target 21 - Launch and market a new website, "*What's on in Kent?*", that will list sports and leisure activities and local organisations for all age ranges in the county.

- noted

f) Target 24 - Find new and innovative ways of communicating with the public, including trialling webcast TV

- It was noted that a paper on the appointment of community representatives to Kent TV's Board of Governors would be considered at the first meeting of the Board in November.
- It was important to ensure that Kent TV looked at issues impartially as they related to the people of Kent and avoided party politics
- Consideration should be given to allowing Members to have an electoral division page.
- Although the viewing figures could be broken down into locality it was not possible to use this to get information on the demographic make up of the audience.

g) 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

- The involvement of Lloyds pharmacy in the Ashford and mobile gateway was as a free pilot offered by the company
- In relation to the mobile gateways, adequate publicity in the local areas that they visit was essential. Also consideration should be given to how they could assist with the provision of post office services in rural areas.

h) Target 48 - Increase opportunities for everyone to take regular physical exercise & 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

- It was agreed that Members would receive more information on School Playing Fields and their informal use by their communities outside of school hours, especially how security measures taken by schools could hinder this.
- It would be helpful to have figures for GP referrals.

- In relation to encouraging cycling in rural areas, Ashford had a good cycle route network whereas Maidstone did not, more should be done to address these differences in facilities

i) 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

- noted

(6) RESOLVED:- That comments and responses to question from Members on the Towards 2010 targets that came within the remit of this Committee be noted.

65. Response to the questionnaire on Overview Committees

(1) Mr King introduced the paper from the Leader which gave his response to the questionnaire of all Policy Overview Committee Members. Mr King stated that Cabinet Members wanted to improve and develop their dialogue with Policy Overview Members and to develop a stronger partnership with them. There should be a balance between questioning and challenging Cabinet Members who should be able to have the backing of their Departmental officers. This was an important partnership. He believed that none of the Policy Overview Committees had fully explored all their powers and this was a matter for Policy Overview Members. He re affirmed that Cabinet Members or Lead Members would attend Policy Overview Committee meetings and be held accountable and would take the lead in responding to Members with officer support..

(2) Members made the following comments:-

- Good Chairmanship was essential. All POC Chairman should receive Chairmanship training.
- Officers should assume that Members had read the report and therefore there was no need for them to give a summary of it at the meeting
- Question time at POC's and setting agenda meeting a year in advance was welcomed
- It was good to see that POC's were now taking on a scrutiny role as well
- An informal meeting between the Chairman, Vice-Chairman and Liberal Democrat Spokesman to discuss the powers of POC's was welcomed.
- Cabinet Members should invite POC's to comment on policy documents/strategies prior to them being approved.

(3) RESOLVED:- That the comments made by Members on the Leaders report be noted.

Chairman

Date 8 November 2007

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Item B1

By: Andy Wood, Head of Financial Management
To: Corporate Policy Overview Committee – 8 November 2007
Subject: Financial Monitoring Report: Corporate Services 2007/08
Classification: Unrestricted

1. Introduction

- 1.1 This report is the first of what will be a regular report to this Committee on the forecast outturn against budget for the Chief Executive's Directorate and the Financing Items budget.

2. Background

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

a) Budget Monitoring reports

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

b) Performance data

This will be reported at least half-yearly to this Committee

c) Outturn report

Effectively an amalgam of the above two reports, the outturn report will summarise both the financial and performance information for the whole of the preceding year

- 2.2 Armed with the above, the POCs will be in a stronger position to question and comment on the future budget and medium term proposals, as they will be asked to do at the November and January meetings.

3. First Quarter monitoring report

3.1 Attached are the monitoring reports for the first quarter. The main points to highlight are:

a) Chief Executive's Directorate (Appendix 1)

Compared to service directorate budgets, the CED budget is relatively low risk. There are not large demand-led budgets that can change significantly in-year, although large parts of the Legal Services, ISG and P&D budgets are reliant upon income from our own service directorates, schools and external customers. The service levels provided by that income are generally agreed as part of the annual budget process, and while there will always be in-year variations, they are normally managed without problems. The annex to this report shows that there are no major forecast variations from budget at this stage.

On the capital programme expenditure, the only significant variation is an underspend by Commercial Services, as they continue their strategy to lease vehicles rather than purchase them. On the capital funding, we are closely monitoring the delivery of capital receipts, upon which a significant element of our capital programme is dependant.

b) Financing Items (Appendix 2)

The net budget on this is large; £96m. However, the net debt charge (i.e. the sum we have to pay against our outstanding borrowing) and interest received budget is £97m, against which we are forecasting an underspend of £1.3m, mainly due to increased interest income received as the bank base rate is likely to be, on average, above the budgeted rate. The other forecast variation, an overspend of £250k, is a consequence of a delay in letting a contract for outdoor advertising. The attached annex provides the breakdown of the budget and forecast outturn for the Financing Items budget.

4. Recommendations

4.1 Members of the POC are asked to note the projected outturn figures for the directorate as at the first quarter

Andy Wood
Head of Financial Management
Ext. 4622

Background documents: Cabinet 17 September, Item 3, Revenue and Capital Budgets, key activity and risk monitoring

CHIEF EXECUTIVES DIRECTORATE SUMMARY

JULY 2007-08 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- This quarter cash limits have been adjusted to reflect a number of technical adjustments to budget, including an increase of £0.610m due to the apportionment of the e-recruitment saving to other directorates and the addition of £0.255m of roll forward from 2006-07, as agreed by Cabinet on 16 July 2007.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Public Health portfolio							
Kent Department of Public Health	250	0	250	-50	0	-50	R/fwd to support promotion activities in 2008-09
Corporate Support portfolio							
Personnel & Development	10,075	-3,941	6,134	-79	4	-75	Delayed start to Health Checks
Business Solutions & Policy (inc Information Systems)	21,442	-5,782	15,660	925	-925	0	
Democratic Services	4,091	-93	3,998	27	-27	0	
Legal	4,546	-4,853	-307	864	-864	0	
Corporate Management & Strategic Development	2,725	-250	2,475	-52	52	0	
Dedicated Schools Grant	0	-2,789	-2,789	0	0	0	
Total CS&H	42,879	-17,708	25,171	1,685	-1,760	-75	
Policy & Performance portfolio							
Policy & Performance	1,840	-209	1,631	168	-168	0	
Kent Partnerships & Kent Works	368	0	368	79	-79	0	
International Affairs Group	375	-77	298	151	-151	0	
Corporate Communications	1,506	-92	1,414	2	-2	0	
Total P&P	4,089	-378	3,711	400	-400	0	

Finance Portfolio						
Strategic Management	1,619	-110	1,509	59	-59	0
Finance Group	8,373	-3,320	5,053	-7	7	0
Property Group	17,499	-10,995	6,504	0	0	0
Total Finance	27,491	-14,425	13,066	52	-52	0
Total Directorate Controllable	74,709	-32,511	42,198	2,087	-2,212	-125

1.1.3 Major Reasons for Variance: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

N/A

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
		+0			-0

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTFP:

N/A

1.1.6 Details of re-phasing of revenue projects:

Public Health: -£50k will need to be re-phased into 2008/09 to help fund the continued support and promotional activity within the Kent Department of Public Health to successfully promote healthy living for Kent's residents.

Personnel: -£75k will need to be re-phased into 2008/09 as there was a delayed start to the Health Checks programme resulting in part-year costs in 2007/08 and 2008/09.

Corporate Support: Although the portfolio is currently forecasting a breakeven position, this excludes the Home Computing Initiative which, due to the accounting treatment, will require a scheduled overspend of £263k to roll forward into 2008/09 to be met from staff salary deductions.

1.1.7 Details of proposals for residual variance:

N/A

1.2 CAPITAL

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

Cash limits have been adjusted this quarter to reflect:

	2007-08 £000s
<u>Corporate Support portfolio:</u>	
▪ Roll forward of the re-phasing from 2006-07	351
 <u>Policy & Performance portfolio:</u>	
▪ Roll forward of the re-phasing from 2006-07	34
▪ Virement of Small Community Capital Grant budget to the Environment, Highways & Waste portfolio	-28
 <u>Finance portfolio:</u>	
▪ Roll forward of the re-phasing from 2006-07	1,061

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

	Prev Yrs Exp	2007-08	2008-09	2009-10	Future Yrs	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Support Portfolio						
Budget	2,680	3,644	4,757	1,239	497	12,817
Additions:						
- roll forward		351				351
-						0
Revised Budget	2,680	3,995	4,757	1,239	497	13,168
Variance		-93	93	0	0	0
split:						
- real variance		0	0	0	0	0
- re-phasing		-93	+93	0	0	0
Policy & Performance Portfolio						
Budget		500	500			1,000
Additions:						
- roll forward		34				34
- virement of SCCG budget		-28				-28
-						0
Revised Budget	0	506	500	0	0	1,006
Variance		0	0	0	0	0
split:						
- real variance		0	0	0	0	0
- re-phasing		0	0	0	0	0
Finance Portfolio						
Budget	1,103	5,466	4,344	4,079	9,185	24,177
Additions:						
- roll forward		1,061				1,061
-						0

Revised Budget	1,103	6,527	4,344	4,079	9,185	25,238
Variance		-1,496	0	0	0	-1,496
split:						
- real variance		-1,496	0	0	0	-1,496
- re-phasing		0	0	0	0	0
Directorate Total						
Revised Budget	3,783	11,028	9,601	5,318	9,682	39,412
Variance	0	-1,589	93	0	0	-1,496
Real Variance		-1,496	0	0	0	-1,496
Re-phasing		-93	+93	0	0	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2007-08 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- projects at initial planning stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the initial planning stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme £'000s	Approval to Spend £'000s	Approval to Plan £'000s	Initial Planning Stage £'000s
	Overspends/Projects ahead of schedule					
			+0	+0	+0	+0
	Underspends/Projects behind schedule					
FIN	Commercial Services Vehicles, Plant & Equipment	Real	-1,496			
			-1,496	-0	-0	-0
			+1,496	+0	+0	+0

1.2.4 Projects re-phasing by over £1m:

N/A

1.2.5 Projects with real variances, including resourcing implications:

Finance Portfolio

An underspend of -£1,496.1k on Commercial Services Vehicle, Plant & Equipment replacement is largely due to continuing the trend adopted last year of leasing vehicles rather than purchasing outright. This will be matched by a reduced contribution to their Renewals Fund.

After allowing for this funding issue there is no underlying variance.

1.2.6 General Overview of capital programme:

(a) Risks

N/A

(b) Details of action being taken to alleviate risks

N/A

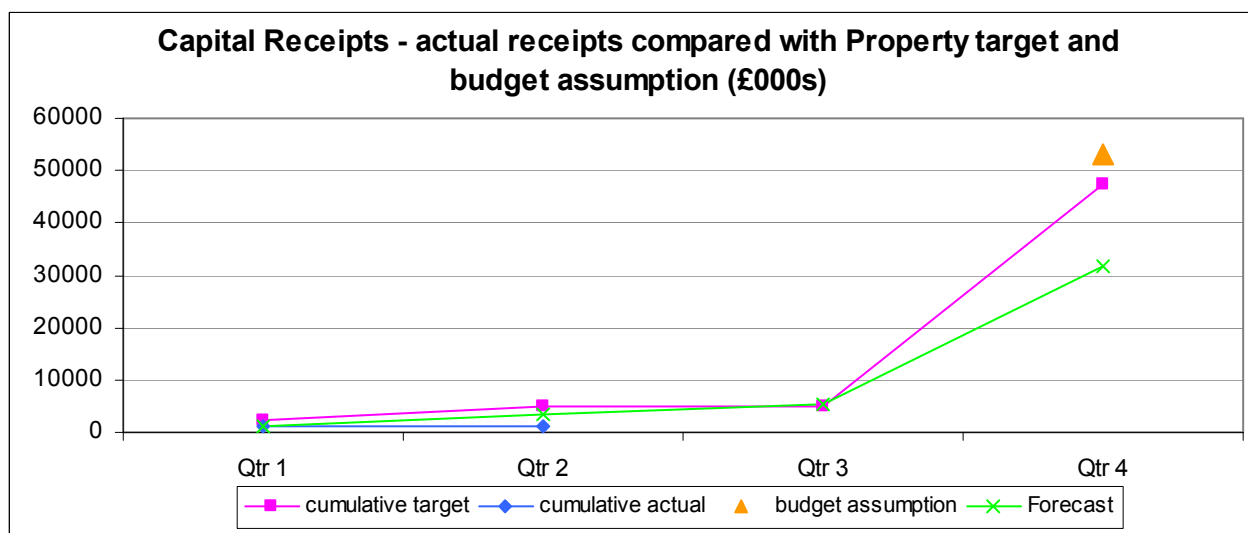
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts – actual receipts compared to budget profile:

	2007-08			
	Budget funding assumption £000s	Cumulative Target profile £000s	Cumulative Actual receipts £000s	Forecast receipts £000s
April - June		2,150	1,148	1,072
July - September		4,929	**1,148	3,314
October - December		4,929		5,444
January - March		47,359		31,540
TOTAL	*52,958	47,359	1,148	31,540

* figure updated from 2007-08 budget assumption to reflect roll forward from 2006-07

**actuals to 31 July 2007



Comments:

- The gap shown in the graph between the budget assumption and the Property target is due to a timing issue. The capital receipts need to be looked at over the three year span of the Medium Term Plan (MTP), in conjunction with the funding assumption, as shown in the table below.
- If a reasonable level of capital receipts is not achieved this financial year there is also a risk that the 5% top slice on those actually achieved will be insufficient to meet the capitalised revenue costs of Property Group's disposal activity, creating a pressure upon Property Group's revenue budget.
- With the high percentage of the current year's receipts forecast to be delivered in the final quarter, there is an obvious risk that the actual receipts banked by 31 March 2008 are lower than projected. This could have to be compensated by short term borrowing.

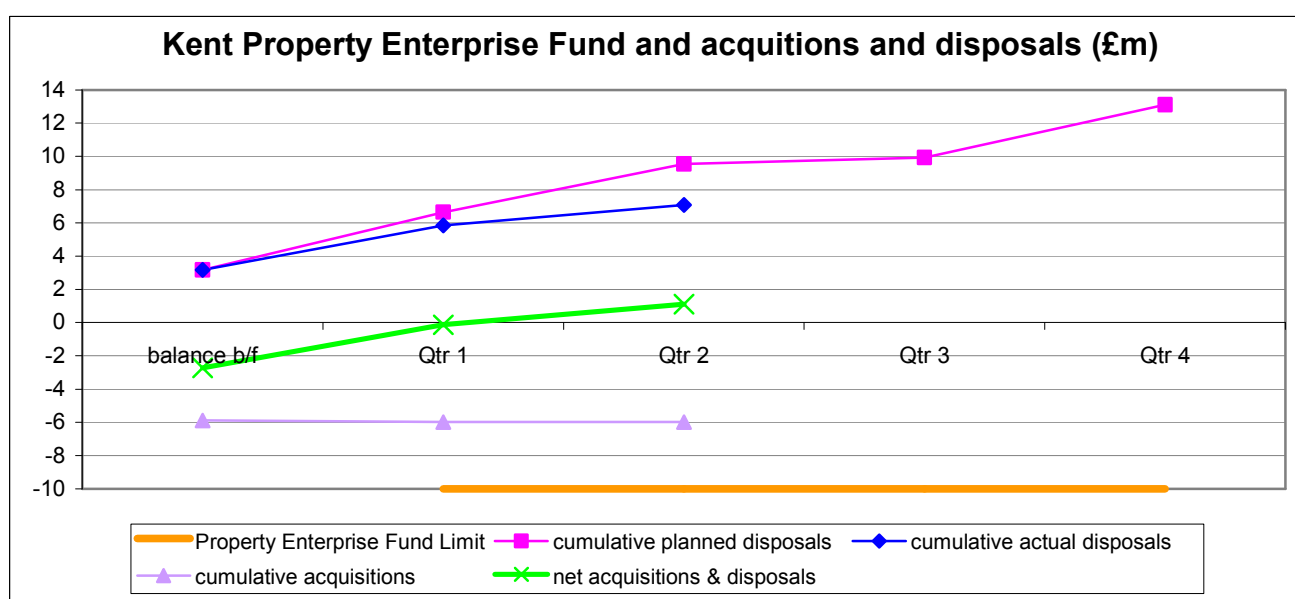
	2007-08 £'000	2008-09 £'000	2009-10 £'000	Total £'000
Capital receipt funding per 2007-10 MTP	47,973	71,943	50,424	170,340
Capital receipt roll forward changes	4,985	-10	-10	4,965
	52,958	71,933	50,414	175,305
Property Group's forecast receipts	31,540	54,725	22,800	109,065
Receipts banked in previous years for use	2,208	256		2,464
Receipt funding from other sources	1,782	1,500	4,500	7,782
Potential Surplus\Deficit (-) Receipts	-17,428	-15,452	-23,114	-55,994
Sites identified by Directorates for Property to work up for disposal*				57,800
Overall Potential Surplus				1,806

* Timescale for delivery uncertain until worked up by Property Group

2.2 Capital Receipts – Kent Property Enterprise Fund:

	<i>Kent Property Enterprise Fund Limit £m</i>	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisition s (-) £m	Cumulative Net Acquisition s (-) & Disposals (+) £m
Balance b/f		3.173	3.173	-5.888	-2.715
April - June	-10	6.655	5.847	-5.983	-0.136
July – September *	-10	9.540	7.093	-5.983	1.110
October - December	-10	9.938			
January - March	-10	13.122			

* reflects position to the end of July



Comments:

- County Council approved the establishment of the Property Group Enterprise Fund, with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
 - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
 - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

Any temporary deficit will be offset as disposal income from assets is realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

Balance brought forward

In 2005-06, £0.541m of capital receipts were realised from the disposal of non-operational property. The associated disposal costs of £0.054m were funded from these receipts, leaving a balance of £0.487m available for future investment in the Kent Property Enterprise Fund. In 2006-07, £2.632m of capital receipts were realised from the disposal of non-operation property giving a balance of £3.173m for investment. The Fund was used to acquire land at Manston Business Park, which together with the acquisition and disposal costs in the year totalled £5.834m, leaving a deficit of £2.715m to be temporarily funded from the £10m borrowing facility.

Planned Disposals

At the start of 2007-08 Property Group identified £9.949m worth of potential non-earmarked receipts to be realised this financial year.

Disposals to date this year have been encouraging but there are signs that the market is hardening, potentially affecting the ability to achieve the £9.949m. A review of the target will be undertaken following a planned September auction.

Actual Disposals

As at the end of July 2007 the Fund had realised £3.92m of capital receipts this financial year through the sale of 27 non-operational properties.

Acquisitions

At present there are no committed acquisitions to report.

Other Fund Commitments

The 2007-08 revenue budget includes income of £3.3m of receipts to be generated by the Fund in the current year.

The Fund has been earmarked to provide funding of £5.2m for the Eurokent Access Road scheme in Ramsgate, Thanet.

FINANCING ITEMS SUMMARY

JULY 2007-08 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- This quarter cash limits have been adjusted to reflect a number of technical adjustments to budget, including the apportionment of £0.596m of the provision for Kent Scheme revision to service portfolios and the addition of £0.512m of roll forward from 2006-07, as agreed by Cabinet on 16 July 2007.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Corporate Support portfolio							
Contribution to IT Asset Maintenance Reserve	2,433		2,433			0	
PFI Grant		-683	-683			0	
Total Corporate Support	2,433	-683	1,750	0	0	0	
Finance Portfolio							
Insurance Fund	3,479		3,479			0	
County Council Elections	255		255			0	
Workforce Reduction	1,463		1,463			0	
Environment Agency Levy	331		331			0	
Joint Sea Fisheries	252		252			0	
Audit Fees & Subscriptions	800		800			0	
Interest on Cash Balances / Debt Charges	103,948	-6,297	97,651	-609	-700	-1,309	debt restructuring & increased base rates
Contribution from Commercial Services		-5,010	-5,010		250	250	delay in letting outdoor advertising contract
Public Consultation	100		100			0	
Provision for Kent Scheme Revision	18		18			0	
Local Priorities	682		682			0	
Local Scheme spending recommended by Local Boards	764		764			0	
Local Boards - Member Community Grants	38		38			0	

Transferred Services Pensions	22		22			0
PRG & Capital Reserves		-2,159	-2,159			0
Income from Kings Hill		-1,000	-1,000			0
LABGI income		-3,200	-3,200			0
Margate's Big Event	10		10			0
Kent Celebration of Youth Event	5		5			0
Total Finance	112,167	-17,666	94,501	-609	-450	-1,059
Total Controllable	114,600	-18,349	96,251	-609	-450	-1,059

1.1.3 Major Reasons for Variance: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

1.1.3.1 Financing Costs:

Interest on Cash Balances

- There have been 2 base rate rises since the budget was set and market pessimism persists making investment returns higher than originally forecast.
- Longer term callable deposits have been restructured to give an improved interest return.
- Balances have increased with the receipt of grants earlier than we had profiled at the time of setting the budget.

Debt Charges

- No new borrowing has yet been taken in 2007-08 thereby saving against interest costs.
- Restructuring of £144.1m of existing debt has made further savings against the budget.

1.1.3.2 Commercial Services:

Due to delays in letting the contract for outdoor advertising and sponsorship, we will not achieve all of the expected £500k in the current year.

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
FIN	Commercial Services - delay in letting outdoor advertising contract	+250	FIN	savings resulting from debt restructuring and higher investment income due to cash balances and increased interest rates	-1,309
		+250			-1,309

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTFP:

N/A

1.1.6 Details of re-phasing of revenue projects:

N/A

1.1.7 Details of proposals for residual variance:

N/A

1.2 CAPITAL

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

N/A

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Item No. B2

By: Peter Gilroy, Chief Executive
Andy Wood, Head of Financial Management

To: Corporate Policy Overview Committee – 8 November 2007

Subject: Medium Term Plan 2008-09 TO 2010-11

Classification: Unrestricted

Summary: To update the Committee on the Autumn Budget Statement report to Cabinet on 17 September 2007 and any later announcements by Government departments. In addition, to provide Members of the Committee with an opportunity to consider suggested service pressures and to develop savings proposals for the Directorate.

1. Introduction

- 1.1 The Autumn Budget Statement (ABS) report by the Leader, Cabinet Member for Finance, Chief Executive and Director of Finance to Cabinet on 17 September 2007 set out the national and local context for KCC's medium term plan (MTP) for the period 2008-09 to 2010-11.
- 1.2 This report expands on that report, updates for the latest developments since the ABS, looks in more detail at specific elements in the directorate medium term plan, and invites Members to make proposals for the services provided by Chief Executive's Directorate.

2. Background

- 2.1 This paper summarises the current budget position for 2008-09 and is based on submissions to Corporate Finance as part of the Medium Term Plan process. Indicative cash limits for 2008-09 and 2009-10 were approved by County Council in February 2007 in the MTP for 2007-10. These figures are being updated for known changes such as transfers of activities or staff between portfolios, Comprehensive Spending Review 2007 and the forthcoming local government finance settlement, expected in late November or early December. This gives Members a starting point to review the 2008-11 MTP.
- 2.2 The indicative cash limits are consequently under review given we are due to move into a relatively fixed three year settlement for local government funding.
- 2.3 The outcomes of the discussions at this meeting will feed into the continuing MTP process, of which the key dates are:

Provisional grant settlement	late November / early December
Update on provisional settlement	3 December Cabinet (if available)
Chancellor's pre-budget report	mid December (best guess)

Draft budget proposals released	21 January 2008
Corporate Services POC	25 January 2008
Cabinet	6 February 2008
County Council	19 February 2008

Further information on the budget timetable, as appended to the Autumn Budget Statement, is attached at Appendix 4 for further information.

To help inform the discussions, there is also a directorate budget monitoring report on this agenda, as there will be in January, and on a regular basis thereafter.

3. Latest Developments: National Context

- 3.1 There are a number of national factors to take into account.
- 3.2 The Government's Comprehensive Spending Review 2007 was published on 9 October 2007 and sets out national spending plans for the next three years, 2008-11.
- 3.3 The Chancellor's Pre Budget Report was announced the same day and sets out some further detail.
- 3.4 We are now working on assumptions for 2008-09 onwards which take into account the outcomes from those announcements, whilst awaiting the detail of the local government finance settlement which is still to come. There are no significant changes to our budget assumptions which were set out in the Autumn Budget Statement in September. Key assumptions remain:
 - No increase in government formula grant
 - Council tax increase limited to a maximum of 5% per annum
 - The option to raise a precept on the business rate

4. Chief Executive's Directorate Priorities for the Medium Term Plan

- 4.1 The overall direction for the CED directorate is now well established, and attached at Appendix 1 is a copy of the current Medium Term Service Priorities for CED, which will shape our contribution to Section 3 of the Medium Term Plan.
- 4.2 Members will appreciate, from the information in paragraphs 3 above, that the financial framework for the medium term will be very tough for all Directorates and comes at a time when demand for services has never been higher, both because more people need services and because of greater public expectations.
- 4.3 Whilst the Directorate is implementing modernisation changes that will increase efficiency and effectiveness, there does need to be awareness of the need to consider some potentially difficult decisions affecting the directorate in the medium term

4.4 Areas of spending priority for which significant additional funding is suggested are as follows:

Pay; £1,129k in 2008/09 – this reflects a provision for the 2008 pay award

Gateway; £500k across the 3 years – the current capital funding will provide for 8 Gateways across the County, and a further bid for capital will provide for a further 3 by 2012.

Debt servicing to support capital investment; £282k - this sum reflects the decision by CED to fund capital investment from within the CED revenue budget. The majority of this relates to the WAN / LAN network improvements

Financing Costs; £9,541k – this reflects the expected cost of repaying new borrowing required to fund the existing approved capital programme. Any changes to the borrowing requirement as a result of changes to the approved capital programme will impact on this pressure

Strengthening Communication; £175k – this reflects an intention to ensure all of Kent’s residents have access to knowledge, news and information about the Council and its services, via the whole range of available media.

4.5 The position can be summarised as follows:

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Existing pressures in published MTP 2007-2010			
Pay	1,129	863	
Prices	406		
Legislative	180		
Demand	8	100	
Towards 2010	450	350	
Service Improvements	9,905	15,063	
New pressures			
Pay			2,880
Prices			
Legislative	-90		
Demand			-63
Towards 2010*	-200	-100	200
Performance Reward Grant	-1,590	-231	1,821
Service Improvements	130		8,500

* Targets and funding transferred to CF&EA Portfolio

More detail is provided in Appendix 2.

4.6 The Comprehensive Spending Review 2007 confirmed Government’s expectation of a 3% efficiency saving per annum for each of the next three years for local government budgets. The detail of the efficiency target is still

being worked through but, broadly, is expected to be based on gross budgets (with a few minor exceptions). If applied strictly across the board, that would mean an annual efficiency saving of £5.7m per annum (£17.1m cumulatively) for the portfolios covered by this committee.

- 4.7 The POC is asked to prioritise the functions and budget that it has oversight of and indicate what types and areas of savings, broadly, might be achievable and acceptable, if there were a savings requirement on the gross budget of:

1%; which equates to £1.9m, then a further £1.9m in 2009/10 and a further £1.9m in 2010/11

2%; and

3%;

To assist and remind Members of the current position, the current budgets for the functions they have oversight of are attached at Appendix 3 to this report. The appendices are copies of the relevant pages from the approved annual operating plans

5. Recommendation

Members are asked to:

- a) note the national and local context within which this MTP will be set.
- b) scrutinise the pressures attached to this report
- c) identify and express their relative priorities for services and to indicate, broadly, areas and types of savings and efficiencies that they consider could be realistically be achieved.

Draft Submission for Section 3 of the Medium Term Plan

3.13 PUBLIC HEALTH

In progressing towards the MTP priorities listed by theme in Section 1, the following service-specific objectives and priorities demonstrate how the Portfolio will focus activities and continue to deliver core services to the highest standard possible.

3.13.1 Overall objectives of the Portfolio

- To provide strategic leadership in tackling the public health issues in the County, in partnership with the NHS;
- To influence the strategies and plans of Kent County Council, all Local Government, NHS, Public Sector and Voluntary Health Sector Organisations with a view to contributing to the improvement of health and reducing health inequalities;
- To build on existing partnerships with district councils and the voluntary sector to support the delivery of health improvement outcomes especially through the Local Area Agreements (Kent Agreement Outcome 16 - To promote the health of Kent's residents and reduce health inequalities by addressing variations in health across the County);
- Ensure co-ordination of Choosing Health activity across NHS and KCC and monitor progress. Lead on monitoring and performance management of Public Health targets in "Kent Agreement";
- Identify key public health priorities and targets for the Kent Agreement;
- Progress work on the portfolio specific and relevant cross cutting targets in the "Towards 2010" plan;
- To highlight and mainstream good practice across all organisations and agencies throughout Kent.

3.13.2 Medium Term Service Priorities

- To promote the concept of healthier living in Kent and highlight the effect of obesity by taking forward the recommendations arising out of the Kent County Council Obesity Select Committee completed during the latter part of 2006;
- To promote a greater awareness of the effects of drugs and alcohol on the health of people by establishing an Informal Members Group to review the studies carried out elsewhere within the Country and advertise that at a seminar(s) involving businesses from all sectors of the community;
- To underpin County Council awareness of the issues surrounding Public Health by working with Directorates and Cabinet Members on all issues concerning Public Health and provide clarity about current public health activity;
- To establish a Public Health Team, Public Health Observatory and Public Health Partnership Board (for the latter involving representatives from the NHS, KCC, Kent district councils, Voluntary Organisations and relevant local businesses) to ensure all aspects of Public Health are the subject of

- discussion leading to the production of a Public Health Strategy and Annual Public Health Plan;
- To work with colleagues in the NHS, Voluntary Organisations and District Councils with a view to ensuring Local Involvement Networks are established throughout Kent on a local basis to replace the Patient & Public Involvement Forums which are due to cease at the end of 2007;
 - To ensure that an external body is commissioned to undertake an annual-for-three-years independent evaluation of the Public Health Department;
 - To assist the transfer of resources from the acute sector into preventative services through the Local Delivery Plan process.

3.13.3 Risk Assessment

The Key Risks to the work carried out within the Public Health Directorate are:

- The establishment of a Public Health Directorate is to enable clarity of functions between KCC and PCT's. As such the Directorate is working at the cutting edge;
- The raising of public expectations needs to be handled very carefully about what can be achieved;
- Different styles of management and administration between the three partners;
- The Directorate has extremely limited funds and thus can only encourage and initiate rather than arrange and fund. Any ideas or concepts must therefore be funded from elsewhere, bringing with it the need to liaise very closely with a range of partners to ensure commitment to any scheme;
- Financial issues for both the NHS and the County Council which could affect the delivery of joint plans;
- Loss of focus on outcomes.

3.14 CORPORATE SUPPORT

In progressing towards the MTP priorities listed by theme in Section 1, the following service-specific objectives and priorities demonstrate how the Portfolio will focus activities and continue to deliver core services to the highest standard possible.

3.14.1 Overall Objectives of the Portfolio

The overall objective of the portfolio is the continued provision of efficient services in support of the democratic process and of the front-line business of the service portfolios.

For Corporate Support the key objectives are focussed upon:

- Delivering KCC's Strategy for Staff, refocusing elements when appropriate to support the delivery of excellent front line customer services to the people of Kent;
- Working collaboratively with the business to deliver value for money ICT products and services that enable KCC to better serve the people of Kent;

- Offering advice and guidance on the use of Information Technology to maximize the business benefits of current systems and support the delivery of new products and services;
- Supporting the democratic process by providing a comprehensive legal, Member support and secretariat service in all areas of the council's business.

3.14.2 Medium Term Service Priorities

- Ensure the successful implementation of the "Towards 2010" initiatives delegated to the portfolio;
- Assist with work on "The Kent Agreement" targets;
- Providing across the organisation a robust, agile and modern ICT environment capable of supporting the organisation going forward, providing a platform for real service modernisation;
- The use of ICT infrastructure to free up staff through greater flexibility and innovation leading to more devolution and empowerment to the appropriate level within the organisation, and automating routine tasks;
- Delivery of open access to services and information for Members, staff, partner agencies and citizens while maintaining tight security standards;
- Delivery of access to the most effective technology while driving down total technology costs;
- Underpin KCC's programme of efficiency review and organisational change through working with Directorates to enable the migration of services to electronic service delivery (via the web etc), building on process improvements delivered through the value for money programme;
- Expanding the capability of ICT systems and supporting innovative and modern flexible working practices such as wireless networking, remote access and home working is a key priority;
- The potential and capabilities of ICT are being fully developed and exploited across KCC to help drive forward change and transformation.
- Provide proactive legal advice and representation to staff in all directorates;
- Co-ordinate our compliance with the Data Protection and Freedom of Information Acts;
- Develop HR systems and procedures that enhance and support directorate priorities;
- Deliver the workforce development strategy that will identify future leadership potential and meet the business needs of the future;
- Contribute to the organisation retaining its 4 star CPA rating;
- Embed into the organisation valued management development programmes;
- Integrate the Payroll and Shared Services processes to enhance personnel services and achieve savings targets;
- Maximise opportunities to generate new (external) income.

3.14.3 Risk Assessment

The most significant risks faced by the Portfolio are:

- Increasing demand for IT services in response to the modernisation agenda;

- Ability to retain flexibility to respond to both increases and decreases in demand from service directorates without disproportionately increasing costs or exposure to future costs;
- Renewal of the WAN /LAN contract.

3.15 POLICY AND PERFORMANCE

In progressing towards the MTP priorities listed by theme in Section 1, the following service-specific objectives and priorities demonstrate how the Portfolio will focus activities and continue to deliver core services to the highest standard possible.

3.15.1 Overall Objectives of the Portfolio

The policy and performance function provides the County Council with the strategic capacity to ensure it continues to be a high performing organisation with a relentless focus on service delivery, service improvement and in putting the customer first, all of which requires robust internal performance management and policy co-ordination. The portfolio is focused on challenging the status quo as a means of driving change and securing the best for Kent residents by influencing the national political agenda.

The Kent Partnership is grouped with this portfolio for business purposes and the work of both units is jointly co-ordinated.

Thus, key objectives include:

- Providing the corporate policy framework to guide long-term change within the Authority in order to deliver political and policy objectives;
- Through dynamic public policy support, ensuring the development and implementation of UK and European legislation in the interest of Kent's residents and businesses;
- Continuing to deliver a robust performance management framework to underpin and sustain the excellence status of KCC in service delivery;
- Ensuring policy co-ordination within the Authority and between its local, District, County, Regional and national partners;
- Securing new levels of enhanced partnership working to deliver corporate objectives;
- Maximising the benefits to Kent of the County Council's European and international work;
- Promoting understanding of KCC and its role and services among Kent residents and increase awareness of the reputation of KCC as an excellent authority amongst Kent and national organisations and key influencers.

3.15.2 Medium Term Service Priorities

Fundamental change for the County Council during the lifetime of this plan is inevitable. This will be particularly so with the publication last year of the Local Government White Paper and the Lyons Inquiry into Local Government heralding future legislative changes for local government. Such inevitable change will be reinforced by the conclusion of the Government's Comprehensive Spending Review 2007 (CSR07) that will lead to increased

fiscal constraint for local government. Thus, the portfolio has the following priorities:

- Give support, intelligence and guidance to senior Members and officers in shaping KCC's response to the White Paper and future local government legislation;
- Provide high level policy capacity across the county council, identifying and understanding the new challenges facing Kent and stimulating thinking to develop new ways of delivering improved services;
- Maximise the benefits of the intelligence-led corporate policy formulation capacity of the County Council;
- Bind the work of partners into co-ordinated joint action on behalf of the communities of Kent to influence both Government and those who influence Government to support key Kent policies and programmes;
- Initiate and guide joint action by the public, private, voluntary and community sectors to deliver the key corporate policy objectives in the "Vision for Kent", "Towards 2010", "The Kent Agreement" and Annual Plan;
- Strengthen the community leadership role of the County Council through the Kent Partnership and the delivery of the Supporting Independence Programme;
- Co-ordinate and support the work of the Kent Public Service Board in their work to improve local services and secure cost efficiencies to be reinvested in frontline service;
- Drive and support the Localism agenda including delivering the outcomes from the Informal Member Group – Going Local;
- Develop and undertake a programme of consumer monitoring through the Kent Residents' Panel, Best Value Performance Monitoring survey work and other forms of consumer intelligence feedback as a key feedback loop into service improvements;
- Give leadership and support to the consultation and community engagement processes across KCC;
- Co-ordinate critical monitoring reports for the "Towards 2010" targets;
- Create an action plan to take forward "Preparing for Employment" in "Towards 2010" to incorporate Kent Works and other work streams within CFE.
- Progress work on "The Kent Agreement" targets;
- Pursue Supporting Independence Programme priorities and work with relevant units and partners to embed the principles of SIP across the portfolio;
- Manage the annual unit Business Planning process across KCC;
- Prepare the Annual Plan;
- Contribute to national activity such as the LAA Performance Management Framework; CPA development;
- Ensure preparation for CPA in order to maintain 4 star status;
- Continue to lead and develop KCC's and Kent's participation in the EU Interreg IV programmes; franco-british cross-border programme (IVA); transnational co-operation programme (IVB); and inter-regional co-operation programme (IVC);
- Maximise the uptake of European funding to support the work of KCC directorates and partners in Kent.

3.15.3 Risk Assessment

The key risks to manage are:

- The failure of KCC to retain its CPA excellent score and subsequent impacts on reputation, freedoms and flexibilities, staff morale and ultimately on service delivery;
- The effect of legislative and Government inspired changes on the health and function of the county council arising from the Local Government White Paper, Lyons Inquiry and CSR07;
- Reduction of European funds coming into Kent.
- Underperformance on “The Kent Agreement” leading to smaller financial rewards than anticipated as well as loss of reputation;
- Potential failure to negotiate and agree the second Local Area Agreement (LAA) by March 2008.

3.16 FINANCE

In progressing towards the MTP priorities listed by theme in Section 1, the following service-specific objectives and priorities demonstrate how the Portfolio will focus activities and continue to deliver core services to the highest standard possible.

3.16.1 Overall Objectives of the Portfolio

The overall objective of the portfolio is to manage the corporate finances of the Authority and to provide a property strategy to support the delivery of KCC’s business.

For the Finance Portfolio the key objectives are focussed upon:

- Participate in the development of both service and corporate policy and provide a lead role in the development of medium term planning;
- Develop a strategic approach to demonstrating value for money in the delivery of the council’s services;
- Develop an excellent finance function through staff development and performance management;
- Continue the excellent performance of the in-house treasury management function to reduce borrowing costs and increase investment income;
- Promote proactive approaches to risk management across the council;
- Optimise external funding;
- Improve Kent’s share of resources and funding;
- Support service delivery by providing an independent and objective evaluation of our clients’ ability to accomplish their business objectives and manage their risks effectively;
- Through Commercial Services, continue the key role of market regulator through its presence as an operator in the market place, as well as direct intervention. In this manner it is able to pursue best value to both Kent County Council and its partners;
- Strategically manage Kent’s property portfolio.

3.16.2 Medium Term Service Priorities

- Assist with the work in delivering the targets of the “Towards 2010” plan;
- Assist with work on “The Kent Agreement” targets;
- Support activities that will deliver the Supporting Independence Programme;
- Embed processes within the council to demonstrate value for money and achievement of Government and local efficiency targets;
- Through the further development of the Oracle financial and associated business systems improve the quality of financial information available to Members and service managers, and streamline financial processes to reduce the amount of manual intervention;
- As the administering authority for the Kent Pension Fund continue to develop the investment strategy to meet strategic investment objectives and deliver high quality administrative services;
- Developing shared services and exploring new and innovative work with partners which contribute to income generation;
- Develop audit services that will contribute towards the council’s ability to stay excellent, including value for money reviews and fraud awareness training;
- Sustaining and re-invigorating our core businesses and rigorously exploiting opportunities for new business will be major drivers for the next three years;
- Identifying and progressing opportunities for new areas of income generation, including those enabled by limited company status and other changes in legislation;
- Closer working with other service partners in Local Government, the Health Sector, Police and Fire, and in so doing, to reduce duplication of effort and bureaucracy in line with the Gershon agenda;
- Continued effective market regulation, moving into new markets as necessary to improve value and choice for KCC;
- Property Acquisition / Disposal strategy aimed at maximising the value of the portfolio through intelligent investment and usage policies;
- Development of Office Strategy aimed at releasing value and maximizing flexible workspace opportunities;
- Delivery of a large and varied Capital Programme;
- Building Schools for the Future – an additional £1.4bn bid to support the redevelopment of the secondary school estate;
- Maximising flexible workplace opportunities.

3.16.3 Risk Assessment

The following represents our major budget risks:

- Changes to interest rates, affecting the cost of borrowing and investment returns;
- Ability to retain flexibility to respond to both increases and decreases in demand from service directorates without disproportionately increasing costs or exposure to costs;
- Property Group external contracts for Estates and Environmental Management to be renewed/replaced;

- Resolving with front-line directorates the details and impact of reductions in property related services following revenue savings requirements;
- Possible changes in the accounting treatment of some treasury management activity;
- Change in External Audit provision;
- Dependency upon delivery of capital receipts as per agreed programme with implications upon cash flow of non-delivery;
- Ability of the Enterprise Fund to identify and realise receipts for fund investment;
- Non payment from Government of asylum costs incurred in Kent in addressing this national issue.

Corporate Support Portfolio - Revenue Budget

		2008-09	2009-10	2010-11
		£000	£000	£000
Pay:				
All	Pay & Reward	606	582	594
All	Increase in Employers Pension Contribution	116		
P&D	Cost of pay assimilation			
		722	582	594
Prices:				
All	External contracts	98		
		98	0	0
Government/Legislative Pressures:				
IS	On-going revenue support for e-Gov services	90		
		90	0	0
Demand/Demographic Led:				
IS	Pensions enhancement	-55		
IS	KSSIP support	-100		
IS	Change in the demand upon ISG support as directorates move to more mobile IT devices	100	100	
		-55	100	0
Delivery of T2010 Targets:				
SDU	Gateway	150	150	200
		150	150	200
Performance Reward Grant				
	CED allocation	136	20	-156
		136	20	-156
Service Strategies & Improvements:				
P&D	Design and implement Staff handbook	5		
P&D	Workforce Development - manager's post & development plan	-118		
All	Debt servicing to support capital investment	282		
		169	0	0
		1,310	852	638

Finance Portfolio - Revenue Budget

		2008-09	2009-10	2010-11
		£000	£000	£000
Pay:				
All	Pay and reward	264	223	227
All	Increase in Employer's Pension Contribution (EPC)	70		2,000
		334	223	2,227
Prices:				
Fin items	Financing items levies etc	40		
Property	Rent reviews	125		
Property	External contracts	104		
Property	Prices	39		
		308	0	0
Government/Legislative Pressures:				
		0	0	0
Demand/Demographic Led:				
Property	Dilapidations	63		-63
		63	0	-63
Delivery of T2010 Targets:				
		0	0	0
Performance Reward Grant				
		-1,726	-251	1,977
		-1,726	-251	1,977
Service Strategies and Improvements:				
Fin Items	Financing costs	9,541	15,063	8,500
		9,541	15,063	8,500
		8,520	15,035	12,641

Policy Portfolio - Revenue Budget

		2008-09 £000	2009-10 £000	2010-11 £000
Pay:				
All	Pay & Reward	64	58	59
All	Increase in Employers Contribution	9		
		73	58	59
Delivery of T2010 Targets:				
Policy	Kent Renewal Scheme	100	100	
		100	100	0
Service Strategies and Improvements:				
Policy	Ending of LPSA2 funding for Policy Unit	150		
Comms	Strengthening and enhancing communication with internal and external stakeholders	175		
		325	0	0
		498	158	59

Public Health Portfolio - Revenue Budget

		2008-09 £000	2009-10 £000	2010-11 £000
Pay:		0	0	0
Prices:		0	0	0
Government/Legislative Pressures:		0	0	0
Demand/Demographic Led:		0	0	0
Service Strategies and Improvements:		0	0	0
		0	0	0

Appendix 3

CED BUSINESS PLAN 07- 08

PROPERTY GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
Capital Projects	24.0	1,013.1	49.0		1,062.1		-1,062.1	0.0
Contract Performance & Financial Monitoring	8.0	216.9	5.2		222.1		-222.1	0.0
Professional Services					0.0			
Access Officers					0.0			
Strategic Assets Initiative	2.0	105.9	6.6		112.5			112.5
Resources	8.0	281.6	48.1	85.0	414.7		-85.0	329.7
Director of Property & Business Support	4.6	434.0	28.2		462.2			462.2
PA'S & Admin								
PFI Team	6.9	313.3	6.0		319.3		-319.3	0.0
Maintenance & Minor Works	11.0	450.1	19.8	1,055.0	1,524.9		-725.2	799.7
Estates Management Team	8.4	366.8	19.2	1,057.1	1,443.1		-688.0	754.9
Property Asset Management (incorporating Enterprise Fund)	1.6	67.2	383.9	87.3	538.4	-185.7	-538.4	-185.7
Property Development & Disposals	3.0	199.3	44.8	40.4	284.5		-284.7	0.0
Kent Facilities Management	48.2	1,080.7	798.9	1,553.7	3,433.3	-71.0	-352.4	3,009.9
County Hall Ops	18.9	419.3	18.9		438.2	-9.6		428.6
Cleaning Contract	3.5	101.6	15.4		117.0	-36.0	-43.4	37.6
County Hall Lettings	2.5	55.9	27.1	130.0	213.0	-25.4	-309.0	-121.4
Clover House	3.8	74.2	121.2	18.0	213.4			213.4

Kingshill	6.8	158.2	314.0	739.0	1,211.2			1,211.2
Post	6.6	129.8	27.9		157.7			157.7
Kroner	6.1	141.7	274.4	666.7	1,082.8			1,082.8
Strategic HQ	0.0	2.0	1,704.4	1,802.8	3,509.2	-32.0	-362.1	3,115.1
County Offices	1.6	54.9	101.3	2,592.1	2,748.3	-17.9	-862.4	1,868.0
Oakwood House	4.0	130.0	402.8	953.0	1,485.8	-1,143.5	-743.3	-401.0
Income Target (PEF)						-3,300.0		-3,300.0
Controllable Totals	131.3	4,715.8	3,618.2	9,226.4	17,560.4	-1,450.1	-6,245.0	9,865.3

FINANCE GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
COUNTY FINANCE	4.0	960.7	446.6		1,407.3	-159.6		1,247.7
INTERNAL AUDIT & RISK	30.4	1,225.9	90.9		1,316.8	-635.6	-32.0	649.2
FINANCIAL SERVICES	91.6	2,738.4	518.2		3,256.6	-2,225.5	-93.5	937.6
ACCOUNTING & BUDGETING	33.4	1,349.0	821.8		2,170.8	-110.6	-63.3	1,996.9
Controllable Totals	159.4	6,274.0	1,877.5		8,151.5	-3,131.3	-188.8	4,831.4

P&D GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
Strategy & Leadership	5.7	387.9	247.5		635.4			635.4
Added Years		186.4			186.4			186.4
Business Support	16.0	669.8	24.4		694.2		-129.2	565.0
Pay & Reward	5.4	240.5	17.0		257.5	-30.1		227.4
Employee Relations & Policy	3.8	187.6	29.6		217.2			217.2
Employee Services	69.5	1,658.2	361.8		2,020.0	-58.0	-60.9	1,901.1
Personnel Information System	9.6	352.6	12.4		365.0			365.0
Learning & Development	18.8	695.6	577.9		1,273.5	-10.0	-843.7	419.8
Training Budget (P&D)		31.3			31.3			31.3
H&S	4.0	194.4	27.5		221.9			221.9
Equalities	3.8	175.8	54.0		229.8			229.8
Staff Care	14.1	506.2	277.7		783.9	-78.1	-231.1	474.7
Wellbeing Health Checks			75.0		75.0			75.0
P&D S4S								
S4S	2.5	134.9	316.2		451.1			451.1
ADP	12.5	571.4	29.5		600.9		-110.2	490.7
P&D SCHOOLS								0.0
SPS	61.5	2,088.1	339.7		2,427.8	-75.0	-1,864.3	488.5
<i>e-Recruitment savings - subsequently recovered from all</i>		-700.0			-700.0			-700.0

<i>directorates</i>								
Controllable Totals	227.2	8,080.7	2,390.2	0.0	10,470.9	-251.2	-3,239.4	6,280.3

ISG GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
EIS	67.0	2,741.3	535.7	40.0	3,317.0	-647.3	-2,877.1	-207.4
Operations Management (OPS)	2.0	166.3	36.7	0.0	203.0	0.0	0.0	203.0
Resourcing & Standards (OPS)	24.4	1,252.5	20.6	0.0	1,273.1	0.0	0.0	1,273.1
Service Desk (OPS)	63.0	2,183.1	42.2	0.0	2,225.3	0.0	-448.8	1,776.5
Change Control Management (OPS)	21.0	1,070.7	9.4	0.0	1,080.1	0.0	-740.7	339.4
Operations Support Services (OPS)	33.2	1,626.7	57.3	382.1	2,066.1	0.0	-167.0	1,899.1
Procurement (OPS)	8.0	239.4	180.2	4,754.2	5,173.8	-7.7	-217.9	4,948.2
Chief Information Officer's Office	28.7	2,153.1	474.7	32.3	2,660.1	0.0	-57.6	2,602.5
Kent First – KSSIP	16.9	1,008.0	31.6	300.5	1,340.1	0.0	0.0	1,340.1
Project Team	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical Refresh Programme	22.0	1,007.6	-2,758.1	1,878.4	127.9	0.0	-127.9	0.0
Kent Connects	2.0	118.2	186.7	185.1	490.0	-351.8	-138.2	0.0
Business Solutions & Policy	7.8	705.8	637.7	0.0	1,343.5	0.0	0.0	1,343.5
Controllable Totals	296.0	14,272.7	-545.3	7,572.6	21,300.0	-1,006.8	-4,775.2	15,518.0

INTERNATIONAL AFFAIRS GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
International Affairs Group (formerly part of Strategy & Planning)	8.0	338.0	62.0	0.0	400.0	-65.0	-12.0	323.0

POLICY GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
Policy	25.4	1,122.4	69.3	550.3	1,742.0		-208.5	1,533.5

LEGAL & DEMOCRATIC SERVICES GROUP

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
Legal	73.2	3,274.2	278.2	1,000.0	4,552.4	-647.8	-4,205.0	-300.4
Members	3.0	129.2	2,214.9		2,344.1			2,344.1
Democratic Services	33.0	1,068.3	156.0		1,224.3	-11.0	-31.2	1,182.1
Data Protection	1.6	78.0	11.1		89.1			89.1
Local Boards	6.0	341.7			341.7			341.7
Corporate Communication	19.0	753.4	404.1		1,157.5	-64.0	-28.0	1,065.5

Inter -Authority Partnership Unit	3.0	160.0	60.0	250.0	470.0	-470.0		0.0
Controllable Totals	138.8	5,804.8	3,124.3	1,250.0	10,179.1	-1,192.8	-4,264.2	4,722.1

CORPORATE MANAGEMENT UNIT

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
Pre-LGR Pensions Costs			937.4		937.4	-110.4		827.0
KCC Staff Club			34.0		34.0			34.0
Strategic management & support	3.0	439.9	208.2		648.1			648.1
Controllable Totals	3.0	439.9	1,179.6	0.0	1,619.5	-110.4	0.0	1,509.1

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STRATEGIC DEVELOPMENT UNIT

Activity	FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000
STRATEGIC DEVELOPMENT UNIT	6.0	251.6	281.6		533.2			533.2
GATEWAYS	3.0	100.5	331.5		432.0			432.0
KENT TV			600.0		600.0			600.0
KENT FILM OFFICE	1.0	40.0					-40.0	
Controllable Totals	10.0	392.1	1,213.1	0.0	1,565.2	0.0	-40.0	1,565.2

KENT PARTNERSHIPS & KENT WORKS

Activity		Employee	Running	Contracts	Gross	External	Internal	Controllable
		Costs	Costs	& Projects	Expenditure	Income	Income	Expenditure
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
KENT P'SHIP		271.6	96.4		368.0			368.0
KENT WORKS		150.0			150.0			150.0
Controllable Totals		421.6	96.4	0.0	518.0	0.0	0.0	518.0

PUBLIC HEALTH

Page 45	Activity	FTE	Employee	Running	Contracts	Gross	External	Internal	Controllable
			Costs	Costs	&	Expenditure	Income	Income	Expenditure
			£'000	£'000	Projects	£'000	£'000	£'000	£'000
	Joint initiative with SHA to promote the health of the Kent population £100k		70.0	30.0		100.0			100.0
	Controllable Totals	0	70.0	30.0	0.0	100.0	0.0	0.0	100.0

Appendix 4

Key Dates

What	Who	When
Review of budget proposals and overall pressures, impacting upon the relevant directorates	Policy Overview Committees	7 – 20 November
Provisional Settlement – announcement by government and then analysis and interpretation for impact for KCC 2008-11	Financial Strategy Group – briefing for all members	Late November / early December <i>(timing not yet announced by government)</i>
Update on Provisional Settlement and review of corporate budget strategy (if announced - see above entry)	Cabinet	3 December
Chancellor of Exchequer Pre-Budget Report	Financial Strategy Group	December <i>(timing not yet announced by government)</i>
Budget proposals published and press conference	Cabinet	21 January
Review of budget proposals and overall pressures, impacting upon the relevant directorates	Policy Overview Committees	25 – 31 January
Final settlement for 2008-09	Cabinet	Late January/ early February <i>(timing not yet announced by government)</i>
Opportunity for Cabinet Scrutiny to consider proposed budget	Cabinet Scrutiny Committee	1 February
Cabinet recommends budget to Council	Cabinet	6 February
Council sets budget and precept	Council	19 February

Source: Autumn Budget Statement Report to Cabinet 17 September 2007 (Item 4)

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By: Head of Audit & Risk
To: Policy & Overview Committee – 8 November 2007
Subject: CED Risk Register
Classification: Unrestricted

Summary To report on the 2007/08 CED risk register

1. Directorate risk registers will be presented to the Policy & Overview Committees as part of the ongoing process of reviewing risks.
2. The process to refresh the current directorate risk register is about to get underway and a working version will be presented to the CEDMT in December for comment and approval. The POC is asked to consider the existing risks as presented to the March Governance & Audit Committee and suggest any changes to the register as part of this review process.
3. The refreshed register will then be presented to the Governance and Audit Committee in March 2008 along with all other directorate risk registers which are also in the process of being refreshed.
4. The refreshed CED risk register will then be represented to the Policy Overview Committee for information and action as appropriate.
5. It is intended that the risk register will be submitted to this Committee at least annually thereafter.
6. The Committee is requested to note the report and appendix.

Darryl Mattingly
Corporate Risk & Insurance Manager Ext 4632

Background documents – none

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CHIEF EXECUTIVE'S DEPARTMENT

DATE: December 2006

Risk No	Current rating	Source	Event/risk	Planned outcome	Accountable Manager	Existing controls	New tasks/ action plans	Date
1.	MED I=3 L=3 Score: 9	Outdated and unsupported systems (CSD specific)	<ul style="list-style-type: none"> Highly bespoke systems, some now due for upgrade, increases risks associated with business continuity and the competitive threat in areas of CSD <ul style="list-style-type: none"> - high levels of downtime affect some current businesses - loss of data - competitive threats (other suppliers in markets more advanced in IT) Inadequate access to required levels of expertise 	<p>Old systems removed or upgraded to supported levels.</p> <p>Improved resilience and business continuity planning</p> <p>IT resource to meet business needs</p>	Kevin Harlock (SMT)	<ul style="list-style-type: none"> 06/07 Projects initiated to replace KCS systems and upgrade CSD financial system IT fall back and business continuity processes 	<ul style="list-style-type: none"> Continued clear and prioritised programme of investment in information systems during 2007/08 Improved Business Continuity Planning and IT resilience Front end web based portals developed according to agreed business priorities Analysis and specification of future IT requirements including access to and source of the necessary skills base 	During 07/08

2.	<p style="text-align: center;">MED</p> <p>I=4 L=3</p> <p>Score: 12</p>	Property (CSD specific)	<p>Poor condition and building facilities on main sites:</p> <ul style="list-style-type: none"> - Unplanned loss of building and or facilities - An inability to meet needs of business from existing office base 	<p>Maintenance & minor works programmes</p> <p>Tolerated risk associated with areas requiring major financial investment</p>	Kevin Harlock	<ul style="list-style-type: none"> ▪ Regular checks of known areas of risk ▪ Small scale routine maintenance 	<ul style="list-style-type: none"> ▪ Continued identification of risk areas and minor remedial/mitigating actions ▪ KCC Strategic Review of Property requirements (March 2007) to confirm status of 2 key sites which will allow improved planning and potential refurbishment 	<p>March 08</p> <p>April 07</p>
3.	<p style="text-align: center;">MED</p> <p>I=3 L=4</p> <p>Score: 12</p>	Property Portfolio	<ul style="list-style-type: none"> • Portfolio not fit for purpose • Spend on maintenance not consistent with need leading to building failure 	<p>Periodic condition surveys of assets to assess quantify backlog</p> <p>Monitor spend against baseline & target for reducing backlog</p>	Head of Property (with Directorate Resource Managers)	<ul style="list-style-type: none"> • Corporate and Service Asset management Plans • Annual Position Statement on the Portfolio <p>(Control is fragmented being split between Property Group and Directorates)</p>	<p>Medium Term Financial Planning</p> <ul style="list-style-type: none"> • 3 year funding streams <p>Medium Term Service Planning</p> <ul style="list-style-type: none"> • Linking with client service plans • Partnership approach with customers • Championing sustainable 	

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							<ul style="list-style-type: none"> construction Managing security issues <p>Property Group Strategy</p> <ul style="list-style-type: none"> Corporate Asset Management Plan New funding streams Monitor backlog figures and agree target 	
	<p>MED</p> <p>I=4 L=3 Score: 12</p> <p>See Corporate Risk Register</p>	<p>People - KCC needs to maintain Health & Safety of employees & service users</p>	<ul style="list-style-type: none"> Member of staff / service user / member of the public injured or potential for injury 	<p>Assess likelihood and manage</p>	<p>Amanda Beer for Corporate Policy / Strategy & statutory obligation</p> <p>Mike Austerberry Property/ Assets</p> <p>Directors' responsibility for putting in place.</p>	<ul style="list-style-type: none"> Corporate Policy Corporate H&S action plan Monitoring Training & Development Corp H&S Bd + KCC Jt H&S Committee Dedicated Health & Safety staff corporately + within Directorates Directorate H& 	<ul style="list-style-type: none"> Legionella policy to be developed Asbestos - revised policy to be circulated with revised register 	

						<ul style="list-style-type: none"> ▪ S Groups ▪ Risk Assessments ▪ Public Notices ▪ Construction (Design & Management) Regulations 		
5.	MED I=4 L=3 Score 12 See Corporate Risk Register	Technology – Provision of core technology to support KCC service delivery	Adverse impact on the delivery of KCC services as a result of: <ul style="list-style-type: none"> ▪ Growth in service demand – technology funding exceeds availability ▪ Increased availability of service required i.e. 24x7 ▪ Increased reliance on technology for service delivery ▪ Increased provision of services to the public – increased security requirements 	Manage	David Cockburn	<ul style="list-style-type: none"> ▪ Medium Term Plan for technology agreed by COG and cabinet ▪ Improved planning of technology projects ▪ Implementation programme use consistent Prince2 project management methodology ▪ Contingency planning – in consultation with business ▪ Security officer in post who deals 	<ul style="list-style-type: none"> ▪ Monitor implementation of agreed medium term plan for technology ▪ Consistency of IT platform across KCC (Technology refresh programme) ▪ Maintain key business needs as identified by all business units ▪ Provision of professional advice to facilitate the assessment of risk 	Ongoing Ongoing Ongoing Ongoing

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			<ul style="list-style-type: none"> Insufficient funding for Disaster Recovery 			<ul style="list-style-type: none"> with increased requirements to maintain the security of information <ul style="list-style-type: none"> Disaster Recovery considered on a system by system basis with the sponsoring directorate assessing the risk 		
	LOW							
	I=5 L=1 Score: 5 See Corporate Risk Register	Reputation – Corporate Inspection for CPA in Jan/Feb 2008	<ul style="list-style-type: none"> KCC gets a poor result 	Manage	David Cockburn	A cross directorate team to evaluate the strength and weaknesses in KCC's performance against the corporate assessment framework		
7.	LOW							
	I=3 L=2 Score: 6 See	People – KCC requires sufficient good quality staff to run the business	<ul style="list-style-type: none"> Inability to recruit and retain high calibre staff to skills shortage 	Manage	Amanda Beer	<ul style="list-style-type: none"> Recruitment & Retention policy Strategy for Staff 	<ul style="list-style-type: none"> Development of Workforce Strategy - Succession planning 	Dec 06 Ongoing

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	Corporate Risk Register					<ul style="list-style-type: none"> ▪ Incapability procedures ▪ Staff Care package ▪ Single Status ▪ Recruitment Strategy ▪ Reward Strategy 	<ul style="list-style-type: none"> ▪ Medium Term Strategy for Personnel & Development ▪ Development of recruitment processes to reach wider audience ▪ Age legislation - current focus on younger workforce ▪ Dashboard Interactive Staffing profile 	<p>Mar 07</p> <p>Ongoing</p> <p>Jan 07</p>
8.	<p>MED</p> <p>I=3 L=3</p> <p>Score: 9 See Corporate Risk Register</p>	Government funding & constraints on local taxation	<ul style="list-style-type: none"> • Government Grant fails to increase in line with inflation, demographic, legislative changes etc • Capping criteria is too strict 	Manage	Lynda McMullan	<ul style="list-style-type: none"> • Public Service Board • Examples of closer working 	<ul style="list-style-type: none"> • Set savings targets • Creation of delivery teams 	Ongoing
9.	<p>MED</p> <p>I=2 L=4</p>	Local Government White Paper	Expectations of significant efficiencies from two tier working	Public sector Savings	Lynda McMullan	<ul style="list-style-type: none"> • Public Service Board • Examples of 	<ul style="list-style-type: none"> • Set savings targets • Creation of 	Ongoing

	Score: 8 See Corporate Risk Register					closer working	delivery teams	
10.	MED I=4 L=3 Score: 12 See Corporate Risk Register	Growth Agenda	Impact of Thames Gateway and Ashford on KCC services	Manage	Lynda McMullan	<ul style="list-style-type: none"> • Business Continuity Plan 	<ul style="list-style-type: none"> • More robust continuity plans 	Ongoing
11.	MED I=3 L=3 Score: 9 See Corporate Risk Register	Procurement	Not engaging on a full range of procurement related issues	Manage	Nick Vickers	<ul style="list-style-type: none"> • Procurement Forum • Procurement Strategy 	<ul style="list-style-type: none"> • Procurement Board • Sub procurements strategies • Use of county contracts • Use of Commercial Services 	Ongoing

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By: Alex King, Deputy Leader
Peter Gilroy, Chief Executive

To Corporate Policy Overview Committee – 8 November 2007

Subject: European Affairs update

Classification Unrestricted

Summary:

This report provides an:

- Overview of benefits to Kent of previous European Structural Funds in Kent 2000-2006
 - Update on the development of the new Structural Funds programmes (2007-13) including current issues
 - Overview of other EU funding opportunities from “Thematic Programmes”
 - Update on actions regarding the issue of Eurostar stops at Ashford
-

1. Introduction

- 1.1 KCC’s European activities are at a crossroads between two financial EU programming periods (2000-06 and 2007-13). Programmes such as Interreg III are currently coming to an end whilst some new programmes such as Interreg IV are only now being finalised.
- 1.2 This will result in a few months gap in the funding cycle for those in KCC and Kent accessing EU funding. A lot of efforts have gone over the last few months into preparing for the next round of funding in Kent.
- 1.3 Furthermore, the relocation of the Kent Brussels Office to “International House” has provided an opportunity to think about Kent’s connections in Europe and beyond, as well as clarify how it wishes to work with partners in the South East of England, in particular with the newly formed Southern England Local Partners office.

2. Overview of Benefits to Kent of Previous European Structural Fund Programmes 2000-2006

- 2.1 At the July meeting of this Committee there was a request for greater clarification as to the breakdown, on average, of European funding made available for Kent over the last few years. The estimate is a total of almost £100m spread over the lifetime of each relevant programme.

Programme	£m
European Social Fund	18.7
Leader+	1.35
Urban	8.2
Interreg 3A	24
Objective 2	26.6
Other	21

2.2 In the light of the observations made by this Committee I thought it would be helpful to get behind the headline figures and provide more details on how some of this money has actually been used. It is not possible to track and meaningfully show every detail of every funding programme but the attached document (Appendix 1: European Structural Funds in Kent 2000 – 2006) highlights the diversity of projects supported. For each example the document includes the impacts and outputs of the different projects wherever possible.

3. Update on the Development of the New Structural Funds Programmes (2007-13)

3.1 An earlier report to the Corporate Policy Overview Committee on 26 April 2007 outlined the potential sources of EU funding in support of Kent's priorities in the new Structural Funds programming period 2007-13. A target of €100 million had been proposed and a number of the new programmes for which the county is eligible have now been launched or are in the final stages of development. The attached document (Appendix 2: European Structural Funds in Kent 2007-13) provides more detail on each of the programmes.

3.2 Interreg

The draft Interreg IVA cross-border cooperation Operational Programmes (North and South) worth €350 million in ERDF funding, will be submitted to the European Commission for approval in November with a first call for project proposals likely to be in early to mid 2008. KCC has been represented on the North programme development working group and has coordinated the county's responses to the 12-week consultation process on the draft programmes which began in August.

3.3 The North West Europe (€350 million), North Sea (€150) million Interreg IVB transnational cooperation programmes and the Interreg IVC Interregional (networking) programme (€321 million) have now all been approved and are currently inviting first calls for project proposals. KCC is, for example likely to be a partner in two SEEDA-led Interreg IVB projects: 'PACE' (ports-based developments involving Dover and Ramsgate) and 'PRICE' (follow-up project to 'HST' which supported station improvements at Ashford, Ebbsfleet and Dover).

3.4 Competitiveness Programme

The South East Competitiveness Programme comprises €21 million in European Regional Development Funding (ERDF) and €203 million under the European Social Fund (ESF) covering education, training and employment

measures. The programme is expected to be approved by the European Commission by the end of the year. Again, KCC has been a member of the Reference Group overseeing programme development.

3.5 Key Issues

Within the various programme arrangements there are three key outstanding issues that we feel need to be addressed. First, under Interreg IVA, to increase the currently proposed number of local Interreg officers who will work with project leaders to develop good quality projects. Second, to seek a higher EU contribution to Interreg IVA projects than the 50% proposed in order to support smaller organisations and to avoid difficulties in finding match-funding. Third, to ensure that KCC continues to be represented on the decision-making bodies for the new cross-border and competitiveness programmes. These issues are explored in more detail below.

4. **Facilitation Network**

4.1 Under the cross-border Interreg programme, the facilitation network is the network of Interreg projects officers 'on the ground' that help local project leaders develop their projects. Facilitation is essential to the success of the programme in that it is there to achieve well developed, relevant and strategic projects.

4.2 The 2000-2006 Franco-British Interreg IIIA Programme has employed a cross-border network of seven officers to facilitate project development covering a total eligible population (UK and France) of 8 million people (the Interreg Officer for Kent based in European Affairs Group (EAG) has helped the county secure 131 projects worth £24 million). The European Commission has, however, proposed allocating only two UK 'contact points' to facilitate project development for the new Interreg IVA cross-border programme involving England, France, Belgium and the Netherlands. In the UK alone these contacts points would need to cover an extremely large eligible area across the East, South East and South West English regions with a total population of 10.5 million people.

4.3 In Kent, we consider that such arrangements are clearly insufficient to deliver effective programmes and EAG has therefore produced a position paper calling for an appropriate level of technical assistance support to programme facilitation.

The Leader of the Council has officially written to the European Commission and CLG to express his concerns about the situation and seek a revised proposal from the European Commission.

5. **Co-financing**

5.1 The principle of 'co-financing' means that most EU-funded projects receive only a percentage of the total cost of the project in EU grant with the balance provided by the project partner as 'match-funding'. In the case of the new Interreg IVA programme a general co-financing rate of 50% has been

proposed for the programme despite the European Commission raising the ceiling to 75% when it last revised the Structural Funds regulations.

- 5.2 We have been promoting our view with the programme authorities that it would be better to offer the higher rate. This would enable more organisations to participate in the programme, (especially those less-represented areas such as the voluntary sector) and increase the overall quality of projects by being selected on merit rather than ability to provide match-funding. Our experience also suggests that obtaining the latter, especially by recourse to complex, hard to monitor arrangements involving staff time and overheads, involves a disproportionate effort better spent on the project itself.

6. Steering & Monitoring Committees

- 6.1 It is important for KCC to continue to be represented on the future programme decision-making bodies, both at the Steering and Monitoring Committee level, in order to continue influencing the delivery of the programme for Kent and other partners' benefit.
- 6.2 Traditionally, the Steering Committee is a technical body, meeting on a quarterly basis, responsible for project selection whilst the Monitoring Committee is a more strategic forum overseeing the overall direction of the programme. Member involvement should be at that strategic level.
- 6.3 In the case of Interreg IVA and the Competitiveness Programme, The Leader and the Deputy Leader of the Council have made a number of representations to the relevant programme authorities (CLG, SEEDA and SEERA) in support of KCC's inclusion on the Committees. Discreet lobbying has also been undertaken at officer level.

7. Overview of EU Funding Opportunities from “Thematic Programmes”

- 7.1 Traditionally, Kent organisations have focused on the Structural Funds programmes, which are allocated according to set criteria at the outset of each programming period. These programmes are called geographically based programmes because not all regions in the EU territory are equally eligible to them.
- 7.2 Beyond the Structural Funds programmes there are a whole range of other EU funding programmes, often smaller and more targeted, which nonetheless offer very interesting opportunities. They are called thematic programmes which cover more or less the spectrum of EU policies and of Local Government activities. There are no geographical restrictions to access those programmes.
- 7.3 These thematic programmes will become increasingly more important to the County and promoting their uptake will become a more important role for the European affairs Group. The first stage of this is to have produced a funding guide - “Connecting Kent to EU Funding” which will be updated on a regular basis. This will be circulated to Members to Members under separate cover.

8. Update on Actions Regarding the Issue of Eurostar Stops at Ashford

- 8.1 Since knowing of Eurostar's plan to end direct train services from Ashford International Station to Brussels in November 2007, the position of the County Council has been that, while welcoming the level of service announced for Ebbsfleet, the proposals for Ashford are fundamentally inconsistent with Ashford's growth area status, the wider regeneration agenda for east Kent and the coastal towns. The County Council has therefore played a major role in campaigning to retain an appropriate Ashford - Brussels service, and, as part of work with passengers, the business sector, public sector bodies, MPs and MEPs to question Eurostar and Government on the decision, KCC members and officers have made extensive use of the research, intelligence gathering, analysis, drafting and organisational capabilities of the European Affairs Group.
- 8.2 In July 2007, two meetings took place with Eurostar where passengers, members of the Council and other stakeholders had an opportunity to debate the Ashford situation with Eurostar. The first meeting, held under the chairmanship of the European Commission on 4th July 2007 in Brussels, brought together rail operators, local authorities and investment agencies, passenger representatives and rail infrastructure owners and managers from the UK, France and Belgium.
- 8.3 This meeting, designed to allow all parties to state their position and to explore possibilities to bring these positions together, resulted in:
- A commitment by all organisations to further talks and a proposal by the Commission to host a progress-checking meeting in Brussels at the end of 2008
 - A common, Kent - Nord-Pas de Calais position on the future of international services to Calais and Ashford International Stations.
 - Some clarification of certain aspects of the overall financial situation of Eurostar UK, London and Continental Railways the contractual obligations of both organisations to the Department for Transport
- 8.4 On 16th July, the conclusions of the Brussels meeting were submitted for the consideration of Cabinet. Cabinet members discussed with Eurostar the proposed changes at Ashford and passenger campaign leader, Mrs. Edith Robson, was also given the opportunity to debate the changes. At the end of the meeting, Cabinet agreed to continue to support the development of international high-speed rail services in Kent in so far as they are consistent with passenger aspirations, the economic and social needs of the growth areas, their catchment areas and the principles of sustainable development. Cabinet also concluded to work in partnership with passengers and passenger organisations, MPs, MEPs, District Councils, SEEDA, French local and regional Government, and all other relevant stakeholders to press for retention of an appropriate service between Ashford and Brussels.

8.5 Subsequent work underway to take forward the conclusions of both meetings above has initially concentrated on how to widen and deepen the evidence base for an appropriate service between Ashford and Brussels through working in partnership with all relevant stakeholders. Local authorities in north west Europe who may face similar issues have also been identified and discussions on the possibility of closer links have been initiated.

9. Recommendations

9.1 The Committee is requested to:

- Note the report and to comment on its contents;
- Endorse the actions taken so far and to support the ongoing work in resolving the key issues outlined in paragraph (number to be given); and
- Invite a future report detailing the progress made on key points of this report.

Marie Dancourt-Cavanagh
+322 504 07 52
marie.dancourt-cavanagh@kent.gov.uk

European Structural Funds in Kent 2007 - 2013

Introduction

This paper outlines the main EU funding opportunities available to Kent in the Structural Funds programming period 2007-13. These do not include the other, non-'mainstream' Structural Funds programmes, such as the Seventh Framework Programme (FP7) or Competitiveness and Innovation (CIP) Programme. These are covered in a separate EAG document: 'Connecting Kent to European Funding 2007-13'. More details on the new programmes can also be found on the programme websites and these have also been provided where available.

The background to each programme also briefly covers Kent's involvement in the equivalent programmes in 2000 – 2006 (where a total of some €100 million was secured for KCC and the county). As can be seen, in terms of future EU funding, Kent will again be eligible to participate in several major programmes from 2007-13. These include both the cross-border (local co-operation between adjacent areas) and transnational (wider co-operation between larger European regions) strands of Interreg, the new Regional Competitiveness and Employment (ERDF) Programme and the European Social Fund (ESF).

The new programmes provide a significant opportunity to help support those priorities identified as being fundamental to the development of the county. A critical driver is therefore to ensure a match of EU spend against the targets established in Kent County Council's 'Towards 2010' programme. An analysis of future EU Structural Funds programmes against the latter's targets is set out at **Annex 1**.

In order, however, to ensure that KCC and Kent organisations maximise their take up of projects from the funding opportunities identified, it should be emphasised that sufficient resources will need to be devoted in particular to the process of project facilitation, strengthening communication, awareness-raising and partnership working. On this basis, the County Council should realistically be seeking to secure some €100 million (Structural Funds and other EU programmes) into Kent over the next few years to meet the priorities it has established.

European Affairs Group Contact:
Shirley Smith
Tel: 01622 694046
Email: shirley.smith@kent.gov.uk

B4:9

Background

The current 2000-2006 Franco-British INTERREG IIIA Programme aims to develop cross-border co-operation between eligible areas in South East England and Northern France. The Programme seeks to: “strengthen cross-border co-operation and promote balanced spatial development through the promotion of an attractive and welcoming region”. The eligible area for the programme consists of Kent, Medway, East Sussex, Brighton & Hove, Nord- Pas de Calais, Seine-Maritime and Somme.

Current Status of the Interreg IIIA Programme



The INTERREG IIIA Programme is now entering its final stages of activity and KCC and Kent organisations have been very successful in running jointly beneficial partnerships with colleagues in Northern France and bringing significant EU funding into Kent since 2001.

With around 102% of the Programme’s **€110m (£68m)** ERDF funding (European Regional Development Fund) currently committed, there are now only limited opportunities to submit further small (micro-project) applications under the current Programme before the end of the year and before the INTERREG IVA programmes (see below) are launched during 2008. Before the transition to the new programmes, it is useful to highlight some of the key achievements in Kent:

- Total no. of project applications (to date): **291**
- Successful projects: **223**
- **131** approved projects worth £24 million from organisations in Kent & Medway (**59%** of projects).

Kent County Council has secured **32** successful Franco-British INTERREG IIIA projects bringing **£8.2m** in EU ERDF funding to the authority out of a total project

value of **£14.5m** for both sides of the Channel.

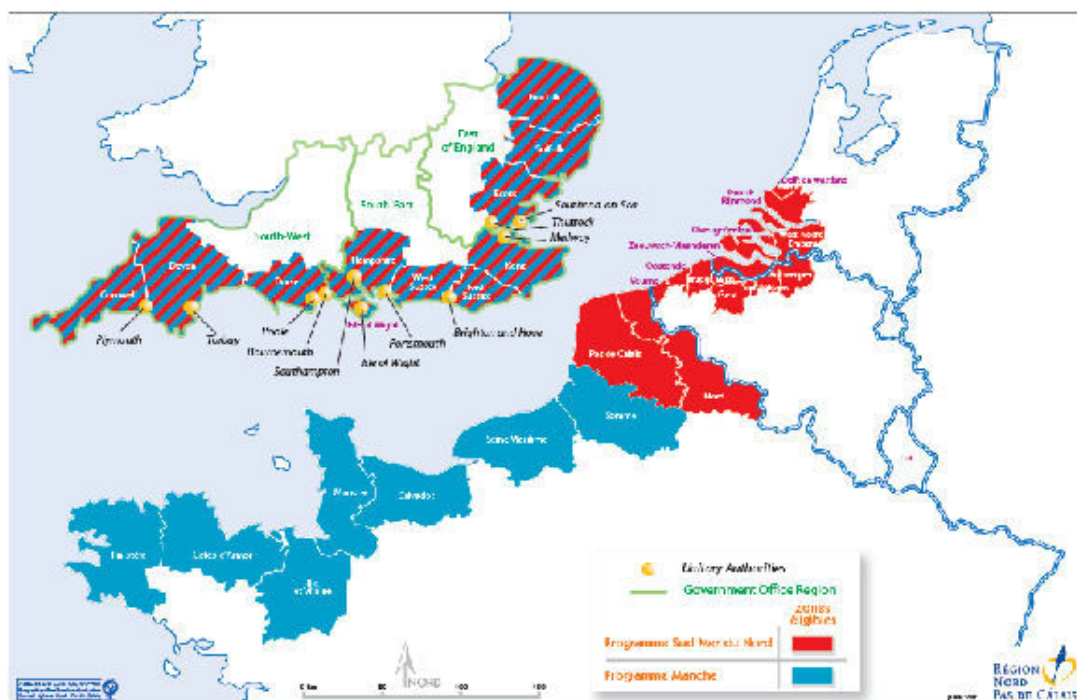
Recent examples of successful projects include the 'Pride, Side-by-Side' KCC tourism project (£350K ERDF) which supported some elements of the Tour de France in Kent; 'Business Efficiency Clubs' (£150K ERDF) supporting local SMEs; KCC 'Cross-Channel Greenways' (£1.1 million ERDF) which included the Tonbridge to Penshurst cycle route.

£24m ERDF money has been brought in total to Kent & Medway by INTERREG IIIA projects.

INTERREG IVA

As can be seen from the map below, the new Interreg IVA cross-border programme 2007-13 has been greatly expanded with the whole of the UK eligible area (from Norfolk to Cornwall) able to participate in both a 'North' (England, France, Flanders, and Netherlands) and 'South' (England and France) programme on mainland Europe.

INTERREG IVA ELIGIBLE AREAS 2007-13:



- Each programme is worth some £120 million in ERDF funding.
- Not least because of our historical links with Nord-Pas de Calais and the programme geography, Kent is likely to focus on the North Programme and EAG has, for example, been strengthening links with partners in West Flanders and Pas-de Calais aimed at developing future Interreg projects.
- Nonetheless, Kent is eligible to participate in both programmes and there will also be a common priority (exchange of best practice and networking) encompassing the two (managed by the North Programme)

Priorities

- The three main priorities for the North Programme are to: Supporting an economically competitive and attractive and accessible areas; Promoting and enhancing a safe and healthy environment; Improving quality of life.
- The Managing Authority for the North Programme is the **Regional Council of Nord-Pas de Calais** and the **Regional Council of Upper Normandy** manages the South Programme.
- External consultants have drafted the Operational Programme (OP), the key document detailing programme priorities and management and financial information for each Programme. The OP was due to be submitted to the Commission is **November 2007**.
- With the support of Nord-Pas de Calais, Kent County Council has been the only local authority on the “North” Programme Working Group which is steering the development of the Operational Programme. The English delegation is otherwise comprised only of the DCLG, RDAs, GOs and Regional Assemblies.
- This has therefore provided an important opportunity to ensure that Kent’s priorities (including ‘Vision for Kent’; ‘Towards 2010’ and ‘Kent Prospects’) were fed into the development of the new programme.
- Estimated start date for both Programmes: **mid 2008**.

Website: (pending approval of new programmes) www.interreg3.com

Background

Interreg IIB North West Europe (NWE) programme 2000—2006

Kent has been eligible to participate in this programme encompassing regions in Belgium, France, Germany, Ireland, Luxembourg, Netherlands, UK and Switzerland (as an external partner). Transnational programmes tackle issues which go beyond national borders, supporting regions who want to develop joint innovative projects by sharing expertise and development costs.

The NWE programme has allocated around €325 million in ERDF

There were 9 calls for projects (roughly 2 per year)

215 projects applied for funding of which 99 were approved at an average co-financing rate of €3.2 million

Partnerships ranged from 5-18 partners

Key projects for Kent have included;

- HST (High Speed Train) (€22 million ERDF), environmental and urban design improvements in and around HST stations including Ashford, Ebbsfleet and Dover.
- Planarch 2 (€1.4 million ERDF) included developing the value of heritage within the spatial planning process and promoting the region's archaeological treasures
- Finesse (€0.4 million ERDF) brought together 10 partners to develop intermodal freight services between S.E. England, France and Belgium
- Impacte (€3.5 million ERDF) focused on sustainable ports-based development including a feasibility study into the costs of reinstating a rail connection at the Port of Dover
- EMDI (€1.1 million) has developed a 'Strategic Vision for the Channel Area' which has provided input to the development of the new Interreg IVA cross-border programmes.

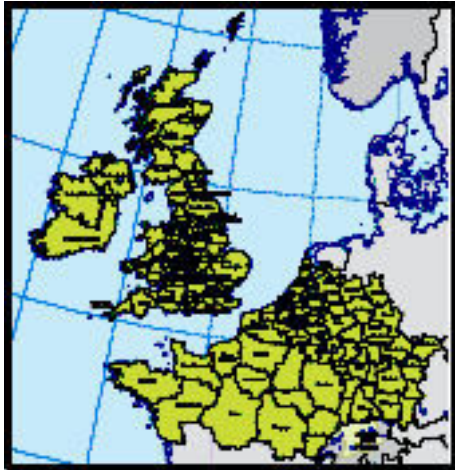
INTERREG IVB 2007—2013

Following successful lobbying by EAG, Kent will in future be in two Transnational Co-operation programmes: the North West Europe (NWE) programme (as now) covering the UK, Ireland, Belgium and parts of Netherlands, France, Germany and Switzerland; and newly in the North Sea Region (NSR) programme with eligible UK partners linked to those in Flanders, Netherlands, Norway and parts of Sweden and Germany. The programmes are worth a total of €350 million and €150 million respectively, and will have a strong focus on promoting innovation in businesses, environmental management, improving accessibility and promoting sustainable and competitive communities (the latter being a particular priority of the UK government).

Another important new feature will be the designation of proposed 'territorial corridors' and identification of a small number of larger 'strategic' projects.

Both programmes have now been launched and a first call for project applications ran from September to October 2007.

Kent is also eligible to participate in Interregional Co-operation activities (Interreg IVC) involving networking and exchange of best practice particularly in the fields of innovation, environment and risk-prevention (see separate sheet).



Transnational North West
Europe area



Transnational North Sea Region

Websites: www.nweurope.org
www.northsearegion.eu

Background

The aim of Strand C of Interreg, (interregional co-operation), is the exchange and transfer of experience which can contribute to the effectiveness of EU regional policy. There is one programme for the whole EU (unlike the 4 different zones under Interreg IIIC).



The Interreg IVC programme was approved by the European Commission on 11 September 2007 and has a budget of €302 million. The Managing Authority and Joint Technical Secretariat is based in the Regional Council of Nord-Pas de Calais in Lille. In addition, four Information Points will support the JTS and deliver information and technical advice to applicants. They are based in Katowice (Poland), Lille (France), Rostock (Germany) and Valencia (Spain).

Themes of Co-operation

The programme is organised around two thematic priorities related to the Lisbon and Gothenburg agendas. A certain number of sub-themes are defined for each of the priorities:

Priority 1: Innovation and Knowledge economy

- Innovation, research and technology development
- Entrepreneurship and SMEs
- The information society
- Employment, human capital and education

Priority 2: Environment and risk prevention

- Natural and technological risks
- Water management
- Waste management
- Biodiversity and presentations of natural heritage
- Energy and sustainable transport
- Culture, heritage and landscape

The programme will support two types of project: Regional Initiative projects ('classic' interregional co-operation from networking activities, transfer of experience and pilot projects) and 'Capitalisation' projects (transfer of regional development good practices into Structural Funds mainstream programmes)

Website: www.interreg4c.net

Background

In the current programming period Kent has benefited from EU support for urban regeneration and restructuring respectively under URBAN 2 (€118 million in Kent Thameside) and Objective 2 (€35.7 million in Thanet plus Hastings).

The new Competitive and Employment programme for the South East will receive some €24 million of ERDF funding from the EU, which equates to around £15 million and will be matched by a similar amount of funding from the 'Single Pot' budget managed by SEEDA. The European Social Fund element of the programme for the South East will receive some €203 million (£135 million) and will be co-financed with match-funding primarily from the Learning Skills Council and Job Centre Plus (please see separate section on the ESF).

Programme

SEEDA has been designated Managing Agent for the new programme and together with the Government Office for the South East (GOSE) and regional partners (including KCC) has been engaged in developing the Operational Programme (OP) since July 2006. The OP is expected to be approved by the European Commission by the end of 2007.

Aim

The aim of the Operational Programme is to:

'Promote competitiveness in South East England whilst contributing to reducing the region's ecological footprint'

Objectives

To achieve this aim, the Programme has established three objectives;

- To raise levels of knowledge and innovation across all business sectors in order to support more resource efficient business practices, boosting profitability and long-term competitiveness
- To stimulate innovation and job creation in new and emerging ecologically driven market sectors.
- To reduce the rate of Growth of the Region's ecological footprint.

Priorities

These objectives will be delivered through two priorities:

- Promoting Sustainable Production and Consumption
- Technical Assistance

As ERDF resources are limited, the impact of the funding will be maximised through a focused approach. The programme is pan-regional but due regard will be given during implementation to matters of social inclusion and territorial cohesion. The OP stresses that it is essential that the weaker parts of the South East region gain strong

benefit from the Competitiveness Programme whilst traditionally excluded groups are also supported to secure equality of opportunity.

Websites: www.seeda.co.uk
www.gose.gv.uk

Background

The European Social Fund (ESF) aims to improve employment opportunities by providing financial support towards the running costs for vocational training schemes, guidance and counselling projects, job creation measures and other steps to improve the employability and skills of both employed and unemployed people. The total ESF grants to projects in Kent during the period 2000-2006 was just over £18.7m (£7.5m to KCC projects).

Basic Structure of 2007-2013 Programme

The latest information indicates that the programme will see:

Reduction in Funding - Overall there has been a drop of at just over 42% in the ESF Funding for 2007-2013 dropping to £135m for the South East.

New Priorities - There will be two main priorities: extending employment opportunities and developing a skilled and adaptable workforce.

Similar Delivery Mechanisms - Current co-financing arrangements will remain largely in place (see page 2).

Contracting Issues – The decline in contracts offered via local agencies for local organisations means that more funding will be awarded to larger bidding consortiums.

Regional Skills Partnerships - Will basically oversee policy issues related to ESF at a local level.

Transnational Element – No further EQUAL Programme but innovative transnational training projects could still be supported in a limited way via the regional ESF programme.

1. Funding Priorities for 2007-2013

Extending Employment Opportunities (possible lead CFO Jobcentre Plus) - The purpose of this priority will be to increase employment and thereby promote social inclusion. Main strands:

Reduce Worklessness amongst Disadvantaged People, including those facing Multiple Barriers to Work (£37.4m) - Funding should be used to support the employability and skills of unemployed and inactive people, particularly disadvantaged groups - at least 50% should be aligned with and complement DWP employment programmes.

Address NEET 'Hotspots' (£12.3m) - Ring-fenced for work with young people aged 14-19 who are not in education, employment or training (NEET) or at risk of becoming NEET. 3 NEET "Hotspots" in Kent.

Distribute Community Grants (2.5%, £1.3m) - Funding to be distributed as small grants to community groups (formerly Global Grants).

2. Developing a skilled and adaptable workforce (possible lead CFO Learning & Skills Councils) - This priority will focus on raising levels of skills in the workforce in order to increase productivity, enterprise and competitiveness. Main strands:

Reduce the Number of People without Basic Skills (£10.2m) - Support basic skills training not provided for in mainstream programmes, supporting those in greatest need of assistance with basic skills

Improve Access to and Success Rates in Level 2 Qualifications (£10.2m) - Will be used to support training at level 2.

Increase Progression to and Achievement of Level 3 and above (£8.2m) - To support training at level 3 and above (with no more than 5% of Priority 2 spent on activity at level 4 and above). This priority will prepare the workforce of SMEs (up to 250 employees) and particularly small enterprises (up to 50 employees)

Skills for Enterprise in Deprived Areas - Focuses on improving skills amongst the self-employed and within existing small enterprises (up to 50 employees) in deprived areas characterised by low levels of business activity

Co-Financing

All ESF funds will be allocated via Co-financing arrangements. In basic terms "co-financing" means channelling both ESF monies and the required matchfunding via specific organisations (Co-financing Organisations - CFOs) in a single funding stream. ESF provides 50% of the funding the rest is provided by the CFO. Each CFO then allocates these funds through a specification based tendering process, whose main objective is to link European grants more closely with national funding streams and target these resources more effectively. There are likely to be 3 CFOs in the South East the Regional LSC, SEEDA and the Department for Work and Pensions.

It is clear that anybody interested in the programme will need to consider forming or being involved in a bidding consortium. Funding is distributed via specifications and some of these will cover areas outside Kent so partnerships with bodies outside the County may also be required.

KCC Working Group

An internal KCC Working Group has been established in order to develop a cross-directorate ESF bidding consortium and explore options for external partnerships with other local authorities, private and voluntary sectors in Kent and the South East. The aim is to secure a more equitable share of ESF funding for Kent in the new period 2007-13 with a target of £25-30 million based on socio-economic statistics. As a prerequisite for future biddings, the Working Group has submitted an Expression of Interest to the South East LSC

ESF Timetable

22 July 2007	SE ESF Consultation ends
6 Aug	Meeting of the SE LA ESF Consortium
11 Sept	ESF Specifications available (LSC & SEEDA)
Nov 2007	Deadline for applications
April 2008	DWP Prospectus available

Potential Sources of EU Funding for Kent Priorities 2007 – 13

Annex 1

Programme	Eligible Area	Priorities	Total Programme Budget (ERDF)	Potential Funding to Kent (Estimate)	Key 2010 targets
1) Structural Funds					
Interreg IVA quadrilateral Cross-Border Co-operation	UK: (Norfolk to Cornwall) France: (NPDC to Brittany) Belgium: (West Flanders) The Netherlands: (Zeeland)	<ul style="list-style-type: none"> - Entrepreneurship; SME support; new technology; links between urban and rural areas - Environmental sustainability; accessibility, including marine issues - Collaboration through culture, tourism, health and education 	€300 million	€30 million	1, 2,3 45 7, 25, 48
Interreg IVB North West Europe (NWE) Transnational Co-operation	Belgium France Germany Ireland Luxembourg UK Switzerland (as external partner)	<ul style="list-style-type: none"> - Developing NWE knowledge based economy - Managing NWE natural resources efficiently - Improving connectivity through intelligent and sustainable transport solutions - Promoting sustainable and dynamic communities 	€350 million	€5 – 10 million	45 34 2, 9
Interreg IVB North Sea Region (NSR) Transnational Co-operation	Norway UK Sweden Germany Denmark The Netherlands Belgium	<ul style="list-style-type: none"> - Building on capacity for innovation - Promoting sustainable management of the environment - Improving the accessibility of places in the NSR - Promoting sustainable and competitive communities 	€150 million	€5 million	1 2 45 34

Interreg IVC Interregional Co- operation	Whole of EU	- Innovation and knowledge economy - Environment and risk prevention	€302 million	€1-2 million	1 45
Regional Competitiveness and Employment (New Objective 2)	One programme in each English region	- Promoting Sustainable Production and Consumption	€24 million (South East Region)	€5 million	1,2,3,9
European Social Fund (ESF)	All of England	- Extending employment opportunities - Developing a skilled and adaptable workforce	€220 million (South East Region)	€35 million	9, 20
2) Other EU programmes					
	Whole of EU	Inc. e.g. – FP 7 (Research) - Competitiveness and Innovation (CIP) - MEDIA (Culture)	See IAG 'Connecting Kent to European Funding	€20 million	
Rural Development Programme for England (EAFRD)	All of England Each region to have 1 programme	- Land based sector (agriculture and forestry) - Environment and countryside - Quality of life	£5.26 million (South East + London)	€1 million	4, 45

Key relevant 'Towards 2010' targets

Target

- 1 Substantially increase number of new jobs, companies, business start-ups
- 2 Concentrate on the regeneration of Kent's deprived areas and support business growth
- 3 Support a programme of town centre regeneration
- 4 Support rural businesses and communities, entrepreneurial culture
- 7 Fulfil Kent's potential as a premier tourist destination
- 9 Through Supporting Independence Programme (SIP) reduce number of people on benefits
- 20 Build strong business-education partnerships that benefit both employers and schools
- 25 Promote Kent as a centre for the arts, develop music and cultural venues
- 34 Tackle urban congestion, reduce journey times through integrated traffic light management systems
- 45 Protect and enhance Kent's ancient woodland and access to countryside, coast and heritage
- 48 Encourage people of all ages to take responsibility for their health and wellbeing



European Structural Funds in Kent 2000 – 2006

Examples of key projects

**European Affairs Group, September
2007**

Introduction

It is estimated that Kent has secured some £100 million in EU funding from “mainstream” i.e. excluding ‘Pan-European’ programmes such as FP6 (Sixth Framework Programme for Research) in the current programming period 2000 – 2006. These have included Interreg, Objective 2, Urban; Leader +, European Social Fund (ESF) and EQUAL.

The purpose of this document is to provide examples of projects that have been implemented under each of the programmes in order to answer the question: ‘What has the money been spent on and what has it achieved?’ This includes projects led by the County Council as well as its partners within the county including for example; District Councils or the Universities. In particular, the main achievements, impacts and outputs of each of the projects have been provided and quantified wherever possible.

The list of projects is far from exhaustive as it would be impracticable to include them all. For example, under the Thames Gateway Urban II programme, some 88 projects within Dartford and Gravesham (11 led by KCC) were approved between April 2002 and June 2007. As regards the Interreg IIIA Cross-border programme, 131 projects are from organisations in Kent and Medway (KCC has submitted 31 successful Franco-British projects bringing £8 million to the authority) representing 59% of the total number of projects worth £24 million in European Regional Development Funding (ERDF).

More details on the programmes and projects may, however, usually be found under the websites for the different programmes and these have also been provided where available.

URBAN II

Urban Thames Gateway Kent is a European Regional Development Fund (ERDF) initiative, focusing on socio-economic issues in small urban areas. The programme covers 10 wards in Dartford and Gravesham, home to some 48,000 people.

The overall aim of the programme is to help the target area achieve social inclusion in line with the rest of the Thames Gateway area and to share in the prosperity of the South East of England.

The Urban programme remains operational to 31 December 2008 and will have provided approximately £8 million of European funds as well as drawing in an additional £12 million of public and private sector match funding to total investment of more than £20 million.

Urban is based on three key themes:

- Priority A: achieving social inclusion;
- Priority B: community access to learning;
- Priority C: business infrastructure development and regeneration

Website: www.urban-thames-gateway.co.uk

Directory of EU Funded Projects in Kent and their impacts

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
Urban II Thames Gateway (£8.2m) – Urban Regeneration	Fastrack: Fastrack is the first modern bus rapid transit system designed to serve this UK growth area.	£350,000	<ul style="list-style-type: none"> • Public transport access improvements to Ebbsfleet Station, involving bus lanes and junction priority measures. • Provision of real time travel information as well as high quality shelters
	Gravesend Riverside and Heritage Trail: This project extends and improves the Gravesend Riverside and Heritage Trail in Gravesend town-centre, making it more accessible to local residents and helping to attract more visitors to Gravesend.	£112,000	<ul style="list-style-type: none"> • Physical improvements such as the removal of part of the static river defences by the Town Pier • Provision of access to the river for all.
	The Old Rectory Business Centre: The project brings back into viable economic use a vacant 15th Century grade 2* listed property in the Northfleet area.	£470,000	<ul style="list-style-type: none"> • Refurbishment of state of the art office space. • Since opening in April 2005, the workspace area has been full with the initial 70% of tenants being small start- up businesses from the Urban area.
	Swanscombe ICT Project This project aims to develop local people qualified to take advantage of	£144,000	<ul style="list-style-type: none"> • A dedicated ICT training centre over two floors supported by a project manager in The Old Library building in Swanscombe

<p>the ICT opportunities that will arise from the major developments in the wider Kent Thameside area.</p>		<ul style="list-style-type: none"> • Free training for local residents and neighbouring areas leading to employment or upskilling
<p>Gunn Road Environmental Improvements Funding awarded to carry out environmental improvements to provide a cleaner and safer environment</p>	<p>£205,000</p>	<ul style="list-style-type: none"> • Project has created 8000 square metres of new green space development • 205 linear metres of new, improved public rights of way • New street lighting • Development of a strong and robust Residents' Association

Objective 2

Objective 2 aims to revitalise those areas facing structural difficulties whether industrial, rural or urban. Structural problems vary from region to region and cover a wide variety of different types of socio-economic difficulties, generally reflecting a high level of unemployment.

Objective 2 money was allocated to the whole of Thanet between 1994-1999 and a second bid for funding for 2000-2006 resulted in 12 of Thanet's 23 wards qualifying for funding along with one ward in Dover (and seven wards in Hastings). Transnational funding was also put into those Thanet wards which failed to receive money as part of the second bid. Over £26.6 million will have been brought to the South East, mostly to Thanet, from 2000-2006 (up to £50 million over the past decade). Some 70 projects have been funded under the programme's four priorities: business development; spatial development; heritage, culture and the environment and community economic development. The main organisations involved have been Thanet District Council, Thanet Community Development Trust, Business Link Kent, Thanet Campus and Ramsgate Town Partnership.

Website: www.go-se.gov.uk/gose/euroFunding/objective2
www.thanet.gov.uk

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
Objective 2 Thanet (£26m) – Areas Suffering Industrial Decline	East Kent Spatial Development Company: The project has developed a pioneering scheme to unlock potential development for the area whereby this 'not for profit' company has, for example, paid for a massive improvement to the local electricity infrastructure, opening up new business development opportunities.	£3,207,852	<ul style="list-style-type: none"> • A new electricity substation bringing additional capacity to Thanet Central Island • Improvement to the local electricity infrastructure.
	Thanet Campus: The project was developed with the aim of providing a Higher Education Institute in the area to help raise the local employment skills base.	£700,000	<ul style="list-style-type: none"> • 1000 students studying a range of degree and diploma courses with a business and technology bias
	Thanet Innovation Centre: The centre which opened in 2002, aims to stimulate innovation and encourage entrepreneurship in local companies.	£1.3m	<ul style="list-style-type: none"> • Provision of 45 office spaces • 100 people are now employed at the Centre, mainly in the knowledge based small-business sector.
SEPIA (South East Programme of Innovative Actions)	Modules included: Brainstorming Innovative Actions (BIG) The aim of BIG was to raise awareness in individual entrepreneurs and SMEs of the opportunities available to help develop	£1.05m	<ul style="list-style-type: none"> • 579 attendees,54 workshops,26 start-ups, 27 jobs created • 240 SMEs engaged

	ideas and strategies. Knowledge is Power (KiP) Knowledge management programme for SME owners and managers in Thanet		<ul style="list-style-type: none">• 2 spin-off companies established
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INTERREG IIIA

Interreg IIIA is a European Union funding programme which aims to stimulate co-operation between regions divided by an international border. The aim of the Franco-British Interreg IIIA Programme is to develop cross-border co-operation between eligible areas in South East England and Northern France. The priorities of the programme are to strengthen cross-border co-operation, promote balanced spatial development and an attractive and welcoming region. The programme has been running since 2001 and closes in 2008.



Website: www.interreg3.com

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
Franco-British Interreg IIIa (£68m) Cross-Border Co-operation Programme	<p><u>Transfrontier Co-Operation in Youth Information Services</u></p> <ul style="list-style-type: none"> • 2 specialist information provisions (Lille & Folkestone) hosting 2 dedicated bilingual workers acting as ‘hubs’ to the network in each region, to develop cross border links and to strengthen them through the use of new technologies • To increase awareness and mutual understanding of each other’s cultures & the opportunities offered in each other’s regions through increased contact (virtual or face to face) that will help to address young people’s inhibitions and reluctance to participate in cross border visits, thus contributing to the creation of a Europe where the notion of citizenship is central. • Themed exchange visits with young people from across the Kent/Nord-Pas de Calais region. • To improve the Kent/NPDC information & advice network for young people 	£188,374	<ul style="list-style-type: none"> • Setting up and developing provision at C@fe-IT – an Information & Advice Centre for young people aged 16 – 20, developed in accordance with European information principles and guidelines and utilising new technologies to provide young people and youth workers with relevant, current information from credible sources. • Development of a credible, up to the minute, sustainable cross border information network across Kent and Nord-Pas de Calais utilising new technologies and centred on the C@fe-IT bilingual website and including bilingual information leaflets and brochures. • Increased mobility of young people through themed exchanges providing the opportunity to explore themes of citizenship, communication, diversity and inclusion through sport, workshops and forums leading to a variety of diverse outcomes such as performances at a youth arts festival, cross border football tournaments, production of a travel brochure, proposals for a cross border youth forum and poster design. • Increased awareness, self confidence and

	<p>aged 13-30</p> <ul style="list-style-type: none"> • Develop cross border, bilingual webpages in the two main information provisions. • Developing secure webchats dealing with themes relevant to and decided upon by young people 		<p>skills in young people and youth workers involved in the project.</p> <ul style="list-style-type: none"> • A series of meetings, residential stays and opportunities for job shadowing giving youth workers and young volunteers the opportunity to learn and share best practice. • Increased mobility and opportunities for youth workers to explore principles of cross border working, take ownership of the project and develop proposals to sustain future cross border work.
	<p>Cross-Channel Community History Network: (University of Greenwich, Kent County Council, Conseil de Pas de Calais)</p> <p>This pilot project seeks to explore the shared history and culture of Kent and Pas de Calais through the historic collections kept by both authorities. The idea is to explore the collections for material that will be of relevance to communities (particularly maritime communities) on both sides of the Channel.</p>	£30,499	<ul style="list-style-type: none"> • increased contact between council officers, academic historians and communities on both sides • an increased appreciation of our shared history and culture • a bilingual website • a bilingual publication • a bilingual display particularly targeting schools for display in both Pas de Calais and Kent • the production of a plan for an Interreg IV bid to take the project forward and expand it
	<p>Chemin de Vie Phase I and II – To create opportunities for people with disabilities and other disadvantages to participate in cross-border cultural</p>	<p>Phase I £69,400 (50% grant rate)</p>	<p>Quantifiable outcomes:</p> <ul style="list-style-type: none"> ▪ 291 people took part in Phase I on residential visits or day trips. ▪ To date 500 people have participated in Phase

<p>exchanges who would otherwise be unable to because of their social and/or medical circumstances. Phase II has attracted new membership and incorporated an added dimension in terms of sensory awareness and project delivery to young D-deaf.</p>	<p>2003-05</p> <p>Phase II £102,481 (40% grant rate) 2005-07</p>	<p>II.</p> <p>‘Soft’ outcomes:</p> <ul style="list-style-type: none"> ▪ Increased interpersonal skills and awareness of others ▪ Growth in confidence and language skills through tuition and exchanges ▪ Inter -peer motivation and support ▪ Staff interest and participation in regular progress; well-established human resources laying foundation for long term sustainability. ▪ A great sense of achievement!
<p>Cross-Channel Greenways: (Kent County Council) This included the Tonbridge to Penshurst cycle route, work on the North Downs cycle route from Rochester to Canterbury and improvements to the Medway Valley path as well as more local improvements to public rights of way.</p>	<p><u>£1.1m</u></p>	<ul style="list-style-type: none"> • Installation of the Tonbridge to Penhurst Cycle Route
<p>Historic Fortifications Network: (Kent County Council) investment towards the physical conservation of Kent’s heritage sites. Activities have includes restoration and refurbishment to sites including Dover Castle, Tonbridge Castle and the Castle Keep in Canterbury as well as producing</p>	<p>£760,000</p>	<ul style="list-style-type: none"> • Physical improvements to Dover Castle, Tonbridge Castle and the Castle Keep in Canterbury to improve accessibility

	brochures and guides such as “Walking the Walls”.		
	<p>Environmental Stewardship: (Kent County Council) <u>This project has piloted a number of energy and resource saving initiatives in Kent schools and KCC buildings in an effort to demonstrate that financial savings can be made and carbon footprints reduced.</u></p>	£190,000	<ul style="list-style-type: none"> • Installation of “smart metering” in a number of Kent schools to enable real-time monitoring of energy usage • Installation of lighting controls in Kent schools • Pilot insulation techniques for boiler houses and water efficient taps in KCC buildings.
	<p>Town Centre Renaissance (Shepway District Council) A joint approach to the regeneration of both Folkestone and Boulogne town centres including capital refurbishment works, exchanges on Town Centre Management and Basic Skill Training Courses.</p>	£860,000	<ul style="list-style-type: none"> • Physical improvements to the main shopping area in Folkestone (Sandgate Road and Guildhall Street, Rendezvous Street)
	<p>DEEP: <u>The project will produce a profile of the current business support available within the port economies on both sides of the Channel.</u></p>	£180,000	<ul style="list-style-type: none"> • 40 Kent SMEs involved in the project • 2 projects that are aimed at improving or developing the integration of transport services • 40 participants in cross-border training, exchange and demonstration opportunities • 4 new Trans frontier networks established between Business Support Agencies and private bodies (including SMEs)
	Cruise Connection (2002- 2005) Kent		<ul style="list-style-type: none"> • Increase in cruise calls to Dover

<p>C.C. Cruise Connections is a partnership promoting the Kent/Pas de Calais region to the worldwide cruise tourism industry. The sales and marketing campaign is targeted to stimulate interest in the regions and communicate the key message that we are a cruise friendly destination. The objective is that this campaign will produce new business through new ship calls to Dover and Boulogne and more port of calls with longer stays in the regions.</p>	£225,000	<ul style="list-style-type: none"> • High Profile House Party at Leeds Castle hosted by Duke of York for all the major international cruise operators • New marketing activity including website and trade material • Attendance at key Cruise Exhibitions
<p>Transmanche Tourism Research Programme – Information for Decisions (2005 – 2007) Kent C.C. The overall purpose of the Programme is to furnish enhanced “information for decisions” that will assist tourists and citizens in pre-planning visits; help tourism businesses to improve their turnover or maintain their competitive edge; and allow tourism professionals to adopt a more long-term and sustainable approach to tourism development in the Region.</p>	£152,000	<ul style="list-style-type: none"> • One Year Cross Channel Market Study • Volume and Value of Tourism Study • New Geographic Information System – interactive website map
<p>Eazybreaks (2003-2005) Kent C.C. The purpose of the project was to encourage people to visit the Region</p>	£851,000	<ul style="list-style-type: none"> • Increased awareness of Kent as a destination • Developed 86K visitor database • Distributed 305K brochures

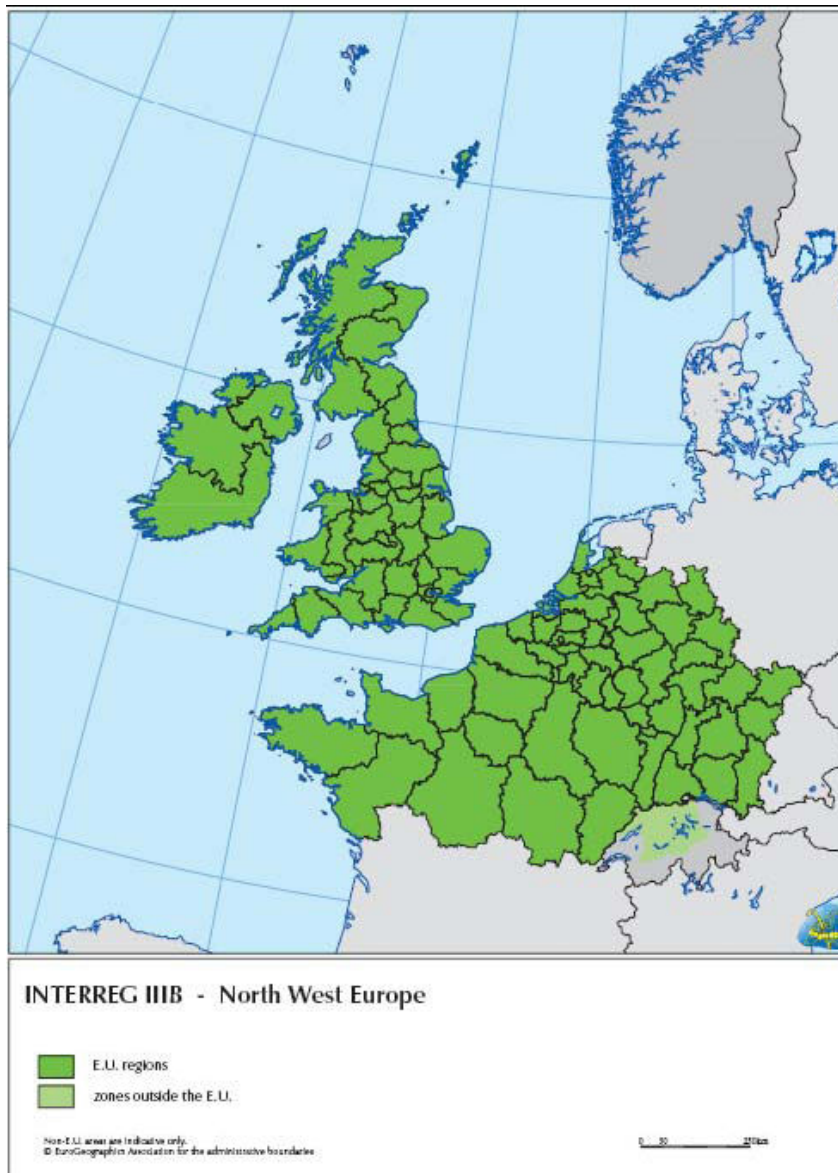
<p>Transmanche and to develop the flow of visitors between Kent and Nord Pas de Calais through the “Eazybreak” campaign, promoting to N European markets and developing markets further afield; make the residents feel part of a “Region Transmanche”; develop a network of tourism officers, information centres, cross channel service providers and further develop institutional co-operation</p>		<ul style="list-style-type: none"> • Hosted 84 press trips • Attended 33 exhibitions in UK and key European markets • Developed Kent website
<p>Good Living (2005-2007) Kent C.C.</p> <p>The new theme of ‘Good Living’ reflects the benefits of tourism from the perspectives of both visitors and the host communities. Visitors benefit from proposed improvements to the quality of the tourism product, facilities and offers; while residents will benefit economically and socially from direct involvement in determining and helping to realise the region’s future tourism development. The partners combined their resources and skills to improve the promotion of the whole region, with a particular focus on developing short-break business across the region and throughout the year.</p>	<p>£740,000</p>	<ul style="list-style-type: none"> • Developed Kent-wide website and online booking engine • Developed “Pride in Kent” – a programme designed to recognise exceptional service in the tourism service sector • Developed series of “Good Living” campaigns – “Relax, Refresh, Inspire” • Kent-wide Tourism Audit conducted
<p>Pride Side by Side (2007-2008) Kent C.C.</p>		<ul style="list-style-type: none"> • Year of the Cycle – of which the centrepiece is the Tour de France – a year

<p>The project will foster increased pride in the Transmanche region with the aim of enhancing significantly the visitor experience for residents and visitors through the active involvement of residents as tourism champions. Capitalising on the year in which the Tour de France 'goes Transmanche'; emphasis will be placed on healthy and sustainable ways of appreciating the region. The importance of tourism to the continued regeneration of the region's economy will be strengthened through the project, as will the region's reputation for hosting major events offering significant tourism development potential in the run up to the London 2012 Olympic Games and Paralympic Games.</p>	£388,000	<p>long cycling events and activities programme</p> <ul style="list-style-type: none"> • Development of the "Pride" programme – a comprehensive training programme aimed at residents and tourism businesses • London outdoor marketing campaign aimed at London visitors, residents and commuters to stimulate visits to Transmanche region • Enhance region's potential in run up to 2012 Olympics
<p>Flavours of the Region</p> <p>The project supported the development of the quality food sector in Kent and Nord-Pas de Calais. Its primary aim was to support, develop and promote quality produce to ensure that money remained regionally as well as help nurture long term sustainability across the region. The project combined exchanges of experience in promotion and the development of joint activities to create and endorse a marketable identity for Kent and Nord-Pas de Calais food and</p>	£298,880	<ul style="list-style-type: none"> • Creation of a bilingual restaurant guide • Creation of a joint, bilingual recipe book • Creation of a number of promotional tools: posters, fact files, flyers, brochures, banners, advertising, table talkers, beer mats and pop-ups • Organisation of promotional events • Organisation of two culinary competitions • Attendance at numerous trade and public shows • Organisation of a TV show involving a Kent and Nord-Pas de Calais • Development of ongoing media coverage

<p>drink that embraced and reinforced the importance of quality produce.</p>		<ul style="list-style-type: none"> • Development of an updated and improved web site • Raising awareness amongst catering organisations concerning regional food and drink • Raising awareness with school children • Development of a number of education tools
<p>Link:Ed (Linking Nord-Pas de Calais and Kent Educationalists): The project is raising awareness of our partner region of Nord-Pas de Calais, France and its key characteristics in order to develop mutual comprehension and encourage collaborative approaches through the exchange of best practice. The project will meet the professional development needs of educationalists and inspire creative and innovative approaches to teaching and learning within the national curriculum through the observation of best practice.</p>	<p>£845,000</p>	<ul style="list-style-type: none"> • 23 Kent Schools Linked with Schools in the partner region to consolidate a Kent/Nord-Pas de Calais education exchange network. • Around 390 students visited the partner region engaging in school linking visits and Vocational Education visits to develop mutual comprehension. • Over 200 Kent Educationalists involved in Best Practice Study Visits, School Linking Seminars, School group visits and Vocational Education visits to and from the partner region. • Strengthening of cross-border co-operation in the service of the citizen. • Vocational Education Study visits for students from both regions highlighting differences and similarities in pedagogical and working practices.

INTERREG IIIB

Strand B of Interreg promotes co-operation between partners in different EU regions on territorial or 'spatial' development projects of a transnational nature. These focus on issues of mutual concern which go beyond national borders (originally concerned with flooding and drought). Transnational co-operation is concentrated within programme areas that cover large groupings of European regions and of which four are of interest to all or parts of the UK. Kent has been eligible for the North West Europe (NWE) Cooperation programme covering nearly half of the EU population in which all areas of the UK have been eligible to participate. The NWE programme has been focused around five priorities: an attractive and coherent system of cities, towns and regions; external and internal accessibility; water resources and prevention of flood damage; natural resources and cultural heritage; enhancing maritime functions and promoting territorial integration across seas.



Website: www.nweurope.org

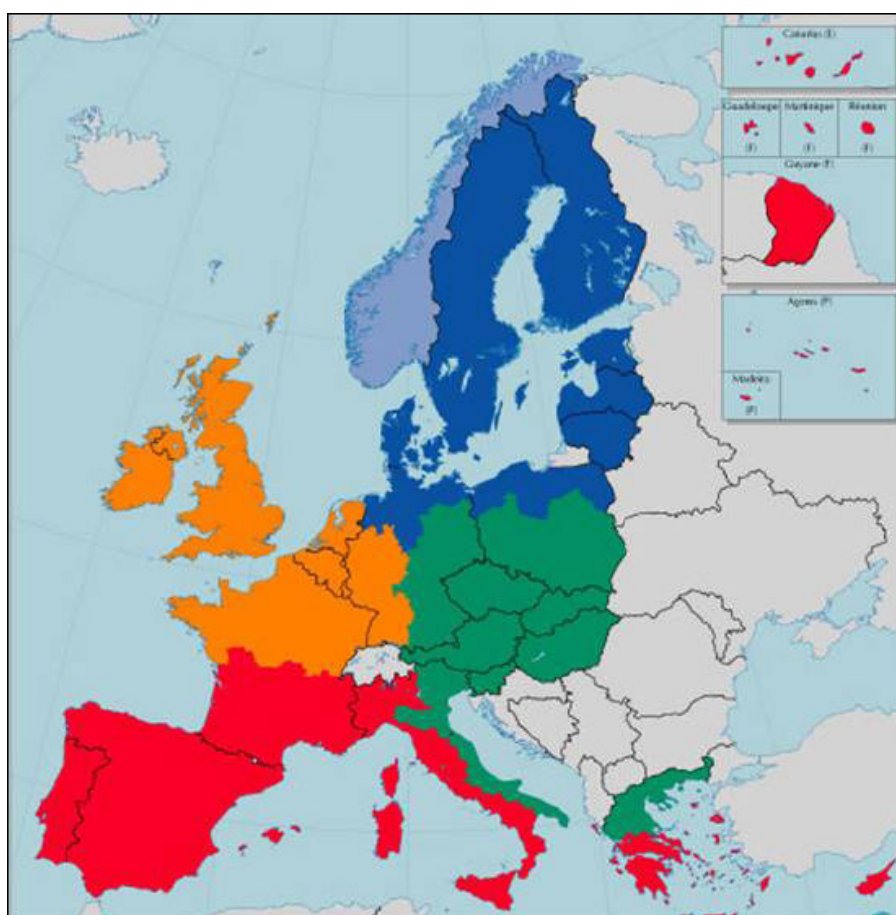
INTERREG IIIB

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
Interreg IIIb North West Europe Transnational Co-operation Programme (£220m)	HST (High Speed Train): The project aims to investigate and demonstrate the means by which HST stations and station area developments can serve local needs and development priorities.	£15.8m	<ul style="list-style-type: none"> • Environmental and urban design improvements in and around HST stations including Ashford and Ebbsfleet • Improvement of public transport interchanges • Creation of business passengers' facilities • Physical improvement of feeding stations
	Planarch: Kent C.C. Planarch aims to protect and enhance the historic environment and 26 archaeological heritage within the framework of spatial planning. The project is led by Kent County Council and brings together eight partner organisations from Belgium, Germany, France, the Netherlands and the United Kingdom. The project has four objectives: increase information about heritage sites, develop joint approaches to archaeology, integrate archaeology into spatial planning and raise public awareness on this issue.	£1.8m	<ul style="list-style-type: none"> • Joint methodologies for locating archaeological remains and establishing their value • Development of archaeological master plans for the Thames Gateway
	FINESSE: The FINESSE project entails research and practical preparations for sustainable, intermodal transport and logistical operations, in particular, by way of transferring freight onto rail-ferries between Dover	£290,000	<ul style="list-style-type: none"> • Feasibility Study into re-instating rail freight in Dover • Port strategy to underpin future Interreg projects including the above (HST)

	and Calais, and shipping containers and trailers.		
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INTERREG IIIC

Interregional cooperation under INTERREG IIIC focuses on the whole of the European Union and neighbouring countries, including Norway and Switzerland. For programme management purposes the territory is split into four zones (North, West, East, South) each with its own Secretariat. Strand C is intended to improve the effectiveness of policies for regional development, mainly through exchange of information and experience. By sharing knowledge the aim is to enable the partnerships involved to develop new solutions to economic, social and environmental challenges.



INTERREG IIIC Administrative Zone Map

- North Zone
- East Zone
- South Zone
- West Zone

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
Interreg IIIC (West)	<p>Attention to Warning And Readiness in Emergencies (AWARE) A 3 year (2005-7) project aimed at: improvement of the information and communication systems between authorities in cross border regions before during or after a disaster.</p>	£60,000	<ul style="list-style-type: none"> • Successful conduct of a number of table-top emergency exercises across international borders. • Successful conduct of a large scale, live, trans-national flooding evacuation exercise. • Development of a web based system for managing information in trans-national emergency exercises. • Development of a QA system for evaluating the conduct of emergency exercises. • Development of an approach for improving disaster planning awareness amongst young people.

LEADER +

Under the LEADER+ programme for the South East, a total of £7.3 million is available to rural communities in the New Forest, West Oxfordshire, Mid-Kent, Wealden and Rother and the Isle of Wight. The programme aims to improve the quality of life and economic prosperity in the local area. The focus is on developing and testing small scale and innovative projects to meet development needs in a sustainable way. Funding under the LEADER+ programme is provided through Local Action Groups (LAGs) which are partnerships of local organisations and people drawn from different community and economic backgrounds within the local area.

LEADER +

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs (bullet points)
Leader+ (£2m) - Rural Development	<p>Wealden Wheels: Wealden Wheels is an innovative community transport initiative run across five rural parishes to solve access issues for those without easy access to a car.</p>	£140,000	<ul style="list-style-type: none"> • A community enterprise set up • three minibuses purchased to provide transport to after-school clubs, medical and other services
	<p>Food Trails: This project aims to establish tourist trails to raise awareness of the links between landscape and local produce. These have promoted Kentish Apples, Wine, Beer and Romney Lamb and have been prepared in partnership with PROW, Produced in Kent and the KTA. The trails use existing right of way infrastructure to provide themed walks and cycle rides - thus adding value to the existing tourism offer and signposting Kentish producers.</p>	£28,000	<ul style="list-style-type: none"> • 4 food themed tourist trails have been developed to promote Kent produce.

European Social Fund (ESF)

ESF is the European fund for supporting improvements in education, training and employment and is of primary importance in achieving a skilled and knowledgeable workforce. It has therefore provided financial support in the whole of the South East region towards the running costs for vocational training schemes, guidance and counselling projects and job creation measures. The total of ESF grants to projects in Kent during the period 2000-2006 was just over £18.7 million (£7.5 million to KCC projects).

A specific initiative funded through the European Social Fund 'EQUAL' provides funds to projects which test and promote new means of combating discrimination and inequalities in the labour market.

Website: www.esf.gov.uk
www.equal.ecotec.co.uk

European Funding Programme	Project Title and Brief Description	Value of European Grant (£) for Kent/KCC	Main Achievements, impacts & outputs
European Social Fund (£48m) – Supporting Training and Employment	Mentoring for Success: (Business Link Kent) The aim of the project is to improve the management skills of micro-businesses and SME's through the provision of Mentors backed up by flexible training delivered on site.	£344,000	<ul style="list-style-type: none"> 150 people from 120 companies have taken part in the Mentoring for Success program 50 senior professionals were given the skills to develop their mentoring capabilities.
	Inclusion in Learning: This project provided a programme of mentor training, mentoring and motivational activities for 13-16 year olds across Kent & Medway. The target group was young people who had dropped out of the education system and who had been identified as being at risk.	£1m	The project helped to retain 5,000 'at risk' young people in the education system
Rural Revival (ESF Global Grant)	The Learning Bus: An introduction to Information and Communications Technology to adults in rural communities in Kent.	£10,000	<ul style="list-style-type: none"> 15 rural locations served by the ICT bus in Kent
ESF -EQUAL	Kent Equal Employability Partnership (KEEP) A network of 15 private, public and voluntary organisations working across Kent over the two-year period from May 2002-2004 , KEEP partners helped to	£1.75M	£1.25M to develop and deliver (Actions 1 and 2) KEEP which achieved it's objectives by: <ol style="list-style-type: none"> 1. Providing training in social and employment related skills to those that needed them 2. Supporting people towards employment and

	support almost 700 disabled or otherwise disadvantaged people of Kent to enter training and sustainable, long-term employment.		<p>continuing that support when they entered employment</p> <p>3. Supporting the development of three "social firms", training and developing the workforce to enable the creation of commercially viable businesses in the future.</p> <p>£500K to deliver Action 3 – dissemination and policy influencing. The work of KEEP continued under Action 3 of the Equal programme until 14th November 2005, where key messages from the project were delivered to partners at a local, regional, national and European level. It is hoped that the lessons learnt from this project will be useful for current and future projects in this field</p>
ESF -EQUAL	The Evolve Development Partnership was initiated in September 2004 and focuses on the most deprived districts in Kent. The aim is to promote 'employability' to disadvantaged and vulnerable adults through offer three types of services: Pre-vocational Training; Mentoring; Advice and Guidance.	£4.2m (50% matched in-kind by KCC and partners)	<ul style="list-style-type: none"> • Development of innovative methods of engagement with 700 disadvantaged adults • Partners from NHS, MCCH and The Prince's Trust working in collaboration with KAES and ASS. • 5 projects involved with supporting adults to re-enter the world of employment, training or education.

Item B6

By: Director of Personnel and Development
To: Corporate Policy Overview Committee – 8 November 2007
Subject: **STRATEGY FOR STAFF**
Classification: **Unrestricted**

SUMMARY: This paper provides some background information in advance of a presentation and discussion at Policy Overview Committee on 8 November on the next stage of development of KCC's Strategy for Staff. A draft of the revised strategy is attached at Appendix 1

1 **Introduction**

- 1.1 KCC aims to be a “great place to work” for all its staff. The organisation's commitment to this is enshrined in its Strategy for Staff. This aspirational Human Resources strategy provides a framework for setting Personnel and Development priorities for the organisation.
- 1.2 The Strategy was first introduced in 1998 and has developed from a short list of tangible actions into the comprehensive strategy it is today. A presentation charting recent achievements and links to other HR policies will be made to the Corporate Policy Overview Committee.

2. **Development of the Strategy**

- 2.1 The development of the latest version of Strategy for Staff has been the subject of consultation within the P&D function and with the Workforce Strategy Board, senior managers and Members.
- 2.2 A later draft will be shared with Trades Unions, Cabinet and Personnel Committee
- 2.3 The draft document attached commits the organisation to some challenging objectives to demonstrate innovation, best practice and our commitment to our staff. These are felt to be essential if we are to ensure that KCC is a “great place to work”.

3. **Recommendation**

- 3.1 Members are invited to comment on the attached draft of the latest iteration of our Strategy for Staff through discussion at the Corporate Policy Overview Committee.

Amanda Beer
Director of Personnel & Development
Ext 4136

STRATEGY FOR STAFF 2007

KCC aims to make Kent a great place to live and work. A county that people are proud of, where communities, families and individuals flourish and where people feel safe. We achieve this by putting customer's first, providing and commissioning high quality services and by continuously improving our performance.

As success depends upon the passion, skill and motivation of our staff, our commitment to recruiting, developing and retaining the very best people goes way beyond traditional boundaries.

Driven by our core values and high performance culture, our Strategy for Staff aims to make KCC a great place to work. A place where inspiring leadership and excellent people management enable all our staff to:

- Feel proud and excited about working for KCC
- Achieve their full potential
- Treat customers as they would like to be treated themselves
- Feel valued, equipped and rewarded for what they do
- Feel confident to welcome change and initiate innovation

CONTINUOUS IMPROVEMENT

Staff who deliver services are best placed to improve them. We value innovation and will encourage and enable staff to initiate change, take personal accountability for their own development and the way they do their jobs. We will:

- Celebrate achievement and recognise and reward innovation and improvement
- Encourage creativity and learning by providing opportunities to identify and share best practice and ideas
- Increase flexibility and vitality through excellence in recruitment, maximising technology and promoting new ways of working
- Manage change effectively and positively
- Identify service improvements through Managers and Members going 'back to the floor'

LEADERSHIP AND MANAGEMENT

Inspirational leadership and excellent people management are critical to our success. Our Members, managers and supervisors influence the performance and behaviour of staff and the relationships with our partners and customers. We want managers who can work effectively across traditional boundaries, work collaboratively and in partnership to provide direction, purpose and support and epitomize behaviour that reinforces our values. We will:

- Embed high standards of people management that enhance our diverse workforce and promote equality of opportunity.
- Provide excellent leadership and management development programmes
- Through 360° feedback, link management performance to reward
- Define and accredit the 'KCC Manager' through effective induction, regular re-induction and mandatory training and development
- Enhance partnership working through increased collaboration and sharing with the public and private sector
- Drive individual and organisational improvement through the increased use of coaching and mentoring

COMMUNICATION AND ENGAGEMENT

A climate of trust, honesty, respect and involvement enhances the performance of the organisation. We want every member of staff to feel engaged, to express their views and opinions freely and have their contributions recognised. We will:

- Provide a variety of mechanisms to enable regular, frequent dialogue across the whole organisation
- Listen and respond to what staff tell us
- Inform staff about key events before the media
- Write all correspondence in clear, straightforward language
- Engage and consult staff on major plans and changes
- Maintain a constructive relationship with recognised employee representatives

AN EXCELLENT WORKFORCE

An excellent organisation needs excellent staff. We want staff to be passionate about what they do, to fulfil their potential and have the skills, knowledge, tools and information to do their jobs effectively. We want people to feel part of KCC and enjoy coming to work. We will:

- Have comprehensive induction for every member of staff
- Ensure all staff have an action plan and understand how their contribution fits into the bigger picture
- Ensure everyone has a personal development plan and access to a minimum of 5 days training and development each year
- Promote secondments, job swaps, shadowing and other development opportunities
- Embed talent management to identify and develop potential
- Undertake exit interviews to find out why people leave and respond to retention issues

EMPLOYMENT AND REWARD

Our employment package aims to attract and retain high calibre people and reward them for their contribution. We want a flexible workforce that responds positively to meet the changing needs of the people of Kent. We will:

- Pay people a fair rate for the job and give additional reward for excellent contribution
- Provide career structures that enable movement and progression across the whole organisation
- Ensure our pay structure is simple, fair, transparent and modern
- Offer a flexible package which meets the needs of our diverse workforce
- Deal firmly and fairly with poor performance
- Promote dignity, respect and exemplary conduct through our employment policies and practices.
- Provide support to help people respond to change and move on when necessary

A HEALTHY ORGANISATION

Working for KCC is about more than just a job. We want a healthy, lively and vibrant organisation, where the physical environment, the nature of the job and the balance between home and work enable staff to work effectively, safely and have fun. We will:

- Value and promote diversity in our workforce
- Improve attendance and reduce sickness through the promotion of health and wellbeing and effective management
- Ensure our employment 'offer' recognises family commitments, provides opportunities for flexible working and promotes personal fitness and a healthy work/life balance
- Embed the management of health and safety throughout the organisation through integration into standard practice
- Use performance indicators and feedback from staff to monitor and continuously improve the morale of the organisation
- Reduce our impact on the environment through excellent practices.

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- Maintain a constructive relationship with recognised employee representatives

AN EXCELLENT WORKFORCE

An excellent organisation needs excellent staff. We want staff to be passionate about what they do, to fulfil their potential and have the skills, knowledge, tools and information to do their jobs effectively. We want people to feel part of KCC and enjoy coming to work. We will:

- Have comprehensive induction for every member of staff
- Ensure all staff have an action plan and understand how their contribution fits into the bigger picture
- Ensure everyone has a personal development plan and access to a minimum of 5 days training and development each year
- Promote secondments, job swaps, shadowing and other development opportunities
- Embed talent management to identify and develop potential
- Undertake exit interviews to find out why people leave and respond to retention issues

EMPLOYMENT AND REWARD

Our employment package aims to attract and retain high calibre people and reward them for their contribution. We want a flexible workforce that responds positively to meet the changing needs of the people of Kent. We will:

- Pay people a fair rate for the job and give additional reward for excellent contribution
- Provide career structures that enable movement and progression across the whole organisation
- Ensure our pay structure is simple, fair, transparent and modern
- Offer a flexible package which meets the needs of our diverse workforce
- Deal firmly and fairly with poor performance
- Promote dignity, respect and exemplary conduct through our employment policies and practices.
- Provide support to help people respond to change and move on when necessary

A HEALTHY ORGANISATION

Working for KCC is about more than just a job. We want a healthy, lively and vibrant organisation, where the physical environment, the nature of the job and the balance between home and work enable staff to work effectively, safely and have fun. We will:

- Value and promote diversity in our workforce
- Improve attendance and reduce sickness through the promotion of health and wellbeing and effective management
- Ensure our employment 'offer' recognises family commitments, provides opportunities for flexible working and promotes personal fitness and a healthy work/life balance
- Embed the management of health and safety throughout the organisation through integration into standard practice
- Use performance indicators and feedback from staff to monitor and continuously improve the morale of the organisation
- Reduce our impact on the environment through excellent practices.

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Item B7

To: Corporate Policy & Overview Committee – 8 November 2007

By: Graham Gibbens, Cabinet Member for Public Health

Subject: **Local Involvement Network in Kent**

Summary: To inform Members of work on developing the Local Involvement Network for Kent

Introduction and Background

1. The Local Involvement Network (LINK) will be established from April 2008 and it will replace the Patient & Public Involvement Forums which have been in place to look at the health service since 2004. The remit of the LINK will include looking at both health care and social care – this is a very significant addition to their remit. The legal basis for the establishment of LINKs is the Local Government & Public Involvement in Health Act, which very recently completed its passage through Parliament and was given Royal Assent on 31 October 2007. The LINKs will be established by each of the 150 councils in England that have statutory personal social services responsibilities.

2. The LINK will operate independently of the local authority, with its own governance arrangements and decision-making processes. There is no national prescription of organisational or governance arrangements because the Government has been very consistent in saying these are to be developed locally to best meet local preferences and requirements. As well as raising public awareness and stimulating public interest in participation, the local authority's key role is to select, through a public procurement process, a Host Organisation whose role is to provide ongoing infrastructure and logistical support to the LINK. This role is similar but not identical to that of Forum Support Organisations with regard to the current Patient & Public Involvement Forums. The other key stipulation in the legislation is that the Host Organisation can not be a local authority or NHS organisation.

Recent Developments

3. In mid-August, the Department of Health (DoH) issued three documents:
- a. **“Getting ready for LINKs – planning your Local Involvement Network”**. This has been published as Best Practice Guidance and summarises the DoH's policy expectations. It also suggests:
 - development approaches
 - a range of governance options
 - ideas about possible relationships between LINKs and other strategic partnerships
 - observations on the relationships between the LINK, its Host Organisation and the commissioning Local Authority

B7:1

- issues of accountability and performance management and
 - concludes with an Action List.
- b. **“Getting Ready for LINKs – contracting a host organisation”** This too has been published as Best Practice Guidance. It outlines what the DoH anticipates being covered in a local authority’s service specification for the provision of a Host Organisation and its proposed tender requirements. This document indicates that funding arrangements will be in the form of a Specific Grant paid to local authorities. This is detailed further below.
- c. **“Getting Ready for LINKs – an easy-read guide”** As its name suggests, this is a much less technical guide, mainly geared for a wider public audience who may not have any specialist background knowledge.

These documents can be made available on request.

Draft Regulations were published in early October for consultation before a deadline of 21 December. Amendments made to the Bill since these were published would suggest that new draft Regulations may now need to be published.

Future developments

4. It is expected that the proposals outlined in the Best Practice guidance are likely to be those required to be in place by April 2008 as they are not materially affected by these changes. The message from DoH continues to be that there will be considerable local discretion though this will only become absolutely clear when the final Regulations and more formal guidance are issued – it is thought likely that this will happen in January 2008. Members will appreciate that with a tendering process to be commenced between now and then and an implementation date of 1 April 2008, there are considerable areas of uncertainty and risk for all – the wide range of stakeholders, KCC and PCTs alike.

5. There are two key risks:

- (i) the need to publicly set out a service specification, in the near future, indicating a Host Organisation’s likely activity levels without any certainty of the level of funding that will be available overall and without knowing how that funding will need to be apportioned between the costs of the Host Organisation, the LINK once established or the Local Authority (see paragraph 7 below).
- (ii) the tight timescales and the consequent possibility of a gap between PPIFs being abolished and LINKs established. This risk has been recognised by Parliament and the Act includes changes make provision for transitional arrangements for this eventuality

6. In earlier reports (to the NHS Overview & Scrutiny Committee in July and October), there was a suggestion that the funding available to councils charged with the responsibility for establishing LINKs was likely to be of the order of £100-150k per annum. The most recent information indicates that the funding will be in the form of a non-ring-fenced Specific Grant. When that Grant Report is published, it will set out

individual local authorities' allocations, based on the relative needs funding formula. This formula takes account of geographical and population size, as well as other factors such as population sparsity and deprivation. The best current advice is that KCC's allocation will be in the order of £450k per annum. Confirmation is not anticipated before the Chancellor's announcement of 2008/09 local government expenditure plans in late November/early December. This, of course, is well after the invitation to tender for Host Organisations will need to be issued.

7. There will be three elements to the funding:
 - a) the Host Organisation's support function costs
 - b) the LINK's expenditure costs
 - c) the local authority's contract management costs.

It is prudent to assume that in view of these elements, there are no additional funds for what might be deemed service costs or costs falling to the local authority for servicing the information requests or referrals to NHS Overview & Scrutiny Committees coming from the LINK.

8. Members are reminded that there are two key elements to the County Council's role in establishing a LINK for Kent and this is being mirrored in the way implementation is being undertaken:

- (i) the County Council's role is to stimulate wide public interest in the creation of a LINK and there is a major programme of work to be conducted over the next 3-4 months which is primarily concerned with public and stakeholder engagement.
- (ii) There is a procurement process to be conducted. This is being progressed with colleagues from Commercial Services' Strategic Procurement Group. This tendering process will need to be open and transparent and comply with all relevant competition legislation. DoH guidance indicates that "the Health Overview and Scrutiny Committee within the local authority has a role in scrutinising how the contracting process was undertaken and ensuring that best value is achieved". This needs to be seen in the context that the letting of this contract will constitute a Key Decision (which is logged in the Council's Forward Plan).

9. The key to stimulating wide interest in participation to this new approach to public engagement in the commissioning, delivery and holding to account of health and social care will be a comprehensive engagement and communications strategy. This will entail:

- the creation of a dedicated website
- an extensive programme of engagement and consultation events (both those we organise ourselves plus encouragement to stakeholders, including seldom heard/hard-to-reach groups, inviting us to attend their own events)

- involvement with Kent Volunteers
- contacts with key Third Sector organisations via the Kent Compact protocols
- a regular online newsletter
- features in “Around Kent”
- opportunities to publicise what is happening through local media and Kent TV
- focus groups and surveys will be conducted to help round out understanding of what Kent’s residents want from a LINK
- a series of briefings and discussions will take place with all Members of the County Council and with Members and officers of district councils (in both cases by encouraging invitations from existing County and local arrangements).

10. Patient & Public Involvement Forums have so far struggled to establish a really tangible public presence. There is an opportunity, through community leadership by KCC and PCT colleagues, to rectify this over the coming months to help ensure that the LINK in Kent begins life with a notable public profile. The programme of work outlined in the preceding paragraph will be exacting but is the key to avoiding past difficulties that the PPIFs have encountered.

11. This work will be undertaken under the oversight of a Project Steering Group, chaired by Graham Gibbens, Cabinet Member for Public Health, and includes Kevin Lynes, Cabinet Member for Adult Social Care, a Non-Executive Director from each Primary Care Trust, Lord Bruce Lockhart, Chairman of the NHS Overview & Scrutiny Committee, and Mark Fittock, Vice Chairman, and Dan Daley, the Liberal Democrat Spokesman on this Committee.

12. This membership is intended to emphasise the role of KCC and the PCTs as *commissioners* of this new service. The initial meeting was held on 5 October. On a day-to-day basis, implementation will be managed through a Project Team comprising senior officers from Children, Families and Education, Adult Social Services and Chief Executive’s, as well as the PCTs’ Directors of Civic Engagement. Full-time support will be provided a member of staff seconded from the Kent Graduate Programme.

13. The comprehensive engagement with stakeholders is meant to serve several purposes. Key amongst these is helping KCC gather as many views as possible about what people would expect ‘their’ LINK to look like in terms of organisation, values, methods of working, membership, priorities, work priorities, what sort of issues would encourage their participation, and address issue like how local is local when it comes to asking people to give up their free time to get involved. Another purpose is very similar – to answer similar questions which will help KCC identify the hallmarks, the “success criteria”, to help the County Council select, through the

procurement process, the right Host Organisation for Kent's Local Involvement Network.

Recommendations

Members are invited to:-

- NOTE this report; and
- ADVISE on what are regarded as the attributes to look for in creating a successful LINK for Kent and the right Host Organisation to support it

Martyn Ayre

Corporate Policy (and Lead Officer on LINK)

Tel: 01622 694355 or email martyn.ayre@kent.gov.uk

Background Documents – report to Health Overview & Scrutiny Committee, 20 July 2007

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Item No: B8

By: Graham Gibbens

To: Corporate POC – 8th November 2007

Subject: **KCC Health Inequalities Action Plan**

Classification: Unrestricted

Summary:**FOR DECISION**

To agree the KCC Health Inequalities Action Plan process which is currently 'work in progress' to support the Kent County Council Public Health Strategy and as highlighted in the County Council debate on 24th July 2007.

Introduction

- (1) The KCC Health Inequalities Action Plan sets the existing priorities and commitment of KCC in tackling health inequalities in Kent. Reducing Health Inequalities and raising the life expectancy of the most socially disadvantaged is the primary aim of the KCC Public Health Strategy and indeed is the clear priority of the South East England Public Health Strategy. The Plan is not to incur any new targets or initiatives but to focus attention on the range of activities and programmes already in existence.
- (2) The report submitted to Corporate POC is currently '*work in progress*' and will be completed in consultation and collaboration with all directorates who are contributing to the Action Plan. Further contributions to the Plan are still being made.
- (3) Health Inequalities was a key aspect of the IdeA Peer Review and this is the first opportunity to present the Health Inequalities Action Plan to POC.

Health Inequalities Action Plan

- 1) The Kent Department of Public Health are leading the process to develop a Health Inequalities Action Plan that reflects the contribution and commitment of KCC to reduce the gap of health inequalities. The Plan identifies priorities, examples of activities that support the priorities and also details of partnership working.
- 2) The Health Inequalities Action Plan supports the Public Health Strategy where reducing health inequalities is one of the main priorities. There is a 16 year difference in life expectancy at birth across the best and worse wards in Kent and there are also clearly health inequalities issues at ward level across districts.
- 3) It is recognized that actions to tackle health inequalities are most successfully delivered at local level. Therefore, Kent County Council and the District Council (Chief Executives and representatives of the Public Health Board) have been involved in and support this process. Furthermore, this work is referenced with Local Strategic Partnerships who will be supported to develop action plans that

address local priorities through local community strategies. This is current 'work in progress'.

- 4) Corporate POC are invited to discuss and comment on this framework and to approve this process before the Action Plan is submitted to Cabinet for sign off on the 3rd December.

Meradin Peachey
Director of Public Health
Kent Department of Public Health
meradin.peachey@kent.gov.uk

Debbie Smith
Policy Officer
Kent Department of Public Health
deborah.smith@kent.gov.uk

**Kent County Council
Health Inequalities
Action Plan 2007
(Draft)**



Kent County Council Health Inequality Action Plan

Foreword

The purpose of this Action Plan is to highlight and promote examples of the existing aims and objectives of KCC in tackling health inequalities across Kent. Many of the significant achievements are being delivered at local district and at a county-wide strategic level and this document will serve to illustrate some of the good practice and commitment of the County Council working in collaboration with our local and strategic partners in District Councils, Primary Care Trusts, the Strategic Health Authorities, other Statutory Local Authorities and also in the private and voluntary sector.

But we know that addressing inequalities is a complex issue and there is still much more to be done. From 2008, this Action Plan will be progressed within a Health Inequalities Framework and will be informed and influenced by the KCC Public Health Strategy. This will enable the County Council to harvest a Health Inequalities shared vision statement and strategic approach, reflecting the range of collective aims and aspirations of the authority and other partners to tackle the diverse multifactorial agenda of health inequalities which will also include issues such as Transport, Housing, Employment, Crime (to name but a few) through a process of working collaboratively with partners and to aspire to a common set of principles.

Introduction

Health Inequality is the difference between rich and poor, “the health gap between the worst off in society and the better off” (Wanless 2001). Health inequality covers the whole population and exists ‘right across the spectrum of advantage and disadvantage’ (CMO England 2001). Health inequalities can relate to gender, ethnicity, age, disability, socio-economic status and geography. Some geographic variation can be explained by socio-economic and behavioural factors but there is evidence that the place where people live can affect their health.

At present some people of Kent will live less long and suffer more disease and debilitating conditions because of where they live or the conditions in which they live. Tackling health inequality is about reducing the gap of health variations between the worst off and better off in society to aim towards the same life expectancy.

Why is this important?

Health inequality creates a society where some people enjoy good health and live longer because they are wealthier, have better access to health and other services, and live in more prosperous areas.

Life expectancy at birth in Kent is 79.7 years (81.7 for women and 77.6 for men) and is higher than the national average. But between the best and worst wards in Kent there is a 16.6 year difference. Even in the district with the least difference (Tunbridge Wells) there is a 6.8 years gap between the best and worst wards.

Apart from the moral arguments that this is demonstrably unfair in a mature and overall wealthy society, this means that people from disadvantaged communities will create a disproportionate demand on health, social care and other support services. As people generally live longer they are more likely to do so dealing with chronic conditions which may impact on their quality of life and dependency on formal and informal carers. Unless the projected increased demand for health care can be prevented through improved health, especially for those that will create the most demand, the NHS and other services will struggle to cope.

Many factors need to be addressed to reduce inequalities. For example, unemployment is a crucial issue and effective economic regeneration of deprived areas and their populations is vital to improving public health. This can improve the economic viability of communities, increase the average annual income, create an environment that enables people to make healthy choices and increase the proportion of resources spent on health.

KCC and the activities it promotes across all its directorates and departments are a major influence on the critical determinants of the health of the people of Kent. By harnessing this influence and aligning the efforts of other key partners in the NHS, district councils and the private and voluntary sectors the extent of health inequalities can be reduced to the benefit of our whole community.

What have we achieved so far?

Putting Kent First – Key Objectives

Making Kent a great place to live and work

- Promoting a healthy lifestyle for all

Recognition of the importance of tackling health inequalities has been reflected throughout KCC and its strategies and plans. Whilst much of this is implicit there are numerous examples of commitments from KCC as a whole and from each directorate that directly address the issue of health inequalities or their obvious manifestations. This has embedded tackling health inequalities into the mainstream policy of all parts of KCC.

The Public Health Strategy for Kent

Live life to the Full, adopted by KCC, both Kent PCTs and the District Councils has *Reducing health inequalities significantly* as its number one priority. This will be prioritised by the following commitments:

- Reduce the number of poorer people who smoke
- Preventing and managing risks of coronary heart disease, cancer and many chronic illnesses by improving diets and increasing levels of physical activity levels
- Reducing hypertension (high blood pressure) and by better primary care and public health action
- Improving housing quality by tackling cold and dampness
- Reducing accidents at home and on the road

- vi) Help reduce the differences for some people in how likely their infant children are to die :
 - a) by improving the quality and accessibility of antenatal care and early years support for people in disadvantaged areas
 - b) Reduce Smoking by parents and improve nutrition for children in their early years
 - c) Reduce the number of teenagers who become pregnant and support teenage parents better
 - d) Improve housing conditions for children who live in disadvantaged areas or circumstances.
 - e) Increase levels of breast feeding

Vision for Kent

Improved health, care and wellbeing

Long-term Goals (Inc.):

- Improve the health and the physical and mental wellbeing of the population and reduce inequalities
- Inform and encourage self-responsibility for enhancing healthy lifestyles

Short-term Priorities

- Promote and improve the health of Kent's residents and reduce health inequalities by addressing variations in health across the county
- Address the wider factors affecting people's health as well as treating the conditions from which they suffer
- Ensure a particular focus on improving the health and quality of life for people with mental health problems
- Empower people to make healthier choices that prevent them from being ill
- Promote health through large employers and use employment, commissioning and other working practices to enhance healthy living and wellbeing

The Vision For Kent “Opportunities for All” Wheel



The Kent Agreement

Outcomes (Inc):

- 16 To promote and improve the health of Kent’s residents and reduce health inequalities by addressing variations in health across the county
- 1 To promote the physical, emotional, social and intellectual development of young children so they flourish at home and at school
- 7 To improve participation and engagement by all children and young people in youth, cultural and community activities
- 11 To reduce the harm caused by illegal drugs, including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system
- 13 To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services

- 15 To promote independence through employment for those who are able to work
- 17 To improve Kent's residents' access to homes of excellent quality, in the right place, at the right time, and at the right cost
- 18 To promote independent living for all

Towards 2010

Many of the T2010 targets are designed to promote wellbeing and better health. There are four particular targets that apply to health inequalities:

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

Target 48: Increase opportunities for everyone to take regular physical exercise

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

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

KCC directorates include commitments to reducing inequalities or their effects in their vision statements:

Children, Families and Education:

CFE is the lead Directorate on behalf of KCC, for the development of Children's Trust arrangements in Kent and the delivery of the 'Every Child Matters' agenda. This demands development of totally new ways of working for all the main agencies working with children and young people.

Kent Children's Trust and the Children's Health Commissioning Division

In April 2006, the new Children, Families and Education Directorate was created by merging Education with Children's Social Services, joined in September by representatives from Health, bringing together those organisations and services that have an important and long-lasting effect on the quality of children's lives that will influence their future adult life.

In Kent the multi agency **Kent Children's Trust Board** has been established to ensure these aspirations are turned into action under the leadership of the Director of Children's Services (DCS).

Children's Trust arrangements will have four essential components:

- Professionals enabled and encouraged to work together in more integrated front-line services, built around the needs of children and young people;
- Common processes which are designed to create and underpin joint working;
- A planning and commissioning framework which brings together agencies' planning, supported as appropriate by the pooling of resources, and ensures key priorities are identified and addressed;
- Strong inter-agency governance arrangements, in which shared ownership is coupled with clear accountability.

The Strategic Plan for the Trust is the Kent Children and Young People's Plan, "Positive about our Future" (available on www.kent.gov.uk/publications/education-and-learning/kcc-children-young-people-plan.htm)

Kent Adult Social Services

Active Lives:

- Promoting healthy lifestyles, to enable everyone to live their lives to their full potential, through supporting the Kent Public Health agenda.
- Creating the conditions, with others, for equality of opportunity (in relation to manage, gender, race, disability, religion and social inclusion).
- Build healthy, inclusive and sustainable communities.
- Using our strategic influence to ensure that local Community Strategies promote healthy lifestyles in the broadest sense (for example they will have impact assessments for health, equalities and sustainability; promote the lifetimes home standard; reduce crime, promote independent living and a sense of community).

Environment and Regeneration:

- Live – a healthy environment now and for future generations
- Work – a strong economy with a skilled and adaptable workforce
- Visit – a distinctive destination for residents and tourists to enjoy
- Drive the physical, social, and cultural regeneration of key coastal towns through a variety of programmes including site assembly, bringing empty properties back into use, and transport improvements.

Communities

Three core principles:

- To continuously improve locally delivered services

- To involve communities in shaping them
- To extend the positive impact they have, especially in our more disadvantaged communities.

Chief Executive's Department:

The Supporting Independence Programme aims:

- to enable those who are reliant on benefit to lift themselves out of dependency into a more meaningful existence where they are able to support themselves and their families
- to identify initiatives that tackle the root causes that create dependency and improve individual's life chances to prevent them becoming dependant in the first place.

All of KCC directorates have Equalities and Diversity Plans to foster a fairer society and value 'difference' in its broadest sense.

What must we aim to achieve?

The government has set two cross-cutting national targets:

By 2010 to reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.

In Kent we have seen that whilst overall life expectancy in Kent is better than the England average there are significant differences between and within districts. This is also true for the two main measures of infant mortality –

- The number of deaths within 28 days of birth per 1000 live births
- The number of deaths in the first year of life per 1000 live births.

Health Inequality Outcomes in Kent (see Live Life to the Full)

The attached table illustrates some examples of how, in Kent we should achieve in the **short-term**:

- Improved lifestyle choices by children in schools in deprived areas
- Improved lifestyle choices by adults and young people in deprived areas
- Improved access to public sector services

Our **long-term** outcomes should be:

- Halt in the rise of childhood obesity

- All schools reach the healthy school standard
- Infant mortality rates in Eastern and Coastal Kent better than the national average
- Improved education levels of looked after children
- Fewer people of working age on benefits
- Fewer children living in households with low income in deprived areas
- Smaller gap in life expectancy from 6.5 years to 6 years
- Fewer cases of – and deaths from - cancer

What are our priorities?

Strategic priorities:

- Incorporate tackling health inequalities into all key strategy and planning documents, especially those that define KCC partnership working such as:

The Kent Agreement 2
T2010 successor

- Promote and mainstream the use of Health Impact Assessments alongside other impact assessments already required and adopted as good practice such as Equality Impact Assessments and Environmental Impact Assessments, on all new policies, strategies, plans and proposals.
- Ensure that all parts of KCC identify and deliver practical and tangible actions that aim to reduce health inequalities as part of their day to day work.
- Engage local communities that are affected by health inequality more effectively to identify problems, develop proposals and build the social and community capacity necessary to benefit from investment and regeneration.

Changing lifestyle priorities:

There are some critical poor lifestyle factors that affect health and which are more prevalent in disadvantaged communities:

- Smoking is the biggest single cause of premature death and smoking rates are higher in lower socio-economic groups (including the number of pregnant mothers who smoke).
- Teenage pregnancy is associated with poorer health outcomes for children and their mothers. Teenage conception rates are higher in areas of deprivation.
- Breastfeeding is the best way to start a child's life and confers health benefits that last into later life

- Obesity due to poor diet and lack of exercise is likely to overtake smoking as the biggest cause of premature death in the near future

The Process for Delivery

The Action Plan reflects examples of activities to tackle health inequalities at a County and Local level. The most successful initiatives are those that are delivered in partnership at a local level focussing on particular local needs, which is why there will be further work to implement the activities at a local level and ensure they are aligned to the district community strategies. This will place Local Strategic Partnerships in a strong position to oversee the delivery of initiatives that tackle health inequalities at a local level

Debbie Smith
Policy Officer, Kent Department of Public Health
Tel: 01622 696176
VPN: 7000 6176
Email: deborah.smith@kent.gov.uk

Health Inequalities Activity Table (Work in Progress).

Directorate Contributions from:

1. Communities	Page 12
2. Environment & Regeneration	Page 20
3. Kent Adult Social Services	Page 26
4. Children, Families and Education	Page 28
5. Sevenoaks District Council	Page 37
6. Tonbridge and Malling Borough Council	Page 38

Still Awaiting Contributions from:

E&R: Regeneration and Economy
Supporting Independence
Other District Councils

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
<p>1. <u>Communities</u> (KDAAT)</p> <p>Page 155</p>	<p>We will see a Significant Reduction in health Inequalities</p>	<p>All drug users on structured treatment interventions are offered a health assessment.</p> <p>Nurse Consultant Dual Diagnosis service to ensure that substance misuse and mental health services are integrated and better aligned.</p> <p>Both services help to provide training and support for improving skills for employment.</p> <p>KDAAT & Kent Police reporting structure for drug- related deaths</p>	<p>Health, Kent Police, Probation Service, Youth Justice Board & National Treatment Agency</p> <p>Kent Police</p>		<p>X</p> <p>X</p>				<p>Directorates' Public Health Network</p>

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
(Adult Education and Library Service)		Baby bounce and rhymetime also introduce children to literacy in a friendly and relaxed atmosphere Hosting healthy living fairs and promote family learning events							
(YOS)		Youth Inclusion programmes promote physical activity and its importance							
(YOS)	Improved Mental Health And Wellbeing for Children	Work with Children's Mental Health Service to improve access to mental health services. Dual Diagnosis	Health		X		Short, Medium and Long Term		Directorates' Public Health Network

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		adults and children Physical Activity initiatives surrounding 2012 London Olympics for all ages Promoting physical activity for all							
Page 188 (Youth Service) (Youth Offending Service)	Improved Sexual Health and Fewer Teenage Pregnancies	Training Youth Workers to work with young people about their sexual health Reducing Teenage pregnancy through Connexions PAS specialist Provide guidance and support for pregnant teenagers as part				X		Additional £13,500 Choosing Health Money (WK PCT)	

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		of their work							
(Trading Standards) PDAAT) Page 159	Reduce levels of substance misuse and alcohol above recommended guidelines	Advice to businesses on alcohol sales and enforcing law of under-age sales of alcohol Commissioning services to treat alcohol misuse Advice and guidance to young people about drugs and their effects Commissioning services for detoxification programmes. £1.2m 16-bedded unit due to opened in July 2007.	Kent Police				Short, Medium & Long Term		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
(Youth Service)		Undertaking assessments for residential rehabilitation placements. School based drug programme with ASK Multi-agency drug intervention support programme	ASK Kent Police			X			
(Emergency Planning)	Infection Control	Partnership work to minimise risk to public from highly infectious disease Involved in programmes to control the spread of disease in animals					Short, Medium and Long Term		
(Trading Standards)									
(KDAAT)		Harm reduction			X				

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		services such as needle exchange programmes							
(Kent Scientific Services) P&V Community (Safety) 0161 (Trading Standards)	Healthy Eating	Testing school food to ensure that it is safe for children to eat Breakfast club to ensure children receive proper nutrition before school Food standards to assist people make healthy choices Monitor manufacturers, importers & retailers of feed & fertilisers on farm to ensure					Short, Medium and Long Term		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		satisfactory feed and food hygiene							
2. <u>Environment and Regeneration</u> Environment & Waste – Country Parks) Page 62	Tackling Obesity through range of programmes to enable participation in outdoor activity Delivering outdoor environment-al education for schools at Shorne Wood & Lullingstone Country Parks & Canterbury Environmental Education Centre	Programme of country walks within and from KCC country parks: i) Naturally Active ii) Walking for Health initiative Nordic walking, a whole body exercise using poles Developing Out- door activity programmes with Maidstone BC Developing fund- raising walks Programme of conservation	i) WK PCT, NWK Countryside Partnership ii) Natural England Kent Adult Social Services (Activmobs) Maidstone BC British Heart Foundation	X	X	X X	By 2008 i) 2008- 2010 ii) 2008	Currently being negotiate d with partners	Recording participants of walking activities and conservation volunteering Recording number of school visits to education centres

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Kent Highways Service	Providing opportunities for people with physical & learning disabilities through the Branching Out programmes	volunteering, teaching new outdoor skills whilst working in the countryside							
Kent Highways Service	To increase levels of walking and cycling to school.	Developing walk to school initiatives including walking buses, Walk on Wednesday and the KM Green Footsteps Challenge. The target is to ensure that 25% of all Kent Primary Schools are engaged in a Walk to School initiative in each academic year. This has	Kent and Medway Walking Bus Group Charity – walk to school. KM Newspaper – walk to school. Medway Council –		X	X X	All schools to have Travel Plans by 2010. 75% of all schools to have achieved Healthy Schools status (which requires a School Travel Plan	£189K pa from DCSF (to 31 st March 2010) to support the Travelling to School initiative launched in 2004. This enables Kent	School census returns (PLASC)

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 164		<p>been achieved in 2007/08 with some 40 walking buses operating across the county and 120 schools engaged in other walk to school initiatives. Early indications suggest that a downward trend in walking to school, spanning some 3 decades, is being turned around. KHS are also working with Sustrans to increase the level of cycling to schools as part of the Bike IT initiative. The Kent Bike It officer is currently engaged with 12 schools in the Ashford area</p>	walk to school.	X			by 2009).	<p>Highway Services to employ 4 dedicated School Travel advisors. The funding is managed by KHS on behalf of CFE and KHS are accountable for delivery to a cross directorate 'Travel to School' Steering Group,</p>	

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		but KHS are seeking to expand the scheme to other parts of Kent from 2008/09.							
Kent Highways Service Page 165	To work with schools, businesses and public sector organisations to develop Travel Plans.	Working to ensure all KCC schools develop Travel Plans by 2010 as part of the Government's 'Travelling to School' project. Over 330 (55% of Kent schools) School Travel Plans have been approved to date. KHS are also working with partners in the districts to ensure that workplace/residential Travel Plans are an integral part	NHS - as part of the Healthy Schools initiative. Sustrans – Bike IT (cycling to school) Travel Plans – Pfizer, Crossways Business Park, Fairview New Homes	X	X	X X		£113K pa from DCSF (to 31 st March 2011) to deliver a new statutory duty to promote Sustainable Travel to School as part of the Education and Inspections Act 2006.	Walk to School schemes such as WoW and Green Footsteps are subject to ongoing monitoring.

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		of all new developments and that they are developed and monitored to a consistent standard.						This is also managed by KHS on behalf of CFE (as above).	
Kent Highways Service Page 166	Smarter Choices - To develop a wide range of innovative initiatives to facilitate people making 'smarter' travel choices which benefit their personal health and wellbeing as well as contributing to reduced congestion and an	Incentivising public transport (e.g. Kent Freedom Pass) and more innovative and efficient use of the car e.g. car clubs and Kentcarshare which seek to reduce levels of unnecessary single occupant car trips. Such initiatives recognise that walking is the 'glue' which holds all transport trips together and that a	Private sector e.g. Liftshare and Streetcar – car clubs and car sharing Bus operators – Kent Freedom Pass.	X	X	X X	ongoing but aligned to Kent's second Local Transport Plan 2006-07 to 2010-11	£95K pa from DfT (3 years from 2007) to support the development of walking buses & walk to school initiatives. Funding directly to schools but working	Usage of Streetcar and Kentcarshare are monitored. KHS are working with district councils to improve the amount of monitoring and enforcement of work place travel plans in the absence of any

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 167	improved environment.	relatively short walk to and from the bus stop can help individuals reach the DoH physical activity target. Car sharing and car clubs also facilitate more affordable and sustainable use of the car.						collaboratively to develop walking buses & walk to school in partnership with Medway Council and the Kent and Medway Walking Bus Group.	external funding to support this initiative.
<u>3. Kent Adult Social Services</u>	Ensuring that vulnerable adults are able to access appropriate medical advice and assistance	Promoting good health amongst adults with learning disabilities through the Health Implementation Group which reports to the	Service Users with Learning Disabilities, PCT, NHS Trust and Skill net		X	X	2008	LDDF, EK Partnership Fund, District Partnership Group funds	Data collection on Health Action Plans and number of assessments completed. GP registers

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 168	Reducing health inequalities significantly	Learning Disability Partnership Board. To make sure people stay healthy, get the right health treatment they need and have a good experience of the NHS	PCTs and voluntary Sector	X	X	X	Ongoing	PCTs	will be used to track access to services
	Empowering people to manage their own health and especially those with long term conditions	Improving access to Mental health services for members of black and minority ethnic communities through employing community development workers. Participation in DH whole Systems Demonstrator project to evaluate the use of assistive	Dept. of Health, PCTs, Borough councils, independent sector and voluntary organisations		X	X	3 year time limited		Analysis of referral date pre and post implementation of project WSD evaluation via collective of academic research organisations including the Kings Fund

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
		technology, telehealth and telecare							
4. <u>Children, Families and Education</u> Page 169	To promote healthy and active lifestyles for all children and young people.	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 By: <ul style="list-style-type: none"> Engaging children and young people in the programme from the start Co-ordinate existing activity by all relevant agencies 	Kent county Children's Trust Board: PCTs, Schools, School Clusters, KCC Directorates, District Councils, Probation, Connexions, LSC, Kent CAN, Further and higher Education providers, Faith organisations and others	X	X	X	2007-2010	All funding is either bid for through the usual KCC Business Planning processes or being developed through various joint commissioning processes which are being developed as part	The outcomes will be assessed through the KCC Annual Performance Assessment process, which has replaced the annual inspection by CSCI and DfES of Education and Childrens Social Services and also by the new multi- agency inspection of

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 170		<ul style="list-style-type: none"> • Create a publicity campaign consisting of clear and consistent messages to publicise crucial information relating to public health • Target messages for young men and minority/vulnerable groups • Promote relevant materials, i.e. posters for young people & information for parents/carers • Ensure young people and parents/carers are signposted 						of Kent Childrens Trust arrangements, at county and locality levels	children's services known as JAR (Joint Area Review) and will feed into KCC star rating

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 171		<p>to sources of support and information</p> <ul style="list-style-type: none"> • Link with national campaigns and resources to maximise success 	<p>YOS and KDAAT</p>				2007-2010		
		<p>Develop an integrated Youth Strategy to provide co-ordination of direction for integrated youth support services</p> <ul style="list-style-type: none"> • Roll out the Kent Early Support Programme to provide more co-ordinated multi agency responses for children with a 	<p>Kent Early Years, Childcare and Extended Services Board</p>				2007-2010		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 172		<p>disability/ developmental delay who are under 5.</p> <ul style="list-style-type: none"> • Provide parents with information and advice they need to make choices for under 5s • Further develop Children's Centres across Kent to the 30% most deprived communities, integrate them with Sure Start programmes which will include child and family health services and antenatal care. • Continue to 					2007-2009		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 173	To reduce health inequalities for children and young people in Kent	develop extended services in and around schools to meet the needs of children, their families and the wider community.					2007-2010		
		All Kent Schools to be working towards Healthy School status by December 2009							
		Develop and							

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 174		<p>implement a comprehensive PSHE strategy that reflects the recommendations of Select Committee reports on PSHE/ Sexual health(2007) and Alcohol Abuse (2007)</p> <p>Encourage healthy eating by providing nutritious school lunches through the Healthy Schools programme and launch a range of community-based healthy eating pilots</p> <p>Increase the uptake of healthier school meals</p>					2007-2010		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 175		<p>including free school meals.</p> <ul style="list-style-type: none"> • Encourage people of all ages to take responsibility for their health and wellbeing • Support parents and carers receive support to keep their children healthy • Assessment of young offenders by the Children & Adolescent mental Health Service within Youth Justice Board target. • Target resources to improve health 					2007-2010		
	2007-2010								
	2007-2010								

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 176	To improve the emotional and mental health, resilience and self-confidence of children and young people	outcomes to areas of highest need.					2007-2010		
		Further develop the school nursing service in relation to healthy lifestyles and prevention with particular reference to vulnerable groups					2007-2010		
		Extend and enhance support to children and young people caring for relative and friends					2007-2010		
		Implement co-ordinated multi-agency health promotion programmes in settings for children, young					2007-2010		

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 177		<p>people and families</p> <p>Implement a Personal Social and Health Education Strategy to improve the delivery of PSHE and build resilience in children and young people to deal with stress, bullying, domestic violence, drugs, alcohol and other pressures in their lives</p> <p>Introduce Secondary SEAL into a pilot group of schools.</p> <p>Implement the Kent Anti-Bullying strategy in all</p>							

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 178		schools Develop integrated training programme focussing on risk and protective factors and enabling young people in vulnerable groups to develop resilience.							
5. KCC partnership with the Sevenoaks District Community Planning Partnership	Promote and improve health and wellbeing throughout the District of Sevenoaks	Extend existing community based healthy lifestyles projects and Choosing Health programme (healthy eating, walking & exercise, smoking cessation) to all age groups	Sevenoaks District community Planning Partnership and Sevenoaks District community Safety Partnership which	X	X	X	2007-2010	Choosing Health (from West Kent PCT) and other West Kent PCT funding	Monitored quarterly through the District's community Plan All key outcomes are monitored and reported on an annual

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 179	Improve access to health services and reduce health inequalities	Health needs assessments, equity audits and working with socially excluded groups	includes: West Kent PCT, West Kent Extra, Housing Associations, Sencio Community Leisure and voluntary, faith & community groups						basis
	Reduce poverty and social exclusion and close the gap between the most deprived areas and the rest	Work in identified areas & involve local residents in projects to improve neighbourhoods including increasing numbers of volunteers, opportunities for debt management and employment							
6, KCC working with Tonbridge and Malling Borough Council	Promoting active lives and exercise to tackle obesity and poor health	Lifestyles referral programme at Borough's leisure centres and through outreach work in our local	West Kent PCT, GPs, Big Lottery, Homestart, YWCA The Beat	X	X	X	All work is on-going	Choosing Health Funding, Big Lottery Funding	monitoring of clients using the referral programmes Range of

Directorate/ Team	HI Priority	Example of Delivery	Partners	District Council Partner s (X)	PCT Partners (X)	P&V Partners (X)	Timescales	Funding Sources	Monitoring and Evaluation
Page 180	<p>Focusing health improvement on the Borough's three priority communities at East Malling, Trench and Snodland</p> <p>Improving the sexual health of young people</p>	<p>communities</p> <p>Formal community regeneration partners activities in each of the communities.</p> <p>Formal community regeneration partners activities in each of the communities.</p> <p>Pilot negotiated to develop services with Tonbridge & Malling BC (leads) at Joint Local Board.</p>	<p>Project, a wide range of local partners, Big Lottery</p> <p>Multi-agency – being developed at Joint Local Boards</p>	X					<p>monitoring programmes are currently under development</p>

Item C1

By: Overview and Scrutiny Manager

To: Corporate Policy Overview Committee – 8 November 2007

Subject: **SELECT COMMITTEES – UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the current Alcohol Misuse Select Committee and the Select Committee Topic Review Work Programme.

Select Committee: *Alcohol Misuse*

1. (1) The Chairmanship of this Select Committee transferred from Mr J B O Fullarton to Mr D A Hirst in the summer. Hearings for the Select Committee took place from between mid June to the end of July and also in September 2007. As well as requesting written information for a variety of organisations the Select Committee also heard from representatives of the Alcohol industry representations, Academics, treatment providers, support organisations, colleagues in the Health Service and Education, representatives of the Kent Youth County Council, Kent Drug and Alcohol Action Team (KDAAT) and other stakeholders.

(2) The issue of alcohol misuse is extremely complex and involves working with multi agencies which has led to a very challenging Select Committee process. All Select Committees are challenging and demanding with their own set of issues to be resolved but it is fair to say that this Select Committee process has been more demanding than many. As a consequence the Select Committee will be asking the Policy Overview Co-ordinating Committee on 5 November 2007 for more time to complete their report and to present it to Cabinet in the first quarter of the New Year. I will update the Committee on the outcome of this request orally.

Select Committee Topic Review Programme

2 (1) When the Policy Overview Co-ordinating Committee met in June it agreed that the priorities for Topic Reviews for the period of autumn 2007 to spring 2008 should be:-

- (a) Accessing Democracy;
- (b) Vulnerable Children; and
- (c) Accessing Healthcare.

(2) The Policy Overview Co-ordinating Committee will be asked to reaffirm its priorities based on the resources available assuming they approve the request for more time to complete the Alcohol Misuse report. The Chairman will update the

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Committee orally on the reviews which are to be scoped and commence their work during the period autumn 2007 to spring 2008.

(3) Accessing Democracy will fall within the remit of this Committee. If approved by the Policy Overview Co-ordinating Committee that this piece of work should now commence then I will require delegated powers to agree the Terms of Reference with the Chairman, Vice Chairman and Liberal Democrat Spokesman of this Policy Overview Committee (POC)

Recommendations

3. Recommended that

- (1) The progress of the Select Committee on Alcohol Misuse be noted.
- (2) That the update on the new Select Committee Topic Review Programme be noted.
- (3) If necessary, the Overview and Scrutiny Manager in consultation with the Chairman, Vice-Chairman and Liberal Democrat Spokesman on the Policy Overview Committee (POC) be given delegated authority to approve the terms of reference of the Select Committee on Accessing Democracy

Denise Fitch
01622 694269
denise.fitch@kent.gov.uk

Background Information: *Nil*